



Management Response from WFP Bhutan Country Office to the recommendations of the decentralized evaluation of WFP'S Support to Smallholder Farmers and Its Expanded Portfolio Across the Agriculture Value ChWFP-0000140663ain in Bhutan [DE/BTCO/2019/027] from January 2019 to June 2021

1. This document, finalized in June 2022, presents the management response to the recommendations of the evaluation of WFP'S Support to Smallholder Farmers and Its Expanded Portfolio Across the Agriculture Value Chain in Bhutan from January 2019 to June 2021 .
2. The evaluation, which was commissioned by WFP Bhutan Country Office covers WFP's efforts to improve farmer-school linkages as a sub-component of Activity 1 of its CSP (2019-2023). The geographical scope focused on the four Districts of Trongsa, Zhemgang, Lhuentse and Samtse: a fifth of Bhutan's 20 Districts. The evaluation serves the dual purpose of accountability and learning. The main users of the evaluation findings included the RGOB, as represented by the GNHC, MOAF, and MOE; UN Resident Coordinator's Office and RBAs; as well as the WFP CO and its Regional Bureau in Bangkok (RBB). The evaluation findings were designed to feed directly into the annual work plans of the remaining CSP period (2019-2023), provide a critical input into the forth coming CSP evaluation in 2022, and to support the development of the CO's second generation CSP for the period 2024 to 2028.
3. The evaluation made 5 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.

4. Note that some timelines for the actions to respond to the recommendations are revisited in the 2G CSP design process to translate them in actions.

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Priority: High/Medium Recommendation 1: Expand WFP's role and positioning for agriculture in Bhutan <i>to support tangible development outcomes, enhanced resource contributions and expanded support for country capacity strengthening. (December 2023)</i>	CO Management [Agriculture Team and Communications Team]	Agreed	See responses to the sub-recommendations	See responses to the sub-recommendations	See responses to the sub-recommendations
Sub-recommendation 1.1 Incorporating country capacity strengthening into the CO's strategic thinking in the development of WFP Bhutan's programme proposition	CO Management [Agriculture Team and	Agreed	1.1.1 In the new CSP (2024-2028) design, the CO will articulate and reflect agriculture components and	[Agriculture Team and Communications Team]	March 2023

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under its second-generation CSP (2024-2028) (December 2022)	Communications Team]		interventions and explicitly in the LoS and SOs. .		
Sub-recommendation 1.2 Co-developing and agreeing strategic partnership agreements for agriculture with targeted government	CO Management [Agriculture Team	Agreed	1.2.1 The CO will incorporate agriculture partnerships into CO	[Agriculture Team and Communications Team]	Dec 2023
			1.1.2 The CO will incorporate agriculture capacity strengthening components into the Country Capacity Strengthening Strategy	[Agriculture Team and Communications Team]	Dec 2023

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departments, private sector entrepreneurs and civil society organisations (December 2023)	Comms Advocacy Team]		Partnership Action Plan of the 2G CSP.		
Sub-recommendation 1.3 Integrating resource mobilisation into WFP strategic support to its government partners	CO Management	Agreed	1.3.1 The CO is working to submit joint funding proposals with government and other development partners	CO management	2023 December
Sub-recommendation 1.4 Integrating country capacity needs assessments into all planned context analyses to ensure its incorporation	CO Management	Agreed	1.4.1 Articulate capacity level and needs of implementing partners in	CO Management	Ongoing

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<p>in relevant project design, resource mobilisation, partnership and implementation efforts.</p>			<p>agreed programmes and projects 1.4.2 The CO will continue to support the Ministry of Agriculture and Forest to lead the national logistics preparedness working group. 1.4.3 The CO will support capacity development of key agencies in humanitarian supply</p>		

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			<p>chain and logistics preparedness and search and rescue; 1.4.4 develop a national humanitarian supply chain preparedness portal and a learning needs assessment.</p>		

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<p>Priority: High/Medium Recommendation 2: Advance WFP’s value proposition for agriculture in Bhutan through a primary focus on supporting smallholder access to agriculture markets as a basis for the development of effective government, partner and donor relations that draw on the Country Office’s areas of recognised leadership (June 2023)</p>	<p>CO Management [Agriculture Programme Officer] [Ministry of Agriculture and Forests, RGoB] [Gross National Happiness Commission, RGoB]</p>	<p>Agreed</p>	<p>See responses to the sub-recommendations</p>	<p>See responses to the sub-recommendations</p>	<p>See responses to the sub-recommendations</p>

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<p>Sub-recommendation 2.1</p> <p>As part of the forthcoming 2nd generation CSP design process, the Bhutan CO should develop a programme theory of change for WFP contributions to agriculture that captures the main areas of value addition identified by stakeholders in the Decentralised Evaluation</p>	<p>CO Management [Agriculture Team]</p>	<p>Agreed</p>	<p>2.1.1 The CO will strengthen agriculture team in the CO</p> <p>2.1.2 Define WFP's agriculture support area as part of the 2G CSP with support from RGoB and RBB.</p> <p>2.1.3 The CO actively engages in CCA and UNSDCF formulation</p>	<p>Agriculture Team</p>	<p>June 2023</p>

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Sub-recommendation 2.2 Adopting areas of recognised leadership as a platform for communicating its value proposition and dual mandate in Bhutan, and prevent the organisation being pigeonholed as a humanitarian and school feeding programme provider;	CO Management	Agreed	2.2.1 The CO actively engages in CCA and UNSDCF formulation and strongly communicate WFP's value proposition 2.2.2 Formulation of partnership action plan and resource mobilization strategy	Government Partnerships and Agriculture Team	June 2023
Sub-recommendation 2.3 Strengthening inter-agency coordination functions including under the Development Partner	CO Management [Agriculture Team]	Agreed	2.3.1 The CO will continue to coordinate agriculture interagency	Agriculture Team	Ongoing

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Working Group for Agriculture, in order to build on WFP’s proactive engagement with government, UN, CSO and donor counterparts;			group for better synergy and coordination		
Sub-recommendation 2.4 Ensuring the cross-cutting integration of nutrition, digital and logistics and supply chain services in future agriculture programming and coordination efforts, including under the 2G CSP (2024-2028) and through resource mobilization (Deadline)	CO Management Agriculture Team.	Agreed	2.4.1. The CO will ensure integration of all relevant cross-cutting issues in future agriculture programming and coordination efforts including the 2G CSP.	Agriculture Team	March 2023

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<p>Priority: High/Medium Recommendation 3: Develop a WFP partnership strategy providing a clear focus and direction for the Country Office’s engagements with government, UN and CSO counterparts beyond its project activities and that links directly to the future delivery of planned outcome areas in line with the value proposition, such as DAMC and CSO support to rural women’s economic</p>	<p>Country Director and Agriculture Programme Officer [Programme leads and Communications Officer]</p>	<p>Agreed</p>	<p>See responses to the sub-recommendations</p>	<p>See responses to the sub-recommendations</p>	<p>See responses to the sub-recommendations</p>

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empowerment, and youth entrepreneurship (June 2023)					
Sub-recommendation 3.1 Adopting a basic partnership framework that identifies the role of direct and indirect partner contributions to WFP’s value proposition for agriculture and identifies the actions the CO will need to undertake to ensure formal and informal aspects of its partner relationships are recognised and addressed;	Government partnership officer [CO Comms and CO programme]	Agreed	3.1.1 The CO continues regular dialogues with the implementing partners, particularly with the Gross National Happiness Commission as the central government agency for all multilateral and bilateral agencies in	Government partnerships	Ongoing

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			Bhutan to develop a partnership framework.		
Sub-recommendation 3.2 Clearly allocating oversight accountabilities to WFP staff and ensure its partnership approach is collaborative, long-term, and avoids being overly transactional;	CO Management	Agreed	3.2.1 The CO will develop Clear TOR and deliverables for WFP staff.	CO Management	Ongoing Dec. 2022
Sub-recommendation 3.3 Formalising departmental agreements with critical government counterparts such as DAMC as a basis for future WFP collaboration and support (including operational,	CO Management	Partially agreed	3.3.1 The CO will pursue with GNHC to include joint memoranda of understanding that will	CO Management Government partnerships	Dec 2022

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capacity strengthening and joint resource mobilisation). To this end, consideration should be given to preparation of joint memoranda of understanding that may be included as annexes to the GNHC LOU and basis for long-term agreements that guide WFP's Annual Work Plan agreements with its government partners;			be included as annexes to the GNHC LOU. Currently engagement with Government IPs is under the UNSDPF AWP agreement. For Department level LOU, it needs GNHC/government agreement.		
Sub-recommendation 3.4 Engaging the Rome Based Agencies, UNDP and ITC in the development and introduction of a common	CO Management [Agriculture Team]	Agreed.	3.4.1 The CO will strengthen current engagement with Rome based agencies and ITC	CO Management	Ongoing

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approach to country capacity strengthening and resource mobilisation that builds government understanding and support for UN contributions and clearly establishes the expected roles and responsibilities of different agencies;			under the UNSDCF.		
Sub-recommendation 3.5 Enhancing the role of civil society organisation partnerships in areas of WFP-supported field-level programming including with respect to gender mainstreaming, building the organisational and financial	CO Management [Agriculture Team and CO Gender Focal Point]	Agreed.	3.5.1 The CO will update CO Gender Action Plan as a part of next CSP formulation; the CO organized a two-day PSEA workshop to around 36 (??) CSO in the	CO Agriculture and Gender [CO Management]	June 2023

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capacities of farmer groups, and increasing the voice of beneficiaries in programme monitoring and decision-making			country in mid-2022; the CO will strengthen role of CSOs in field-based programming including capacity building in various aspects.		
Priority: High/Medium Recommendation 4: Establish key organisational capacities to deliver a balanced portfolio of innovation projects, country capacity strengthening and	CO Management [Agriculture Team, CO HR]	Agreed	See responses to the sub-recommendations	See responses to the sub-recommendations	See responses to the sub-recommendations

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resource mobilisation support for government. December 2023					
Sub-recommendation 4.1 Developing a sector capacity strengthening strategy for agriculture that provides clarity on the thematic and technical areas, stakeholders and capacity gaps that will be targeted by WFP. This should be formulated on the basis of joint capacity needs mapping with WFP’s	CO Management and Agriculture Team	Agreed	4.1.1 The CO will reflect this in the overall CCA/CCS when formulating the new CSP. 4.1.2 The CO will undertake a Capacity Needs Assessment under the CCS – using the	Agriculture Team	June 2023

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departmental counterparts in MOAF (e.g. DAMC-RAMCO, target DAOs and innovation hubs), and focus on WFP's value proposition for agriculture			corporate CCS toolkit/guideline.		
Sub-recommendation 4.2 Establishing a consolidated approach to resource mobilisation that builds on existing efforts by incorporating tools and approaches that not only address the CO's internal fundraising requirements but also its support to government efforts	CO Management and Agriculture Team	Partially Agreed	4.2.1 The CO will reflect this in the overall Resource Mobilization Strategy in the new CSP. 4.2.2 Pursue with government to develop joint RM approach with the Implementing Partners. This will	CO Management [Agriculture Team]	December 2023

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			depend on the agreement by the government		
Sub-recommendation 4.3 Preparing a consolidated resource mobilisation plan, prioritisation rationale, and clearer delineation of roles and responsibilities across the fundraising cycle	CO Management	Agreed	4.3.1 The CO will develop one consolidated RM Plan for the CO including agriculture which will be a dynamic document (living document). Currently there are separate RM documents for the individual Units.	CO Management [Agriculture Team]	June 2023

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Sub-recommendation 4.4 Ensuring adequate staffing levels and skills are in place across the agriculture portfolio, and/or recruitment of a programme and policy lead, in order to integrate WFP project management, monitoring, policy and partnerships in country capacity strengthening and resource mobilisation.	CO Management [Agriculture Team and HR]	Agreed	4.4.1 The CO undertakes staffing needs assessment and recruit required number of staff. This will be aligned with 2G CSP (2024-2028)	CO Management [Agriculture Team and HR]	Dec 2022
Priority: High/Medium Recommendation 5:	Agriculture Team	Agreed	See responses to the sub-recommendations	See responses to the sub-recommendations	See responses to the sub-recommendations

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>
Build on high levels of existing engagement of rural women the agricultural portfolio and commit to the transformative opportunities of organisational capacity strengthening for rural women, farmers’ groups and cooperatives December 2023					
Sub-recommendation 5.1 Aligning WFP programming and operations with the WFP Gender	CO Management [Cross cutting teams]	Agreed	5.1.1 The CO will align new WFP programming operations with gender and Disability Inclusion	Agriculture Team and Gender	June 2023

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Policy and WFP Disability Inclusion Roadmap 2020-2021			Policy in consultation across units in the CO.		
Sub-recommendation 5.2 Integrating gender disaggregated data collection and gender and inclusion considerations in all future monitoring and context analyses for agriculture to ensure an adaptive and responsive approach to gender mainstreaming is integrated and tracked across all aspects of the portfolio as well as through its emerging partnerships with	M&E Officer	Agreed	5.2.1 The CO will strengthen Gender and Disability Data collection and M&R. This is partly already a requirement under the UNSDCF AWP – Mid Year and Annual progress reporting	M&E, Gender and Agriculture	Dec 2023

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government, UN and civil society organisations					
Sub-recommendation 5.3 Sensitizing and supporting governmental officials at local, regional and national levels concerning gender issues	Gender Focal Point	Agreed	5.3.1 The CO includes support to Govt/CSOs for gender/Disability Inclusive sensitization in the Annual Work Planning and Review process under the UNSDCF.	Government Partnerships, Agriculture and Gender	Dec 2022
Sub-recommendation 5.4 Embedding consultations with vulnerable populations at all stages	CO Management, [M&E Officer]	Agreed	5.4.1 The CO will mainstream requirement for consultations with	Agriculture Team [M&E Officer]	June 2023

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of the programme cycle in line with WFP’s corporate strategies, the Country Office in ways that ensure meaningful contributions of women, youths and other vulnerable groups and/or their representative organisations to the WFP programme			vulnerable population at all stages of the programme cycle (Inception/Design, Implementation, review, Evaluation). This will be aligned with 2G CSP (2024-2028).		
Sub-recommendation 5.5 Outlining a capacity strengthening strategy to ensure the CO has the requisite technical skillsets to provide appropriate assistance to, or seek assistance from, its implementing	CO Management [CO Gender Focal Point, Activity Managers]	Agreed	5.5.1 The CO undertakes staffing needs assessment and build required technical skillsets among CO staff.	CO Gender Focal Point [Activity Managers]	June 2023

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partners in terms of ensuring gender mainstreaming and disability inclusion concerns			This will be aligned with 2G CSP (2024-2028)		
Sub-recommendation 5.6 Investing in building and/or strengthening capacities of key national programme staff including through country office participation in the Gender Transformation Programme	CO Management [CO Gender Focal Point]	Agreed	5.6.1 As part of the CO Gender Action Plan identify capacity needs and include plan for strengthening capacities of CO staff.	CO Gender [RBB Gender]	June 2023
Sub-recommendation 5.7 Exploring opportunities to address GEWE and inclusion through	CO Management	Agreed	5.7.1 Update CO Gender Action Plan to include social inclusion; will be	CO Gender	June 2023

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partnerships with relevant Government and non-Government entities including the National Commission for Women and Children and its network of gender focal persons across the country and CSOs such as the Tarayana Foundation and Bhutan Association of Women Entrepreneurs (BAOWE);	[CO Gender Focal Point, Activity Managers]		part of the next CSP formulation;		
Sub-recommendation 5.8 Reaching out to the Regional Bureau in Bangkok and Gender Office for support and consider participating in	CO Programme Staff/Agriculture Team	Agreed	5.8.1 Organize meeting with RBB Gender Officer to seek support on Gender/Protection to	Gender [Activity Managers]	Dec 2022

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WFP's gender transformation programme			draw support plan for CO for CO Gender Action Plan 5.8.2 Organize RBB cross cutting units' mission to CO		
Sub-recommendation 5.9 Updating the 2018 country gender action plan to reflect WFP's gender and social empowerment ambitions in advance of its preparation of the next CSP (2024-2028).	CO Management [CO Gender Focal Point]	Agreed	5.9.1 CO Gender Action Plan will be updated to reflect WFP's gender and social empowerment ambitions while designing the next CSP.	Gender [Activity Managers]	June 2023