



JOINT SDG FUND

Management Response from WFP Madagascar to the recommendations of the formative evaluation of the joint programme on the “Development of an integrated social protection system for Madagascar”

from November 2019 to March 2022

1. This document, finalized in January 2023 presents the management response to the recommendations of the formative evaluation of the joint Sustainable Development Goals (SDG) Fund or Fagnavotse programme, “*Development of an integrated social protection system for Madagascar*” was initiated under the United Nations Sustainable Development Goal Fund and implemented between January 2020 and March 2022 through the leadership of four agencies of the United Nations (United Nations Children’s Fund [UNICEF], World Food Programme [WFP], International Labour Organization [ILO] and United Nations Population Fund [UNFPA]), in collaboration with the Food and Agriculture Organization (FAO), the World Health Organisation (WHO), and the Office of the United Nations High Commissioner for Refugees (UNHCR), and in partnership with the Government of Madagascar. UNICEF was the lead agency for the evaluation and hence the evaluation followed the UNICEF quality assurance processes.
2. The evaluation, which was commissioned by the agency partners UNICEF, WFP, UNFPA and ILO seeks to generate knowledge and high-quality lessons learned about the joint programme to improve implementation and inform the replication of inclusive social protection efforts in Madagascar. The specific objectives of the formative evaluation are to examine the design of the Fagnavotse programme, to assess whether the plans for the United Nations Joint SDG Fund align with the national social protection strategy and to document and provide recommendations and lessons learned on the design and integration process of social protection programmes in the south of Madagascar.
3. This formative evaluation seeks to generate knowledge and high-quality lessons learned about the Fagnavotse programme to improve implementation and inform the replication of inclusive social protection efforts in Madagascar.
4. The evaluation made 10 key recommendations. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. The matrix below presents the planned (or taken) actions, responsibilities and timelines.

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>Priority: (3 – priorité / 3 – faisabilité)</p> <p>Recommendation 1: Until the social registry is adequately established, implementers should ensure the use of shared platforms and harmonized targeting tools from the beginning to ensure the feasibility of integration among different programme components.</p>	<p>.</p>	<p>Not agreed</p> <p>If the joint social protection programme is still ongoing, this would have been the preferred option. However, since the programme is closed, it is no longer possible.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>
<p>Priority: (3 – priorité / 3 – faisabilité)</p> <p>Recommendation 2: Implementing agencies should prioritize community engagement in all aspects of programme</p>		<p>Not agreed</p> <p>If the joint social protection programme is still ongoing, this would have been the preferred option. However, since the programme is closed, it is no longer possible.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</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>implementation. For example, implementing agencies can consider how to better involve and mobilize local actors to raise their awareness of the programme, to provide more regular updates to beneficiaries on activity timelines and delays, and to ensure consistent messaging about the services across all three communes.</p>					
<p>Priority (3 – priorité / 3 – faisabilité) Recommendation 3: Each implementing agency should ensure the collection and data entry of basic monitoring data for each programme component. Monitoring systems should be secured and accessible to the relevant stakeholders. Implementing</p>		<p>Partially Agree The interoperability of the project data was not emphasized enough technically nor programmatically in the design of the joint project.</p>	<p>WFP collected data for project monitoring through a secured internal system and shared the collected data to the other agencies and partners when needed. (Action completed)</p>	<p>WFP Madagascar M&E</p>	<p>March 2022</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>
agencies should consider integrating tracking systems or at least ensuring that they are interoperable and linked by a unique identifier.					
Priority (3 – priorité / 3 – faisabilité) Recommendation 4: During all interactions with beneficiaries, implementing agencies should ensure that communication covers not only the activity at hand but also the broader joint programme services. Implementers should consider choosing programme names that are highly distinctive and thus		Not agreed This recommendation would have been relevant if there is a new joint social protection programme between the implementing agencies with clear consideration of shared responsibilities according to the structure and nature of the programme.	N/A	N/A	N/A

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>
reduce the potential for confusion between programmes					
Priority (3 – priorité / 3 – faisabilité) Recommendation 5: Implementing agencies should include government stakeholders in United Nations SDG Fund meetings and increase the frequency of interactions with relevant ministries.		Partially agree The weekly meetings allowed implementing agencies to discuss administratives and operational issues which did not need Government presence. It would have been however useful to organize monthly meetings with the Government counterparts in this type of joint programme.	The conclusion of the joint programme has been shared with the Ministry of Population, Social Protection and Promotion of Women Madagascar (MPPSF) as the lead ministry. (Action completed)	WFP Madagascar Resilience	Dec 2022
Priority (3 – priorité / 2.5 – faisabilité) Recommendation 6: Implementing agencies should continue to advocate for integrated social		Partially Agree The recommendation to continue and increase advocacy on integrated social protection programme is agreed. However it is too early to	Capacities are yet to be strengthened and policies to be completed with inputs from all Social	WFP Madagascar CBT Social Protection	Dec 2023

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>
protection with the government, including sharing some of the achievements of the Fagnavotse programme. Further, implementing agencies should consider developing a handover plan in the next phase of the joint programme.		handover entirely such programme to the government.	Protection working groups.		
(3 – priorité / 2 – faisabilité) Recommendation 7: Although recruitment processes are underway for MPPSPF staff at the local and district levels, MPPSPF should play a more active role in coordination at all levels		<i>Agree</i>	Fundamentally, should be a key component of MPPSPF to the alignment of information sharing and coordination	WFP Madagascar CBT Social Protection	Dec 2023
Priority (3 – priorité / 1.5 – faisabilité) Recommendation 8: Donors and implementing agencies should		<i>Not agreed</i> The joint programme is already closed and there is no donor commitment to do otherwise. It is not		N/A	N/A

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>consider extending the implementation period to ensure that appropriate structures are in place at the district and commune levels to sustain the programme with all its components.</p>		<p>possible to extend all components of the joint programme while ensuring appropriate structures at districts and communes levels could take over. Even if WFP components of the programme remain and continue in closed coordination with those authorities.</p>			
<p>Priority (2.5 – priorité / 2 – faisabilité)</p> <p>Recommendation 9: Implementing agencies should establish a dedicated platform or communication channel to ensure coordination between key implementing agencies and relevant ministries, and clearly assign roles and responsibilities to ensure effective collaboration.</p>		<p>Not agreed</p> <p>This recommendation would have been relevant if the joint programme is still ongoing but at this stage, this is no longer useful.</p>		N/A	N/A

<p>Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i></p>	<p>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></p>	<p>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></p>	<p>Actions to be taken <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) <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 <i>[Month and year – not to exceed related (sub-)recommendation deadline.]</i></p>
<p>Priority (1 – priorité / 2 – faisabilité) Recommendation 10: Implementing agencies should consider selecting a more stable region (less exposed to climate shocks) when piloting a complex integrated social protection programme in the future.</p>		<p>Not agreed This region is not only vulnerable to climate shocks but also because of various lack of access to services and infrastructures which is why it is even more needed to build a strong social protection programme with stable transfers for the most vulnerables ones coupled with Disaster Risk Reduction type of interventions. This is where the Nexus Humanitarian Development should be implemented.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>