

## Management Response Template

Version June 2016

*This template provides a suggested structure and guidance on content for the management response to decentralized evaluation recommendations*

**An evaluation of the effects and a cost benefit analysis of the GFD Cash Modality scale up (Cash Based Transfers for PRRO 200737) for refugees and host communities in Kenya.**

**August 2015-November 2017**

<b>Rec. #</b>	<b>Recommendation Text (as per evaluation report)</b>	<b>Management Response (Is recommendation Accepted, partially accepted or not accepted?. If partially accepted or not accepted, provide a brief response)</b>	<b>Actions to be taken (Briefly state what actions will be taken to address the recommendation)</b>	<b>Action By [WFP Country Office, WFP Regional Bureau, WFP Headquarters, External Stakeholders (UN Agency, Government body, Donor)]</b>	<b>Implementation timeframe [Month, Year]</b>	<b>Status [Not started/In progress/On hold/Complete]</b>
1	Review the transfer value and scale up the substitution of cereals to ensure	Accepted	i) In line with its CSP, WFP has progressively begun to increase the proportion of food assistance provided in form of cash. This will continue to increase to meet	WFP Kenya (Relief and Refugee Unit)	September 2018	In progress

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	adequacy and effectiveness. High priority. (Strategic)		up to 70 percent of food requirements.			
			ii) Continue to promote retail engagement activities that help beneficiaries have access to food in the markets at affordable prices. These include linking traders to manufacturers and farmer groups, trader and farmer capacity strengthening on business skills, commercial marketing & customer care, Stock handling and management and gross	WFP Kenya (Supply Chain Unit)	June 2019	In progress

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			margin analysis, and costing and pricing.			
			iii) Continue to monitor price trends and their likely impact on beneficiaries' purchasing power. Going forward, this will be complemented by the implementation of a market information application to empower beneficiaries and other customers to make informed purchasing decisions and give feedback to WFP.	WFP Kenya (Supply Chain Unit)	June 2019	In progress

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			iv) Collaborate with UNHCR to undertake socio-economic profiling/vulnerability assessment to ensure that food assistance is distributed to those most in need.	WFP Kenya in collaboration with UNHCR	September 2019	Not started
2	Collaborate with partners to address the demand for firewood and gender-based violence (GBV) associated with firewood	Accepted	i) WFP and UNHCR will convene a meeting of various stakeholders including development partners engaged in charcoal, firewood and energy initiatives, host communities, local government and law enforcement personnel who can help with the redress of	WFP Kenya and UNHCR Kenya	March 2019	Not started

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	collection outside refugee camps. High priority. (Strategic)		GBV during firewood collection for solutions (or coping strategies) to provide more sustainable energy to beneficiaries. Discussions with donors on commodity types offered will include consideration of required cooking times, where possible, to address both environmental and GBV aspects. The meetings/discussions will inform the content of the annual gender plan that will be developed later in June 2019.			

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			ii) Develop an annual plan to address the CBT thematic areas, that is, gender and protection, which are aligned with objective 4 of the country office gender action plan (2017-2020).	WFP Kenya (Gender Response Network)	June 2019	Not started
3	Strengthen gender mainstreaming and analysis. Medium priority. (Strategic)	Accepted	i) Revise the M&E tools to capture sex and age disaggregated data to provide a clearer picture of needs, access, and retention in CBTs.	WFP Kenya (M&E and Gender Response Network)	January 2019	Not started
			ii) Incorporate additional gender statistics such as non-spending decision making and female civic participation indicators in the M&E tools	WFP Kenya (M&E and Gender Response Network)	January 2019	Not started

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			and gender and protection assessments in a bid to specify needs and roles of women, girls, men and boys regarding receiving and managing household cash.			
4	Improve the timeliness of disbursements to increase efficiency and effectiveness. High priority. (Operational)	Accepted	WFP revised its standard operating procedures (SOPs) for disbursing cash-based transfers towards the end of 2018. The objective of the review was to revise the timelines for executing each step involved in cash disbursements as well as to ensure efficient and timely processing of disbursement to refugees as per the schedule.	WFP Kenya (Relief and Refugee Unit & Innovations Unit)	December 2018	In progress

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			These have ensured that funds are disbursed to beneficiaries' accounts within a maximum of seven (7) working days after the completion of the GFD. WFP will continue to monitor the implementation of the SOPs which clearly indicate the agreed commitments, timeframe for follow up as well as different roles.			
5	Improve accountability and feedback systems by addressing language barriers.	Accepted	i) WFP will involve community leaders/community-based volunteers that can work as translators at help desks at selected times during the month.	WFP Kenya (Beneficiary Services Unit)	January 2019	Not started



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	High priority. (Operational)		ii) Develop key messages through various media that use different languages to communicate and deter bad behavior, e.g., posters, brochures and structured mass communication. iii) Use graphics at helpdesks, markets, food distributions, etc, to communicate important food assistance related messages.	WFP Kenya (Beneficiary Services Unit)  WFP Kenya (Beneficiary Services Unit)	January 2019  January 2019	Not started  Not started
6	Expand efforts to improve the food supply chain into the camps to achieve	Accepted	i) Continue to facilitate linkages between traders and local food suppliers such as small-scale farmer or livestock producing groups & traders to ensure a wide	WFP Kenya (Supply Chain Unit)	June 2019	In progress

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	competitive food prices. Medium priority. (Operational)		<p>variety of food products are available in the markets. The focus is now on fresh foods and presently a preferred wholesaler of fruits and vegetables has been engaged to serve both Kakuma and Kalobeyi. Innovative local cooling storage solutions being explored for preservation of fresh foods.</p> <p>ii) Continue to promote collective buying groups for traders to increase bargaining power and blunt the impact of price fluctuations.</p>	WFP Kenya (Supply Chain Unit)	June 2019	In progress

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7	Discourage unethical practices by contracted traders through sensitization, regular monitoring and anonymous feedback mechanisms. Medium priority. (Operational)	Accepted	i) Continue to hold monthly meetings with trader coordinators to discuss issues ranging from sourcing of goods, price guidance and service and compliance with the Dos and Don'ts as highlighted in the trader agreements. The meetings are held in the first week of each month. Going forward, highlights and introduction of market applications will be implemented for market information. Data analytics have been introduced and are being enhanced to identify	WFP Kenya (Supply Chain Unit)	June 2019	In progress

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			anomalies in sales transaction and redemptions at shops.			
			ii) Continue to sensitize retailers on customer preferences, customer service and good business practices and incentivize good practices.	WFP Kenya (Supply Chain Unit)	June 2019	In progress
			iii) Focus on Beneficiary (customer) Empowerment through focus group discussions (FGDs) and a newly implemented Trader Rating Facility that enables customers to anonymously rate retailers based on price,	WFP Kenya (Supply Chain Unit)	June 2018	In progress

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			service, quality of commodities and convenience.			
			iv) Setup controls to continue monitoring transactions for 'red flags' (which may indicate fraudulent or unethical transactions) and to help reduce opportunities to act unethically and mitigate risk all around. The introduction of data analytic dashboards very significant	WFP Kenya (Supply Chain Unit)	June 2019	In progress
8	Strengthen the rigor and utility of Monitoring &	Accepted	As part of the design of the WFP Kenya CSP (2018-2023), develop a results framework with clear corporate and	WFP Kenya (M&E team)	June 2018	Done

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	Evaluation processes. High priority. (Operational)		project specific indicators and a clear strategy on how M&E processes will be implemented to ensure generation of evidence for learning, accountability and programme improvement.			