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Management response to the recommendations from the summary report on the evaluation of the country strategic plan for Haiti (2018–2022)

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 Haiti (2018–2022).
2. The evaluation team followed a participatory, theory-driven approach based on gender equality and human rights. It used mixed methods, combining desk research, key informant interviews (including among populations targeted by WFP) and direct field observation in line with ethical principles to protect the dignity of individuals and the confidentiality of information shared.
3. The evaluation has two objectives: to provide accountability for results achieved and to draw lessons to inform future strategic decisions, particularly for the development of the next CSP.
4. The evaluation generated three strategic and two operational recommendations; the sub-recommendations describe how each main recommendation will be implemented.
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 timeline for the implementation of those recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR HAITI (2018–2022)						
Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Status of implementation
<p>1. WFP should allocate more attention and investment to outcomes that address the root causes of food and nutrition insecurity and to resilience building in order to adopt a more integrated approach in line with the strategic shift envisaged in the country strategic plan.</p> <p>Priority: High</p> <p>Deadline: December 2024</p>	Country office programme and policy units	Agreed				
<p>1.1 In geographic areas affected by shocks, WFP should ensure that its integrated resilience building interventions systematically take over from ad hoc emergency food assistance to ensure continuity and create opportunities to improve the livelihoods and resilience of vulnerable households facing shocks.</p> <p>Priority: High</p> <p>(December 2023)</p>		Agreed	The country office has set ambitious targets for the humanitarian–development nexus: “By 2028, 30 percent of the populations benefiting from emergency programmes will be integrated into operations aimed at increasing their resilience by incorporating them into social safety nets (such as transfers and school canteens) and livelihood strengthening and diversification programmes.” Ongoing resilience-focused programmes are ensuring this transition and will start to be scaled up where possible this year. Around 2,000 households switched from unconditional cash-based assistance to conditional cash-based assistance during a pilot phase.	Programme unit	December 2023	Under way

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<p>1.2 WFP should scale up activities that both build resilience and address the root causes of food insecurity.</p> <p>For example, it should scale up the school feeding model based on local procurement, which helps improve food security for pupils while building the capacity of smallholder farmers, who it supports in accessing local markets, diversifying local production and improving their livelihoods and ability to recover from shocks. This involves establishing appropriate partnerships with other players with the necessary specialist skills in the agricultural sector to ensure that local production is adapted to Haiti's agricultural conditions and the food preferences of affected populations.</p> <p>Priority: High (December 2023)</p>		Agreed	<p>The scaling-up of the school canteen model is already well under way: local purchases now account for 50 percent of school meals and the aim is to get closer to 90 percent by 2028. To this end, WFP will continue to identify sustainable funding sources, develop local supply chains and ensure that local farmers have the capacity to meet the quality and quantity standards set for school canteens. By the end of 2023, 50 percent of pupils benefiting from WFP food assistance will be covered by the home-grown school feeding programme, compared with 30 percent in 2022.</p>	Programme unit	December 2023	Under way
			<p>In 2023, WFP has prioritized impact analyses of the local procurement model applied to the home-grown school feeding programme and analyses of the food value chains involved in this model. This will enable WFP to strengthen and deepen its agricultural market support activities for smallholders and ensure that local production is adapted to Haiti's agricultural conditions and the food preferences and nutrition status of</p>	Programme unit	December 2023	Under way

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			its communities. All these activities will be implemented in coordination with appropriate technical partners: the agricultural directorates responsible for ensuring the implementation and sustainability of actions at the <i>département</i> level; the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development and the United Nations Environment Programme to build on and maximize results and avoid duplication; and the Faculty of Agricultural and Environmental Sciences of Quisqueya University through a memorandum of understanding aimed at strengthening evaluation and analysis capacities.			

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			WFP will also be piloting a digital platform (Farm2Go) to facilitate links between producers, cooperatives and schools and to enhance transparency in the movement of agricultural products between producers and cooperatives. This will enable gaps to be identified and then filled by appropriate agricultural market support activities for smallholders.			
			WFP plans to set up participatory community mechanisms equipped with market access tools (participatory community planning, the farmers' organization assessment tool FORMA) to analyse community needs and implement smallholder market support interventions, with a view to increasing marketable surpluses for producing households, improving community production and strengthening production aggregation systems.	Programme unit	December 2023	Under way

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<p>1.3 In the next country strategic plan and in the corresponding implementation plans, which will be combined within an overall plan for the country office, WFP should define and explain how activities, outputs and outcomes relate to one another and the implications of this for collaboration between country office units and the implementation of interventions.</p> <p>Priority: High (December 2023)</p>		Agreed	<p>The country strategic plan for 2024–2028 has been developed around a principle of strong integration between the various pillars, namely: i) ensuring care for beneficiaries of emergency interventions (outcome 1) under social safety nets (outcome 2) and livelihood-based programmes (food assistance for asset creation and smallholder market support) (outcome 3); ii) establishing a direct link between nutrition-sensitive assistance (outcome 2) and the strengthening of the capacity and systems (including SIMAST, the national vulnerability database) of the Government (outcome 4); iii) connecting projects to rehabilitate community assets and support smallholder agricultural markets (outcome 3), linking the latter directly to school canteens (outcome 2); and iv) establishing a direct link between early warning systems (outcomes 3 and 4) and anticipatory actions for crisis response (outcome 1).</p>	Programme unit	November 2023	Completed

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<p>1.4 WFP should clarify and strengthen the contributions it intends to make in collaboration with United Nations country team members through technical support for relevant government stakeholders to enable structural changes to achieve long-term results in terms of food security and Sustainable Development Goal 2.</p> <p>Priority: Medium (December 2024)</p>		Agreed	WFP will act as a secretariat and provide technical support to the Ministry of Social Affairs and Labour in the development and implementation of the national action plan for the national social protection and promotion policy.	Programme unit	December 2024	Under way
			WFP will carry out an institutional assessment of the organizational and administrative capacities of the Ministry of Social Affairs and Labour, which will inform various institutional capacity strengthening strategies established by donors and United Nations entities, including WFP.	Programme unit	December 2024	Under way
			WFP will strengthen its collaboration with the Ministry of Agriculture, Natural Resources and Rural Development, notably through signing a memorandum of understanding, and will help revitalize agricultural round tables at the <i>département</i> and national levels.	Programme unit	December 2024	Under way

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<p>2. WFP should build its capacity to achieve the results set out in the country strategic plan by ensuring that all necessary resources, both financial and human, are allocated to it.</p> <p>Priority: High Deadline: December 2025</p>	Country office (regional bureau, headquarters)	Agreed				
<p>2.1 WFP should work more with donors (e.g. organizing field visits for them) and find new donors to increase the budget allocated to resilience building outcomes, thus achieving long-term results linked to resilience.</p> <p>Priority: High (December 2025)</p>		Agreed	WFP will ensure that Haiti remains a priority for donors through ongoing direct and targeted advocacy (organization of appeals for donations or field visits; dissemination of reports).	Partnerships unit	December 2025	Under way
			WFP will seek non-traditional partners (climate funds) and work closely with the regional bureau to develop financing opportunities involving the private sector.	Partnerships unit	December 2025	Under way
			WFP will work to gather evidence through a research project under the Changing Lives Transformation Fund to measure the impact of its activities on smallholder farmers (such as quantity produced and sold, income, weather-related losses and correlation with insurance coverage and	Research, assessment and monitoring unit (resilience programme unit)	December 2027	Not started

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			consideration of insurance in financial decisions). The evidence gathered will highlight the effects of an integrated package of climate-related interventions on the resilience of these smallholders to facilitate and encourage advocacy for the "Changing Lives" programme, with the aim of mobilizing catalytic funding.			
2.2 WFP should demonstrate its expertise in resilience building and its added value as an actor and partner in humanitarian assistance and development by focusing on monitoring and evaluation. Priority: High (December 2025)		Agreed	In mid-2022, the country office began gathering data by launching an impact evaluation of its resilience-focused component with technical support from the Office of Evaluation. The exercise aims to highlight WFP's expertise and added value in terms of resilience building.	Research, assessment and monitoring unit (resilience programme, asset creation and livelihoods units)	December 2025	Under way
			Since 2021, WFP headquarters has been implementing a satellite-based asset-impact monitoring service. In addition to conventional asset creation activity monitoring, geospatial tracking of these assets has also been carried out. The country office will continue to strengthen this collaboration.	Resilience programme, asset creation and livelihoods units (research, assessment and monitoring unit)	December 2025	Under way

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<p>2.3 WFP should focus on retaining human resources by working on the types of contracts offered under the new staffing framework and the recently conducted organizational alignment review and by promoting the training of new staff, creating team spirit and establishing stronger synergies and closer collaborative links between country office units.</p> <p>Priority: High (December 2023)</p>		Agreed	<p>The country office is currently recruiting a consultant to assist with the organizational alignment review. This operation goes hand in hand with a decentralization process and the gradual transfer of certain management responsibilities to the sub-offices. In addition, the country office has conducted a learning needs assessment to ensure that its staff have the capabilities to achieve the objectives of the CSP.</p>	Human resources unit	November 2023	Under way
			<p>The country office will organize informal events such as lunches, team-building activities and seminars to encourage interaction and bonding between team members.</p>	Country office	December 2023	Under way
			<p>WFP is already in contact with local universities regarding setting up an internship programme.</p>	Human resources unit	December 2023	Under way
<p>3. WFP should broaden its partnerships with Haitian institutions and contribute more to their capacity building.</p> <p>Priority: High Deadline: December 2025</p>	Country office (programme and policy units)	Agreed				

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<p>3.1 WFP should define an action plan that sets out a comprehensive scheme of short-, medium- and long-term objectives that enable policies developed with its support to be institutionalized and implemented.</p> <p>Priority: High (December 2025)</p>		Agreed	WFP will update and disseminate the plan for rolling out its technical assistance, including institutional capacity strengthening provided by the country office.	Programme unit	June 2024	Under way
			WFP will systematically incorporate institutional capacity strengthening activities into resilience and social protection programmes involving public institutions at the central <i>département</i> levels.	Programme unit	December 2025	Not started
			WFP will provide in-house capacity strengthening training for units supporting the implementation of technical assistance activities to harmonize their approaches to capacity strengthening. For example, in the case of smallholder agricultural market support activities, which are relatively new for the country office, WFP plans to organize, with the support of the regional bureau, technical training for sub-offices on the various capacity strengthening mechanisms targeting smallholder producers and cooperatives.	Programme unit	June 2024	Not started

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			WFP will provide support to: 1) the Ministry of Agriculture, Natural Resources and Rural Development by building the capacities of the national food security coordination agency, so that it has more human resources with level 3 certification to lead and coordinate operations under the Integrated Food Security Phase Classification at the national level; and 2) the Ministry of Social Affairs and Labour through its project management unit, which will be trained in monitoring and evaluation activities and in setting up and managing a complaint and feedback mechanism for projects.	Research, assessment and monitoring unit (programme unit)	December 2025	Under way
3.2 In partnership with other relevant international organizations, WFP should support the Government of Haiti in planning, implementing and monitoring policies that promote links between humanitarian assistance and development. Priority: High (December 2025)		Agreed	WFP will strengthen inter-agency partnerships for developing and implementing the national policy for social protection and promotion (such as with the United Nations Children's Fund, the United Nations Population Fund, the International Labour Office and the World Health Organization). To achieve this, organizations will have to work together to implement programmes and provide harmonized technical support to public institutions (such as training on institutional social	Programme unit	December 2025	Under way

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			security reforms or expansion of school feeding programmes using local purchases).			
			WFP will draw on the results of the institutional assessment of the Ministry of Social Affairs and Labour to mobilize international organizations around a multisectoral institutional capacity strengthening plan aimed at diversifying and harmonizing the technical support they provide to Haitian institutions.	Programme unit	December 2025	Under way
			WFP will provide technical assistance to the Ministry of Social Affairs and Labour and the Directorate-General for Civil Protection to institutionalize (as part of social protection) procedures, coordination mechanisms and governance bodies in response to shocks, in close coordination with the Directorate-General in question.	Programme unit	December 2024	Under way

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			WFP will strengthen its partnership with other humanitarian agencies and its collaboration with the United Nations monitoring and evaluation group in Haiti, whose mission includes supporting the Government in the field of monitoring and evaluation through technical contributions to planning, particularly with regard to food security policies.	Research, assessment and monitoring unit	December 2025	Under way
3.3 In view of climate change, WFP should extend its portfolio of capacity building activities to the ministries of agriculture and the environment. Priority: High (December 2025)		Agreed	WFP will establish and strengthen a strategic partnership with the Ministry of Agriculture, Natural Resources and Rural Development and the Ministry of the Environment (with the signing of two memorandums of understanding), with technical assistance as one of the areas of focus. Technical cooperation with these two ministries will include formulating or revising policies, strengthening coordination platforms and promoting innovative systems for the development of sustainable production. A capacity strengthening needs assessment will be carried out, including to specify priorities.	Programme unit	December 2025	Under way

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3.4 WFP should strengthen the capacities of decentralized government bodies and community organizations to ensure more stable and sustainable interventions. Priority: High (December 2025)		Agreed	The process of decentralizing the country office favours capacity strengthening for decentralized entities. Each sub-office is encouraged to maintain close links with its decentralized public counterpart and to support capacity strengthening where necessary.	Deputy Country Director	December 2023	Under way
			WFP will increase the staff at sub-offices who are responsible for building the capacities of decentralized public administrations, in line with the organizational realignment and the financial resources available.	Programme unit	December 2025	Not started
4. WFP should continue to adjust targeting strategies and forms of assistance to adapt to changing needs and circumstances in Haiti. Priority: High Deadline: July 2024	Country office research, assessment and monitoring, and programme units (country office supply chain unit; regional bureau)	Agreed				

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<p>4.1 WFP should focus on improving targeting and related verification (and documentation) so that the most vulnerable groups have priority access to assistance, including women heads of households and vulnerable people with limited access (due to distance or disability) to food distribution services, among others. It should update existing standard operating procedures for targeting to ensure that they take account of the local context. If emergency support is required, it must strike the correct balance between rapid response and precise targeting.</p> <p>Priority: High (July 2024)</p>		Agreed	<p>In September 2022, based on the results of the national food security survey, the country office undertook a review of targeting criteria to highlight Haiti's vulnerabilities. Criteria relating to gender equality issues and observable vulnerabilities (such as disabilities) will be taken into account, particularly when finalizing the process. This should lead to the introduction of new standard operating procedures for targeting interventions in Haiti in November 2023.</p>	<p>Research, assessment and monitoring unit</p>	November 2023	Under way
			<p>WFP will set up a group to monitor the application of the new standard operating procedures and ensure compliance with the provisions of the latest Executive Director's circular on targeting and prioritization, to improve the identification of those most at risk and the prioritization of beneficiaries.</p>	<p>Research, assessment and monitoring unit</p>	March 2024	Not started

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<p>4.2 WFP should adapt its forms of assistance to ensure that assistance is easily accessible to all targeted people, including women and highly vulnerable people, and that it accounts for the capacities of each group. It should also adapt transfers to ensure that its assistance contributes to the achievement of its objectives.</p> <p>Priority: Medium (July 2024)</p>		Agreed	The country office will review the minimum expenditure basket through the cash-based transfer working group.	Programme unit	November 2023	Under way
			WFP will carry out an in-depth analysis of the assistance provided under all programme components and make recommendations on how to better integrate gender equality issues into programmes and transfer modalities.	Accountability to affected populations, gender equality and protection units (research, assessment and monitoring unit)	July 2024	Not started
			The country office will seek to diversify the range of financial service providers it uses, particularly by relying on local financial technology companies to develop solutions tailored to Haiti. The procurement unit will manage the contracting of these service providers.	Procurement unit (programme, finance and technology units)	July 2024	Under way

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<p>5: WFP should ensure that cross-cutting issues such as gender equality, protection, accountability to affected populations, the environment and climate change are taken into account more systematically and in a more integrated way in activities relating to all country strategic plan outcomes.</p> <p>Priority: High</p> <p>Deadline: December 2024</p>	Country office research, assessment and monitoring, gender equality, and protection units (regional bureau gender equality and protection units)	Agreed				
<p>5.1 WFP should carry out intersectional analyses of gender, protection, diversity and inclusion issues, taking into account relevant social and environmental challenges, to inform the development of the new country strategic plan and the planning and implementation of related activities.</p> <p>Priority: High</p> <p>(June 2024)</p>		Agreed	In all its analyses, the country office will take into account gender equality, age and disability issues, as well as power dynamics and gender relations in Haitian communities, to capture the nuanced realities of different groups. This will enable it to take better account of gender equality issues during targeting.	Research, assessment and monitoring unit (accountability to affected populations, gender equality and protection unit)	June 2024	Under way

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			For example, the asset creation impact evaluation for the Changing Lives Transformation Fund project, due to start in June 2024, could include a gender equality analysis. Where appropriate, analyses carried out by the country office will also include prior impact analysis in line with WFP's monitoring and evaluation standards.			
			The country office, in consultation with the regional bureau, will develop tools to address various cross-cutting issues.	Accountability to affected populations, gender equality and protection unit	June 2024	Not started
			Data collection by the country office, including through performance and vulnerability surveys, will use focus groups to take into account marginalized people, including women and girls, wherever possible. The results will be included in the quarterly monitoring reports produced by the office.	Research, assessment and monitoring unit (accountability to affected populations, gender equality and protection unit)	June 2024	Under way

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<p>5.2 WFP should build the capacity of the country office and its staff to consider cross-cutting issues in programme analysis, design, budgeting, implementation, and monitoring and evaluation so that the distinct food security and nutrition needs of women, men, girls and boys can be better addressed.</p> <p>Priority: Medium (December 2024)</p>		Agreed	<p>The country office will set up a dashboard for analysing the distinct needs of women, men, girls and boys to provide information that will enable these dimensions to be taken into account as effectively as possible when designing and updating programmes. Vulnerability analysis and mapping data for Haiti from the HungerMap platform will be used for this, as will distribution and post-distribution monitoring data.</p>	<p>Research, assessment and monitoring unit (accountability to affected populations, gender equality and protection unit)</p>	December 2024	Not started
			<p>This year's organizational alignment exercise reflects the country office's willingness to place cross-cutting issues at the centre of its work, with resources specifically dedicated to protection, gender equality, conflict risk and nutrition, as shown in the new organizational chart.</p>	<p>Human resources unit</p>	December 2024	Under way

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<p>5.3 WFP should develop a strategy and an action plan to address the cross-cutting issues to be taken into account in the activities carried out under all the country strategic plan outcomes.</p> <p>Priority: Medium (June 2024)</p>		Agreed	WFP has carried out a study on conflict sensitivity, which takes account of gender equality issues and will inform the development of an action plan and a follow-up plan to ensure that the country office applies the recommendations in all its activities. WFP has also finalized a climate strategy, which will enable it to better integrate its various activities. Finally, the strengthening of the organizational structure in the areas of protection, gender equality and accountability to affected populations will be accompanied by an action plan to address these cross-cutting dimensions.	Accountability to affected populations, gender equality and protection unit (research, assessment and monitoring, and programme units)	June 2024	Under way
<p>5.4 WFP should communicate more with beneficiaries to explain targeting criteria and forms of assistance, communicate the assistance schedule and report on actions taken. It should establish a targeting-related complaints mechanism for beneficiaries (to address inclusion and exclusion errors).</p> <p>Priority: High (December 2023)</p>		Agreed	In the new standard operating procedures for targeting, the country office will include a complaints mechanism for beneficiaries in order to remedy inclusion and exclusion errors, which it will monitor using data from post-distribution monitoring and post-targeting surveys provided in quarterly monitoring reports.	Research, assessment and monitoring unit	December 2023	Under way

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			<p>Communities will be more informed about targeting. In addition, mechanisms to raise awareness of beneficiaries' rights, two-way communication and community feedback mechanisms that are already in place for various projects will be strengthened.</p> <p>Strengthening “communication with communities”, as defined in the community acceptance strategy validated by the Country Director in February 2023, is currently being implemented. The accountability to affected populations, gender equality and protection unit will provide support in this area.</p>	Accountability to affected populations, gender equality and protection unit (research, assessment and monitoring, and programme units)	December 2023	Under way
			<p>The research, assessment and monitoring unit will ensure that the community acceptance strategy is monitored using the indicators set out in the relevant monitoring and evaluation plan. Quarterly monitoring reports will thus cover the extent to which beneficiaries are aware of their rights and obligations and of the targeting process.</p>	Research, assessment and monitoring unit	December 2023	Under way

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR HAITI (2018–2022)						
Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Status of implementation
5.5 WFP should work to reduce the environmental footprint of its operations in Haiti, particularly by implementing an environmental risk monitoring system for programmes and projects. Priority: Medium (December 2024)		Agreed	The country office will train all activity managers on WFP's environmental and social framework, support the analysis of the new CSP activities from this angle and develop an action plan that includes mitigation measures.	Programme unit	December 2024	Under way
			The country office will integrate a training module on social and environmental standards into cooperating partner training on partnership management. With the support of the regional bureau and headquarters, the country office will organize additional training sessions on the social and environmental standards followed by multilateral donors in the field of climate action, such as the Adaptation Fund and the Green Climate Fund.	Programme unit	December 2024	Not started

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR HAITI (2018-2022)						
Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Status of implementation
			<p>WFP is committed to improving the energy efficiency of its offices and warehouses and to reducing energy demand wherever possible.</p> <p>WFP is introducing locally produced insulated bags made from recycled plastic for all schools participating in its school feeding programme. These bags cut energy requirements by up to 70 percent, helping to reduce the amount of firewood needed and combat deforestation.</p>	<p>Management</p> <p>Programme unit</p>	<p>March 2024</p> <p>March 2024</p>	<p>Under way</p> <p>Under way</p>