

Management Response by Iraq Country Office to the recommendations of the decentralized evaluation of WFP Livelihood Support, Asset Creation and Climate adaptation activities in Iraq from Jan 2020 to Dec 2021.



1. *This document, finalized in October 2023, presents the management response to the recommendations of the decentralised evaluation of WFP's Livelihood Support, Asset Creation and Climate Adaptation activities in Iraq from January 2020 to December 2021..*

1. *The evaluation, which was commissioned by WFP's Iraq Country Office, had dual objectives of accountability and learning. The evaluation identifies achievements and areas of improvement to contribute to the discussion on WFP's strategic and operational direction in Iraq. It also provides evidence-based findings to inform operational and strategic decision making and contributes to the formulation of the upcoming WFP Iraq CSP. The Evaluation assessed activities against the following evaluation criteria: Relevance including Gender, Coverage, Coherence, Effectiveness, Efficiency and Sustainability and Connectedness.*

2. *The evaluation made seven key recommendations. 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.*

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: High</p> <p>Recommendation 1: To increase programmatic relevance and effectiveness, the WFP resilience team should aim to ensure greater compliance with their own three-pronged approach (contextual analysis, seasonal livelihood planning, community-based participatory planning). This should enable new programmatic interventions, to improve population participation at all stages of project implementation and ensure the representation of relevant participant groups, whose disaggregated numbers should be consistently included in project reports so they can be monitored. Within the revised direct implementation methodology,</p>	<p>WFP Resilience Team</p>	<p>Agreed</p>	<p>1.1.1 To ensure compliance with the three-pronged approach, the SO2 planning phase has been based on the field offices (FOs) consolidated feedback from local stakeholders, planned intervention must be aligned with government policies and WFP strategies.</p> <p>1.1.2 During the implementation, the planned project was shared and agreed with the identified participants and stakeholders The ongoing intervention have established periodic validation was established during the project implementation to ensure participation, ownership and sustainability.</p> <p>1.1.3 Data analysis used for planning and project design was based on first</p>	<p>Programme-Resilience RAM Government Counterparts Stakeholders’ representatives Participants and affected population representatives</p>	<p>September 2023</p>

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<p>project management cycles should allow enough time for cross-cutting analysis to be undertaken.</p>			<p>hand data with specific data collections when necessary and available secondary data from relevant sources.</p> <p>1.1.4 The project management cycle includes periodic validation to confirm or adjust the project implementation and increase restitution to project participants and stakeholders.</p> <p>1.1.5 An Integrated context analysis is currently ongoing to inform the CSP and support WFP interventions by providing a cross-cutting overview and recommendations on gender, protection, inclusion and conflict sensitivity.</p>		
<p>Priority: High</p> <p>Recommendation 2: Whether working through CPs, public authorities or directly implementing activities, resilience team managers should ensure that</p>	<p>WFP Resilience Team</p>		<p>2.1.1 Targeting activities have been planned and agreed with the main stakeholders and representatives of affected populations. Government priorities are embedded within WFP</p>	<p>Programme-Resilience RAM</p>	<p>September 2023</p>

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<p>selection criteria are consistently applied at field level, participant lists thoroughly verified and communities aware of participant selection criteria. This will support improved community level confidence in the selection criteria, as well as donor confidence in WFP programme effectiveness.</p>			<p>interventions. They also assessed based on the CSP Strategic Outcomes and WFP guidelines on participant selection criteria. Project participants have been engaged on providing feedback during the project implementation and reporting phases.</p>	<p>Government Counterparts Stakeholders’ representatives Participants and affected population representatives</p>	
<p>Priority: High Recommendation 3: To improve sustainability, the resilience team management should ensure that ongoing and future resilience activities interventions have built in follow up and sustainability activities to monitor and maximise longer-term programme effectiveness and long-term impact. Specifically for the UL and EMPACT interventions, this should include business development support activities embedded in</p>	<p>WFP Resilience Team/Management</p>	<p>Agreed</p>	<p>3.1.1. The ongoing Strategic Objective (SO) 2 programme plan includes a monitoring log-frame to closely monitor the results at output level and periodically report through quantitative and qualitative assessments. The data collected through regularly monitoring exercises and other qualitative sources (including self-assessment interviews for participants) will be revised according to the results monitor framework and recommendations for programme</p>	<p>Programme-Resilience RAM</p>	<p>December 2023</p>

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capacity building interventions based on local market needs assessment.			adjustments will be incorporated before each implementation cycle. 3.1.2 To ensure there is demand for the products and services offered by WFP programme participants particularly in relation to business development support, CO has conducted regular market assessments for those products/services where there are not recent assessments conducted.		

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<p>Priority: Medium</p> <p>Recommendation 4: To increase efficiency and sustainability, government ownership of activities should be prioritised by resilience programme staff from the outset of interventions, and incorporated into programme design. Similarly, capacity building within government departments to enable their current and future management of interventions should be augmented as the resilience programmes move forward. Realistic indicators should be set up so both of these may be monitored and measured. This is particularly relevant in terms of gender considerations and the inclusion and selection of vulnerable populations within programme implementation.</p>	<p>WFP Resilience Programme Staff</p>	<p>Agreed</p>	<p>4.1.1 Long-term local government ownership of WFP interventions has been included as an overarching goal in the SO2 programme plan and through government stakeholders' consultations during the design inception and validation phases.</p> <p>4.1.2. Capacity building activities with government stakeholders, have been embedded in SO2 programme planning, leveraging on the in-house knowledge within WFP Iraq staff. Government stakeholders have been supported with technical assistance for building their capacity on strategic interventions and contributions to key international conferences</p> <p>4.1.3. Jointly with RAM accurate indicators have been defined to measure government engagement and ownership over programmes.</p>	<p>Programme-Resilience RAM Supply Chain WFP Support Services</p>	<p>September 2023</p>

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Priority: Medium Recommendation 5: WFP Country team senior management should consider bolstering the number of staff responsible for	WFP Country Team/Senior Management	Agreed	5.1.1. A Programme Policy Officer on cross-cutting social topics including gender protection, CS, AAP, etc. is currently being recruited despite the	Programme Cross Cutting - Resilience	September 2023

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<p>gender, as well as other cross-cutting thematic activities – e.g. in the areas of environment, economics and conflict. Training and awareness raising activities need to be initiated as WFP implement directly through their own staff and in collaboration with local government counterparts.</p>			<p>financial restrictions experienced by the Country Office.</p> <p>5.1.2 Together with the support of RBC focal points, a mainstreaming strategy will be developed during the cross-cutting context analysis exercise to ensure effective streamlining and internal capacity building across programme interventions</p> <p>5.1.3 Current staff has been encouraged to strengthen their knowledge on cross cutting areas by taking the available courses on WeLearn.</p>		
<p>Priority: Medium</p> <p>Recommendation 6: Internal partner monitoring procedures should be jointly reviewed by the resilience team and procurement management to identify why there were recurring complaints</p>	<p>WFP Resilience Team and Procurement Management</p>	<p>Agreed</p>	<p>6.1.1</p> <p>6.1.1 Programme team has been trained to provide clear and detailed scope of work for required services so to minimize ambiguity and confusion during the procurement</p>	<p>Programme Partnerships – Resilience WFP Supply Chain</p>	<p>June 2023</p>

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regarding the quality and timeliness of items procured and to establish what systematic corrections need to be made.			process and to ensure that the desired services are delivered in a consistent, effective, and cost-efficient manner. 6.1.2 The vendors' rosters have been expanded and the Procurement team continues to provide capacity building to the suppliers to promote competition based on service quality and cost-effectiveness.		
Priority: Medium Recommendation 7: Given WFP's move towards direct implementation, WFP senior management and resilience team managers should elaborate a medium/long-term staff planning strategy to ensure appropriate levels of expertise are available for each thematic element within their resilience interventions.	WFP Senior Management and Resilience Team management	Partially agreed	The CO is unable to commit to this recommendation because of the provided deadline. 7.1.1 The Country Office (CO) is committed to develop and refine a longer-term strategy by December 2024 for alignment on SO2 programme priorities and expected outcomes so to identify, recruit and retain the necessary expertise as per available resources. The uncertain	Programme Senior Management	June 2023

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			funding outlook may well limit the CO's ability to commit to a longer-term staffing plan, particularly in regards to ensuring longer term contracting of the required expertise against the priority themes. The strategy will ensure that international expertise works closely with national staff and other counterparts to build their capacities and knowledge over a period of time.		