



Evaluation for evidence-based decision making | WFP Office of Evaluation

Evaluation Quality Assurance System (EQAS)

Management Response from WFP Regional Bureau Johannesburg (RBJ) to the recommendations of the decentralized evaluation of the Joint Final Evaluation of the SADC Regional Vulnerability Assessment and Analysis programme in the 16 SADC Countries from May 2017 to September 2021

1. This document, finalized in May 2022, presents the management response to the recommendations of the Joint final evaluation of the SADC Regional Vulnerability Assessment and Analysis (RVAA) programme.
2. The evaluation, which was commissioned by a consortium of partners comprising the SADC Secretariat, Foreign Commonwealth Development Office (FCDO), the Swiss Agency for Development and Cooperation (SDC), Landell Mills (LM) and the United Nations World Food Programme (WFP), covers Phase III of the SADC RVAA from May 2017 to September 2021. The main focus of the evaluation is to determine the extent to which all the three programme components of the RVAA programme of institutionalisation, technical capacity, and communication & advocacy led to the intermediate outcomes of increased legitimacy, credibility, and influence of Vulnerability Assessments and Analysis (VAA) system, and the final outcome of “Institutionalised and sustainable VAA systems that enhance emergency and developmental responses at national and regional levels” across the 16 SADC member states. It builds on the comprehensive RVAA midterm review that was conducted in 2019. Since Phase III of the SADC RVAA programme is in its final year, the evaluation serves a summative accountability function which stipulates the progress made towards the achievement of planned programme results and a formative learning function to inform strategic and operational decision making about future programmings.
3. The evaluation made 13 key recommendations with 26 actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

<p>Recommendations and related Sub-recommendations (Deadline)</p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Management Response</p> <p><i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p>Actions to be taken</p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p>Action Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Action Deadline</p> <p><i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i></p>
<p>Priority: High</p> <p>Recommendation 1: Determine core and consistent Member States System Interventions of the RVAA Programme to be maintained post of programme Phase 3 cycle as part of processes for continuity of the VAA system:</p> <p>For purposes of continuity and project management best practice, the achievements, challenges, lessons learned, experiences, good/best /promising practices of the RVAA programme cycle Phase 3, and the current situation of vulnerability in the region</p>	<p>WFP (Landell Mills, SADC)</p>	<p>Agreed</p> <p>The 2022 Annual Organisational Meeting by the Programme Steering Committee (PSC) considered and approved annual work plans and budgets for the Member States (MS) National Vulnerability Assessment and Analysis Committees (NVACs) with a notation of 47 percent deficiency. The SADC</p>	<p>1.1 Conduct regular virtual quarterly meetings with the RVAC (Chairs of the NVACs) and supporting and monitoring the implementation of the VAA system NVACs Annual Work Plan, application of the Institutionalisation Index to contribute to outcomes RVAA outcomes.</p> <p>1.2 Mobilise resources for the implementation of the RVAA Programme Sustainability Plan 2022-2030.</p>	<p>DRRU (Supported by RVAC)</p> <p>SADC Secretariat</p>	<p>Quarterly starting in June 2022</p> <p>31 March 2023</p>

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<p>should be well documented and considered as baseline information for future programme efforts in the context of the VAA system as a going concern. A selected core package of MS VAA interventions should be planned to be maintained after the end of Phase 3. This will help to ensure the sustenance of a basic monitoring system for the RVAA system, and will maintain momentum towards the achievement of medium to long-term primary targeted results. The recently launched Atlas will provide critical information that can be accessed for future programmes.</p>		<p>Secretariat DRR Unit will work closely with the RVAC to monitor the implementation of the MS NVACs VAA system work plans and provide technical support where necessary. Resource mobilisation to raise resources to support the implementation of the MS NVACs VAA system work plans including the assessment and</p>			

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(Deadline: next programme phase)		research activities will be undertaken.			
Priority: High Recommendation 2: Expedite finalisation of the sustainability plan and intensify capacity-building support focusing on issues needed for sustainability including prioritization of mobilising resources, quality assurance assessments, and partnerships and network management. Ensure that there is a proper handover of benefits and ongoing processes of the RVAA at	WFP (Landell Mills, SADC & NVACs)	Agreed The RVAA Sustainability Plan 2022-2030 was finalised and validated by Member States in March 2022 and is under implementation. The SADC Secretariat will develop the RVAA Programme Strategy and Action	2.1 Develop RVAA Strategy and Action Plan 2023-2030 to also facilitate Member States continued accrual of benefits from the VAA programme and its application by applying the Index and reviewing domestic VAA strategies. 2.2 Comprehensive handover the RVAA Programme to the SADC Secretariat:	SADC Secretariat (Supported by RVAC)	31 March 2023

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<p>regional and national levels (Deadline: By March 2022)</p>		<p>Plan 2022-2030 to also have an M&E Framework with indicators to measure performance. The RVAA Programme handover has been planned at two levels the management and technical. The technical handover has been planned for 20th April 2022 to involve WFP, Landell Mills and the SADC Secretariat (DRR Unit, ICT Unit and FANR Directorate).</p>	<p>2.2.1 Technical handover conducted from WFP and Landell Mills to the SADC Secretariat</p>	<p>WFP/ Landell Mills/ SADC supported by Secretariat-DRR ICT and Food and Security Units. (Action completed)</p>	<p>31 April 2022 (Handover done on 20th April)</p>
			<p>2.2.2 Organisation RVAA Programme handover</p>	<p>SADC Secretariat Supported by RVAA Service Providers WFP/ Landell Mills (Action completed)</p>	<p>30 June 2022 Handover to the SADC RVAA Steering Committee Meeting on 28 July 2022</p>

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		Sustainability Plan was completed, validated by Member States and approved by the PSC on 28 th March 2022 and under implementation. The comprehensive handover from the service providers to the SADC Secretariat will be conducted.			
Priority: High Recommendation 3: Strengthen the capacity of the SADC Secretariat for regional coordination of technical support for the	WFP (Landell Mills, SADC)	Agreed Improved coordination and technical support are critical variables in the	3.1 Recruit the services of a RVAA Programme Officer for the day-to-day management of the program activities, capacity development and support for the	SADC Secretariat	Short Term

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<p>RVAA programme to enhance participation and ownership consistent with an emphasis on harmonization and regional integration subculture than a multi-country or individual Member State focused perspective in RVAA technical facilitation efforts. Specific action could include encouraging the SADC Secretariat to hire a dedicated programme manager specifically for RVAA ahead of March 2022 to enable handover of programme benefits, outstanding activities and ongoing activities for ease of follow-up on them. (Deadline: By end of phase three and next phase)</p>		<p>implementation of the RVAA Programme, therefore the SADC Secretariat should consider increased capacities for the management of the RVAA Programme through a dedicated RVAA Officer. In addition, strengthen the integration of the RVAA in the SADC Secretariat corporate management and technical structure for increased support and</p>	<p>implementation of the VAA system at Member States, liaison with regional and national partners and work towards the expected regional outputs: Synthesis Report</p>		
			<p>3.2 Ensure that RVAA Coordination is a standing agenda item on the SADC DRR Technical Working Group meetings</p>	<p>DRR Unit</p>	<p>30 June 2022</p>
			<p>3.3 Convene the RVAA Annual Organization Meetings, Dissemination Fora, RVAC meetings, and</p>	<p>DRR Unit (Supported by FANR Directorate)</p>	<p>30 June 2022</p>

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		<p>utilisation of the VAA system products.</p>	<p>Programme Steering Committee meetings.</p>		
<p>Priority: High</p> <p>Recommendation 4: Integrate gender, children and people with disabilities in VAAs in a manner that NVACs are guided to include it in Member State assessments. The RVAA programme should prioritize providing technical support to Member States to accelerate the integration of gender in VAAs, working jointly with the SADC gender and development programme, and other relevant programmes. It may be useful to have Member</p>	<p>WFP (Landell Mills, SADC)</p>	<p>Partially Agreed</p> <p>The recommendation has already been partially addressed: the second phase of the RVAA Programme facilitated the development of guidelines to integrate nutrition, gender and HIV/AIDS in the VAA. In addition, MS NVACs may be better served by</p>	<p>4.1 Continue promoting the operationalization and integration of the provisions of the guidelines on gender, HIV/AIDS and nutrition for the VAA assessments and analysis developed by the Programme.</p> <p>4.2 Facilitate sharing of experiences and best practices on integration of disability, gender, HIV/AIDS in integrated VAA amongst NVACs through platforms such</p>	<p>SADC Secretariat (Supported by RVAC)</p> <p>RVAC (Supported by relevant NVACs)</p>	<p>Immediate</p> <p>Immediate</p>

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<p>States that have begun conducting gender analysis and using the information, such as in Lesotho, Madagascar, Namibia and Zimbabwe to help in sharing lessons learned and experiences with those countries that have not taken up this recommendation. Gender analysis should be considered, together with that of children and people with disabilities, in view of the vulnerabilities facing these groups, whose care is largely the responsibility of women. (Deadline: By end of phase three and next phase)</p>		<p>individually contextualising [and being supported where needed] and assessing these very important issues according to their food and nutrition vulnerability causation and correlation to hindering outcomes progress</p>	<p>asRegional Lessons Learnt and Pre-assessment workshops, RVAC meetings and the Regional Dissemination fora.</p> <p>4.3 Promote use by NVACs and continue to refine the RVAA Harmonized Indicators Framework through integration in the RVAA Strategy Action Plan 2023-2030.</p>	<p>NVACs (Supported by RVAC and DRRU)</p>	<p>Immediate</p>
<p>Priority: Medium</p>	<p>WFP</p>	<p>Partially Agreed</p>	<p>5.1 Develop a RVAA Programme Strategy</p>	<p>SADC Secretariat</p>	<p>31 March 2023</p>

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<p>Recommendation 5: Improve RVAA conceptual clarity and monitoring, evaluation, and reporting (MER) among all stakeholders. This should include:</p> <ul style="list-style-type: none"> • Designing the RVAA monitoring, evaluation, and reporting (MER) system in adherence with frameworks for results-based management, and accountability for regional integration, obliging Member States to account for their implementation of regional and international commitments. Consideration should be given to strengthen the role of Member States in regional MER, supporting them to reflect on their progress in 	<p>(Landell Mills, SADC)</p>	<p>The food and nutrition resilience may be [pre] assumed as a component of a Member States strategic domestic developmental agenda. The extent to which the national agenda aligns with regional integration obligations will be determined at the macro level. “Obliging” the VAA programme to monitor, evaluate and report VAA progress in terms</p>	<p>and Action Plan 2023-2030 with and regional MERSystem and indicators aligned to the Regional Indicative Strategic Development Plan, disaster risk managementand resilience building strategic objectives.The MER system will focus onthe output of activities and their contribution to intended outcomes that are, or can measurably be, expected to improve food security and nutrition resilience regional integration level.</p>		

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<p>implementing regional / international commitments, and to report to national and regional/ international stakeholders, while subjecting themselves to a regional peer review mechanism. The MER system should extend its functions beyond tracking programme’s execution of planned activities, to being an instrument for facilitating regional integration towards a SADC unitary community where possible.</p> <ul style="list-style-type: none"> Clarify and differentiate between the RVAA as a data generation system, and as a (series of) transient endeavours of VAA improvement efforts and 		<p>of its regional integration commitments infers, at best, a parallel system that may not be coherent with MS prevailing developmental priorities. A divergence of the VAA from its core focus on information and knowledge management is likely to be considered as over-reach by sectors and ministries with a vulnerability</p>			

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<p>communicate this distinction to stakeholders and in the programme design and implementation processes. This is particularly important to enable a focused contextual tracking of the programme elements, while improving an evolving, long-term VAA. (Deadline: Next programme phase)</p>		<p>response mandate and therefore resisted, disputed, and undermined. The RVAA Programme to be developed will also have an M&E Framework with indicators as informed by the consultations with MS and regional International Cooperation Partners (ICPs).</p>			
<p>Priority: High Recommendation 6: Strengthen capacity-building of Member States in</p>	<p>WFP (Landell Mills, SADC)</p>	<p>Agreed The RVAA Programme core activities are</p>	<p>6.1 Develop and implement the RVAA training and capacity building programmes as an integral part of the</p>	<p>SADC Secretariat</p>	<p>31 March 2022</p>

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<p>mobilizing resources and technical skills through cascading technical capacity-building broadly to provinces and districts. Attention should be given to:</p> <ul style="list-style-type: none"> • Training and supporting Member States in writing project proposals and engaging the private sector for resource mobilization. • Adopting cascade training model on VAA for Member States to address human resource shortages and staff turnover. Trainees should be identified from across different sectors and members of NVACs /RVAC, and to include 		<p>capacity development for conducting the VAA system. NVACs will be encouraged to contextualise the VAA programme (mandate and strategy) within their national macro planning framework and recalibrate their VAA information and knowledge outputs and activities to directly, and efficiently, support line ministries and organisation that</p>	<p>RVAA Strategy and Action Plan 2023-2030.</p> <p>6.2 Support the development of NVACs strategic plan to provide medium to long term direction for NVACs in fund raising and in promoting their legitimacy, credibility and use and influence of their VAA information.</p> <p>6.3 Conduct periodic participatory review of national VAA strategic context to inform MS NVAC capacity needs and funding requirements</p>	<p>SADC Secretariat supported by RVACs</p> <p>SADC Secretariat supported by RVACs</p>	<p>30 September 2022</p> <p>Annually</p>

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<p>NGOs, training, and research institutions. (Deadline: By 20 April 2022)</p>		<p>are, or could be, contributing to food and nutrition security at the outcome level. This will need development and rigorous application of periodic participatory review of national VAA strategic context to inform the capacity needs as well as the technical expertise and funding requirements to address the needs. Capacity</p>			

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		development can be facilitated through, training and technical support. Additionally, partnership engagement skills will be promoted for the RVACs and NVACs to promote resource mobilisation for the VAA activities, services and products, at domestic and regional levels.			
Priority: Medium	WFP (SADC, NVACs)	<i>Partially agreed</i>	7.1 Facilitate training of NVACs in using the resilience building	SADC Secretariat	30 September 2023

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<p>Recommendation 7: Facilitate the development of national resilience strategies within Member States. Very few Member States have national resilience strategies, even though they are seen as a tool for mobilizing resources to support development of resilience among the vulnerable population who have passed the emergency stage. The SADC should take a leading role in supporting Member States who have not yet developed such a strategy. (Deadline: Next programme phase)</p>		<p>The development of resilience strategies is beyond the mandate of the VAA however, the VAA and NVACs can contribute to the development and operationalisation of resilience strategies in Member States.</p>	<p>analytical framework for policy formulation and programming</p>		
<p>Priority: High</p>	<p>WFP</p>	<p><i>Agreed</i></p>	<p>8.1 Promote the use of the VAA Policy resource</p>	<p>SADC Secretariat</p>	<p>Immediate</p>

<p>Recommendations and related Sub-recommendations (Deadline)</p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Management Response</p> <p><i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p>Actions to be taken</p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p>Action Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Action Deadline</p> <p><i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i></p>
<p>Recommendation 8: Consolidate the Communication and Advocacy Initiative to strengthen its use and influence in policy and resource mobilization. As the policy thrust is the most recent to take root in the programme, there is a need to package the Policy Toolkit to enhance its use and influence in formulating policy. The opportunity, value proposition studies and episode studies should be utilized to enable NVACs to position themselves as knowledge brokers and contributors in policy formulation and</p>	<p>(SADC)</p>	<p>Communication and advocacy are important components of the RVAA Programme to facilitate key messaging and influence for policy decision makers and development programming. This could be achieved by advocating the application of the VAA data and information, services and products and provide evidence of credible outputs.</p>	<p>pack, and Communication Policy Resource Advocacy-Tool Kit e-learning training module.</p> <p>8.2 Support development of CPRA strategies or their incorporation into the NVACs’ strategies.</p>	<p>SADC Secretariat</p>	<p>Immediate</p>

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
implementation. (Deadline: By end of phase 3 and next phase)					
Priority: Medium Recommendation 9: Promote nimble approaches to VAA through employing the use of new technology that would have been successfully utilized in other MS through cross learning. In addition to current practice, the programme needs to further promote and develop capacities in forecast-based approaches to VAA, which is integrated to support safety net programmes. The strengthening of capacity should be carried out in tandem with investments in	WFP (Landell Mills, SADC)	Agreed The cost of VAA assessments and lead-times of making relevant and useful information available both need to be addressed for the sustainability and effectiveness of the VAA programme.	9.1 Promote and develop capacities in forecast-based and remote sensing approaches to VAA. 9.2 Review and implement the cost-effectiveness study, regional guidance on VAA Quality Assurance, and the guidance on undertaking VAA within the COVID-19 context.	SADC Secretariat and NVACs SADC Secretariat	Short term Short term

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
technology assets to ensure NVACs can take advantage of technology. (Deadline: By end of phase three and next phase)					
Priority: High Recommendation 10: Ensure well planned and prepared handover of RVAA programme to SADC including ongoing processes and responsibilities. The Atlas platform is an ideal platform and space to be utilized for such a handover process. MANCO and RVAC, in support of the SADC Secretariat, should ensure the responsible handover of programme deliverables, ongoing	WFP (SADC)	<i>Agreed</i> Facilitate a RVAA Programme hand-over of VAA at both the SADC Secretariat and MS levels. Especially as VAA is expected to be “a SADC Secretariat project to being a process and structure owned by MS”.	10.1 In addition to proposed measures to recommendation #2, conduct meeting with RVACs and NVACs on handover of the RVAA Programme coordination to the SADC Secretariat and map the way forward.	SADC Secretariat RVAC	30 June 2022

<p>Recommendations and related Sub-recommendations (Deadline)</p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Management Response</p> <p><i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p>Actions to be taken</p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p>Action Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Action Deadline</p> <p><i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i></p>
<p>processes and responsibilities. This will include:</p> <ul style="list-style-type: none"> • Putting in place, at the minimum as part of sustainability planning, measures to sustain the gains that have been achieved by the programme thus far. This could be a part of the handover and programme sustainability plan, “bearing in mind that handover is a process not a date”, while avoiding an “over the wall” handover. • Documenting all activities that are not likely to be implemented, and those that have been implemented or likely to be implemented and 					

<p>Recommendations and related Sub-recommendations (Deadline)</p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Management Response</p> <p><i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed, provide a brief reason for this.]</i></p>	<p>Actions to be taken</p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p>Action Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Action Deadline</p> <p><i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i></p>
<p>for which follow-up support would be required and provide an assessment of implications for non-implementation or follow-up of those activities. This report will help the programme stakeholders to make decisions on how those activities will be handled post March 2022. It would be a waste (inefficiency) if some key activities were to be left hanging or not properly completed and handed over to Member States and the SADC Secretariat as benefits.</p> <ul style="list-style-type: none"> Clearly defining stakeholders’ roles, responsibilities and accountability towards maintaining /sustaining the 					

<p>Recommendations and related Sub-recommendations (Deadline)</p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Management Response</p> <p><i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p>Actions to be taken</p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p>Action Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Action Deadline</p> <p><i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i></p>
<p>benefits going forward, while ensuring uninterrupted continuity of ongoing processes as well as implementation of unfinished activities. Opportunity should be taken to support integrating benefits and processes into government and partners' business -as -as usual operations drawing on multisectorality, economies of scale and intersectoral linkages of VAA for efficiency, cost management and sustainability.</p> <ul style="list-style-type: none"> Identify products of the RVAA programme Phase 3 that can be transformed for wider long -term application to guide the RVAA towards 					

<p>Recommendations and related Sub-recommendations (Deadline)</p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Management Response</p> <p><i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p>Actions to be taken</p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p>Action Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Action Deadline</p> <p><i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i></p>
<p>institutionalization for a sustainable VAA system, such as the Institutionalization Index and RVAA online Atlas, the e - Learning Advocacy Toolkit course Covid-19 VAA guidelines, gender disaggregation guidelines, among others as may be determined by programme stakeholders. This will require that these tools are institutionalized by transitioning them from the current project (technical partner owned identity) to a SADC identity /ownership. It will also require that they are further subjected, drawing on lessons learned and experiences on their</p>					

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<p>application thus far, to SADC policy /harmonization instruments or guidelines development, approval, domestication and monitoring process with new titles as for example The SADC Framework for Sustainable Institutionalization of VAA System, or the SADC RVAA Online Atlas, among others. The SADC Secretariat should guide this process as part of handover of products and processes of the RVAA programme Phase 3.</p> <p>(Deadline: By April 2022)</p>					
<p>Priority: High</p> <p>Recommendation 11: Promote VAA system to play</p>	<p>WFP (Landell Mills, SADC)</p>	<p><i>Partially agreed</i></p> <p>The role of the VAA is to provide</p>	<p>11.1 Encourage Member States to develop national</p>	<p>NVACs</p>	<p>Immediate</p>

<p>Recommendations and related Sub-recommendations (Deadline)</p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Management Response</p> <p><i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p>Actions to be taken</p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p>Action Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Action Deadline</p> <p><i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i></p>
<p>a preventive and futuristic planning advisory function on vulnerability beyond the supply of data. The RVAA system seems to have remained too focused on information collection and advisory services on food and nutrition security, and vulnerability. The RVAA should consider playing a more preventive and futuristic planning advisory role on vulnerability, building on the relationship of NVACs and DRR in most Member States, among other vulnerability monitoring systems. The RVAA should use different functions in in order to come up with one holistic strategy to address</p>		<p>primary data for food and nutrition security vulnerabilities. NVAC assessments make projections on anticipated outcomes and issue recommendations for addressing them. The use of VAA information in policy analysis, policy formulation and resilience building should be future focused and advisory in nature for food and nutrition security</p>	<p>context-informed food and nutrition response strategies and VAA activities that are coherent with the framework of SADC regional integration strategic objectives.</p>		

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
<p>vulnerability. This is particularly important because disasters and emergency situations are intricately linked with food and nutrition insecurity in the SADC region.</p> <p>(Deadline: By end of phase three and next phase)</p>		<p>and associated vulnerabilities. However, this should not be addressing risk reduction as it beyond the VAA system role.</p>			
<p>Priority: High</p> <p>Recommendation 12: Promote and encourage the full participation of Member States in virtual RVAA programme meetings. This can be achieved through:</p> <ul style="list-style-type: none"> • Use of SADC technical subcommittees as the overall approach to technical engagement – ensuring that meetings are also technically 	<p>WFP (Landell Mills, SADC)</p>	<p><i>Partially agreed</i></p>	<p>12.1 Ensure meetings are jointly plan with NVACs, technically motivated, results-oriented, and accountable to SADC policy organs.</p> <p>12.2 Continue promoting and practicing good virtual meetings protocols that support ensures</p>	<p>SADC Secretariat</p> <p>SADC Secretariat RVACs</p>	<p>Immediate</p> <p>Immediate</p>

<p>Recommendations and related Sub-recommendations (Deadline)</p> <p><i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p>Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Management Response</p> <p><i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i></p>	<p>Actions to be taken</p> <p><i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i></p>	<p>Action Lead (Supporting Offices/Divisions)</p> <p><i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i></p>	<p>Action Deadline</p> <p><i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i></p>
<p>motivated, specific results-oriented and accountable to SADC policy organs.</p> <ul style="list-style-type: none"> • Use of local rather than international expertise (such as collaboration from a United Nations agency), and national /regional intersectoral collaboration as for example, applied by Zimbabwe on VAA gender analysis. • Decentralization of VAA, ensuring involvement and capacity-building of local staff and communities. • Building capacity for conducting virtual VAA. • Designing and facilitating virtual meetings in ways that are interactive and motivating. 			<p>interaction, and continue supporting NVACs with internet connectivity where this is feasible</p>		

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i>
(Deadline: By end of phase three and next phase)					
Priority: High Recommendation 13: Strengthen, systematize, and intensify Member State to Member State learning as a peer-to-peer capacity-building approach. This may include identifying those states performing well on certain aspects and pairing them with others which are performing poorly in the same area, so that they can then conduct learning exchange visits. (Deadline: By April 2022)	WFP (Landell Mills, SADC)	Agreed The exchange of VAA system information from institutionalisation best practice to capacity development, assessment and analysis of VAA information and development of various products will be promoted amongst Member States.	13.1 Promote peer-to-peer capacity building approach through VAA training and capacity building programme. 13.2 Convene the Regional Learning and Pre-Assessment workshops	SADC Secretariat RVACs NVACs SADC Secretariat	Immediate 31 December 2024