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Management response to the recommendations in the summary report on the evaluation of the WFP South-South and triangular cooperation policy

Background

1. This document presents the WFP management response to the recommendations in the summary report on the evaluation of the WFP South-South and triangular cooperation policy.
2. The evaluation was conducted between March 2020 and February 2021.
3. Taking a utilization-focused and consultative approach, the evaluation served the dual purpose of accountability and learning.
4. The evaluation made two strategic recommendations and four operational recommendations. Sub-recommendations describe how each recommendation can be implemented.
5. The matrix below sets out whether WFP management agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the actions taken or to be taken and the related responsibilities and timelines for implementation of the recommendations.

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office	Action deadline
<p>Priority: High</p> <p>Overall deadline: EB.1/2023 (February 2023)</p> <p>Recommendation 1: WFP should revise the SSTC policy based on an agreed upon and widely shared corporate vision.</p>	<p>Programme – Humanitarian and Development Division (PRO), South–South and triangular cooperation (SSTC) unit</p>				
<p>1.1 To inform policy development, WFP should build on the ongoing work of the SSTC task force to clearly articulate its vision and comparative advantage for engaging in and supporting South–South cooperation, including in relation to the 2030 Agenda and its SDGs.</p> <p>Related efforts should reflect and address the need to:</p> <ul style="list-style-type: none"> articulate how SSTC has the potential to further WFP’s work in relation to country capacity strengthening, partnerships and other policy and programme and cross-cutting areas; clarify and, as needed, prioritize any specific thematic or geographic areas of focus of WFP’s support for SSTC in the short and mid-term; and reflect on how SSTC can be relevant in furthering gender equality and broader equity and inclusion objectives <p><u>Deadline: June 2022</u></p>	<p>PRO – specifically the PRO Director, also in his role as chair of the WFP SSTC task force.</p> <p>(SSTC task force members including thematic units at headquarters, regional bureaux and the centres of excellence; Gender Office (GEN); Technical Assistance and Country Capacity Strengthening Service (PROT); Partnerships and Advocacy Department (PA); Programme Cycle Management Unit (PROM))</p>	<p>Agreed.</p> <p>Following consultations with GEN, the following wording for the last point of sub-recommendation 1.1 is proposed: “Identify what contributions SSTC can bring to gender equality through a strategic revision of WFP’s portfolio of SSTC projects and close engagement with GEN at the stage of development of new SSTC projects.”</p>	<p>1. By June 2022 WFP will develop pathways for its future approach to SSTC. The work of the global SSTC task force will be consolidated and will inform the revision of the WFP SSTC policy. The global task force will also engage relevant regional bureaux, centres of excellence and headquarters divisions in this process.</p> <p>2. By June 2022, WFP will have a draft programmatic framework in place for its global SSTC engagement with key partners such as China and Brazil, as well as regional mappings showing opportunities for WFP-facilitated South–South cooperation in specific regions. These frameworks will help WFP to clarify and prioritize SSTC engagement</p>	<p>PRO, in coordination with global SSTC task force members (including regional bureaux, centres of excellence and relevant headquarters divisions).</p> <p>PROT in coordination with WFP centres of excellence, regional bureaux and relevant technical divisions.</p>	<p>June 2022</p> <p>June 2022</p>

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			with key partners by theme and location and will inform regional SSTC strategies. The frameworks and regional maps will also reflect WFP's comparative advantage in brokering SSTC.		
<p>1.2 WFP should revise the SSTC policy based on the standards for policy quality in WFP.</p> <p>The revised policy should:</p> <ul style="list-style-type: none"> articulate specific objectives and targets for what effective mainstreaming of SSTC into WFP's work will look like in the short, mid and long term; include an overarching theory of change that outlines the results that WFP support for SSTC is expected to contribute to at the global, regional and country levels and across the humanitarian-development-peace nexus, reflecting both "recipient" and "provider" countries; describe the envisaged internal division of SSTC-related labour and assign clear roles and responsibilities to different units and teams at different levels within WFP, including for SSTC resource mobilization and for knowledge management; and 	<p>PRO, especially in the role of convener of WFP's global SSTC task force, which includes regional bureaux, centres of excellence and 10 headquarters divisions.</p> <p>Close coordination with the Research, Assessment and Monitoring Division (RAM), the Monitoring and Evaluation Liaison Unit (CPPM), GEN and PA (particularly the Strategic Partnerships Division (STR) and the Public Partnerships and Resourcing Division (PPR)) will be necessary as well.</p>	<p>Agreed</p> <p>It is important to flag that the workload that this recommendation (relevant also to below recommendation 1.3) entails may exceed the current set-up, and internal capacity of the PRO SSTC team; thus the proposed deadline might be difficult to meet.</p>	<p>3. Resources will be identified to support the policy revision process. Technical consultations with relevant divisions, regional bureaux and centres of excellence will inform the revision of the WFP SSTC policy.</p> <p>4. By 2023 a full draft of the revised policy should be available. The draft will be informed by the outcomes of the second SSTC global meeting and technical consultations and will meet WFP policy quality standards.</p> <p>5. By 2023, a system for monitoring and reporting on progress in implementation of the policy will be developed. This will feed into and be supported through the work of the global SSTC task force</p>	<p>PROT, in coordination with headquarters technical functions, including in PRO, GEN and PA (e.g. STR and PPR), regional bureaux and centres of excellence.</p> <p>PRO, building on the work of and in coordination with global SSTC task force members. Close coordination with CPPM, GEN and PA.</p> <p>PRO</p>	<p>June 2022</p> <p>February 2023</p> <p>February 2023</p>

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<ul style="list-style-type: none"> make a case for identifying and sustaining adequate resourcing of SSTC work at the global, regional, centre of excellence and country levels. <p>Deadline: By EB.1/2023 (February 2023)</p>					
<p>1.3 WFP should develop a costed implementation plan to accompany the revised SSTC policy.</p> <p>Based on the vision (sub-recommendation 1.1) and revised policy (sub-recommendation 1.2), the implementation plan should:</p> <ul style="list-style-type: none"> help operationalize WFP's expanding SSTC work at the global, regional and country levels through a combination of financial instruments (in particular programme support and administrative funding) and mechanisms (such as a programme or trust fund); identify resource requirements for policy implementation, including for full-time and part-time SSTC human resources at headquarters and regional bureaux, including but not limited to the headquarters SSTC team and the network of regional focal points; WFP staff capacity strengthening at various levels and across thematic areas; SSTC-related data collection, reporting, evaluation and knowledge management; and 	<p>PRO, especially in the role of convener of WFP's global SSTC task force, which includes regional bureaux, centres of excellence and 10 headquarters divisions.</p> <p>Close coordination with PA (such as the Rome-based Agencies and Committee on World Food Security Division, STR and others).</p>	<p>Agreed.</p> <p>With regard to the second point under sub-recommendation 1.3, it is suggested that the term "capability development" be used rather than "capacity strengthening" in order to distinguish it from WFP's work on country capacity strengthening.</p>	<p>6. By 2023, a final draft of a costed implementation plan should be available. The plan will clearly identify priorities, resource requirements, benchmarks and targets, accountabilities, roles, responsibilities and the internal division of labour, building on the ongoing work of the global SSTC task force.</p>	<p>PRO, building on the work of and in coordination with global SSTC task force members and particularly in close coordination with PA (e.g. PPR).</p>	<p>February 2023</p>

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<p>financial incentives for country offices to engage in SSTC and serve a wider range of countries across more thematic areas;</p> <ul style="list-style-type: none"> • specify when, how and by whom progress in policy implementation and in mainstreaming SSTC within WFP will be monitored and reported; • define a set of shared quality standards for SSTC-related services provided by WFP units, including the centres of excellence; • review and confirm or adjust, as required, the membership, objectives and ways of working of the SSTC task force; and • formulate priorities and strategies for SSTC-related collaboration and coordination with other United Nations agencies, in particular the other Rome-based agencies. <p>Deadline: By EB.1/2023 (February 2023)</p>					
<p>Priority: Medium</p> <p>Overall deadline: June 2023</p> <p>Recommendation 2: WFP should ensure that SSTC considerations continue to be reflected in second-generation CSPs and any relevant new corporate frameworks and policies.</p>	<p>PRO – specifically the PRO Director, including in his role as chair of the WFP SSTC task force (SSTC task force members and regional bureaux (programme and monitoring and evaluation units)).</p>				

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<p>At a minimum, whenever SSTC is reflected in CSPs they should be checked to ensure that there is broad alignment with the common country analyses and the United Nations sustainable development cooperation frameworks. Relevant guidance and a system for ensuring that those checks are regularly made should be in place by June 2023.</p>	<p>PRO, jointly with PROM and in close coordination with PA and regional bureaux.</p>	<p>Agreed. While WFP can provide guidance and a system for carrying out the checks called for in recommendation 2, decisions related to the inclusion of SSTC in country strategic plans (CSPs) and alignment with common country analyses and United Nations sustainable development cooperation frameworks may depend on the priorities of other partners (e.g. host governments and country offices).</p>	<p>1. General SSTC guidance for CSP design has been included in a document called “Key considerations and resources for designing country strategic plans”, which was developed by PROM in close coordination with relevant units including PROT. By 2023, WFP will develop an updated version of that document that will include technical guidance for country offices on identifying SSTC opportunities when formulating CSPs. The guidance will be included in the CSP manual.</p>	<p>PROM, in close coordination with PRO, PA and regional bureaux.</p>	<p>June 2023</p>
			<p>2. Upon request, regional bureaux and country offices will receive support for the roll-out of WFP South-South reviews and regional SSTC maps (supported by PROT's capacity), which will help to identify SSTC opportunities during the formulation of CSPs in line with host government priorities.</p>	<p>PROT, in coordination with PROM, regional bureaux, centres of excellence and relevant technical divisions.</p>	<p>June 2023</p>
			<p>3. PROT (subject to available capacity) will enhance its engagement with country</p>	<p>PROT, in close coordination with PROM, regional</p>	<p>June 2023</p>

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			offices and regional bureaux during the development of second-generation CSPs. This will include active participation in second-generation CSP working group meetings and line of sight discussions (before the strategic programme review process), and strategic and technical feedback related to draft CSPs and lines of sight provided throughout the strategic and electronic programme review processes.	bureaux and centres of excellence.	
<p>Priority: High</p> <p>Overall deadline: November 2023</p> <p>Recommendation 3: WFP should further strengthen its approach to generating evidence and fostering learning from WFP-supported SSTC.</p>	PRO (SSTC task force; Office of Evaluation (OEV); Corporate Planning and Performance Division (CPP); and regional bureaux (programme and monitoring and evaluation units)).				

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<p>3.1 Ensure that approaches to generating evidence and fostering learning on SSTC draw from both qualitative and quantitative analysis and reporting.</p> <p>By November 2023, approaches and related guidance should be developed at the minimum in a pilot format to:</p> <ul style="list-style-type: none"> ensure that SSTC-specific indicators in WFP's corporate results framework for 2022–2026 allow and are used for quantitative tracking of country office use of SSTC; and complement anecdotal reporting on SSTC with occasional studies that, using qualitative and quantitative data, explore SSTC value-added in specific geographic and thematic contexts. <p><u>Deadline: November 2023</u></p>	<p>PRO (SSTC task force; CPP; headquarters divisions that engage in SSTC; and regional bureaux (programme and monitoring and evaluation units)).</p>	<p>Agreed.</p> <p>Efforts will be made to accommodate SSTC indicators within the new CRF. There is a corporate commitment to conducting qualitative and quantitative analysis of SSTC and where appropriate ensuring that WFP technical functions and offices follow agreed corporate reporting methods.</p>	<p>1. PROT will contribute to the formulation of quantitative and qualitative SSTC indicators, closely linked to country capacity strengthening (CCS) and partnership building, for the corporate results framework for 2022–2026.</p> <p>In order to foster evidence generation and learning from WFP-facilitated SSTC, by November 2023 WFP will develop a package of guidance materials and monitoring and evaluation tools for regional bureaux, centres of excellence and WFP offices, and provide access to WFP country offices to an online knowledge sharing platform for WFP-brokered SSTC.</p>	<p>PROT supported by CPPM</p>	<p>November 2023</p>
<p>3.2 Consider introducing an SSTC marker at the project level (similar to the marker used by FAO) that would trigger shared responsibility of a thematic unit and either the SSTC team at headquarters or the regional SSTC focal point.</p> <p><u>Deadline: November 2022</u></p>	<p>PRO in close coordination with CPPM and regional bureaux.</p>	<p>Agreed.</p> <p>Progress on this recommendation will depend on the ability of WFP's corporate monitoring and evaluation systems to accommodate an SSTC marker. Substantial work will be needed to</p>	<p>2. PROT will work with CPPM to explore the feasibility of introducing an SSTC marker at the project level.</p>	<p>CPPM supported by PROT</p>	<p>November 2023</p>

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		enable corporate monitoring and evaluation, project management and tracking systems and software to track SSTC engagement.			
<p>3.3 Update existing or develop new Office of Evaluation guidance on how SSTC perspectives can be integrated into centralized evaluations that address CCS or partnerships and into guidance on decentralized evaluations that include questions on CCS or partnership issues.</p> <p><u>Deadline: November 2022</u></p>	OEV (PRO SSTC unit; CPP; CCS team; PA).	Agreed	3. OEV will revise its guidance with the aim of providing better clarity on how and when to include SSTC in centralized and decentralized evaluations.	OEV	November 2022
<p>Priority: Medium</p> <p>Overall deadline: December 2023</p> <p>Recommendation 4: WFP should support interested divisions in developing and disseminating strategic and operational guidance for programme staff on how to integrate SSTC into their work in line with the new SSTC policy.</p> <p>At a minimum, all new guidance should:</p> <ul style="list-style-type: none"> clarify why and how SSTC can support implementation of the WFP strategic plan for 2022–2026 and CSPs in a given thematic area; clarify what types of technical support programme officers in 	PRO, in coordination with the members of the global SSTC task force and close coordination with PA, CPP, headquarters divisions and regional bureaux (programme units).	Agreed	1. By December 2023, the WFP operational guide to SSTC management will include a section on brokering SSTC in various thematic areas.	PRO, in coordination with global SSTC task force members, PA, CPP and regional bureaux.	December 2023

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<p>country offices and in regional bureaux can draw on in relation to SSTC;</p> <ul style="list-style-type: none"> describe how SSTC engagement and related learning in any specific thematic area will be monitored and reported on, and by whom; and provide advice on how programme leads and programme officers can plan and budget for SSTC work, both within regular WFP budgets and with dedicated SSTC funding mechanisms. 					
<p>Priority: Medium Overall deadline: June 2022 Recommendation 5: WFP should continue to invest in and expand efforts to strengthen staff capacity for SSTC at the headquarters, regional bureau, centre of excellence and country office levels.</p>	<p>PRO, in close coordination with regional bureaux, centres of excellence, headquarters technical divisions and PA.</p>				

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<p>At a minimum, these efforts should:</p> <ul style="list-style-type: none"> ensure that at least basic SSTC-related responsibilities are incorporated into the terms of reference and job descriptions of WFP programme and partnership officers in regional bureaux and country offices to enable cross-fertilization and the effective mainstreaming of SSTC; support thematic units and teams at headquarters, regional bureaux and country offices in exploring opportunities to integrate staff capacity development on SSTC into capacity development initiatives related to CCS and partnerships in order to facilitate links between these areas; and review and strengthen communication and coordination mechanisms within and among WFP actors and units engaged in SSTC, including in relation to the collaboration between country offices, regional bureaux and centres of excellence. 	<p>PRO, in close coordination with regional bureaux, centres of excellence, headquarters technical divisions and PA.</p>	<p>Partially agreed. While this is a useful and necessary recommendation, the workload entailed by these three points exceeds the current capacity of the PRO SSTC team and thus rendering challenging the proposed December 2022 deadline.</p> <p>With regard to point 2 under recommendation 5, we propose using the term “capability development” rather than “capacity strengthening” in order to distinguish it from WFP’s work on country capacity strengthening.</p>	<p>1. By December 2022, an overview of options for incorporating basic SSTC-related responsibilities in the work of WFP at the country, regional, centre of excellence and headquarters levels will be developed.</p>	<p>PRO, in close coordination with regional bureaux, centres of excellence, headquarters technical divisions and PA.</p>	<p>December 2022</p>

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<p>Priority: Medium</p> <p>Overall deadline: November 2022</p> <p>Recommendation 6: WFP should continue to contribute to the system-wide SSTC engagement in United Nations development system reform, led by the United Nations Office for South-South Cooperation (UNOSSC), including by leveraging new partnerships with other United Nations entities and strengthening ongoing collaboration with the other Rome-based agencies in this field, and to report on it annually starting in 2022.</p> <p>By November 2022 WFP should have identified and prioritized the relevant points for engagement with the global and UNOSSC-led agendas and ensure that this information is then regularly considered as part of the SSTC work planning process and reported on, as part of the Rome-based agencies annual report.</p>	<p>PRO (PRO Director and PRO SSTC team)</p>	<p>Agreed</p>	<p>1. PROT will ensure continued engagement with UNOSSC on United Nations system-wide coordination of SSTC and the consolidation of a revised SSTC road map for the Rome-based agencies.</p>	<p>PRO (PRO Director and PRO SSTC unit)</p>	<p>November 2022</p>

Acronyms

CCS	country capacity strengthening
CPP	Corporate Planning and Performance Division
CPPM	Monitoring and Evaluation Liaison Unit
CSP	country strategic plan
GEN	Gender Office
OEV	Office of Evaluation
PA	Partnerships and Advocacy Department
PPR	Public Partnerships and Resourcing Division
PRO	Programme – Humanitarian and Development Division
PROM	Programme Cycle Management Unit
PROT	Technical Assistance and Country Capacity Strengthening Service
RAM	Research, Assessment and Monitoring Division
SSTC	South–South and triangular cooperation
STR	Strategic Partnerships Division
UNOSSC	United Nations Office for South–South Cooperation