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Management response to the recommendations in the summary report on the evaluation of the interim country strategic plan for the Democratic Republic of the Congo (2018–2020)

Background

1. This document presents the management response to the recommendations in the summary report on the evaluation of the interim country strategic plan (ICSP) for the Democratic Republic of the Congo (2018–2020).
2. The evaluation covered WFP strategy, interventions and systems in the Democratic Republic of the Congo for the period 2017–2019. Taking a utilization-focused and consultative approach, it served the dual purposes of accountability and learning and informed the preparation of the new CSP for the Democratic Republic of the Congo.
3. The evaluation gave rise to six recommendations and several related, more detailed sub-recommendations. Three of the recommendations are strategic and three are operational. They are to be implemented by the country office, in some cases with support from headquarters divisions or units.
4. The Democratic Republic of the Congo country office is grateful to the evaluation team for its observations regarding the implementation of past operations, which have already helped inform the strategic shift from the interim CSP (2018–2020) portfolio to the new CSP for 2021–2024 (for approval). The context for emergency and resilience work in the Democratic Republic of the Congo is always a challenge and will remain so for the foreseeable future. The interim CSP has permitted the country office to take a more strategic and holistic approach to both its emergency and resilience-related endeavours, and the evaluation will help the country office and its supporting regional bureau colleagues to assess strengths and weaknesses in operations going forward. The recommendations arising from the evaluation are aligned with national priorities for both crisis management

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and development, the United Nations sustainable development cooperation framework and they have all contributed to shaping the CSP for 2021–2024, providing both staff and partners with a strong sense of where WFP has added value in pursuit of the goal of zero hunger and can continue to do so.

5. The matrix below indicates whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations and sets out the actions taken or to be taken to implement the recommendations, along with the associated responsibilities and timelines.

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF THE INTERIM COUNTRY STRATEGIC PLAN FOR THE DEMOCRATIC REPUBLIC OF THE CONGO (2018–2020)					
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Recommendation 1: Upgrade WFP's emergency response capacity, including through greater coverage of food security assessments, increased timeliness of response and better adaptation of food assistance modalities to beneficiaries' needs. (2022)	Country office	Agreed			
1.1 Contribute to efforts to broaden the Integrated Food Security Phase Classification to the whole country by supporting food security assessments in areas not currently covered. (2022)	Country office	Agreed	i) Considering the high cost of the exercise, which the Government cannot be expected to sustain (the recent integrated food security phase classification already covered 109 of the 145 territories), WFP will work with the Food and Agriculture Organization of the United Nations (FAO) to develop funding proposals for expanding coverage to include regions where the two organizations do not currently have operations and will seek to tap into global resources to achieve this objective.	Country office programme unit, vulnerability analysis and mapping team (headquarters Research, Assessment and Monitoring Division)	December 2022
			ii) The corporate emergency response level for country office operations will be reviewed twice a year, in line with corporate emergency protocols. WFP is also shifting from a three- to a six-month cycle of emergency assistance to maximize the impact of emergency operations on beneficiaries.	Regional bureau emergency preparedness and response unit (country office, headquarters Emergency Operations Division)	December 2022

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			iii) WFP will put in place country-wide agreements with government institutions as the overarching framework for regular, task-specific engagements on assessments and surveys at the provincial level. This will ensure consistent collaboration with these stakeholders and the transfer of technical skills.	Country office programme unit (sub-offices)	December 2022
1.2 Increase the timeliness of WFP operations by sensitizing donors to the importance of early availability and more flexible allocation of funds and in-kind contributions and increasing the number and capacities of staff in line with the growing scale of interventions. (2021)	Country office programme, donor relations and human resources units	Agreed	i) The country office is aiming to increase the level of non-earmarked/flexible/multi-year funding from traditional and non-traditional humanitarian and development donors. With quality inputs from the programme unit, monitoring and evaluation team, supply chain unit and other relevant units, proposals will be developed to provide WFP with as much flexibility as possible, subject to donor conditions. The country office will continue to engage with donors to reach consensus on readjusting earmarking to align with the shortfalls and organizing quarterly meetings to provide real time updates and progress reports. The regional bureau will support country office efforts to facilitate and amplify engagement with potential resource partners.	Country office management (country office partnerships and programme units; regional bureau management and partnerships unit)	December 2021

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			ii) The country office is undertaking a skills gap analysis and consolidating a training plan to meet the operation requirements. Once the CSP for 2021-2024 is approved, the country office will carry out a staffing review to align staffing levels with the available resources and scale of operations.	Country office human resources unit (country office units)	December 2020 for completion of the training plan
1.3 Adjust the length of food and cash-based transfer distribution cycles to the needs of the people assisted rather than adopting generic cycles. (2020)	Country office programme unit	Agreed	i) This strategic shift has been incorporated into the CSP for 2021-2024. With the approval of donors and in consultation with the food security cluster, the country office will undertake to adapt food assistance cycles and rations seasonally to cover lean periods and periods of longer duration (an assistance cycle of six months as opposed to the current three months), designing and adapting it based on an analysis of needs and an assessment of their impact on the various target population groups. Success in accomplishing this objective will depend on consistent availability of resources.	Country office programme unit (food security cluster)	December 2020

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<p>1.4 Consider increasing the use of cash-based delivery mechanisms in partnership with private sector entities in areas such as mobile transfers, selected based on a thorough assessment of private sector partner capacity. (2023)</p>	<p>Country office cash-based transfers team</p>	<p>Agreed</p>	<p>i) WFP, in collaboration with partners, will seek to expand partnerships with private sector entities for the safe delivery of cash-based transfers, in particular piloting initiatives with Vodacash and the Trust Merchant Bank mobile money transfer programmes. The common cash strategy for the Democratic Republic of the Congo adopted by WFP, the United Nations Children's Fund (UNICEF) and the Office of the United Nations High Commissioner for Refugees (UNHCR) is aimed at the development of a common collaborative and inclusive mechanism that builds on a single transfer approach and joint cash programming, from needs assessment to monitoring.</p>	<p>Country office programme unit, cash-based transfers team (country office finance, supply chain (procurement) and information and communications technology units)</p>	<p>December 2021</p>
			<p>ii) In response to the COVID-19 pandemic WFP, partnering with UNICEF and FAO, will implement the first urban cash-based transfers in Kinshasa, in close cooperation with the Ministry of Social Affairs and the social fund of the Democratic Republic of the Congo.</p>	<p>Country office programme unit, cash-based transfers team (country office finance and information and communications technology units)</p>	<p>March 2022</p>

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Recommendation 2: Use WFP's comparative advantages beyond humanitarian assistance to support partners engaged in the development and peacebuilding components of the triple nexus. (2022)	Country office	Agreed			
2.1 Expand joint programming with FAO, WHO, the International Fund for Agricultural Development and the World Bank, particularly in conditional forms of assistance and the expansion of purchases from farmer organizations. (2022)	Country office resilience team, procurement unit	Agreed	<p>i) Through its joint resilience programming, WFP has already developed a solid partnership with FAO that is now being extended to UNICEF, the United Nations Population Fund (UNFPA) and UNHCR. Through this joint programming, WFP and partners will promote inclusive and equitable local purchases from resilience programme participants, promoting good nutrition for all. The country office will also continue to collaborate with the World Health Organization (WHO) in the areas of nutrition and health.</p> <p>The regional bureau will support the country office as needed in providing technical support for market access for smallholder farmers who are beneficiaries of the joint resilience programmes. The regional bureau will provide recommendations to ensure a holistic approach to building resilience, improving incomes and providing</p>	Country office programme unit, resilience team (country office procurement unit; regional bureau resilience team)	December 2022

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			<p>sustainable solutions, keeping in mind the entire food system, as well as its weaknesses and vulnerabilities and how to overcome them. The regional bureau resilience and nutrition teams will collaborate as needed to support the collaboration with WHO.</p>		
			<p>ii) Building on existing partnerships, WFP will develop joint agreements, memorandums of understanding and workplans with UNICEF, UNHCR and UNFPA for emergency and resilience work in the Democratic Republic of the Congo.</p> <p>Building on the triple nexus approach, the regional bureau will support the country office in bringing together evidence from agency-specific complementary analytical tools – from assessments to consultative processes and measurement instruments – to inform the design and implementation of joint emergency and resilience work.</p>	Country office programme unit (regional bureau programme unit)	December 2022

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			<p>iii) To the extent possible, the country office will revive joint initiatives with IFAD in the area of financial services for farmer organization and value chain actors.</p> <p>The regional bureau will support the country office as needed in this collaboration with IFAD in mapping key actors in the food system that could benefit from financial services.</p>	Country office programme unit, resilience team (regional bureau programme unit)	December 2022
			iv) The country office will review possible inter-agency and localized collaboration to develop a road map for WFP's triple-nexus progression.	Country office programme unit (regional bureau programme unit)	December 2022
			v) The country office will make every possible effort to follow up with the World Bank on initiatives for safeguarding investments in the agricultural sector in times of emergencies.	Country office programme unit, vulnerability analysis and mapping team (country office supply chain unit)	December 2022
			vi) WFP will continue to strengthen supply chain support for WHO.	Country office supply chain unit	December 2022
			vii) WFP will enter into more food supply agreements with smallholder farmers where possible.	Country office supply chain unit	December 2021
			viii) WFP will provide training to smallholder farmers to enhance their competitiveness and market know-how.	Country office supply chain unit, procurement team	December 2021

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2.2 Increase efforts to prevent acute and chronic malnutrition in partnership with UNICEF. (2022)	Country office nutrition team	Agreed	i) The country office will develop a memorandum of understanding with UNICEF on a joint response for the prevention of acute malnutrition. Programming to date has led to increased efforts between UNICEF, WFP, the Government and partners to ensure that nutrition services are delivered to promote a continuum of care, with action driven mainly by the nutrition cluster at both the national and provincial levels. Convergence of interventions and geographic coverage are mapped and, where possible, implementation ensures that services for moderate and severe acute malnutrition are available in the same area and further extended to other multisectoral and complementary programmes. The memorandum of understanding will be informed by the global action plan on wasting, which clearly outlines agencies' commitments, roles, responsibilities and accountabilities in order to accelerate progress in the prevention of acute malnutrition.	Country office nutrition team	December 2022

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2.3 Enhance the partnership with UNFPA aimed at supporting vulnerable young boys and girls, strengthening their ability to manage pregnancies and avoid sexually transmitted diseases. (2022)	Country office social protection team	Agreed	i) WFP and UNFPA will further strengthen their partnership through the development of joint workplans for identifying and responding to barriers to accessing and utilizing sexual and reproductive health and rights practices, resources and services. This may include messaging, referral pathways and leveraging of WFP programmes and platforms for the provision of reproductive health commodities.	Country office social protection team and partnerships unit (country office nutrition team)	December 2022
2.4 Support interventions that offer diverse income-generating opportunities for refugees, in collaboration with UNHCR. (2022)	Country office purchase for progress and food assistance for assets teams	Agreed	i) Working under the leadership of UNHCR and with the support of the Government and donors, WFP will pilot more long-term self-reliance activities for refugees through its joint resilience programme in the Ubangi region. The regional bureau will support the country office in further exploring collaboration with UNHCR on transitioning from status-based to vulnerability-based targeting for refugees working towards self-reliance, based on the collaboration model already in use in Angola, Mozambique and Zambia.	Country office programme unit, resilience team (UNHCR, regional bureau programme unit, resilience team and emergency preparedness and response unit)	December 2022

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2.5 Continue to support peacebuilding activities using the model piloted in Tanganyika Province. (2021)	Country office programme unit	Agreed	i) WFP will complete a conflict sensitivity analysis, which will assist in identifying suitable activities designed to fit with the specific socio-cultural context in which they are to be implemented. This builds broadly on the approach piloted in Tanganyika.	Country office social protection team and partnerships unit (country office resilience team)	December 2021
Recommendation 3: Engage more strategically with donors, the Government and cooperating partners. (2022)	Country office	Agreed			
3.1 Build on WFP's central position in the humanitarian aid system in the Democratic Republic of the Congo to advocate more donor funding for capacity and resilience building. (2022)	Country office senior management	Agreed	i) WFP will organize briefings and expand outreach to the wider donor community to strengthen its donor base for capacity and resilience building activities. Partnership opportunities to support sustainable solutions that promote resilience building will also be explored with the Government, international financial institutions and the private sector.	Country office senior management (country office partnerships and programme units)	December 2022
3.2 Strengthen WFP's partnership with the Government, including at the provincial level, through targeted capacity building relevant to policy and strategy formulation and implementation, promoting stronger government leadership and participation where appropriate. (2022)	Country office programme unit and field offices	Agreed	i) Under the CSP (2021–2024), WFP will work closely with PRONANUT (the national nutrition programme) to strengthen the capacity of provincial and national government counterparts in the area of production and consumption of nutritious food.	Country office programme unit	December 2022

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			ii) WFP will work with the Ministry of Agriculture to increase awareness of the importance of assessments, data collection, etc. for national planning (e.g. the use of a crop assessment to design the new Ministry of Agriculture strategy) and to increase government ownership and investment.	Country office programme unit, vulnerability analysis and mapping team	December 2022
3.3 Develop long-term agreements with selected cooperating partners working in relevant sectors and geographic areas through pre-selection of capable organizations and longer-term partnership agreements. (2022)	Country office senior management and procurement and programme units	Agreed	i) The country office will continue to follow WFP guidelines on the selection of capable organizations and will revise its internal procedures to align the duration of field-level agreements with the duration of the associated funding sources.	Country office programme unit, social protection team and partnerships unit (headquarters NGO partnerships unit)	December 2020
			ii) The country office will establish thematic and geographical mapping of cooperating partners before the commencement of the CSP for 2021–2024.	Country office programme unit, social protection team and partnerships unit	December 2020
			iii) The country office will strengthen the completion of the risk matrix for each partner and identify mitigation actions for each.	Country office programme unit, social protection team and partnerships unit	December 2020

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<p>3.4 When field-level agreements with cooperating partners are signed, organize internal planning sessions at which to agree on activity and payment schedules. WFP should also ensure that the finance teams of cooperating partners receive closer support in expense and financial reporting. (2022)</p>	Country office senior management and procurement and programme units	Agreed	i) The country office will conduct internal planning sessions to agree on activity and payment schedules and draft standard operating procedures.	Country office programme unit (country office finance and procurement units)	December 2021
			ii) The country office will facilitate training sessions for the finance and programme units of cooperating partners based on a capacity building action plan for short-listed partners, in collaboration with cooperating partners.	Country office finance unit (country office programme unit)	December 2021
<p>Recommendation 4: Strengthen monitoring and evaluation, internal management and control systems for reducing risks to operations by increasing the capability of internal control functions, particularly the systems by which they generate and use information and evidence, and defining common expectations regarding requirements in relation to monitoring coverage, data collection exercises, monitoring frequency and sampling. (2023)</p>	Country office (headquarters Human Resources Division, Corporate Planning and Performance Division and Information Technology Division)	Agreed			

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4.1 Strengthen human resource capacity for the first and second lines of defense by training personnel with responsibility relating to management systems and internal controls and by recruiting additional compliance specialists. (2021)	Country office senior management, headquarters Human Resources Division and country office human resources unit	Agreed	i) WFP will train first and second lines of defence personnel.	Country office compliance office	June 2021
			ii) Funding permitting, the country office will strengthen the compliance unit with a national officer.	Country office management (country office human resources unit)	June 2021
4.2 Seek to simplify and better integrate reporting platforms and databases and develop dashboards that provide easier access to information. (2022)	Headquarters Corporate Planning and Performance Division and Information Technology Division	Agreed	i) In 2020, the Corporate Planning and Performance Division has developed several dashboards, all available from the COMET control panel, that integrate and provide easy access to information from the COMET monitoring and evaluation system, the Logistics Execution Support System (LESS) and the WFP Information Network and Global System (WINGS): <ul style="list-style-type: none"> • Beneficiary data visualization tool • Transfer visualization tool (food and cash-based transfers) • Transfer and beneficiary trend analysis • Indicator quality check • COMET data entry status • Activity scorecard • Food Reconciliation 2.0 (COMET vs. LESS). 	Headquarters Corporate Planning and Performance Division	December 2020

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			ii) In 2021, funding permitting, the Corporate Planning and Performance Division plans to improve and expand the list of dashboards available by adding the following: <ul style="list-style-type: none"> • Food best-before date to the partners' custody tracking tool. • Grant end date (terminal disbursement date – TDD) to the partner closing stocks tracking tool. • Food reconciliation key performance indicator (KPI) tracking tool. • Food release note analysis and report: sample of COMET document visual for analysis and report extraction purposes (work in progress). • COMET vs. LESS reconciliation report by location: sample of integrated reports for COMET and other systems (work in progress). 	Headquarters Corporate Planning and Performance Division	December 2021

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			iii) Through investment in the DOTS data integration platform/layer, the Information Technology Division, in partnership with business divisions, will seek to integrate disparate data sources. The integration layer is funded as part of a critical corporate initiative and has several key data sets already available in the platform.	Headquarters Information Technology Division	December 2021
4.3 Ensure data integration between the Logistics Execution Support System and the COMET monitoring and evaluation system in order to improve the tracking of performance, identification of gaps and potential remedial measures. (2022)	Headquarters Corporate Planning and Performance Division and Information Technology Division (country office)	Agreed	i) Several enhancements to COMET are in the pipeline to improve data reconciliation between LESS and COMET. The key ones are: 1) batch number integration; 2) back-dated food release note functionality; 3) linking a partnership closing stock to another partnership opening stock; and 4) Excel data uploading and offline mobile data collection tool. The first and second are planned for the end of 2020 and the third and fourth are not yet funded.	Headquarters Corporate Planning and Performance Division	December 2021
			ii) The Corporate Planning and Performance Division is also engaged in the development of a Food Reconciliation 2.0 (COMET vs. LESS) suite , which will be available from the COMET control panel by the end of 2020.	Headquarters Corporate Planning and Performance Division	December 2020

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			iii) The Information Technology Division is finalizing the data integration layer in DOTS to address this recommendation. The Corporate Planning and Performance Division COMET team is engaged in the final validation process. The Information Technology Division release of this reconciliation is expected by the end of 2020.	Headquarters Information Technology Division	December 2020
			iv) The regional bureau and country office will continue to work with the Corporate Planning and Performance Division and the Information Technology Division by giving feedback on system improvements.	Country office supply chain unit (country office programme unit; regional bureau supply chain unit)	December 2022
			v) At the country office level, every effort is being made to ensure that commodity movement from receipt to handover to partners is kept up to date. The country office has identified a logistics officer dedicated to strengthening commodity accounting.	Country office supply chain unit (country office programme unit; regional bureau supply chain unit)	December 2022

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<p>4.4 Task the monitoring and evaluation team with conducting more decentralized evaluations that facilitate the documentation of best practices and help to generate knowledge on strengths and weaknesses in operations and provide it with the necessary resources. (2023)</p>	Country office senior management	Agreed	<p>i) To complement the evaluation of the interim CSP (2018–2020) and the evaluation of school feeding in emergencies, the country office will commission an evaluation of nutrition activities in 2022 to inform the implementation of activities 2 and 3. The country office will also commission a decentralized impact evaluation of cash-based transfers in 2022.</p>	Country office monitoring and evaluation team (regional bureau evaluation unit)	December 2022
			<p>ii) An impact evaluation of the joint WFP–FAO–UNICEF resilience project in North and South Kivu (2020–2023) will be led by the Office of Evaluation in consultation with FAO and UNICEF and in technical partnership with the Development Impact Evaluation unit of the World Bank.</p>	Office of Evaluation independent evaluation team (country office monitoring and evaluation team and programme unit)	December 2023
			<p>iii) The country office will conduct a review of school feeding activities in 2022.</p>	Country office monitoring and evaluation team	December 2022

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Recommendation 5: Group protection, exclusion risks, environmental protection, conflict sensitivity and accountability to affected populations in a single “risks to populations” framework that gives such risks the same level of attention as risks to operations receive. This could build on ongoing work at headquarters on environmental and social safeguards. (2022)	Country office and headquarters Emergencies and Transitions Unit	Agreed			
5.1 Create a single risks to population framework that integrates elements of protection, social cohesion, environmental sustainability and inclusiveness at the level of programme delivery, linked to more effective assurance of accountability to affected populations. (2022)	Headquarters Emergencies and Transitions Unit	Agreed	i) The ongoing conflict analysis and conflict sensitivity assessment being conducted in Tanganyika, Kasai and North Kivu will be used to identify conflict sensitivity risks for inclusion in the integrated risks-to-populations framework and ideally in the country risk register. These conflict sensitivity risks will be tracked over time using the risk monitoring reports.	Country office programme unit (headquarters Emergencies and Transitions Unit and regional bureau emergency preparedness and response unit)	December 2022
			ii) An expert was recently recruited for the headquarters Emergencies and Transitions Unit, tasked with developing a corporate set of risks-to-populations key performance indicators, for inclusion in quarterly risk reporting.	Headquarters Emergencies and Transitions Unit	December 2022

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			iii) Headquarters is exploring the possibility of developing an integrated context analysis toolkit to identify protection, access and conflict sensitivity risks, for inclusion in the risks-to-populations framework.	Headquarters Emergencies and Transitions Unit	December 2022
5.2 Analyse risks to populations prior to the launch of programmes and integrate such risks into post-activity assessments and data systems through a systematic analysis of emerging issues and opportunities arising from implementation. (2022)	Country office vulnerability analysis and mapping and monitoring and evaluation teams	Agreed	i) The country office will continue to comply with WFP policy, guidelines and employ tools for analysing risks to populations (including protection, accountability to affected populations, gender, conflict and other socio-political and rights-based risks). Activities identified in the CSP (2021–2024) are all rooted in gender and risk analyses and are designed to contribute to building resilience and strengthening equitable and inclusive national food systems. In addition, WFP's strengthened monitoring and evaluation processes will better capture the impact of activities on target groups, by sex, age and diversity, providing improved data for informed decision making and identifying good practices that can be scaled up.	Country office vulnerability analysis and mapping and monitoring and evaluation teams (regional bureau monitoring and evaluation, vulnerability analysis and mapping, emergency preparedness and response and resilience teams)	December 2022

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF THE INTERIM COUNTRY STRATEGIC PLAN FOR THE DEMOCRATIC REPUBLIC OF THE CONGO (2018–2020)					
Recommendations/sub-recommendations and recommended completion dates (with completion dates in brackets)	Recommendation/sub-recommendation lead (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead (with supporting offices and divisions in brackets)	Deadline
			The regional bureau monitoring and review, vulnerability analysis and mapping, emergency preparedness and response and resilience teams will support country office efforts to design and implement a robust monitoring and evaluation approach.		
5.3 Improve targeting and, where necessary, adapt interventions so that the most vulnerable people, including those who are sick or have disabilities, are not excluded from WFP assistance. (2022)	Country office vulnerability analysis and mapping and monitoring and evaluation teams	Agreed	i) WFP will explore partnerships with organizations working for the inclusion of young people, women, marginalized people, minorities and people living with HIV and disabilities, with the aim of promoting inclusive, transformative and equitable responses to the needs of those groups across the triple nexus.	Country office vulnerability analysis and mapping and monitoring and evaluation teams	December 2022
			ii) WFP will update the targeting guidelines. Quantitative criteria such as the food consumption score and the coping strategy index, with data collected through vulnerability surveys with selected vulnerable households, will be used in combination with qualitative criteria set jointly with the community through focus group discussions (attendance of the disabled, elderly, sick and malnourished will be encouraged) to minimize exclusion errors.	Country office vulnerability analysis and mapping and monitoring and evaluation teams	December 2022

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5.4 Reduce the environmental footprint of WFP operations and support initiatives that help to reduce greenhouse gas emissions, improve efficient use of water and protect forests and land. (2022)	Country office vulnerability analysis and mapping and monitoring and evaluation teams and programme unit	Agreed	i) WFP will continue to integrate environmental protection into all its resilience endeavours in the Democratic Republic of the Congo. The key principles regarding environmental and social sustainability are applied: improving efficiency in the use of resources; promoting and adopting good practices to conserve, protect and enhance natural resources, including seeds; enhancing sustainable improved livelihoods for social well-being; enhancing the resilience of people, communities and ecosystems; and reinforcing responsible and effective governance mechanisms based on participatory approaches.	Country office resilience team (regional bureau resilience team)	December 2022
			ii) The country office will continue to adhere to WFP's environmental protection policies and tools as they become available (e.g. the WFP environmental and social risk screening tool, finalized by headquarters in July 2020), keeping in mind the available resources and a monthly average of 900 distribution sites.	Country office programme unit (regional bureau resilience team)	December 2022

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			<p>iii) The country office will rely on the regional bureau and headquarters (Climate and Disaster Risk Reduction Programme) support.</p> <p>The regional bureau will recruit an environment advisor, to be based in Malawi, who will provide technical assistance to country offices in rolling out the environmental and social screening tool and build country capacity in this area.</p>	Regional bureau resilience team (headquarters Climate and Disaster Risk Reduction Programme)	December 2022
			<p>iv) Activities proposed under strategic outcome 3 on resilience building of the CSP for 2021–2024 will be aligned with the national strategy for reducing emissions from deforestation and forest degradation and the national climate change adaptation programme adopted in 2012. These activities focus on the intensification of environmentally conscious agriculture as a key strategy for reducing the vulnerability of poor households to climate risks and for saving forests and protected areas.</p>	Country office programme unit, resilience team	December 2022

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			The regional bureau will support the country office, as needed, in ensuring that resilience interventions contribute to the Democratic Republic of the Congo's nationally determined contributions to the reduction of greenhouse gas emissions and to climate change mitigation and adaptation under the United Nations Framework Convention on Climate Change.		
5.5 Strengthen accountability to affected populations through culturally appropriate communications for affected people on risks and opportunities. Broaden reporting to include qualitative data on gender and conflict sensitivity. Increase communications with beneficiaries on targeting criteria, financial amounts and the modalities and timing of assistance. (2022)	Country office monitoring and evaluation team	Agreed	i) Through the CSP (2021–2024), WFP will increase its focus on accountability to affected populations. A variety of safe and accessible complaint and feedback mechanisms are in place, and a robust tracking system for the provision of feedback to and from beneficiaries and the collection of data on communication preferences will be designed and implemented under the CSP to ensure that the mechanisms respond to the preferences of various groups.	Country office programme unit, vulnerability analysis and mapping and monitoring and evaluation teams (regional bureau programme unit, social protection team)	December 2022

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Recommendation 6: Increase the focus on gender through greater attention to the concerns of women, men, boys and girls in the more vulnerable population groups and better use of opportunities presented by programming. (2022)	Country office	Agreed			
6.1 Systematically consider the specific needs of women and girls in each intervention setting. (2021)	Country office programme unit, vulnerability analysis and mapping and monitoring and evaluation teams	Agreed	i) The country office will conduct a gender analysis so that specific gender equality measures are addressed in all activities in a more holistic manner.	Regional bureau gender adviser (country office gender focal point)	March 2021
			ii) The country office will strengthen the analysis of gender issues in the calls for proposals being prepared for 2021, systematically taking into account the specific needs of women and girls in each intervention aimed at ensuring that women, men, boys and girls vulnerable to food insecurity and malnutrition benefit from food assistance programmes adapted to their differing needs and capacities.	Country office programme unit (area office/sub-office, programme unit)	December 2020
			iii) WFP will recruit a gender officer to support and monitor the activities of the gender focal points and support the sub-offices in the implementation of gender-transformative and gender-responsive activities.	Country office programme unit (country office human resources unit; regional bureau gender team)	December 2020

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			iv) Through consultations; vulnerability analysis and mapping; research, assessment and monitoring; post-distribution monitoring; and evaluations, the country office will integrate project gender indicators in all monitoring and evaluation processes and activity monitoring, verifying that women and men participate equally in the design, implementation, monitoring and evaluation of food security and nutrition programmes and policies.	Country office vulnerability analysis and mapping and monitoring and evaluation teams (regional bureau vulnerability analysis and mapping and monitoring and evaluation teams)	December 2021
			v) WFP will ensure that the voices of beneficiaries are heard and included and that programme implementation and interventions are thus informed by the feedback received, disaggregated by sex and age.	Country office monitoring and evaluation team	December 2021
6.2 Focus on acting on not only the visible aspects of gender inequality but also the underlying social and cultural causes. (2021)	Country office programme unit and area office/sub-office	Agreed	i) Following the gender analysis, the country office will, during distributions, strengthen awareness-raising for beneficiaries with respect to the social and cultural determinants of gender inequality through educational messages and activities and social and behaviour change communication activities and by raising the awareness of men and women regarding the importance of shared household decision making.	Area office/sub-office	December 2021

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			ii) The country office will ensure wide distribution and use of the gender tools and materials developed by the Government to mitigate the impact of the social and cultural causes of gender inequality.	Area office/sub-office	December 2021
			iii) Through its resilience programmes, the country office will support efforts to increase the number of women in leadership positions in cooperatives and farmers' and community groups, thereby creating space for women's voices to be heard and contributing to women's decision making power at the community level. The regional bureau resilience team and gender advisor will collaborate to support the country office in designing resilience programmes that look at food systems and gender as a cross-cutting theme.	Area office/sub-office (regional bureau resilience and gender teams)	December 2021

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6.3 To facilitate the activity in recommendation 6.2, strengthen WFP's strategic partnerships with the Ministry of Gender and other United Nations agencies such as UNFPA and the United Nations Entity for Gender Equality and the Empowerment of Women. (2022)	Country office senior management and programme unit	Agreed	i) The country office will develop joint actions with Government through the Ministry of Gender and other United Nations entities (UNFPA and the United Nations Entity for Gender Equality and the Empowerment of Women) to further address the social and cultural determinants of gender inequality and to strengthen protection components of programming.	Country office programme unit	December 2021
6.4 Make dedicated funding available for gender-specific activities, including in field offices. (2022)	Country office senior management, programme and partnerships units	Agreed	i) The country office will target donors that value gender programming to raise funds for gender-transformative activities, and will work with partnerships in this regard.	Country office partnerships unit (country office programme unit; regional bureau partnerships unit and regional bureau gender team)	December 2021
			ii) WFP will organize a retreat for gender focal points and sub-office programme managers to discuss gender activities.	Area office/sub-office (country office programme unit, gender team)	December 2021
			iii) WFP will plan specific gender activities for each sub-office and allocate the necessary resources.	Area office/sub-office (country office programme unit, gender team)	December 2021

Acronyms

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
WHO	World Health Organization