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Management response to the recommendations from the summary report on the evaluation of the country strategic plan for the Philippines (2018–2023)

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 the Philippines for 2018–2023.
2. Taking a utilization-focused and consultative approach, the evaluation covered WFP's strategy, interventions and systems under the plan. Its findings served accountability and learning purposes and informed the preparation of a new CSP for the Philippines.
3. The evaluation team made six recommendations, three of which are strategic and three operational.
4. The following response sets out whether WFP management agrees, partially agrees or disagrees with each evaluation recommendation and sub-recommendation. It presents the actions taken or to be taken to implement those recommendations and the related responsibilities and timelines for their completion.

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**MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT
ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR THE PHILIPPINES (2018–2023)**

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. Systematic use of the country capacity strengthening framework: When developing the next country strategic plan, WFP should strengthen the utilization of the corporate country capacity strengthening and corporate results frameworks to develop a country-specific country capacity strengthening strategy, approach, road map and monitoring framework to guide country office interventions. (This recommendation reaffirms the recommendations from the decentralized evaluation on capacity strengthening.)</p>	Country office	Agreed				
<p>1.1 Based on the theory of change developed for the next country strategic plan, map the country capacity strengthening-related needs of different stakeholders to identify approaches for its engagement in country capacity strengthening at the national and subnational levels. Priority: High (December 2023)</p>	Country office (regional bureau country capacity strengthening (CCS) adviser and research, assessment and monitoring unit)	Agreed	Organize workshops on the emergency preparedness capacity index in up to six provinces in the following three regions: Caraga (Surigao Del Norte and Dinagat Islands provinces), the Bangsamoro Autonomous Region in Muslim Mindanao (Maguindanao del Sur and Maguindanao del Norte provinces), and Bicol (Albay and Catanduanes provinces).	Emergency preparedness and response (EPR) coordinator	December 2023	Under way

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			Develop a road map of the capacity strengthening activities planned in relation to home-grown school feeding interventions.	CCS coordinator	December 2023	Not started
			Develop a road map of the capacity strengthening activities planned in relation to the electronic voucher programme.	CCS coordinator	December 2023	Not started
<p>1.2 In consultation with government partners, develop a strategy to guide the implementation of and learning from country capacity strengthening. Relevant national government partners could include the National Economic and Development Authority. Alternatively, in the Bangsamoro Autonomous Region in Muslim Mindanao, form an intergovernmental steering committee that is based on a partnership model, builds on the 2019 capacity needs mapping exercise and can guide the country office's country capacity strengthening activities at the national and subnational levels.</p> <p>Priority: High (January 2024)</p>	Country office (regional bureau CCS adviser)	Agreed	Develop a comprehensive country capacity strengthening strategy for the new CSP for 2024–2028 based on extensive stakeholder consultations.	CCS coordinator	January 2024	Not started

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<p>2. Social protection strategic positioning: WFP should ensure that the new country strategic plan includes a coherent strategy for social protection, while continuing to expand its social protection strategic positioning, including in nutrition-sensitive social protection. WFP’s strategic position should be not only in shock responsive social protection but also within the larger social protection sphere, and its strategy should include the identification of appropriate pillars and technical approaches for providing support within the Government’s social protection strategy and programming framework. In particular, WFP should identify its potential role in supporting subnational government social protection systems. (This recommendation reaffirms the recommendations from the social protection scoping study.)</p>	Country office	Agreed				

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2.1 Articulate WFP’s social protection positioning, with the Government and within the United Nations country team, in relation to national social protection systems, possibly through a disaster risk reduction and mitigation perspective that fosters people’s ability to meet their food security, nutrition and other essential needs, including in response to shocks and other stressors. Priority: High (December 2023)	Country office (regional bureau)	Agreed	Develop a road map of capacity strengthening activities planned in relation to social protection to be provided under the memorandum of agreement with the Department of Social Welfare and Development.	Head of programme	December 2023	Under way
			Support the finalization of the draft law on the process for declaring an imminent disaster and triggering anticipatory action, to be approved by the National Disaster Risk Reduction Management Council.	Head of programme	December 2023	Under way
2.2 Identify areas in the national social protection framework and system where the next country strategic plan can contribute to the strengthening and development of a country strategic plan-level social protection strategy and monitoring framework, including for nutrition-sensitive social protection. This work should include the articulation of avenues for providing technical support, such as information management systems, monitoring and evaluation systems or contributions to policies and guidelines. Priority: Medium (June 2024)	Country office (regional bureau and headquarters Social Protection Unit)	Agreed	Under the electronic voucher programme, build the capacity of the Government to implement nutrition-sensitive social protection programmes at scale.	Heads of programme and research, assessment and monitoring	June 2024	Under way
			Include the use of fortified rice in government safety net and institutional feeding programmes.	Heads of programme and supply chain	June 2024	Under way

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2.3 With a view to contributing to social protection, build a larger overarching programming approach to resilience that can serve as a conceptual framework for broadening WFP's engagement in resilience building, geographically and thematically. Priority: Medium (June 2024)	Country office (regional bureau and headquarters Social Protection Unit)	Agreed	Under the new CSP, expand integrated resilience activities into additional geographical areas that are vulnerable to climate change and disaster.	Heads of programme and EPR	June 2024	Under way
			Based on findings from the emergency preparedness capacity index assessment, develop a workplan for strengthening national and local capacities in emergency preparedness and response.	Head of EPR	June 2024	Not started
3. Internal capacity for humanitarian response: In the next country strategic plan, WFP should build on lessons learned from the Typhoon Rai response so as to sustain the country office's internal capacity to scale up and mobilize an emergency response. (This recommendation reaffirms the recommendations from the Typhoon Rai after action review.)	Country office	Agreed				

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3.1 Retain and strengthen in-house emergency preparedness and response capacity and prioritize capacity strengthening activities, including by articulating roles and responsibilities in a direct response. Priority: High (January 2024)	Country office (regional bureau and headquarters Human Resources Division (HRM) and Emergency Preparedness and Response Branch)	Agreed	Recruit staff to fill new positions in emergency preparedness and response and induct them into the country office EPR unit.	Head of EPR	January 2024	Completed
3.2 Develop rosters of external entities and pre-formulated comprehensive field-level agreements with cooperating partners. Priority: High (January 2024)	Country office (regional bureau and headquarters HRM and Emergency Preparedness and Response Branch)	Agreed	Update the roster (from 2021) of external entities with emergency preparedness and response expertise and develop templates for comprehensive field-level agreements with cooperating partners.	Heads of programme and EPR	January 2024	Under way
3.3 Develop a response strategy or plan and review its implementation annually. Priority: High (June 2024)	Country office (regional bureau and headquarters HRM and Emergency Preparedness and Response Branch)	Agreed	Ensure that the concepts of operation and standard operating procedures for emergency response are reviewed and updated annually.	Head of EPR	June 2024	Under way

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<p>3.4 Advocate with potential donors for flexible unearmarked funding that will allow WFP to implement efficient emergency and early recovery responses based on evolving needs, including by providing flexibility regarding the transfer modalities used and the geographic areas covered.</p> <p>Priority: High (December 2023)</p>	<p>Country office (regional bureau and headquarters HRM and Emergency Preparedness and Response Branch)</p>	<p>Agreed</p>	<p>Based on the partnership action plan, identify new funding options, including through international financial institutions.</p>	<p>Country office management</p>	<p>December 2023</p>	<p>Under way</p>
<p>4. Subnational engagement in country capacity strengthening: Consistent with the Government's decentralization efforts, and drawing on the best practices from available studies such as the mid-term review of the country strategic plan, the decentralized capacity strengthening evaluation and the social protection scoping study, under the next country strategic plan, WFP should seek to expand its engagement in country capacity strengthening at the subnational level.</p>	<p>Country office</p>	<p>Agreed</p>				

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4.1 Identify two or three localities in which to consider replicating the multisectoral model developed for the Bangsamoro Autonomous Region in Muslim Mindanao. The sites could be identified from a combination of relevant vulnerability data (from vulnerability analysis and mapping on climate change and food security, and the Government's Pantawid Pamilyang Pilipino Program modelling) or a capacity needs mapping exercise carried out in collaboration with the Government. Priority: High (June 2024)	Country office (regional bureau and headquarters Research, Assessment and Monitoring Division (RAM) and Country Capacity Strengthening Unit (PROTC)	Agreed	Based on guidance on geographical targeting and the programme priorities identified, select new sites for replication of the multisectoral model at the provincial level (beyond the Bangsamoro Autonomous Region in Muslim Mindanao).	Head of programme	March 2024	Under way
			Establish a subnational presence with emergency preparedness and response activities in three new locations: Cotabato, Surigao City and Albay.	Head of EPR	June 2024	Under way
			Based on guidance on geographical targeting and the programme priorities identified, establish a new sub-office.	Country office management	June 2024	Under way

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<p>4.2 For subnational country capacity strengthening in emergency preparedness and response under the next country strategic plan, initiate partnerships with relevant national government agencies that can provide country capacity strengthening at the local level. Such agencies may include, but are not limited to, local governance units, mayors' associations and associated government ministries and structures.</p> <p>Priority: High (June 2024)</p>	<p>Country office (regional bureau and headquarters RAM and PROTC)</p>	<p>Agreed</p>	<p>Implement WFP's preparedness and response enhancement programme, focusing on the provision of system-oriented capacity strengthening for key partners, with a view to sustainably institutionalizing emergency preparedness and response.</p>	<p>Head of EPR</p>	<p>June 2024</p>	<p>Under way</p>

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<p>5. Resource management: Under the next country strategic plan, WFP should continue to refine and diversify its financial and human resources capacities, building on the recently completed workforce review and implementing the recommendations from the country strategic plan mid-term review, decentralized capacity strengthening evaluation and social protection scoping study regarding the need to continue to expand staff capacities and develop an organizational culture consistent with WFP's agenda of saving lives and changing lives, while expanding the partnership and resourcing base.</p>	Country office	Agreed				
<p>5.1 Develop a strategy for diversifying the current donor base, with a particular focus on private sector bodies and international financial institutions, such as those in the social protection sphere, and prioritizing flexible, multi year funding. Priority: Medium (December 2023)</p>	Country office (regional bureau and headquarters Private Partnerships and Fundraising Division and Public Partnerships and Resourcing Division)	Agreed	Finalize the draft of the partnership action plan.	Management	December 2023	Under way

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5.2 Develop a clear strategy for supporting advocacy and communication regarding WFP's technical expertise in the three dimensions of the triple nexus – development, crisis response and peacebuilding. Apply specific examples from the Bangsamoro Autonomous Region in Muslim Mindanao to support the strategy. Priority: Medium (February 2024)	Country office (regional bureau and headquarters Private Partnerships and Fundraising Division and Public Partnerships and Resourcing Division and Climate and Disaster Risk Reduction Programmes Service)	Agreed	Develop a clear strategy for supporting advocacy and communication regarding WFP's technical expertise in the three dimensions of the humanitarian-development-peace nexus.	Heads of communication, partnerships and reports	February 2024	Not started
5.3 Conduct a corporate workforce planning exercise aligned with the needs of the next country strategic plan, including those regarding in house expertise in social protection, resilience building, and support for cross-cutting themes such as protection. Priority: High (December 2023)	Country office (regional bureau and headquarters HRM)	Agreed	Conduct a strategic workforce planning exercise for the country office during the CSP period.	Country office management and human resources unit	August 2023	Completed
			Undertake an organizational alignment in the country office based on the requirements of the CSP and the results of the strategic workforce planning exercise.	Country office management and human resources unit	December 2023	Under way
			Recruit staff to fill the priority positions identified in the recruitment plan (in the areas of social protection, resilience and cross-cutting issues).	Country office management and human resources unit	December 2023	Under way

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5.4 Ensure that there are adequate human resources and skills available within the country office workforce for a timely scale-up in the event of a large-scale humanitarian response. Priority: High (December 2023)	Country office (regional bureau and headquarters HRM)	Agreed	Establish a roster of personnel for deployment to emergency responses.	Heads of EPR and human resources units	December 2023	Under way
			Assess the capacities of existing and potential cooperating partners in emergency response.	Heads of EPR and programme	December 2023	Not started
6. Evidence base and knowledge management: Under the next country strategic plan, WFP should invest further in knowledge management for informing programme decision making and should strengthen the conceptual linkages between strategic outcomes, track long-term progress under the country strategic plan against country capacity strengthening indicators and strengthen institutional memory.	Country office	Agreed				

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<p>6.1 Carry out an exercise to identify common indicators across the strategic outcomes in order to increase the internal coherence of the country strategic plan and strengthen the conceptual linkages between the overarching strategic objectives in the new country strategic plan structure.</p> <p>Priority: Medium (March 2024)</p>	<p>Country office (regional bureau and headquarters RAM and PROTC)</p>	<p>Agreed</p>	<p>Identify indicators that can be used across the strategic outcomes in the CSP for 2024–2028.</p>	<p>Head of research, assessment and monitoring</p>	<p>March 2024</p>	<p>Not started</p>
<p>6.2 Review the findings of the 2017 zero hunger strategic review to identify progress in capacity strengthening since 2017 and inform the implementation of the next country strategic plan.</p> <p>Priority: Medium (March 2024)</p>	<p>Country office (regional bureau, headquarters RAM and PROTC and United Nations country team representatives)</p>	<p>Agreed</p>	<p>Integrate the findings from the 2017 zero hunger review into the new CSP.</p>	<p>Head of research, assessment and monitoring</p>	<p>December 2023</p>	<p>Completed</p>

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<p>6.3 Where possible, adapt the corporate country capacity strengthening framework, the 2022 policy update and the corporate results frameworks to the country setting. This work may include identifying country-specific country capacity strengthening indicators for measuring and reporting on the country capacity strengthening process, capturing results over the long term and possibly including indicators for measuring government- and community based social cohesion and the strengthening of training modalities for country capacity strengthening.</p> <p>Priority: High (January 2024)</p>	<p>Country office (regional bureau and headquarters RAM and PROTC)</p>	<p>Agreed</p>	<p>Develop a monitoring and evaluation framework for country capacity strengthening activities, adapted to the country-specific country capacity strengthening strategy.</p>	<p>CCS coordinator</p>	<p>June 2024</p>	<p>Not started</p>
<p>6.4 Consider investing financial and human resources in strengthening the internal knowledge management systems that support institutional memory, for learning and advocacy.</p> <p>Priority: High (March 2024)</p>	<p>Country office (regional bureau and headquarters RAM and PROTC)</p>	<p>Agreed</p>	<p>Ensure that the country office has adequate human resources to manage the knowledge management systems for flagship programmes, such as the electronic voucher programme and programmes linked to the Changing Lives Transformation Fund.</p>	<p>Heads of programme and research, assessment and monitoring</p>	<p>December 2023</p>	<p>Under way</p>