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## **Management response to the recommendations from the summary report on the evaluation of the country strategic plan for Jordan (2020–2022)**

### **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 Jordan for 2020–2022.
2. The evaluation served the dual objectives of accountability and learning. It therefore 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 implemented under the transitional interim CSP for 2018–2019 and under the CSP between 2020 and mid-2021, assessing WFP's strategic positioning and the extent to which WFP made the shift expected under the CSP, WFP's effectiveness in contributing to the CSP strategic outcomes, the efficiency with which the CSP was implemented and factors explaining WFP's performance.
3. The evaluation was conducted by an independent external evaluation team using mixed methods and drawing on monitoring data, a document review, electronic surveys, semi-structured interviews with 128 individuals representing a range of stakeholders at the national and local levels and focus group discussions with 70 people from the targeted communities. Social protection and sustainable livelihoods for both Jordanians and refugees were assessed through a forward-looking lens. Gender equality and women's empowerment, inclusion, accountability to affected populations and ethical issues were duly considered.

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#### **Focal points:**

Mr. A. Mendes  
Country Director  
email: [alberto.mendes@wfp.org](mailto:alberto.mendes@wfp.org)

Ms. C. Fleischer  
Regional Director  
Middle East, Northern Africa and Eastern Europe  
email: [corinne.fleischer@wfp.org](mailto:corinne.fleischer@wfp.org)

4. The evaluation generated six recommendations with several detailed sub-recommendations. Three recommendations are strategic and three 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 the Middle East, Northern Africa and Eastern Europe.
5. In general, the country office agrees with the evaluation recommendations and has reflected them in the design of a new CSP for 2023–2027. In the following response, the country office presents the planned (or completed) actions for implementing those recommendations, specifying responsibilities and timelines. It also explains why it only partially agrees with two sub-recommendations.

<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR JORDAN (2020-2022)</b>					
<b>Recommendations and sub-recommendations</b>	<b>Recommendation and sub-recommendation lead office (with supporting offices and divisions units in brackets)</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office (with supporting offices and divisions in brackets)</b>	<b>Action deadline</b>
<b>Priority : High</b> <b>Deadline : Third quarter of 2022</b> <b>Recommendation 1: Develop the next country strategic plan and monitor its performance based on a more integrated framework with a clearer and more realistic focus on selected transformative dimensions. Building on the foundation that has been established:</b>					
1.1. Develop a theory of change with realistic pathways and mutually reinforcing strategic outcomes.	Country office (regional bureau; headquarters Research, Assessment and Monitoring Division, Programme – Humanitarian and Development Division and Corporate Planning and Performance Division; Government; United Nations entities)	Agreed.	A theory of change for the CSP for 2023–2027, covering all activities, has been developed.	Vulnerability analysis and mapping and monitoring and evaluation unit (VAME) (programme team)	November 2022
1.2. Ensure that the new line of sight is based on clearly identified added value and comparative advantages.		Agreed.	A line of sight has been developed for the CSP for 2023–2027 through a series of consultations with beneficiaries, the Government and donors, leveraging WFP's comparative advantages and articulating a clear value proposition focused on refugee response, social protection, climate action, food security governance and analytics.	VAME (programme team)	July 2022
1.3. Identify meaningful and realistic strategies for supporting gender transformation across the strategic outcomes, especially for livelihood interventions.		Agreed.	WFP carried out a gender analysis to inform the formulation of the CSP for 2023–2027. WFP will further identify key interventions, actions and partnerships for optimizing gender transformation throughout the portfolio, with special attention to livelihood support activities that mitigate gender barriers in the labour market.	Gender unit (programme team)	November 2022

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1.4. Develop and measure performance indicators covering all strategic outcomes.		Agreed.	Following approval of the new corporate results framework for 2022–2025, the logical framework of the CSP for 2023–2027 was finalized, reviewed and cleared by the regional bureau and headquarters. The framework includes performance indicators for all CSP outcomes. In line with the theory of change special attention is given to measuring the performance of country capacity strengthening activities as well as direct delivery activities. In addition, evidence generation for resilience building activities (livelihood support and climate action) has been strengthened.	VAME (programme team)	November 2022
1.5. Assess the cost-efficiency and cost-effectiveness of various modalities and approaches.		Agreed.	Under the CSP for 2023–2027 WFP will assess the cost-efficiency and cost-effectiveness of various modalities for direct delivery activities (general food assistance, school feeding and others). For country capacity strengthening activities, the country office would welcome guidance from headquarters.	Programme team (resource management/finance unit, cash-based transfers unit)	December 2023

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1.6. Strengthen existing monitoring and evaluation and reporting activities further by clearly defining responsibilities and ensuring that all units have a role in performance measurement.		Agreed.	WFP will revisit its existing monitoring strategy, standard operating procedures, and monitoring, review and evaluation plan with a view to better synchronizing and integrating the performance management work of VAME, the programme team and field office teams.	VAME (programme team, field office teams)	February 2023
1.7. Ensure that the monitoring and evaluation, and vulnerability analysis and mapping units have the necessary capacity and resources to provide capacity support.		Agreed.	The organigram developed by the country office for the CSP for 2023–2027 will take into account the additional staffing capacity required for VAME.	VAME (human resources unit, management)	New CSP organigramme by December 2022. Operationalization of the organigramme (recruitments) by June 2023
1.8. Enhance the country office's knowledge management approach, basing it on the generation of evidence that facilitates learning within the country office, effective transitions and better presentation of results to stakeholders.		Partially agreed.	All monitoring and evaluation and vulnerability analysis and mapping products are available online and the evidence generated from evaluations and outcome, process and market monitoring are shared with targeted internal and external audiences. Internally, the country office programme team, management and field operations staff are continually informed of the evidence generated on impacts, outcomes and outputs so that they can adjust programme design and implementation accordingly. The evidence	VAME (programme team)	December 2022

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			generated also directly informs decision making on CSP implementation. The country office will produce biannual monitoring and evaluation bulletins, which will report on all the evidence generated in a single document.		
<p><b>Priority: High</b>  <b>Deadline: First quarter of 2023</b>  <b>Recommendation 2: Ensure that WFP has the necessary in country expertise to match the ambitions of its planned transition and in growth areas</b></p>					
2.1. Identify the additional key capabilities and skills required for strategy execution and the workforce required to implement the new country strategic plan and line of sight.	Country office (regional bureau; headquarters (Programme – Humanitarian and Development Division: Climate and Disaster Risk Reduction Programmes Unit, Food Systems and Smallholder Support Unit, Country Capacity	Agreed.	With support from the regional bureau and the headquarters Human Resources Division, the country office conducted a strategic workforce planning exercise in June and July 2021 to review staffing capacity for the new CSP. New roles were identified in the areas of climate action, social protection and partnerships. The country office is being restructured to support the implementation of the new CSP.	Human resources unit (management, programme team)	December 2022

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2.2. Employ staff with experience working on the humanitarian-development nexus, climate change issues, livelihoods and capacity strengthening and build expertise in those growth areas.	Strengthening Unit; Human Resources Division)	Agreed.	WFP designed the new CSP organigram to incorporate the necessary staff profiles. Sourcing (“head-hunting”) strategies will be used to identify and target staff with the required expertise and ensure that key staff are in place by the end of the first year of implementation of the new CSP.	Human resources unit (management, programme team)	December 2023
2.3. Provide the mentoring, orientation and professional development necessary for staff to respond to changes in direction.		Agreed.	To ensure that staff have appropriate skills and knowledge in thematic areas of increasing importance (refugee response, social protection, climate action, etc.), WFP is adopting a “shadowing” approach, recruiting international experts who will share their knowledge and provide on-the-job training for senior national staff members so that they can take over from the experts. The new CSP organigram accommodates resources for the orientation and mentoring of staff in such growth areas.  WFP will promote learning opportunities such as social protection workshops and seminars on climate action for staff, with special attention directed to areas of growth.	Human resources unit, programme team (management)	Throughout the CSP cycle

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2.4. Ensure the necessary expertise to support further the development and use of innovative technology in areas of growth.		Agreed.	The position of innovation catalyser is included in the organigram for the new CSP as a cross-cutting position to promote and mainstream the use of innovative technologies by all staff members involved in key programmatic areas (climate action, refugee response, social protection, food security governance).	Programme team (human resources unit, management)	Innovation officer recruited by June 2023
2.5. Identify gaps in expertise to be filled through partnerships with national or international agencies, with the selection of partners based on a thorough assessment and agreement on performance targets and reviews and partners engaged strategically rather than simply as implementers.		Agreed.	WFP will deploy external partners to ensure that all the skills needed to implement the new CSP can be brought to bear. A number of stand-by partners have been identified, and some have already been approached with a view to assessing their relevance to needs. WFP will engage such actors at a strategic level.	Programme unit (human resources unit, management)	Throughout the CSP cycle
2.6. Ensure that the management of change in the country office is based on an inclusive internal communication strategy.		Agreed.	Regular meetings of all staff have been conducted to provide an overview of the new CSP and updates on the progress made in its formulation and approval process.  The programme team has briefed the head of each country office unit bilaterally on	Management (programme team, human resources unit)	March 2023



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			<p>the new CSP, its line of sight and its strategic orientation.</p> <p>The heads of unit will organize meetings with their respective teams to follow-up on those briefings, make sure that the new CSP approach is understood and outline the role of each team member in operationalizing the new CSP.</p>		
<p><b>Priority: High</b>  <b>Deadline: First quarter of 2023</b>  <b>Recommendation 3: Use the platform that has been built to develop a coherent strategy for addressing, in partnership with other entities, the external barriers to harmonization and transition and thus to strengthen the relevance of the country strategic plan to beneficiary needs and achieve greater effectiveness.</b></p>					
3.1. Initiate and engage in joint advocacy at senior government levels to address the restrictive regulatory environment for refugees seeking access to the labour market and the ownership of productive assets.	Country office (regional bureau; headquarters Partnership and Advocacy Department, Emergencies and Transitions Service)	Partially agreed.	WFP has been engaging, and will continue to engage, in joint advocacy on this point through two channels: the social protection donors group, to which WFP actively contributes and through which it and other organizations with expertise in social protection informed the preparation of a document drafted by donors advocating that the Government of Jordan address the restrictive regulatory environment for refugees; and a joint advocacy working group with the Office of the United Nations High Commissioner for Refugees (UNHCR), under a joint workplan.	Management (programme team, partnerships unit)	December 2023

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			For effective joint advocacy at senior government levels to promote an enabling environment for refugees, the full engagement and leadership of bilateral donors and international financial institutions will be indispensable.		
3.2. Shift from the use of blockchain technology to allow the use of e wallets in refugee camps (while maintaining the flexibility to provide assistance in the form of vouchers to maximize funding opportunities at times of critical need). Use a common message to engage donors and United Nations entities in advocating such a shift with senior actors in the Government.		Agreed.	<p>In shifting to the use of electronic wallets (e-wallets) in refugee camps, WFP will work with UNHCR and the United Nations Children's Fund to channel the assistance provided by the three organizations to a single e-wallet, to improve the mobile money ecosystem inside refugee camps (e.g., by increasing the number of retail outlets offering cash withdrawal facilities, automated teller machines and merchants), to ensure coordination with the Syrian Refugee Affairs Directorate, and to ensure unified messaging to camp residents.</p> <p>In parallel, WFP will assess the readiness of formal and informal markets in the camps (retailer networks, cash liquidity, payment systems, food safety and supply procedures, etc.) to ensure that its monthly cash distributions can be absorbed without generating shocks or negative impact.</p>	Cash-based transfers unit (programme team)	June 2023

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3.3. Continue to strengthen the resource mobilization strategy to facilitate access to diversified, flexible and multi-year financing that supports changes in strategic direction.		Agreed.	WFP is developing a partnership action plan to be finalized by December 2022 and operationalized during the new CSP cycle (2023–2027). The plan and a related donor mapping exercise will be fully aligned with the new CSP. It will focus on diversifying the donor base, especially in Gulf countries, through climate finance and the engagement of Jordanian government and other national institutions and advocating multi-year funding with traditional and current donors interested in investing more in the humanitarian–development nexus.	Partnerships unit (management, programme team)	December 2022
3.4. Continue to work with donors to raise awareness of the funding required to support both the humanitarian response and the transition strategy, sharing evidence that increases donor awareness of the cost-effectiveness of cash versus vouchers.		Agreed.	WFP will continue to engage with donors through monthly briefings and regular bilateral meetings on the funding requirements for its humanitarian and transition strategy.  WFP will continue to systematically monitor and evaluate the effects of new cash-based transfer interventions on its beneficiaries, particularly when the country office switches to a new cash-based transfer modality. The choice of transfer modality will continue to be driven by consideration of cost-effectiveness,	Partnerships unit, cash-based transfers unit (for cost efficiency and effectiveness analysis)	Throughout the new CSP cycle (2023–2027)

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			beneficiary preferences, operational flexibility and alignment with government schemes and the plans of other United Nations entities. During implementation of the new CSP, the focus will be on the transition to mobile money and its repercussions for beneficiaries and WFP processes because donors are particularly interested in the impact of such a change in assistance.		
<p><b>Priority: High</b>  <b>Deadline: First quarter of 2023</b>  <b>Recommendation 4: Enhance accountability to affected populations.</b></p>					
<b><i>Inclusive community engagement</i></b>					
4.1. Continue to strengthen the presence of WFP staff and their direct interaction with people and communities assisted.	Country office (regional bureau; headquarters Emergencies and Transitions Service, Nutrition Division, School-based Programmes Division, Gender Office, Cash-based Transfers Division)	Agreed.	WFP will increase the presence of field staff in the community by resuming face-to-face data collection and reducing phone surveys (which were used during the coronavirus disease 2019 pandemic), increase the presence of field staff at helpdesk locations and increase field staff participation in community meetings, in coordination with other humanitarian organizations.	Field office teams (programme team, accountability to affected populations (AAP) unit)	April 2023

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4.2. Build on and expand new initiatives, using social media.		Agreed.	<p>Within the framework of its AAP scheme, WFP relies on social media (including a dedicated Facebook page) to inform beneficiaries (and non-beneficiaries) of any major programme change and to share important announcements.</p> <p>Recently, in an effort to enhance the use of its Facebook page WFP has ensured that all materials shared with beneficiaries, virtually or on paper (posters, leaflets, WhatsApp announcements, etc.), provide a link to the WFP Facebook page; expanded the use of the page by providing more regular updates on behalf of UNHCR (e.g., on vaccination centres, transport cost compensation, job opportunities and awareness campaigns on preventing fraud and false information); and conducted two live Facebook sessions jointly with UNHCR during the 2022 re-targeting exercise, explaining the exercise and the appeal process and answering questions from the virtual community. Each session was viewed by nearly 59,000 viewers and the number viewing WFP's Facebook page reached 49,000.</p> <p>WFP will continue this practice.</p>	AAP unit (programme unit)	April 2023

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4.3. Enhance communication on selection criteria and targeting methodology for refugees, particularly by clarifying messaging and communication channels.		Agreed.	WFP will invest further in its community consultations across Jordan. To date, the country office has conducted ad hoc consultations prior to or following major programme changes, but the goal is to establish a systematic approach, led by the field office team, the AAP unit and the programme team, through which beneficiaries are consulted and kept informed before, during and after changes. The communication of selection criteria and the targeting methodology will be included. The systematic approach will be in place by June 2023 and will be operationalized during the new CSP cycle (2023–2027).	Field office teams (AAP unit, programme team, VAME)	June 2023
4.4. Further strengthen the inclusion of women, older persons and persons with disabilities, gender equality and women's empowerment in technology development.		Agreed.	WFP will ensure that activities are designed and implemented in an inclusive manner that facilitates the participation of older and disabled women. Efforts will include the mainstreaming of reporting on gender issues, persons with disabilities and persons of age in regular programme monitoring throughout the new CSP cycle (2023–2027).  WFP will also work to increase the number of women owning e-wallets. To that end,	Gender unit (cash-based transfers unit, programme team, VAME)	June 2023 (for mobile money)

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			WFP will encourage women, particularly those in male-headed households, to obtain their own e-wallets. Training on obtaining and using e-wallets and services will be provided to women and men to facilitate their digital financial inclusion. In parallel, WFP will collect data on the women attending training sessions on e-wallets and ask about their engagement, experiences and challenges with the wallets in order to inform gender-sensitive improvements in programme design. WFP will share the findings on women's engagement with mobile money with the German Agency for International Cooperation and UNHCR with the aim of coordinating efforts to create gender-sensitive training materials, from the content design stage to the development of delivery methods.		
4.5. Provide cooperating partners with capacity strengthening in humanitarian principles, gender, accountability to affected populations and protection.		Agreed.	WFP will establish an annual training schedule on humanitarian principles, gender, AAP, protection and other topics for the staff of its cooperating partners, ensuring the timely communication of the schedule to the partners to ensure adequate attendance and prevent any negative effects on field operations. Field	AAP and gender units (programme team, field office teams)	Annual plan finalized in March 2023, with implementation throughout the new CSP cycle (2023–2027)

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			office staff will serve as liaisons between the country office staff providing the training and the staff of participating cooperating partners. Programme and field-level agreement managers will include this training in the workplans covered by field-level agreements.		
<b><i>Complaint and feedback mechanisms</i></b>					
4.6. Adjust mechanisms for accountability to affected populations based on direct consultation between WFP and refugees and ensure that feedback from targeted communities is used to enhance programme design and implementation modalities.		Agreed.	WFP will complete its internal discussions on the production of a country office AAP strategy and action plan. The goal is to align and streamline all AAP processes within a single structure with a clear division of tasks among the various functions involved. As a key element of the AAP strategy, WFP will ensure that each beneficiary consultation exercise is systematically followed by a summary report providing findings and recommendations for WFP. The AAP unit will be responsible for ensuring that feedback is collected, reported on and followed-up on appropriately. WFP will also ensure that beneficiary feedback collected through community feedback mechanisms (CFM) is included.	AAP unit (field office teams, programme team, VAME)	April 2023



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4.7. Enhance the capacity of staff working on hotlines and helpdesks.		Agreed.	<p>To date, all CFM staff (WFP and cooperating partners) are equipped with suggested answers to frequently asked questions and operate in accordance with the country office's standard operating procedures for CFMs. A guidance document that outlines how CFM staff should answer and record complaints and other feedback and refer it to the relevant WFP unit is already in place.</p> <p>WFP will invest further in enhancing the capacity of CFM staff through refresher on-the-job training for all CFM staff who use the CFM ticketing system and deal with communities on a daily basis; a plan for regular rotation between WFP hotline staff and the helpdesk staff of cooperating partners, aimed at ensuring synchronized approaches, peer-to-peer learning and consistent messaging; and a daily quality check of CFM tickets and hotline calls with the goal of monitoring staff performance and providing guidance and mentoring.</p> <p>Measures will be in place by March 2023 and implemented throughout the new CSP cycle (2023–2027).</p>	AAP unit (programme team, field office teams)	March 2023

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4.8. Assess whether the helpdesks provided by cooperating partners apply the most cost-effective format for supporting refugees seeking assistance.		Agreed.	WFP will conduct an internal evaluation to assess the effectiveness of the helpdesk network operated by its cooperating partners. The indicators used will include cost analysis, beneficiary satisfaction rates, the operational preferences and perceptions of WFP staff and integration with local community services. At the end of the exercise, WFP will adjust its CFMs.	Field office teams (APP unit, programme team)	June 2023
<p><b>Priority: High</b>  <b>Deadline: Throughout CSP implementation</b>  <b>Recommendation 5: Support increased capacity strengthening for a national social protection system for vulnerable population groups in Jordan. Work further to harmonize general food assistance and the services of the National Aid Fund.</b></p>					
5.1. Consolidate the progress made on capacity strengthening of the National Aid Fund and ensure the sustainability of outcomes.	Country office (regional bureau; headquarters Social Protection Unit, School-based Programmes Division, social protection/social safety nets government entities (Ministry of Social Development)	Agreed.	WFP is consulting the National Aid Fund (NAF) senior management and technical counterparts on the scope and content of the WFP-NAF technical assistance agreement for the new CSP, which will build on the achievements of the technical assistance provided between 2020 and 2022 and be aligned with NAF strategic priorities for the coming years. The sustainability of the outcomes achieved to date is at the core of the consultations.	Programme team	January 2023

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5.2. Refine and strengthen WFP's broader work on capacity strengthening in social protection and, where possible, explore opportunities to harmonize the building blocks of the various existing social safety nets.		Agreed.	In consultation with the Ministry of Social Development, NAF and the Ministry of Education, WFP is refining the range of technical assistance that it offers as part of ongoing preparatory work on memoranda of understanding on technical assistance for the various national social protection actors with which WFP will partner under the new CSP.  WFP is also carrying out an in-depth analysis of whether WFP general food assistance can be harmonized with the NAF social safety net.	Programme team	March 2023
5.3. Continue to review and update school feeding interventions in line with the Government's school feeding strategy developed jointly by the Ministry of Education and WFP.		Agreed.	WFP continuously reviews and updates progress against the national school feeding strategy action plan that it designed jointly with the Ministry of Education. Building on those reviews, WFP has successfully conducted a pilot of a new nutrition-sensitive, home-grown, community-based school feeding model and is currently commissioning an impact evaluation comparing the two school feeding models, in partnership with the World Bank.	Programme team	Throughout implementation of the new CSP (2023–2027), in line with the national school feeding strategy action plan

<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR JORDAN (2020-2022)</b>					
<b>Recommendations and sub-recommendations</b>	<b>Recommendation and sub-recommendation lead office (with supporting offices and divisions units in brackets)</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office (with supporting offices and divisions in brackets)</b>	<b>Action deadline</b>
5.4. Develop specific performance targets and indicators for WFP's country capacity strengthening work in support of the four domains.		Agreed.	Performance targets and key output and outcome indicators for country capacity strengthening will be set after a thorough review of the capacity needs of stakeholders included in the country capacity strengthening framework.	VAME unit (programme team)	November 2022
<p><b>Priority: High</b>  <b>Deadline: Throughout CSP implementation</b>  <b>Recommendation 6: Building on learning from earlier phases of livelihoods support activities, continue the development of a dual livelihoods approach that works across the food security-water-climate change nexus and supports the transition of refugees from unconditional assistance to self-reliance.</b></p>					
<b><i>With regard to the food security-water-climate change nexus</i></b>					
6.1. Identify the areas in the national food security strategy action plan where WFP has the greatest comparative advantage.	Country office (regional bureau; headquarters Livelihoods, Asset Creation and Resilience Unit; Emergencies and Transitions Service, Climate and Disaster Risk Reduction Programmes Unit, Food Systems and Smallholder Support Unit; government and	Agreed.	WFP has prioritized specific areas of intervention in the national school feeding strategy for support under the current and new CSPs. Those areas include the creation of a national governance structure for food security and the provision of knowledge products in priority areas such as value chains, food consumption and global food price monitoring. The list of areas is based on government priorities and WFP's comparative advantages (expertise and previous experience).	Programme team	Throughout the CSP cycle

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<b>Recommendations and sub-recommendations</b>	<b>Recommendation and sub-recommendation lead office (with supporting offices and divisions units in brackets)</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office (with supporting offices and divisions in brackets)</b>	<b>Action deadline</b>
6.2. Identify the most suitable and experienced national actors in respect of the food security-water-climate change nexus.	United Nations agencies; other relevant national and international stakeholders)	Agreed.	WFP has already identified and contacted a number of national experts in the areas mentioned in the recommendation. It will begin to deploy those experts during the development of a climate funding proposal (for the Green Climate Fund) in 2023. The experts will be the main partners of WFP in its interventions on the food security-water-climate change nexus.	Programme team	End of 2022
6.3. Develop and implement a monitoring and evaluation strategy for assessing long-term sustainable results.		Agreed.	As part of the new CSP formulation process, WFP has developed minimum monitoring requirements and a schedule of monitoring to be carried out during the course of the CSP. The focus of this monitoring and evaluation will be on generating evidence of transformational and sustainable results.  A monitoring and evaluation strategy for the new CSP will be finalized by March 2023 and operationalized throughout the CSP cycle (2023-2027).	VAME (programme team)	March 2023

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<b><i>With regard to the transition from unconditional cash assistance to self-reliance</i></b>					
6.4. Implement the joint Office of the United Nations High Commissioner for Refugees-WFP action plan and move towards a sector-wide strategy for building refugee self-reliance and more sustainable funding options and develop a joint strategy with the Office of the United Nations High Commissioner for Refugees in which cash assistance is designed to support basic needs while refugees are engaged in skills development and livelihood opportunities.		Partially agreed.	WFP is partnering with UNHCR on the operationalization of the joint action plan and the development of a coordinated approach to the provision of unconditional humanitarian assistance that covers basic food and non-food needs. A sector-wide strategy may be established only with the agreement of all key stakeholders, especially the Government and donors.	Programme team (management, VAME, field office teams, cash-based transfers unit)	Throughout the CSP cycle

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6.5. Clarify WFP's strategic positioning and comparative advantage on the humanitarian-development nexus and work towards more integrated programming and implementation.		Agreed.	WFP will develop a clear value proposition for its three core programme pillars – refugee response, social protection and climate action – and will articulate it in communication products for external audiences.	Partnerships unit, programme team	June 2023
6.6. Be a knowledge and learning hub for the transition of refugees to self-reliance.		Agreed.	The country office will document its refugee response activities and disseminate lessons learned communication products to other WFP country offices.	Programme team, VAME, report team	December 2024