

MANAGEMENT RESPONSE TO THE RECOMMENDATIONS OF THE REGIONAL EVALUATION OF WFP'S CONTRIBUTION TO SHOCK-RESPONSIVE SOCIAL PROTECTION IN LATIN AMERICA AND THE CARIBBEAN (2015-2022)



Latest update date: 8 July 2024

BACKGROUND

This document presents the WFP management response to the recommendations from the Regional Evaluation of WFP's contribution to Shock-Responsive Social Protection in Latin America and the Caribbean. The evaluation had two main objectives: learning and accountability. Emphasizing learning, the evaluation aimed to understand high-level outcomes and extract lessons and good practices. For accountability, it identifies the results achieved from implementing the SRSP framework and pillar of the Regional Social Protection Strategy (2019) by WFP in LAC. The evaluation assessed the coherence, effectiveness, efficiency, sustainability, and gender and inclusion aspects of WFP's engagement in SRSP, the system-wide commitments on Gender Equality and Women's Empowerment (GEWE), and the extent to which gender, equity, and wider inclusion issues and considerations were integrated in the interventions' design, including for people with disability.

The evaluation made a total of 7 key recommendations with 21 sub-recommendations. The response presented below sets out whether WFP agrees, partially agrees, or disagrees with the evaluation recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities, and timelines.

Recommendations and sub-recommendations [one recommendation/sub-rec per row, deadlines in brackets]	Recommendation and sub-recommendation lead office ¹	Management response ²	Actions	Action lead office ³	Action deadline (Indicate month and year)	Status ⁴
Priority: High December 2024 Recommendation 1. WFP should establish more structured platforms for knowledge sharing and exchange both internally among WFP country offices and regional bureaus as well as externally among partners, while also providing support to strengthen capacities in less-advanced regions with a view to promote their uptake of lessons:	School Meals & Social Protection Service	Agreed	For recs <u>with</u> sub-recs, do not indicate actions in this cell			
1.1 Internally, regular activities (e.g., workshops, webinars) should be organized to facilitate in-depth discussions and learning from the experiences of successful SRSP interventions in different regions and among country offices. Sharing of material and exchange between staff should be encouraged by the Regional Bureaux and HQ. (December 2025)	HQ SP Unit (PROS)	Agreed	1. Share relevant lessons and provide opportunities for experience exchange (at least 2 dedicated sessions between 2024 and 2025)	HQ SP Unit [RBx]	December 2025	Ongoing
			2. Organize at least 2 tailored South-South and triangular cooperation exchanges based on country requests.	School Meals & Social Protection Service and RBx	December 2025	Ongoing
			3. Promote exchange between regions / participation of relevant country offices in global	School Meals & Social	June 2025	Ongoing – - Colombia and Haiti invited to participate in

¹ Indicate the lead office, with any supporting offices in brackets

² Indicate whether each recommendation and sub-recommendation is 'Agreed', 'Partially agreed' or 'Not agreed'. Briefly justify partially or not agreed

³ Indicate the action lead, with any supporting offices in brackets

⁴ Indicate the current status of the action – Not started/ Ongoing/ Completed

			events featuring SRSP (at least 2 until mid-2025).	Protection Service[RBx]		Global event focused on fragility organized by WFP HQ with FCDO in Rome in October 2024 - Internal promotion of relevant external webinars
			4. Disseminate internally the results of the Regional evaluation with other units, including EPR.	School Meals & Social Protection Service and RBP	December 2024	Ongoing
1.2 WFP should actively support knowledge management to capture lessons learnt and good practices related to supporting SP systems including ensuring that sufficient budget is allocated to knowledge management at different levels. (December 2024)	HQ SP Unit (PROS)	Partially agreed (It is subject to funding assigned for knowledge management)	5. Finalize country case studies on social protection in the region (at least 3 in the region) and disseminate with relevant internal audience	HQ SP Unit RBP	December 2025	Ongoing
			6. Share and disseminate specific case studies from the SRSP evaluation	RBP School Meals & Social Protection Service	December 2024	Ongoing
1.3 Recognizing that some of the least developed countries may lack the SP system foundational building blocks, WFP at HQ level should provide systematic opportunities for regional cross-learning, inter-regional support, and technical assistance to strengthen their capacities incrementally prior and/or in parallel to supporting the shock-responsiveness of these systems. Lessons from LAC could be	HQ SP Unit (PROS)	Agree (and refer to previous points under 1.1 and 1.2)	7.			
			8.			
			9.			
			11.			

<p>systematised, adapted, and tailored to the specific contexts of each region, considering their existing systems and capacities. (December 2024)</p>						
<p>Priority: High December 2024</p> <p>Recommendation 2: WFP should continue positioning itself as a key partner to national governments within the realm of SRSP, as part to its broader contribution to SP system strengthening, for better food security and nutrition outcomes. Building upon the existing SRSP roadmaps and CSPs, WFP COs, working closely with governments, should persist in revising well-defined strategies with measurable objectives in SRSP based on lessons learned to date, while maintaining flexibility to address emerging needs:</p>	RBP	Agreed	<p>For recs <u>with</u> sub-recs, do not indicate actions in this cell</p>			
<p>2.1 WFP should continue adopting a proactive role as a coordinator and facilitator in SRSP initiatives, fostering collaboration among key stakeholders, including UN agencies (UNICEF, WB, etc.), NGOs, and IFIs at both regional and country levels. WFP should build on the existing regional and country coordination platforms for SRSP and advocate for establishing them with strong national leadership where they are absent. These platforms should also facilitate agreement on common terminology among actors to prevent confusion and align with the terms used by governmental actors. (December 2024)</p>	RBP	Agreed	<p>1. Strengthen and further expand WFP leadership role in “Mesas de protección social adaptativa” at country level and other coordination mechanisms – at least two countries in LAC (Dominican Republic, Colombia)</p>	COs RBP	December 2024	Ongoing
			<p>2. Maintain the leadership of the ECHO thematic group on Shock-Responsive Social Protection and Risk Financing</p>	RBP	Dec 2024	Ongoing
<p>2.2 WFP should continue strengthening its role as a thought leader in SRSP, in</p>	RBP	Agreed	<p>1. Feature SRSP country experiences through school</p>	RBP	August 2024	Ongoing

<p>LAC and globally. In doing so, it should continue to spearhead regional and international conferences, high level South-South collaboration events, in partnerships with other UN agencies and relevant stakeholders to enhance the impact and reach of these initiatives. (December 2024)</p>			feeding in upcoming X Regional School Feeding Forum in Mexico in August 2024.			
			2. Ensure participation of at least 2 LAC countries and RBP (Colombia and Haiti) at the Global Forum on Fragility – October 2024 in Rome, WFP HQ.	HQ SP [RBP]	Octobre 2024	Ongoing
<p>2.3 The COs should continue developing country-specific strategies and priorities for the strengthening of SP systems, capitalizing on insights derived from the evaluation's country case studies. These strategies should be developed in close collaboration with governments and key partners, recognizing the need for adaptability and flexibility in modality to best match the unique country context and priorities for strengthening SP systems based on the value-added, mandates and available resources. The CSP's formulation phase provides an opportune moment for engaging in participatory consultations at the country level and embed SRSP in strategic planning processes. (December 2024)</p>	RBP	Agreed	Support CSP formulation processes in the region (Cuba, Guatemala) and ensure SP is adequately incorporated in the line of sight (including SRSP)	RBP [COs]	December 2024	Ongoing
			Support at least one social protection mapping exercise at country level (e.g., Honduras)	RBP	December 2024	Ongoing
			Support COs with developing SRSP Road maps (Perú, Honduras, Guatemala)	RBP	December 2024	Ongoing
<p>2.4 RBP should continue supporting further roll out of the existing operational SRSP Guidance developed by HQ. It should be used as a menu, adaptable to each specific context, rather than as a rigid kit, supporting Cos in the development and implementation of their SRSP strategies. (December 2024)</p>	RBP	Agreed	Continue SRSP guidance rollout in LAC: at least two countries (Honduras, and Peru) with SOPs developed and validated with government.	RBP, School Meals & Social Protection Service	December 2024	Ongoing

<p>Priority: High December 2024</p> <p>Recommendation 3: WFP should continue generating robust evidence on its engagement in strengthening SP systems and contribute to enhancing the monitoring and evaluation capacities of these systems. It shall further develop its ToC and performance measurement framework (PMF) for SP, describing the key milestones and how WFP will know when these are met.</p>	<p>HQ SP Unit (PROS)</p>	<p>Agreed</p>				
<p>3.1 WFP should develop a ToC that identifies key outcomes and impact pathways, drawing on SP activities undertaken by a range of country offices. Based on this ToC, develop a PMF with SMART indicators for each outcome. This framework should build on the existing guidance and the WFP Corporate Results Framework (CRF). The ToC should equally lead to clarifying and harmonizing terminology within WFP. (December 2024)</p>		<p>Partially agreed for the following reasons: (1) The pathways have already been developed and agreed corporately in the strategy by the whole of WFP's social protection community (2) In many conversations over the years across WFP we have agreed not to develop a theory of change because COs are not in a position to use it – they develop their own theories of change in their CSP. The 'pathways to change' diagram in the strategy is</p>	<p>Generate some core indicators that can guide the SRSP work in the COs</p>	<p>School Meals & Social Protection Service</p>	<p>June 2025</p>	<p>Ongoing</p>
			<p>Continue to promulgate the corporate position on terminology around shock-responsive social protection, highlighting the importance of country-and region-specific terminology that is understood by governments and other counterparts'</p>		<p>June 2025</p>	<p>Ongoing</p>

		intended to serve as inspiration and a point of departure for conversation (3) At the moment COs are not even obliged to report on indicators that are in the CRF, let alone use ones that aren't included.				
3.2 WFP should continue systematically generating evidence and supporting national monitoring and evaluation systems to allow to better understand how both national governments and WFP's investments in strengthening SP lead to changes at different levels, including related to gender equality and women's empowerment, as well as further identify possible unintended effects (positive and negative) to ensure accountability to the populations most in need and at risk of marginalization. (December 2024)		Agreed	Use the STAAR funds in Honduras and Haiti to make some progress in this area, such as developing gender assessments, data management and sensitization of civil servants and WFP personal.	RBP and COs	December 2025	Ongoing
			Evidence on SP and people living with HIV in LAC countries (e.g., Haiti, Dominican Republic, Guatemala) and on SP and migration (Colombia)	RBP and COs	December 2025	Ongoing

Operational recommendations

Priority: High December 2024 Recommendation 4. Recognising the significant investment to date in internal and external capacity strengthening in SRSP as part of the broader capacity strengthening efforts on SP in LAC (Caribbean SRSP e-learning, EPRI training among others) and to ensure sustainability of investments in SP systems, WFP should continue these	RBP in coordination with COs	Agreed				
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efforts internally and externally. Further capacity development should include:						
4.1 Training and support to WFP personnel among others related to: i) opportunities for fostering longer-term collaborations with governments including alignment between SRSP work and the CCS Framework, tools and approaches; ii) disaster risk financing (see recommendation 6 below); iii) gender-sensitive and gender-transformative approaches and strategies to reach and include marginalised groups within SP systems. (December 2024)	RBP in coordination with COs	Agreed	1. Roll-out of the regional learning journey on nutrition-sensitive social protection for LAC, developed with IDS and sp.org – for internal and external audiences	RBP [COs]	December 2024	Ongoing
			2. Provide tailored support to COs through technical support missions, at least three missions planned for 2024.	RBP	December 2024	Ongoing
			3. Disseminate in LAC the WFP Social Protection Fundamentals training and other WFP Welearn resources(HQ to translate training to Spanish and French.)	RBP[HQ SP]	December 2024	Ongoing
4.2 Sustained capacity development with partners and governments through training partnerships with universities, south-south cooperation, and conferences. (December 2024)	RBP in coordination with COs	Agreed	4. See above – partnership with IDS and sp.org	RBP	December 2024	Ongoing
4.3 In contexts where it is relevant, WFP should focus on increased engagement and capacity strengthening at sub-national level, to ensure sustained availability of trained personnel familiar with shock-responsive SP at these levels, promoting long-term sustainability and furthering the integration of SRSP into national-level advocacy, policies and procedures at different levels of governance. (December 2024)	RBP in coordination with COs		SRSP roadmaps in Peru and Honduras, and possibly other countries in the region	RBP and COs	December 2024	Ongoing

<p>Priority: Medium December 2024</p> <p>Recommendation 5. The evaluation recognizes the innovative and pioneering nature of WFP's investments to date on disaster risk financing (DRF). WFP should continue to expand its evidence generation and investments in disaster risk financing where it is relevant, to contribute to sustainable financing models of response to shocks through strengthened SP.</p>	<p>RBP (SP & Nutrition Team and Climate Change Team)</p>	<p>Agreed</p>				
<p>5.1 WFP should generate evidence, both qualitative and quantitative, about the usage and potential benefits of these mechanisms at institutional and individual level (for women and men, and obstacles to engagement experienced by possible marginalized groups). (December 2024)</p>	<p>RBP (SP & Nutrition Team and Climate Change Team)</p>	<p>Agreed</p>	<p>1. FNG/ENHANCE analyses in Peru and Guatemala</p>	<p>RBP and COs</p>	<p>December 2025</p>	<p>Ongoing</p>
<p>5.2 RBP should support COs to carry out a mapping of existing DRF mechanisms available at the individual, national, and regional levels, building on existing lists and identifying the finance mechanisms that are linked to SRSP, as well as with climate change issues. This mapping should identify current gaps in the DRF landscape and areas where WFP or other partners can bring added value from which greater investments could be obtained. This evidence shall be used for advocacy and training. (December 2024)</p>	<p>RBP (SP & Nutrition Team and Climate Change Team)</p>	<p>Agreed</p>	<p>2. Develop at least one case study from the region on DRF and SP, possibly with an AA angle</p>	<p>RBP [COs]</p>	<p>December 2025</p>	<p>Not started</p>
<p>5.3 WFP's efforts in risk financing should be continued and expanded taking a comprehensive approach to increased engagement in the sector. In this continuation and expansion, WFP</p>	<p>RBP (SP & Nutrition Team and Climate Change Team)</p>	<p>Agreed</p>	<p>1. Joint technical assistance to Cos with Climate Change team (country support and documentation)2. Regional brief on DRF for social</p>	<p>RBP [HQ]</p>	<p>December 2025</p>	<p>Ongoing</p>

<p>should be advocating for a risk-layered approach in its work in DRF including ensuring that the impacts on humans are prioritized by governments in their allocations after emergencies and for anticipatory action, as well as that resources are allocated to actions that support vulnerable impacted persons. (December 2024)</p>			<p>protection, based on existing experiences in the region (mid-2025, contingent on funding)</p> <p>3. Continue leading the regional thematic group on SRSP and DRF with ECHO and UNDRR</p>			
<p>Priority: Medium December 2024</p> <p>Recommendation 6. Recognizing its innovative contribution in digitalization processes, WFP should continue exploring opportunities in supporting governments of the region in to improve the effectiveness and efficiency of SP delivery. Particular emphasis should be placed on registries, monitoring, payment and delivery systems.</p>	<p>RBP (SP & Nutrition Team in collaboration with TEC)</p>	<p>Agreed</p>				
<p>6.1 To ensure success, WFP should prioritize technical assistance, capacity strengthening and advocacy for the adoption of digital solutions by governments, beneficiaries, and partners, including local merchants. The development of these digital solutions needs to be tailored to specific governmental needs and demands, building on existing national systems. WFP should adopt a strategic approach, involving testing and piloting new mechanisms and collaborating with a diverse range of providers to address the needs of government SP systems. Previous experiences in digitization must be contextualized to national realities, considering capacity gaps at all levels.</p>	<p>RBP (SP & Nutrition Team in collaboration with TEC)</p>	<p>Agreed</p>	<p>Tailored TA to COs , based on specific needs (e.g. registries, payment systems, interoperability of information systems)</p>	<p>RBP (SP, Nutrition, CBT and TEC)</p>	<p>December 2025</p>	<p>Ongoing</p>

<p>In this work, WFP should continue to invest in evidence generation and monitoring of the opportunities and barriers to access and inclusion faced by women and men, as well as particular vulnerable groups. (December 2024)</p>						
<p>6.2 In any digitization strategy, and/or support provided to governments in digitalizing processes and systems, WFP must consider the inclusion and access of both women and men, and populations with limited connectivity. Planning for digital solutions must also provide for offline benefit options for specific cases where power or internet may be cut off. WFP could take advantage of its working relationships with telecommunication companies and relevant financial service providers to expand coverage in rural areas with limited connectivity. (December 2024)</p>	<p>RBP (SP & Nutrition Team in collaboration with TEC)</p>	<p>Agree</p>	<p>Tailored TA to COs</p>	<p>RBP SP, TEC, CBT and Nutrition</p>	<p>December 2025</p>	<p>Ongoing</p>
<p>Priority: High December 2024</p> <p>Recommendation 7. WFP should seize the opportunity when assisting governments in strengthening SP systems and emergency preparedness and ensure that it also contributes to enhancing inclusion, gender-sensitivity and potentially their transformative attributes. This will allow to continue building on its strategic thinking on gender sensitive SP from an intersectional perspective, ensuring the needs of the most vulnerable populations are systematically considered.</p>	<p>RBP</p>					
<p>7.1 Expand on the gender-sensitive SP paper to provide more clear and actionable technical guidance for</p>	<p>RBP</p>	<p>Agreed</p>	<p>Leverage STAAR funding to Honduras and Haiti aimed at incorporating a gender and</p>	<p>RBP (SP, Nut and Gender)</p>	<p>December 2025</p>	<p>Not started</p>

<p>country offices on gender-sensitive approaches to SRSP, including analysis and identification of persons who may be left out. (December 2024)</p>			<p>inclusive perspective within their SRSP agenda, plus, previous learning from Gates funding in Haiti and Barbados MCO and Colombia experience with migration and country experiences with HIV and SP to develop a short regional fact sheet/lessons learnt document</p>			
<p>7.2 In line with the above, WFP should identify a clear strategy for how to engage with the governments on gender, inclusion, and intersectionality. WFP could consider conducting policy and institutional capacity analyses at the country-level, defining the support required to assist governments in ensuring the needs of the most at-risk and vulnerable to shocks are considered. This may include, for example, advocating for updating out-of-date poverty data through an intersectional lens and considering the prolonged nature / effects of such crises. (December 2024)</p>	RBP	Agreed	See action above – same action required for this point	RBP (SP, Nut, Gender and EPR)	December 2025	Not started
<p>7.3 To mitigate any potential unintended negative effects on social cohesion and confidence in national SP systems, WFP should prioritize information campaigns, community feedback mechanism, and social behavior change communication strategies to support two-way communication and ensure transparency and understanding of the assistance provided. This will help build trust and avoid perceived preferential</p>	RBP	Partially agree/Disagree (based on current capacities)	10. CFM – work with RAM team to map and strengthen CFM mechanisms for SP (including school feeding) in selected countries, where relevant and feasible	RBP (SP, RAM, Protection and TEC)	December 2025	Not started
			11. Support COs with tailored approaches for two-way communication strategies/SBC if funding is made available for SBC role in RBP.	RBP (Nut, SP, RAM, TEC)	December 2025	Not started To be re-initiated if funding available, otherwise not feasible

treatment for certain groups. (December 2024)						
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