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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 interim country strategic plan for Algeria (2019–2022)

Background

1. This document presents the WFP management response to the recommendations in the summary report on the evaluation of the interim country strategic plan (ICSP) for Algeria for 2019–2022.
2. The purpose of the evaluation was to assess WFP's relevance and strategic positioning, its contribution to outcomes and any unintended consequences resulting from its activities; the timeliness, coverage and cost-efficiency of WFP operations; and factors explaining WFP's performance.
3. The evaluation was conducted between January 2021 and March 2022 and made five recommendations addressing key issues for Algeria's next CSP: three strategic and two operational.
4. The response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations. It presents the planned (or completed) actions, responsibilities and timelines for the implementation of those recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE INTERIM COUNTRY STRATEGIC PLAN FOR ALGERIA (2019–2022)					
Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and units in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and units in brackets)	Action deadline
<p>Priority: High Deadline: December 2023 Recommendation 1: Address funding challenges</p> <p>1.1 WFP country office and headquarters should identify a more forceful fundraising strategy and continue to seek long-term flexible donorship and to enlarge the donor base.</p>	Country office (regional bureau and headquarters)	Partially agreed	<p>1.1.1 The country office will develop a partnership action plan to facilitate its efforts to obtain more long-term flexible funding.</p> <p><i>(Given the context of protracted refugee operations over 45 years, WFP is continuously exploring fund raising opportunities to diversify the donor base and ensure funding forecasts. An action plan can help the country office ensure long term flexible donorship.)</i></p>	Country office (partnership focal point) regional bureau and headquarters (partnership units)	December 2023
		Agreed	<p>1.2.1 The country office will continue to share timely, updated advocacy and fundraising reports and briefs as part of the Tindouf Support Group and with the resident coordinator office and other United Nations entities.</p>	Country office (partnership focal point)	December 2023
<p>1.2 WFP should advocate with donors for them to play a stronger role as humanitarian leaders with reliable, multi-year and unearmarked funding.</p>					

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<p>Priority: High Deadline: December 2024 Recommendation 2: Clarify WFP's strategic position regarding the accountability constraints posed by the current working relationship with the Algerian Red Crescent and its partners on the ground.</p> <p><i>Coordination of efforts with partners:</i></p> <p>2.1 WFP and partners should develop a harmonized and clear message about priorities, including in particular a position on the need for greater accountability to refugees and the needs-based versus the universal targeting of general food assistance.</p>	Country office (headquarters)	Agreed	2.1.1 The country office will prepare and subsequently monitor standard operating procedures for targeting and food distribution arrangements in the camps that are in accordance with WFP's corporate standards.	Country office (research, assessment and monitoring (RAM) and programme units), regional bureau and headquarters (RAM, protection and programme cycle units)	November 2024
			2.1.2 The country office will take part in the joint refugee response plan (which is to be finalized by mid-2023) led by the Office of the United Nations High Commissioner for Refugees (UNHCR). This plan will increase synergies with other humanitarian actors, support fund raising advocacy, improve planning and further harmonize the humanitarian response.		November 2024

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<p>Priority: High Deadline: December 2023 Recommendation 3: Enhance needs-based targeting</p> <p>3.1 WFP should clarify its position regarding the current universal or blanket targeting versus vulnerability targeting (of the cash-based transfer programme for pregnant and lactating women) versus food insecurity targeting; assess the cost effectiveness and cost-benefit ratio of each; and include young refugees in the assessment.</p>	Country office (headquarters)	Agreed	3.1.1 The country office will work on expanding the use of cash assistance in the camps, introducing WFP's corporate system SCOPE (WFP's digital beneficiary information and transfer management platform) for the sole use of beneficiary data management and defining standard operating procedures for targeting and food distribution arrangements in the camps.	Country office (cash-based transfer (CBT), programme, RAM and nutrition units), regional bureau and headquarters (programme, RAM, CBT and nutrition units)	November 2024
			3.1.2 The country office will assess the cost effectiveness and benefits of the various transfer modalities (CBTs, in-kind and capacity strengthening).		December 2023
			3.1.3 The country office, with other United Nations entities, will explore how future ICSP activities can be better tailored to youth (in line with the regional bureau priority on youth engagement) and will specifically pay attention to youth in its assessments.		November 2024

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3.2 In tandem with the Office of the United Nations High Commissioner for Refugees, WFP should explore, design and conduct a protection assessment with the goal of ensuring that protection, accountability to affected populations and access are comprehensively assessed for all the groups within the camps and that findings are reflected in the design of more tailored activities based on consultations with the refugee community.		Agreed	3.2.1 The country office will continue to contribute effectively to the protection and needs assessment working group led by UNHCR.	Country office (programme, partnership and RAM units), regional bureau and headquarters (protection and programme units)	December 2023
			3.2.2 The country office will finalize the WFP-UNHCR joint action plan.		December 2023
			3.2.3 The country office will develop and implement a community engagement strategy to document and improve the existing mechanisms of engagement with community and affected populations.		December 2023
			3.2.4 The country office will strengthen the targeting process used in the camps and ensure that there are clear eligibility and priority criteria applied for different ICSP activities.		December 2023
3.3 WFP should conduct a stronger analysis of the gender dynamics prevailing in the camps in order to inform gender-transformative programming. Until this is achieved, WFP should treat assertions about gender equity with caution.		Agreed	3.3.1 Before the start of the next CSP, the inter-agency working group on gender will carry out a comprehensive analysis of gender dynamics considering the operational context.	Country office (gender, programme, and RAM units), regional bureau and headquarters (gender, RAM and programme units)	December 2023
			3.3.2 The country office will include a section for the gender programming in the refugee response plan.		December 2023

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<p>Priority: Medium Deadline: November 2024 Recommendation 4: Strengthen the effectiveness of complementary activities</p> <p><i>Targeting:</i></p> <p>4.1 To promote the sustainability of complementary activities and their impact, rethink the targeting approach, foresee an increased role for WFP in the selection of participants, and document more clearly how benefits will trickle down or reach the most food-insecure refugees.</p>	Country office (regional bureau)	Agreed	4.1.1 The country office will continue to enhance the targeting process with all stakeholders involved, through setting up clear targeting criteria and documenting the participant selection process for the complementary activities.	Country office (programme and RAM units)	November 2024
			4.1.2 The country office RAM unit will conduct regular outcome monitoring to assess impact and benefit.		November 2024
<p><i>Synergies:</i></p> <p>4.2 Build more visible synergies between complementary and school feeding and nutrition activities. Adopt a longer-term perspective that enables the realization of outcomes. Seek additional financing opportunities and explore new partnerships with other actors present in the camps with a view to scaling up complementary activities.</p>		Agreed	4.2.1 The country office will continue active participation in the livelihood working group and supporting synergies among the United Nations entities and non-governmental organizations working in the resilience/complementary activities sector.	Country office (programme, RAM and nutrition units), regional bureau (RAM, nutrition and school feeding units)	November 2024
			4.2.2 The country office will develop a nutrition causal analysis and a subsequent strategy.		November 2024

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			4.2.3 The country office will further develop the school gardens activity and discuss with local communities opportunities for home-grown school feeding.		November 2024
			4.2.4 The country office will ensure that this recommendation is well reflected in the refugee response plan and that the actions needed to address it are included in the next CSP.		November 2024
4.3 Clarify the expectations and explore the options for the handover to refugees of each activity (with the exception of general food assistance).		Agreed	4.3.1 An exit strategy is part of the project design and is being discussed with partners and authorities.	Country office (programme unit)	November 2024
<p>Priority: Medium</p> <p>Deadline: December 2023</p> <p>Recommendation 5: Improve the design and implementation of activities and strengthen integration among activities.</p> <p>5.1 Explore new opportunities for providing access to fresh foods (such as through the use of the cash-based transfer modality in various programme activities).</p>	Country office (regional bureau)	Agreed	5.1.1 The country office will work on expanding the use of cash assistance in the camps.	Country office (programme, supply chain, RAM, CBT and nutrition units) and regional bureau (CBT, RAM, programme, nutrition and supply chain units)	December 2023

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5.2 <i>School feeding</i> : Rethink the timing and composition of school meals (for example, provide breakfast).		Agreed	5.2.2 The country office has already implemented the action, ensuring that porridge is served at 10 a.m.. The country office will continue to explore the possibility of using the CBT modality in the school meals programme.	Country office (programme and nutrition units) and regional bureau (CBT, RAM, nutrition, school feeding and supply chain units)	December 2023
5.3 <i>Cash-based transfers</i> : Review the value of vouchers in line with expected nutrition outcomes.		Agreed	5.3.1 The country office completed the revision of the CBT value following the inflation rate, market dynamics and monthly price monitoring. The country office will continue to follow up on the forthcoming nutrition causal analysis to inform possible changes in the current CBT activity.	Country office (programme, RAM, CBT, nutrition and technology units) and regional bureau (CBT, nutrition, RAM, supply chain and technology units)	December 2023
5.4 <i>Social and behaviour change communication</i> : Maintain and expand social and behaviour change communication, including advocacy aimed at minimizing the sharing of food items intended for pregnant and lactating women with other household members.		Agreed	5.4.1 The country office will continue the discussion about the implementation and rollout of social and behaviour change communications.	Country office (programme, RAM and nutrition units) regional bureau (programme and nutrition units)	December 2023

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5.5 Map logistics arrangements from the port to the household, including the responsibilities of the various actors, and assess the risks and cost-efficiency.		Agreed	5.5.1 The country office will update the mapping of the logistics from the port to Rabouni that was recently carried out by the regional bureau supply chain mission (end of 2022). This will be complemented in 2023 by a country office team.	Country office (programme and supply chain units) and regional bureau (supply chain unit)	December 2023	
5.6 Improve logistic arrangements with the Algerian Red Crescent, streamline contracts and advocate an extended planning time frame with donors and partners along the value chain.		Agreed	5.6.1 The country office will revise the agreements with Algerian Red Crescent.	5.6.2 The country office will ensure that the refugee response plan supports advocacy with donors and partners for an extended planning time frame.	Country office (partnership, programme and supply chain units) and regional bureau (supply chain unit)	December 2023
						December 2023
5.7 Consolidate knowledge management, building on the strong position and visibility developed by WFP in recent years.		Agreed	5.7.1 The country office will continue its efforts to consolidate knowledge management internally (with electronic filing of all evidence-based assessments, reports and evaluations) and externally through coordination and exchange of these assessments and reports with the donor community, camp leaders, partners and other humanitarian actors.	Country office (programme, RAM and partnership units)	December 2023	