



Management Response from WFP Philippines to the recommendations of the decentralized evaluation of Country Capacity Strengthening Activities in the Philippines (DE/PHCO/2020/015) from July 2018 to June 2022.

1. This document, finalized in September 2022, presents the management response to the recommendations of the thematic evaluation of WFP Philippines Country Capacity Strengthening Activities.
2. The evaluation, which was commissioned by WFP Philippines covers Country Capacity Strengthening (CCS) activities from July 2018- June 2022 in all regions of the country. The evaluation's main purpose is to review WFP Philippines' strategic and operational approach to CCS.
3. The evaluation made 5 key recommendations (2 strategic and 3 operational). 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: Focus strategic prioritization and resourcing on CCS domains and geographic areas where WFP and the country office have a demonstrated and differentiated value-add. This should be followed by a participatory needs assessment in these strategic CCS domains.</p> <p>Towards recognising the country office is in an important business development phase, prioritize activities under two key strategic</p>	<p>Led by CO Senior Leadership, Activity Managers</p> <p>Support from HQ CCS Unit, Regional Program Unit, Regional CCS and M&E Advisors</p> <p>In collaboration with government partners for CCS needs assessment</p>	<p>Agreed</p> <p>CSP (2024-2028) development is underway alongside the LOS formulation. The CSP evaluation is also being finalized. Based on discussions to-date, the CO will prioritize high potential areas based on success to-date and food security and nutrition related priorities set by the Government in its new Philippines Development Plan, and capacity needs mapping. Priority areas will be further informed by the Climate Change and Food Security</p>	<p>Proposed actions:</p> <p>Review this recommendation progressively as the CSP (2024-2028) is being finalized (November 2023) and stakeholder consultations are underway.</p> <p>- Capacity Needs Mapping (sector-neutral capacity assessments) will identify the critical capacity needs and gaps at the national and local levels, and this will inform the areas of WFP focus on CCS in the Philippines in coming years.</p>	<p>CO management, Programme, RAM, Supply Chain and ETC.</p>	<p>End of 2023</p>

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<p>tiers, based on urgency and need.</p> <p>Examples include:</p> <ul style="list-style-type: none"> ○ Tier 1: High-potential areas/domains for implementation, where relationships are well established/foundational. ○ Tier 2: Areas/domains that require more development and are latent. <p>Tier 1 examples:</p> <ul style="list-style-type: none"> ○ Disaster preparedness and management (with DICT, DSWD, OCD). This includes the application of a 		<p>Analyses and, will take into consideration strategic discussions with IFIs (ADB on voucher project, WB for SBCC), GCF, and re-strategize areas where less progress was achieved.</p> <p>The CO however does not endorse the classification of Tier 1 & 2 areas, e.g. mainstreaming rice fortification is emerging as a priority for the next CSP based on government priorities and the Theory of Change consultations thus far.</p>	<p>2nd part of the recommendation:</p> <p>The previous BARMM CNM will form the baseline for subsequent capacity assessments.</p> <ul style="list-style-type: none"> + Ongoing Supply Chain capacity assessment + EPCI under BHA proposal 		

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<p>beneficiary and transfer management platform for disaster response and food assistance, investment into response communication and coordination capacity, and direct logistics activities.</p> <ul style="list-style-type: none"> Investment in BARMM as an incubator for CCS work, specifically as leading practice in applying CCS and other WFP community-based participatory tools in a structured manner. There is opportunity to strengthen the existing partnership approach that goes beyond 					

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<p>technical solutions to good governance building.</p> <ul style="list-style-type: none"> ○ Iron fortification of rice in BARMM. This includes school-feeding initiatives and livelihood activities. ○ Expansion of climate resilience activities, including beyond AA and FbF (i.e., EWRS). <p>Tier 2 examples:</p> <ul style="list-style-type: none"> ○ Mainstreaming iron fortification of rice at the national and subnational level. 					

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<p>(Deadline: Before finalizing the design of next CSP)</p>					
<p>Priority: Medium</p> <p>Recommendation 2: Develop a theory of change specific to CCS (including focus areas) with an associated results framework to track performance across CSPs.</p> <p>- The ToC should be informed strategically by the HDPN nexus. - The ToC should be co-created with the government agencies relevant to each domain/focus area. This will also require RBB involvement.</p>	<p>Led by CO Senior Leadership and Activity Managers</p> <p>Support from: HQ CCS Unit and Regional CCS and Monitoring Advisors</p> <p>In collaboration with Government and United Nations partners, as</p>	<p>Agreed.</p> <p>A CCS specific ToC based on a consultative and co-creation process and reflecting the HDPN nexus is a priority, building on the pathways and the CCS cases studies. It will be presented to key stakeholders. The ToC will ensure that GEWE and other inclusion considerations such as disability are considered in a structured and coherent way.</p>	<p>Develop a CCS specific ToC internally including an operational logframe informed by the consultative process held by CO PH in November 2022, and including guidance from RBB/HQ.</p> <p>National and regional government in BARMM, NGOs, CSO and vulnerable communities including IP representatives were consulted.</p>	<p>CO management, Programme, RAM, Supply Chain and ETC</p>	<p>Oct. 2023</p>

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<p>- Ensure emphasis on all five CCS pathways. Build on the pathways with more progress: Policy and Legislation and Institutional Effectiveness and Accountability.</p> <p>- Building on the gender assessment, the ToC should ensure that GEWE and other inclusion considerations such as disability are considered in a structured and coherent way when developing change pathways for the next CSP.</p> <p>- The ToC should be presented to external stakeholders through national and sub-national consultation</p>	<p>appropriate for joint learning</p> <p>Other CSP implementing and technical partners, as appropriate</p>		<p>The CCS ToC will be also informed by a LNOB analysis which will showcase the existing inequalities in terms of FSN and the steps to ensure that vulnerable groups including gender, persons with disabilities and indigenous people are not left behind.</p> <p>The ToC will be presented to relevant government and other stakeholders during planned high level meetings as part of the overall CSP development process.</p>		

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<p>Priority: High</p> <p><u>Recommendation 3:</u></p> <p>Proactively engage with the HQ CCS Unit and the RBB CCS advisor to formulate a documented CCS approach contextualized to country office activities. This should focus on principles and ways of working for a whole-of-government approach that leverages whole-of-CSP capacity.</p>	<p>Led by CO Senior Leadership, RAM</p> <p>Support from HQ CCS Unit and Regional CCS Advisor</p> <p>In collaboration with Government and United Nations partners, as</p>	<p>Agreed</p> <p>Following the CCS ToC, and drawing from the CCS guidance, a contextualized CCS approach and action plan including process milestones and continuous documentation of progress (e.g. Excel spreadsheet) will be developed. A whole-of-government consultative approach linked to a whole-of-CSP process and capacities will be pursued at national, regional and</p>	<p>- Collate key findings and results from various capacity needs mapping (CNM) and assessments e.g., BARMM CNM, SP Scoping Study, CNM by EPR, Supply Chain, Social Protection etc. to inform the CCS workplan</p> <p>- Strengthen CCS knowledge management and dissemination (continuous document of progress and WFP’s contributions to CCS) using a logbook approach (e.g. Excel spreadsheet) among</p>	<p>CO management, Programme, RAM, SC, EPR, ETC teams</p>	<p>During the implementation of new CSP</p>

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<ul style="list-style-type: none"> - This revised CCS approach should distil practical guidance from the existing CCS framework, supplemented by other evidence-based sources (i.e., reviews, scoping studies). - Lessons should draw from successful CCS activities, such as school feeding and developing the FSN roadmap. - It should include preferences for informal and formal coordination, who should be involved, and consider timing and timeliness of interaction. - This should include a transparent mapping of the various CCS initiatives and 	<p>appropriate for joint learning</p>	<p>LGU levels. Lessons learned will be integrated.</p>	<p>others.</p>		

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<p>roles/responsibilities of the country office and government staff within respective initiatives.</p> <ul style="list-style-type: none"> - Consider using a logbook approach (software solutions are available) to track most recent interactions and key takeaways for easy reference by country office staff. Explore normative guidance developed by WFP from other countries. - Consult closely with the WFP HQ CCS Unit to adopt and adapt the latest iterations of the performance logbook and tracker/database. Engage with HQ advisors to troubleshoot 					

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<p>issues as they arise. - This approach should be sensitized with the Government before finalizing, to ensure buy-in and approach compatibility. (Deadline: During implementation of next CSP)</p>					
<p>Priority: High</p> <p>Recommendation 4: Continue investing in country office human resources improvements, specifically in national capacity.</p>	<p>Led by CO Senior Leadership</p> <p>Support from RBB program unit on multi-year funding arrangements</p>	<p>Agreed</p> <p>Country Office human resource investments will remain a top priority going forward, with commensurate investments in the right skill sets including for capacity strengthening in tandem</p>	<p>- CO organizational alignment is continuing with a strategic workforce planning linked to the new CSP, planned for Q 1-Q2 2023.</p> <p>- Capacity modernization (continuous upskilling) will continue building on successes of 2022 (eg employee exchange</p>	<p>CO management (CD, DCD, Heads of Units)</p>	<p>October 2023</p>

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<p>- WFP Philippines has made significant improvements in strengthening staff capacity through investments in international and national staff, and staff restructuring. However, the operating model goes beyond staffing. Focus on building a strong organizational culture.</p> <p>- National staff are a critical part of the strong relationships with government. While short-term technical assistance is understandable as the country office addresses immediate staffing deficits, national officers should be prioritized for</p>		<p>with enhancing organizational structure and culture. Securing necessary fundings to build a strong cadre of national staff with requisite technical and managerial skills is a priority.</p>	<p>including with ADB, skills mapping etc).</p> <p>- Multi-year funding opportunities (e.g., Changing Lives Transformation Fund, BHA, DFAT, Canada) will be pursued.</p>		

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<p>recruitment, particularly for capacity-strengthening roles. - Without sustained multi-year funding, human resources and change management investment will not be possible. The country office needs to work with RBB and HQ colleagues to develop multi-year funding opportunities (internal and external to WFP) to enable staffing reforms to continue.</p> <p>(Deadline: Before finalizing the design of the next CSP)</p>					

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<p>Priority: High</p> <p>Recommendation 5: Host structured sessions to guide CCS strategic decisions, and the implementation and learning for a whole-of-government approach.</p> <p>- Organise specific planning sessions as part of the APP that discuss CCS outcomes in a non-numerical manner to understand progress, revisit the strategic vision for Government partnership and WFP's role in capacity strengthening, and refocus efforts on key areas of risk and opportunity.</p>	<p>Led by CO Senior Leadership, Activity Managers</p> <p>Support from HQ CCS Unit and Regional CCS Advisor</p> <p>In collaboration with Government and United Nations partners, as appropriate</p>	<p>Agreed</p> <p>As described above, structured sessions as part of the CSP development process and beyond, are underway. Linkages to the WFP internal Annual Performance Planning will be formulated. The CSP mid-term review is another key moment for stocktaking and alignment as required.</p>	<p>- Identify SO or activity level CCS FPs responsible for linking up with RBB/HQ and corporate guidance and apply them at CO level, tracking progress as part of CO and unit/individual action plans</p> <p>- As part of CSP implementation, organize strategically oriented consultation and other dialogue sessions with government and other partners including private sector, academia, etc.</p> <p>- Hold a CCS specific data review every year as part of the APP</p>	<p>CO management, Programme, RAM, SC, EPR, ETC</p>	<p>To be incorporated in 2022 APP and continued in subsequent years</p>

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<p>- Key questions should include: how do we most effectively and efficiently progress towards a longer-term line of sight, specifically with regards to building/strengthening relationships and exploring funding opportunities? Sessions should include internal and external stakeholders comprised of senior leadership, national activity managers, the HQ CCS unit and representatives of key partners and stakeholders.</p>			<p>review and ensure robust sections on CCS in the APP.</p>		