Management Response from WFP Moldova to the recommendations of the decentralized evaluation of WFP's Cash Based Transfers and Social Protection Activities in Transitioning Emergency Assistance to National Systems and Preparing for a Responsible Exit in Moldova (DE/MDCO/2025/016) from March 2022 to August 2025

1.   This document, finalized in February 2026, presents the management response to the recommendations of the evaluation of WFP's Cash Based Transfers and Social Protection Activities in Transitioning Emergency Assistance to National Systems and Preparing for a Responsible Exit in Moldova.

2.   The evaluation, which was commissioned by Moldova Country Office covered the period from the first ever establishment of WFP's presence in Moldova in March 2022, through to August 2025. However, WFP's actions (from September 2025 – February 2026) across the final 6 months of the iCSP (duration from March 2024 – February 2026) were excluded from the evaluation. This means that evaluation could not consider the completion of a range of different SO2 technical assistance activities, phasing out of SO1 direct assistance activities and execution of closure and handover plans to the Government and other UN agencies. As such, the evaluation only partially covers the entry-to-exit journey of WFP.

3.   However, it does cover the Strategic Outcome 2 (SO2) in the T-ICSP (September 2022 – February 2024) and ICSP (enhanced national social protection capacities) and activities under the Strategic Outcome (SO1) in the LEO (March 2022 – August 2022) T-ICSP and ICSP (meeting the needs of crisis-affected populations). These have collectively leveraged national systems and WFP's direct assistance provided an entry point for WFP engagement in the national social protection space. The evaluation served the dual purpose of accountability and learning and and was designed to contribute to the preparation for a responsible exit of WFP from

Moldova by February 2026 and distil learnings for WFP and external stakeholders of relevance for other WFP COs and HQ. The evaluation documents key lessons in how WFP used its humanitarian delivery capacity to establish itself as an actor in the social protection space in Moldova in order to facilitate a responsible exit.

4.   The evaluation made two key recommendations and seven sub-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.

The implementation of these recommendations and actions as outlined below support the successful conclusion of WFP's operation in Moldova by February 2026. Herewith, the Moldova's 'entry and exit' business model demonstrates how WFP can respond to acute emergencies, rapidly scale up operations, deliver results efficiently, and proactively plan for a responsible transition and exit within the framework of first LEO, followed by TiCSP and ultimately its iCSP, covering a total period of only 4 years.

For WFP in Moldova, the responsible exit has been a deliberate choice, based on forward looking analysis regarding WFP's relevance, comparative advantage and added value. As such, the evaluation and actions as explained below provide some insight how WFP Moldova put the necessary conditions in place to facilitate a sustainable exit rather than a closure based on retrofitting due to insufficient funds. WFP Moldova systematically synchronized its operational footprint, staffing structure and financial resources with the timeline for a responsible exit, with the CO planning ahead, including to cover the entire transition.

Through 'the Moldova entry-exit model', WFP was able to meet urgent humanitarian needs while strengthening nationally led systems that will endure beyond WFP's presence in Moldova. Therefore, WFP Moldova's Entry-Exit model can also be an example of how WFP's Strategic Plan (2026 – 2029) can be implemented, with focus on Strategic outcome 1 (Effective emergency preparedness) and Strategic outcome 3 (Enabled government and partner programmes).

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
Priority: High **Recommendation 1:** In advance of the planned WFP exit from Moldova, the Country Office (CO) should focus on embedding and sustaining system-strengthening activities within national institutions and capturing key learnings to inform corporate practice. **(End April 2026)**	WFP CO	Agreed			
Sub-recommendation 1.1: WFP should complete all system-strengthening activities in line with the timeframe for closing the CO in early 2026. (End February 2026)	WFP CO	Agreed	1.1.1 Shock-responsive social protection (SRSP) package including SOP's, digital beneficiary management (UAHelp) and reconciliation modules finalised	Social Protection Coordinator and Business Transformation Officer	End February 2026
			1.1.2 Risk prevention guidance produced, enhancing transparency	Social Protection Coordinator	End February 2026

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			of social safety net of last resort ('Ajutor Social').		
			1.1.3 Social canteen in Ursoaia handed over to the local administration	Social Protection Coordinator	End January 2026
Sub-recommendation 1.2: In this remaining programme period the WFP CO should prioritise the implementation of (i) "post production" activities to ensure the successful transfer of system-strengthening activities, and (ii) support to inter-agency and Government coordination efforts to transition of refugee support from humanitarian, to development, sources of finance, whilst (iii) putting in place handover plans to the government and WFP partners. (End February 2026)	WFP CO	Agreed	1.2.1 a) All elearning products for Risk Prevention, UAHelp, SRSP digital module loaded to MLearn Platform, accelerating digital learning for social protection workforce. b) Risk Prevention guidance and Social Assistants Communication Manual printed and delivered to the MLSP. c) Technical guidance and manuals provided to the MLSP. d) Legislation on UAHelp and three Ministerial	Social Protection Coordinator and Business Transformation Officer	End February 2026

Recommendations and related Sub-recommendations (Deadline) *[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]*	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) *[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.]*	Management Response *[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]*	Actions to be taken *[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]*	Action Lead (Supporting Offices/Divisions) *[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]*	Action Deadline *[Month and year – not to exceed related (sub-)recommendation deadline.]*
			internal orders ratified for formal authorisation and use of WFP technical assistance deliverables in the national social protection system.		
			1.2.2 RRP ISWG annual tasks finalised for 2025, MLSP Social Protection Roadmap and UN-NGO Action Plan on Transitioning produced, accelerating integration of refugees in Moldovan society and systems.	Social Protection Coordinator and Programme Policy Officer	End February 2026
			1.2.3 a) Donor event and MLSP-WFP Handover event carried out accompanied by reports and transfer of relevant analyses and reports. b) Joint WFP-UNICEF-UNDP	Country Director, Social Protection Coordinator, Head of Direct Assistance	End February 2026

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			SRSP note produced accompanied with transfer of technical materials to UN and MLSP, promoting a joint UN-SRSP approach in line with MLSP priorities. c) WFP handover plans, including technical analysis of WFP-supported interventions and beneficiary profiles communicated to MLSP and UNHCR. d) WFP reinforced integration with the MLSP by integration of UAHelp MIS in the MLSP digital ecosystem, training of social workers, internal order and technical note on how to transition the caseload from		

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			humanitarian assistance to the national system. e) WFP to officially handover all relevant analyses, reports and other information on its activities to RC, RCO and UNCT to mark the conclusion of its operations in Moldova with the UN. (UNCT Teams channels)		
Sub-recommendation 1.3: The CO should prioritize knowledge management (KM) plan actions to capture key lessons from Moldova in relation to its system-strengthening work, to fill gaps in WFP corporate technical guidance. (End February 2026)	WFP CO (Global Headquarters (GHQ) School Meals and Social Protection)	Agreed	1.3.1 Four technical KM products have been formulated on Ajutor Social, Capacity Strengthening, Refugee Management and Shock-Responsive Social Protection	Social Protection Coordinator	March 2026

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Sub-recommendation 1.4: The CO should develop products capturing the entry-to-exit best practice across programme and support services including development of an entry-to-exit model for WFP Country Office in similar contexts and Standard Operating Procedures for CO Transition and Closure. (End April 2026)	WFP CO (Relevant GHQ units/divisions/services)	Agreed	1.4.1 Four KM products have been formulated including a Country Case Study, a Human Resources report, an Entry-Exit Model document, and, SOPs for CO transition and closure	Country Director with assistance from all Head of Units	March 2026
Priority: High ***Recommendation 2:*** WFP HQ should draw on the lessons from Moldova to support the delivery of the WFP Strategic Plan for 2026-2029, including Strategic Outcome 1 (Effective emergency preparedness and response) and Strategic outcome 3 (Enabled government and partner programmes) **(End 2027)**	WFP HQ	<u>Partially agreed</u>, see comments	WFP CO to prepare relevant KM for use by GHQ	WFP CO instead of GHQ	March or April 2026 instead of end 2027.

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[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	*[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.]*	*[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]*	*[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]*	*[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]*	*[Month and year – not to exceed related (sub-)recommendation deadline.]*
Recommendation 2.1: Update CSP guidance related to CSP design, particularly applicable to MIC and protracted humanitarian and displacement contexts, and key features on the rollout of programme and support services from the opening to closure of a CO. (End 2027)	CO and relevant GHQ units/divisions/services	Partially agreed, 2027 timeframe is not feasible and the Moldova CO KM products will provide the input material to the HQ team managing CSP design and implementation	2.1.1 The KM products including the Country Case Study, the Human Resources report, the Entry-Exit Model document, and the SOPs for CO transition and closure, including suggestions related to CSP-guidance and design, are produced by the Moldova CO and sent to the HQ team managing CSPs	Country Director	March 2026

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Recommendation 2.2: Update specific tools and procedures related to the Global Footprint Review (GFR) supporting COs to proactively transition out of direct assistance to government systems, and, to manage a responsible exit and closure of COs. (End 2027)	CO and relevant GHQ units/divisions/services	Partially agreed, 2027 timeframe is not feasible and the Moldova CO KM products will provide the input material to the HQ team managing CSP design and implementation	The KM products including the Country Case Study, the Human Resources report, the Entry-Exit Model document, and the SOPs for CO transition and closure, including suggestions related to GFR, are produced by the Moldova CO and sent to the relevant HQ teams managing planning and rollout of the Global Footprint	Country Director	March 2026

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Recommendation 2.3: Using best practice from the Moldova CO, support Global Headquarters to strengthen areas of WFP technical guidance currently under revision or development, and to identify potential needs for clarification or new corporate guidance. To pay attention in particular to: transitioning direct assistance to social protection programmes including the use of digital technologies; management of protracted refugee caseloads; application of SRSP to protracted displacement and crisis contexts, and; innovations in the training of Government social workforce.	CO and GHQ School Meals and Social Protection (GHQ Programme Policy and Guidance Division, Emergency Preparedness and Guidance Division)	<u>Partially agreed</u>, the Moldova CO technical KM products will provide the input material to the HQ School Meals and Social Protection Team to input into technical guidance upgrades for 2026	2.3.1 Technical KM products have been formulated on Ajutor Social, Capacity Strengthening, Refugee Management and Shock-Responsive Social Protection are produced by the Moldova CO and sent to the HQ School Meals and Social Protection Team

2.3.2 A Moldova case study has been inputted into the new WFP social protection guidance on FCAS contexts. Feedback has been provided on the Global WFP Social Protection Evaluation | Social Protection Coordinator | March 2026

April 2026 |