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Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

## Executive Board

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Evaluation reports

For consideration

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

## Management response to the recommendations from the summary report on the evaluation of the policy on WFP's role in peacebuilding in transition settings

### Background

1. This document presents the WFP management response to the recommendations in the summary report on the evaluation of the policy on WFP's role in peacebuilding in transition settings (hereinafter referred to as the "peacebuilding policy").
2. The evaluation was conducted between March 2021 and November 2022.
3. Taking a utilization-focused and consultative approach, the evaluation served the dual purpose of accountability and learning.
4. The evaluation team made four recommendations. Sub-recommendations elaborate on how each overall recommendation can be implemented. In some instances, the Programme and Policy Development Department has agreed to a recommendation while proposing a different action lead and different supporting offices so as to ensure consistency among actions and to facilitate implementation.
5. Management agrees with the evaluation finding that the policy remains internally and externally relevant and coherent and that it sets a realistic direction for WFP in its approach to conflict sensitivity and contribution to peace as reflected in the strategic plan for 2022–2025. The evaluation highlights that inadequate planning and allocation of financial and human resources delayed the policy's systematic implementation following its approval by the Executive Board. Management accepts this finding, noting that targeted investments made since 2018 have enabled WFP to build staff capacity, adapt processes, roll out training, strengthen operational support and begin to build a stronger evidence base for its

### Focal points:

Mr D. Kaatrud  
Director  
Programme – Humanitarian and Development  
Division  
email: [david.kaatrud@wfp.org](mailto:david.kaatrud@wfp.org)

Mr S. Wanmali  
Deputy Director  
Programme – Humanitarian and Development  
Division  
email: [samir.wanmali@wfp.org](mailto:samir.wanmali@wfp.org)

contribution to peace. WFP's forthcoming conflict sensitivity mainstreaming strategy, which is in the final stages of development, will further facilitate efforts to implement evaluation recommendations 1–3 in 2023.

6. With respect to recommendation 4, WFP remains committed to playing its role in a United Nations system-wide approach to peacebuilding and agrees that this requires the strengthening and regularization of engagement with peacebuilding actors and partners in the joint implementation and support of peace-promoting activities, where appropriate. Through its programming, WFP will also seize opportunities to align hunger-focused activities in ways that support peacebuilding and reconciliation, particularly at the community level. In this regard, WFP will maintain a focus on hunger while actively seeking to address its underlying causes, a key principle of the policy. Efforts to foster collaboration across the humanitarian–development–peace nexus and to strengthen peace measurement tools will also continue.
7. Management will take up the policy recommendations on humanitarian access and humanitarian diplomacy as a corporate responsibility, led jointly by the Programme and Policy Development Department and the Supply Chain and Emergencies Department, in support of the Executive Director and global leadership. WFP will leverage the new avenues that have emerged since the approval of the policy, such as the joint WFP/Food and Agriculture Organization of the United Nations briefings to the United Nations Security Council on conflict and hunger in the context of the Council's resolution 2417 to advocate on behalf of people affected by the intersection of conflict and hunger.

<b>MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE POLICY ON WFP'S ROLE IN PEACEBUILDING IN TRANSITION SETTINGS</b>					
<b>Recommendations and sub-recommendations</b>	<b>Recommendation and sub-recommendation lead office (with supporting offices and units in brackets)</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office (with supporting offices and units in brackets)</b>	<b>Action deadline</b>
<b>Recommendation 1: Strengthen the practice of actionable, country-level analysis of how the presence and programmes of WFP and its partners influence conflict dynamics.</b>	Programme – Humanitarian and Development Division (PRO)	Agreed			<b>December 2024</b>
<p>1.1 WFP should set out how it plans to institutionalize regular, practically oriented and inclusive processes of reflection on the risks and opportunities related to conflict dynamics in all country operations facing conflict risks.</p> <p>As a minimum, the following elements should be considered:</p> <ul style="list-style-type: none"> <li>The reflection processes should take place annually and – as a minimum – inform the formulation and revision of second-generation country strategic plans so as to ensure that they are fully conflict-sensitive.</li> <li>Country offices should prioritize the conduct of such reflection processes over the production of stand-alone, written context or conflict sensitivity analyses. Regional or global advisers should facilitate the process; cooperating partners should join the reflection.</li> </ul>	Emergencies and Transitions Unit (PRO-P) (country offices; regional bureaux; Programme Cycle Management Unit (PRO-M); Risk Management Division)	Agreed	<p>1.1.1 The conflict sensitivity mainstreaming strategy provides country offices in high-risk and conflict-affected operating environments with the framework and support they need:</p> <ul style="list-style-type: none"> <li>Conduct conflict analyses that better inform operational decision making aimed at reducing the likelihood of negative outcomes. Efforts will be based on specific country circumstances and will draw on guidance developed by WFP and relevant partners and through inter-agency forums.</li> <li>Examine the results of conflict analysis to identify the most relevant operational, programmatic and reputational risks and associated mitigation measures.</li> </ul>	PRO-P (country offices; regional bureaux; PRO Global Network Against Food Crises (PRO-GNAFC); Supply Chain and Emergencies Department (SE) procurement team); PRO-GNAFC, Human Resources Division (HRM), NGO Partnerships Unit	February 2024

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<ul style="list-style-type: none"> <li>• The processes should include a discussion of relevant monitoring results (see sub-recommendation 2.2) and how to adapt WFP's programmes and presence based on those results.</li> <li>• Risks relevant to WFP's operation and programmes should be included in the risk registry.</li> <li>• Any regional implications of the analysis should be tabled for discussion at the periodic regional meetings of WFP country directors. The analysis should also inform WFP's engagement in the United Nations common country analysis and discussions with development and peacebuilding partners (see sub-recommendation 3.1).</li> </ul> <p><b>(February 2024)</b></p>			<ul style="list-style-type: none"> <li>• Track and monitor risks and mitigation measures via country office risk registers and report on progress and setbacks through the new corporate results framework (CRF) indicators currently being piloted.</li> <li>• Document and disseminate lessons learned and best practices among WFP country offices in specific regions and between WFP and partners within specific country and regional contexts. Ensure that the lessons learned and best practices are incorporated into third-generation country strategic plans (CSPs).</li> </ul>		
1.2 Carry out workforce planning aimed at ensuring that sufficient capacity exists at the headquarters and regional levels for implementing the policy, supporting country offices and strengthening the accountability of country directors for improving conflict sensitivity and strengthening synergies with other cross-cutting functions such as protection,	PRO-P (regional bureaux; country offices; Programme and Policy Development Department (PD); HRM; SE)	Agreed	1.2.1 As part of ongoing and planned corporate workforce planning exercises and annual reviews, WFP will identify the capacity and capability gaps in operational functions (programme, supply chain, emergencies, etc.) and the actions needed to augment existing skills and human resource capacity at	PRO-P (regional bureaux; country offices; PD; HRM; SE)	December 2024

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<p>access, gender, disability and inclusion, and accountability to affected populations, and to other divisions and departments, including those of human resources, supply chain and emergency operations. This capacity can involve either dedicated peace and conflict capacity, at headquarters and in the regional bureaux, cooperating closely with other teams, or functional support teams integrating significant expertise on conflict and peace and reflecting that expertise in their terms of reference.</p> <p><b>(December 2024)</b></p>			<p>the country office, regional bureau and headquarters levels.</p> <p>1.2.2 Based on the gap analysis referred to in the previous action, WFP will equip regional bureaux and country offices working in conflict-affected and high-risk settings with the expertise needed to implement its conflict sensitivity mainstreaming agenda alongside other corporate priorities related to protection, accountability to affected populations, access, disability inclusion and gender.</p> <p>1.2.3 WFP will develop learning and training packages – and procure others delivered by external institutions –that increase the awareness, understanding and capability of staff members who do not have specific expertise in conflict analysis and programming.</p> <p>1.2.4 Work with partners to build sector-wide capacity in and knowledge of conflict-sensitive operations.</p>	<p>PRO-P (regional bureaux; country offices; PD; HRM; SE)</p> <p>PRO-P (HRM; regional bureaux; country offices)</p> <p>PRO-GNAFC (PRO-P; HRM)</p>	<p>December 2024</p> <p>December 2024</p> <p>December 2024</p>

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<p>1.3 Include guidance on the analysis processes and other conflict sensitivity issues in the revised Programme Guidance Manual and ensure that relevant guidance is available in key languages, such as Arabic, English, French and Spanish.</p> <p>This should ensure the following:</p> <ul style="list-style-type: none"> <li>The available guiding questions for protection and conflict sensitivity assessments should serve as a starting point because they synthesize various elements of context analysis in relation to gender, protection, accountability to affected populations and conflict sensitivity.</li> <li>The ongoing process of developing a conflict sensitivity mainstreaming strategy should include overarching and coherent guidance comprising all the context analysis requirements derived from policies, including those on gender, accountability to affected populations, protection and conflict sensitivity.</li> </ul>	PRO (PD)	Agreed	<p>1.3.1 Conflict analysis and conflict sensitivity risk assessment guidance is included in the newly launched programme guidance manual.</p> <p>1.3.2 WFP will develop a single toolkit for both cross-cutting context and risk analysis to be used as a first screening in assessing the possible need for deeper analysis of specific themes.</p> <p>1.3.3 WFP will incorporate existing and new guidance on conflict sensitivity and contribution to peace into the guidance on and toolkit for second- and third-generation CSPs.</p> <p>1.3.4 WFP guidance will be adapted to system-wide guidance and minimum standards on conflict sensitivity.</p>	<p>PRO-P</p> <p>PRO-P (PD/Gender Office; PRO disability, inclusion and indigenous peoples teams)</p> <p>PRO-P (PRO-M)</p> <p>PRO-GNAFC (PRO-P)</p>	<p>June 2023</p> <p>February 2024</p> <p>February 2024</p> <p>December 2024</p>

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<ul style="list-style-type: none"> <li>The resulting guidance should include the guiding questions mentioned above and be shared with employees as part of regular country-level reflection processes, along with online training.</li> </ul> <p><i>(February 2024)</i></p>					
<b>Recommendation 2: Create incentives for, and take steps in, adapting the organizational culture to make conflict sensitivity more central: communicate expectations clearly, integrate conflict sensitivity into standard monitoring tools and enhance incentives for country directors.</b>	PRO	Agreed			<b>December 2024</b>
<p>2.1 Communicate the expectations in terms of the minimum standards for conflict sensitivity and the steps to be taken, as outlined in these recommendations, through an Executive Director's circular or similar corporate communication, rather than revising the peacebuilding policy, which remains adequate and sufficient. The communication should:</p> <ul style="list-style-type: none"> <li>clarify the mandatory steps for country offices, including, for example, the holding of an annual, inclusive process of reflection on context dynamics and conflict-</li> </ul>	PRO-P (PD; PRO-M; regional bureaux)	Agreed	2.1.1 WFP will issue an Executive Director circular and communication plan that emphasize the importance of conflict sensitivity and the associated mainstreaming strategy.	PRO-P (PD; PRO-M; regional bureaux)	January 2024

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<p>sensitive issues and discussion of conflict sensitivity considerations with cooperating partners, for informing the design, review and evaluation of country strategic plans; and</p> <ul style="list-style-type: none"> <li>include a general message about the level of priority given to conflict sensitive programming, clarifying that conflict sensitivity and “doing no harm” can be more important than the speed and quantity of delivery.</li> </ul> <p><b>(December 2023)</b></p>					
<p>2.2 Include in standard monitoring mechanisms basic indicators that track the interventions of WFP and cooperating partners and the effects of those interventions on the conflict setting. Building on existing good practice, the indicators should, at a minimum, include questions that explore whether affected people perceive increases or decreases in tensions; whether they think that current targeting practices create tensions and what other features of the assistance do; and who they perceive as being unfairly included in or excluded from assistance. Consideration of these questions should be mandatory for all country offices. Country offices that cannot use the</p>	<p>PRO-P (Research, Assessment and Monitoring Division (RAM); relevant policy and programme units within PD)</p>	<p>Agreed</p>	<p>2.2.1. PRO-P and RAM are currently pilot-testing two conflict sensitivity indicators for integration into the CRF over the course of 2024.</p> <p>2.2.2 The new CRF indicators mentioned in the previous action will be informed and complemented by standardized data collection methodologies for country office collection of beneficiary perceptions of social tensions or other unintended consequences resulting from WFP assistance.</p>	<p>PRO-P (RAM; relevant policy and programme units within PD)</p> <p>PRO-P (RAM; relevant policy and programme units within PD)</p>	<p>December 2024</p> <p>December 2024</p>



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<p>questions because of protection or security concerns should explain why and propose alternative ways of gaining relevant insights.</p> <p><b>(December 2024)</b></p>			2.2.3. Through its community feedback mechanisms and process monitoring, WFP already collects information on the dynamics of inclusion in and exclusion from its assistance programmes. These data will be analysed and used to better inform operational decision making.	PRO-P (RAM; relevant policy and programme units within PD; regional bureaux; country offices)	December 2023
<p>2.3 Ensure that country directors make conflict sensitivity a priority by including it as a standard core competency used in their appraisals and in promotion and rotation decisions.</p> <p>Necessary steps should include:</p> <ul style="list-style-type: none"> <li>• ensuring that conflict sensitivity is reflected in country director job profiles;</li> <li>• establishing that the performance of country directors in conflict sensitivity – including in ensuring that the reflection process outlined in recommendation 1 takes place – becomes a standard indicator in the appraisal supporting the annual Executive Director's assurance statement;</li> </ul>	HRM (PRO; PRO-P; Performance Strengthening Branch; Emergency Operations Division)	<p>Agreed. However, it should be noted that while conflict sensitivity may be considered a factor in staff appraisal, promotion and deployment, establishing it as a core element of those processes is not feasible given its specificity and the variation in its relevance across operational settings.</p> <p>It should also be noted that WFP has updated its competency framework</p>	<p>2.3.1. Review the job profile for country directors with a view to ensuring that conflict sensitivity is properly reflected alongside attributes relevant to other corporate commitments to protection and humanitarian principles.</p> <p>2.3.2 Review corporate control processes, including the Executive Director's assurance exercise, to ensure that they account for conflict sensitivity risks in high-risk operations.</p> <p>2.3.3 Ensure that conflict sensitivity is included in the onboarding and induction exercises of country directors and deputy country directors, taking into consideration other relevant thematic areas.</p>	<p>HRM (PRO-P)</p> <p>PRO-P (Risk Management Division)</p> <p>PRO-P (HRM)</p>	<p>February 2024</p> <p>February 2024</p> <p>January 2024</p>

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<ul style="list-style-type: none"> <li>• giving central consideration to prior experience and performance in conflict sensitivity, particularly for placements in contexts with high levels or high risk of conflict;</li> <li>• including a module on conflict sensitivity in the induction programme for country directors and deputy country directors and in the training programme for heads of field offices; and</li> <li>• establishing, as a requirement for all country directors, an in-depth briefing from reputable institutions and academics with specialized knowledge of conflict analysis and local contexts prior to the directors' assumption of their new positions.</li> </ul> <p><b>(February 2024)</b></p>		(leadership framework), which is being integrated into human resource management processes. The revised framework focuses on behaviour and on how WFP delivers on its objectives, and it sets out expectations and standards of behaviour that could be relevant to conflict sensitivity.	2.3.4 WFP will leverage its partnerships with relevant think tanks and academic institutions (the International Crisis Group, the London School of Economics, etc.) to provide regional directors, country directors and deputy country directors with periodic briefings on conflict dynamics. Such partnerships will be expanded to include regional and country-specific institutions that have in-depth knowledge of specific country circumstances.	PRO-P (PRO-GNAFC; Emergency Operations Division: regional bureaux; country offices)	February 2024
<b>Recommendation 3: Strengthen the mainstreaming of conflict sensitivity in WFP programmes and processes with partners and contractors. Increase the focus on conflict sensitivity in work with cooperating partners, and check the backgrounds of employees, contractors and cooperating partners.</b>	PRO-P	Agreed			<b>February 2024</b>

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<p>3.1 WFP should set out how it plans to enhance the conflict sensitivity of cooperating partners.</p> <p>Steps should include the following:</p> <ul style="list-style-type: none"> <li>• Encourage the open sharing of conflict-related issues through training, during the formulation of partnership agreements and in reports.</li> <li>• Amend partnership applications, field-level agreements and reporting templates to incorporate the request that cooperating partners include reflections on context dynamics and conflict sensitivity and to ensure sufficient resources to enable partners to deliver conflict-sensitive programmes.</li> <li>• Train and support country-level programme staff to ensure that they discuss context dynamics and conflict sensitivity when providing feedback to cooperating partners.</li> </ul>	<p>PRO-P (regional bureaux; country offices; NGO Partnerships Unit)</p>	<p>Agreed</p>	<p>3.1.1. In implementing the conflict sensitivity mainstreaming strategy, WFP will review its business processes and suggest specific actions that will more effectively address conflict sensitivity through relevant aspects of the cooperating partner management cycle.</p> <p>3.1.2. WFP will develop and deliver training for cooperating partners and appropriate country-level programme staff in the identification, documentation and mitigation of conflict sensitivity risks and – more broadly – will mainstream conflict sensitivity into programmes and operations.</p> <p>3.1.3. Conflict sensitivity is included on the agenda of the annual partnership meeting in 2023.</p>	<p>PRO-P (NGO Partnerships Unit; regional bureaux; country offices)</p> <p>PRO-P (NGO Partnerships Unit; regional bureaux; country offices)</p> <p>PRO-P (NGO Partnerships Unit)</p>	<p>June 2024</p> <p>June 2024</p> <p>December 2023</p>

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<ul style="list-style-type: none"> <li>Request that processes for strengthening conflict sensitivity at the global level are included on the agenda of the annual partnership meeting until the mainstreaming of conflict sensitivity is complete.</li> </ul> <p><b>(December 2023)</b></p>					
<p>3.2 WFP should set out the steps it plans to take to ensure a thorough review of the political and identity-based issues that it needs to explore in order to understand how the backgrounds of employees, contractors and cooperating partners intersect with the conflict setting and may affect conflict dynamics and stakeholders' perceptions.</p> <p>The steps should include the following:</p> <ul style="list-style-type: none"> <li>Review due diligence and selection processes to ensure that such affiliations are explored during the hiring, partnering and contracting of employees, contractors and cooperating partners.</li> <li>Include a mechanism to ensure that any concerns regarding the political affiliations of contractors or employees are passed up to the</li> </ul>	HRM (PRO-P; NGO Partnership Unit; SE)	Agreed. However, WFP believes that PRO-P should be the action lead, with a detailed allocation of supporting roles in respect of the various actions required for progress on identified issues.	<p>3.2.1 Through the implementation of its corporate conflict sensitivity mainstreaming strategy, WFP will identify actions for addressing the conflict sensitivity risks associated with its recruitment, supply chain and procurement processes, the contracting of vendors and service providers and the selection of cooperating partners (see sub-recommendation 3.1. above).</p> <p>3.2.2 WFP will develop a new due diligence directive that clarifies the steps to be taken by human resources personnel during recruitment screenings and checks. This will include guidance on the involvement of country directors and other managers in the handling of issues related to identity-based affiliation.</p>	<p>PRO-P (HRM; SE; NGO Partnerships Unit)</p> <p>HRM (PRO-P)</p>	<p>August 2024</p> <p>February 2024</p>

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<p>country director or the appropriate management level above that.</p> <ul style="list-style-type: none"> <li>Use proactive outreach to increase the pool of applicants from underrepresented groups.</li> </ul> <p><b>(February 2024)</b></p>			3.2.3. WFP will develop outreach training that includes a focus on the recruitment of underrepresented groups and will roll it out to human resources staff in the field.	HRM (PRO-P; regional bureaux; country offices)	February 2024
<b>Recommendation 4: Alleviating food insecurity is and should remain the most important WFP contribution to peace. WFP should focus its contribution to peace on supporting existing peacebuilding processes by implementing activities jointly with other actors, drawing on its core mandate strengths and focusing on humanitarian access to alleviate food insecurity.</b>	PD and SE	Partially agreed			<b>February 2024</b>
4.1 WFP should confirm that it will design all of its specific peace-promoting activities jointly with other actors and not on its own. In doing so, WFP should focus on its core mandate strengths such as, for example, food security and livelihoods or resilience building interventions targeting areas at high risk of conflict or with ongoing peace agreements and reintegration efforts, local purchase and market-building activities, country	PRO-P (country offices; regional bureaux; PRO-M; Partnerships and Advocacy Department)	Partially agreed. WFP will support existing peacebuilding processes, implementing activities jointly with other actors as appropriate. However, the organization's experience, as well as research, show that there are also	4.1.1 To support the further institutionalization of the peacebuilding policy and the elaboration of standards and norms WFP will build on its past experience, including with partners, to develop a position on the organization's role in contributing to peace.	PRO-P (regional bureaux, country offices)	June 2023

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<p>capacity strengthening or access negotiations:</p> <ul style="list-style-type: none"> <li>WFP should engage with development and peacebuilding partners to identify how it can best contribute to efforts to address conflict drivers without undermining its own neutrality, impartiality and independence.</li> <li>Such engagement should take place regularly – at a minimum when WFP develops, revises or evaluates a country strategic plan, or when there are important changes in the situation, or in light of the forthcoming conflict sensitivity strategy.</li> <li>Headquarters and regional bureaux should provide guidance and support for country offices in this effort, enhancing the relevant frameworks of accountability and responsibilities (including of country directors) for holding discussions with other actors and further strengthening partnerships with actors relevant to peacebuilding at the global and regional levels.</li> </ul> <p><b>(February 2024)</b></p>		<p>opportunities for WFP to use its specific programming to align its hunger-focused activities in ways that support peacebuilding and reconciliation, particularly at the community level. This approach is in line with the current peacebuilding policy, which recognizes the need for WFP to explore ways of ensuring that its interventions are better designed to support the transition towards peace and the role of WFP in contributing to peace at the local level.</p>	<p>4.1.2 WFP regularly participates in country-level inter-agency processes and will update existing guidance so that it better details aspects of WFP's engagement with development and peacebuilding partners, including the formation of partnerships for peacebuilding activities.</p> <p>4.1.3 WFP will develop a strategic engagement approach with United Nations entities and other international bodies and regional and local organizations, as appropriate and relevant, so as to contribute to United Nations system-wide efforts to build and sustain peace. Such engagement should include, at a minimum, the Department of Political and Peacebuilding Affairs, including the Peacebuilding Support Office, the Peacebuilding Commission, and the Peacebuilding Fund, the Department of Peace Operations, the Development Coordination Office, and the Strategic Planning and Monitoring Unit in the Executive Office of the Secretary-General.</p>	<p>PRO-P (PRO-M; PRO-GNAFC; New York Office; regional bureaux; country offices)</p> <p>PRO-P (Partnerships and Advocacy Department; PRO-GNAFC, New York Office)</p>	<p>February 2024</p> <p>February 2024</p>

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<b>Recommendations and sub-recommendations</b>	<b>Recommendation and sub-recommendation lead office (with supporting offices and units in brackets)</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office (with supporting offices and units in brackets)</b>	<b>Action deadline</b>
			4.1.4 Strengthen the development of a humanitarian development peace repository of WFP's contribution to development and peace based on successful partnership, multisectoral, programming models and proof of impact.	PRO-GNAFC	December 2023
4.2 WFP should set out how it plans to leverage its global weight in humanitarian diplomacy to increase humanitarian access, in close coordination with other humanitarian, development and United Nations actors; for example, in system-wide negotiations with government actors or peace processes, WFP should ensure that country offices maintain the strategic lead in efforts involving various levels of the organization in order to safeguard against potential negative consequences. <b>(February 2024)</b>	Deputy Executive Director SE (SE; PRO-P; regional bureaux; country directors)	Agreed. However, as humanitarian diplomacy is ultimately an "upstream corporate" endeavour that affects not only emergency operations but all activities in a given CSP portfolio, WFP recommends that this sub-recommendation be co-led by the Deputy Executive Director PD and the Deputy Executive Director SE.	4.2.1 PD and SE will work with regional directors to identify country operations that require humanitarian diplomatic support to ensure that food assistance is delivered safely to the people and communities in need. 4.2.2 WFP will leverage its engagement in inter-agency forums and international entities to support humanitarian access.	Deputy Executive Director PD and Deputy Executive Director SE  PD, SE, PRO-GNAFC (regional bureaux; country offices)	February 2024  February 2024

## Acronyms

CRF	corporate results framework
CSP	country strategic plan
HRM	Human Resources Division
PD	Programme and Policy Development Department
PRO	Programme – Humanitarian and Development Division
PRO-GNAFC	PRO-Global Network Against Food Crises
PRO-M	Programme Cycle Management Unit
PRO-P	Emergencies and Transitions Unit
RAM	Research, Assessment and Monitoring Division
SE	Supply Chain and Emergencies Department