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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Mali (2020–2024)

Background

1. This document presents the management response to the recommendations in the summary report on the evaluation of WFP's country strategic plan (CSP) for 2020–2024 and the transitional interim CSP for 2018–2019 in Mali. The evaluation covered WFP's strategy, interventions and systems during the period from 2018 to June 2023. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.
2. The evaluation made a total of five recommendations, two of which were strategic and three operational. The response presented below sets out whether WFP management fully agrees, partially agrees or disagrees with each of the recommendations and sub-recommendations. It presents the planned and completed actions, responsibilities and timelines for their implementation.

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Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Priority: High Deadline: December 2025 Recommendation 1: Strengthen the integration of CSP activities, outputs and strategic outcomes in the planning and implementation stages as well as for monitoring and evaluation.</p>	<p>Country office (management; programme, and research, assessment and monitoring units)</p>	<p>Agreed</p>				
<p>1.1. Reinforce mechanisms that link emergency response and resilience activities and ensure that monitoring systems capture the coherence of interventions.</p>		<p>Agreed</p> <p>The Government-approved framework for rapid response mechanisms defines how to operationalize the link between emergency assistance and early recovery and resilience support in operations for internally displaced persons. The annual targeting process for use in emergency assistance interventions for vulnerable host communities will be further strengthened. The ongoing digitization process – which includes the collection of biometric data – and definition of beneficiary graduation criteria will strengthen the performance of the system.</p> <p>In using digital tools and prioritizing beneficiary protection WFP will continue to develop an increasingly effective system for tracking and tracing</p>	<p>1. Pilot the collection of biometric data during crisis response, where feasible, with a view to reinforcing the beneficiary identification, tracking and graduation system.</p> <p>Continue to use the biometric registration and digitally managed information on internally displaced persons provided by the Government within the rapid response mechanism framework in the implementation of emergency food assistance interventions. Depending on the resources available, undertake early recovery and resilience activities for beneficiaries who meet the set criteria.</p>	<p>Country office research, assessment and monitoring unit</p>	<p>December 2025</p>	<p>Ongoing</p>
			<p>2. In coordination with the food security cluster, identify priority crisis-affected locations – using criteria that are yet to be defined – where joint efforts to strengthen the capacity of</p>	<p>Country office research, assessment and</p>	<p>March 2025</p>	<p>Not started</p>

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
		individuals who have transitioned from emergency to resilience interventions.	communities to cope with shocks will be reinforced.	monitoring unit		
1.2. Continue to integrate school meals into emergency interventions, providing pathways to the establishment of permanent school canteens when conditions allow.		Agreed. The school-based programme is already being implemented in crisis-affected regions, and WFP continues to explore opportunities to link the programme to local production, in accordance with the national strategy. WFP will refine the modality of the intervention to broaden its alignment with the operational environment.	3. In collaboration with the Government and the education cluster, WFP will develop a concept note aimed at better adapting the school-based programme to the volatile situation, especially in northern regions of the country.	Country office programme and school-based programme units	March 2025	Ongoing
			4. In selected schools, pilot school-based interventions for use in emergency response.	Country office programme and school-based programme units	October 2025	Not started
			5. Continue advocacy to leverage funding for education within emergency funds, such as the "Education Cannot Wait" initiative.	Country office programme and school-based programme units	December 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.3. Maximize the effects of food security programmes on social cohesion and stabilization based on a sound analysis of the sociopolitical and environmental context.		Agreed. WFP will continue to use a conflict-sensitive programming approach to ensure that all the groups within communities are consulted and engaged in its interventions. In addition to context analysis, the availability of multi-year funding is also critical for achieving the expected outcomes, and WFP will step up its efforts in that regard (see sub-recommendation 1.4).	6. Undertake qualitative analysis in selected locations to demonstrate and build evidence on how food assistance contributes significantly to social cohesion and stabilization.	Country office research, assessment and monitoring unit	June 2025	Not started
1.4. Support joint advocacy targeting donors in order to mobilize resources for addressing the challenges related to work at the humanitarian-development-peace nexus.		Agreed. In addition to bilateral advocacy with each donor, WFP organizes bi-monthly donor meetings to provide operational updates and highlight funding gaps. The country office is currently implementing a number of joint integrated resilience programmes and is working with the Government on proposals for obtaining access to funding from international financial institutions: one proposal has been submitted and two others are being prepared. Due to the prevailing political situation,	7. Develop a partnering and resourcing strategy for resilience activities while laying out clear goals and actions for these activities under the second-generation CSP.	Country office partnerships unit	December 2024	Ongoing
			8. Intensify efforts to protect, grow and diversify funding through increased donor engagement, emphasizing a nexus approach to programming. The country office will provide headquarters with quarterly updates, while global offices and the regional bureau equip the country office with evidence and information to facilitate advocacy.	Country office partnerships unit	December 2024	Ongoing

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		some donor countries have announced the suspension of development cooperation with Mali. This development will reduce opportunities for funding work at the nexus.	9. Diversify funding sources through increased engagement with international financial institutions, particularly the World Bank, the International Monetary Fund, the Islamic Development Bank and the African Development Bank. The country office will leverage support from the multilateral partner country units in the Washington Global Office, headquarters and the regional bureau.	Country office partnerships unit	December 2024	Ongoing
			10. Pursue additional opportunities for joint advocacy with other United Nation entities, especially the Rome-based agencies, to advance the nexus approach. In addition, the country office will position itself for thematic funding opportunities, such as climate financing, the Changing Lives Transformation Fund and the Education Cannot Wait initiative.	Country office partnerships unit	December 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.5. Support and clarify the role of partnerships with national actors and the country offices of other United Nations entities at the nexus.		Agreed. In 2022, through the Ministry of Agriculture and with the support of its partners, the Government developed a road map for operationalizing the humanitarian-development-peace nexus approach. Terms of reference were developed to clarify the roles and responsibilities of the Government and its partners. Through its partnership with the ministry, WFP will help to update these strategic documents.	11. In coordination with other United Nations entities, update the Government's road map and strategic papers so that they guide collaboration with local actors in accordance with the nexus approach.	Country office programme and resilience units	April 2025	Not started
			12. Organize two regional workshops with the Government's technical services and local actors, and support the implementation of the road map where and when feasible, including in terms of resource availability.	Country office programme and resilience units	July 2025	Not started
Priority: Medium Deadline: June 2025 Recommendation 2: Support the regional integration of efforts to address cross-border issues and foster synergies with country offices in Burkina Faso, Mauritania and the Niger.	Country office, regional bureau and other country offices (Mauritania, Burkina Faso and the Niger)	Partially agreed.				
2.1. Reinforce synergies with other country offices in designing CSPs and activities.		Agreed.	1. The regional bureau will initiate discussions among the country offices of Mali, the Niger and Burkina Faso aimed at optimizing opportunities as the three country offices finalize their second-generation CSPs in the coming months.	Regional bureau programme support unit, (Mali country office)	December 2025 (continuous)	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			2. The regional bureau will draft phrases describing key common situations and risks for inclusion in the CSPs of the three countries.	Regional bureau (Mali, the Niger and Burkina Faso country offices)	March 2025	Not started
			3. The regional bureau is coordinating strategic discussions among the three country offices during the formulation of their next CSPs.	Regional bureau (Mali, the Niger and Burkina Faso country offices)	February 2025 (continuous)	Ongoing
2.2. Coordinate with relevant country offices – prioritizing Mauritania for the monitoring of refugees in M'bera – and maintain joint oversight over at-risk border regions.		Agreed	4. The regional bureau supports increased information sharing and strategic work between the offices of WFP and the Office of the United Nations High Commissioner for Refugees in Mali and Mauritania.	Regional bureau programme support unit (Mali country office programme unit)	March 2025 (continuous)	Ongoing
			5. The Mali country office is strengthening its bilateral coordination with the Mauritania country office through structured meetings.	Mali country office programme unit	January 2025 (continuous)	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.3. Consider the specific food security challenges faced by nomadic groups and people on the move and integrate these groups into resilience-building and school meals programmes.		Partially agreed. WFP includes nomadic groups in its targeting exercises. When and where feasible, initiatives directed specifically to nomads and people on the move will be considered, based on resources available. WFP will continue to promote conflict-sensitive programming that contributes to social cohesion for nomads and people on the move, noting that resilience interventions require uninterrupted access for the effective monitoring of activities.	6. The regional bureau's school-based programme and resilience units are facilitating initial strategic discussions among country offices.	Regional bureau (country office programme unit)	January 2025 (continuous)	Ongoing
			7. The regional bureau's resilience unit will support country offices in sharing knowledge and good practices, assessing feasibility and capacity, and engaging in consultations with nomadic communities and people on the move with a view to understanding their needs. This will include exploring the best and most feasible solutions for WFP.	Regional bureau (country office programme unit)	March 2025	Not started
<p>Priority: High Deadline: January 2025 Recommendation 3: Strengthen planning and clarify CSP objectives and priorities during the CSP development process to facilitate mid- and long-term strategic alignment.</p>	Country office (management; and programme unit)	Partially agreed.				
3.1. Clearly articulate the different activities of the CSP, ensuring that field-level agreements and projects fall within the overarching CSP results framework.		Agreed.	1. Activities in the next CSP will be restructured to facilitate the integration of the different pillars and to enhance the impact of certain activities by streamlining or merging them.	Country office programme unit	September 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			2. The template for proposals from cooperating partners will be reviewed to better align its logical framework with the CSP.	Country office programme and field-level agreement management units	June 2025	Not started
			3. Partners receive targeted training aimed at enhancing their understanding of the changes described above, and their capacity to apply those changes effectively throughout their proposals.	Country office programme and field-level agreement management units	September 2025	Ongoing
3.2. Review the targeting approach taking into account needs and available resources in order to tighten targeting and minimize post-targeting prioritization and reduce the scope of field-level agreements.		Partially agreed. In accordance with corporate guidelines, a needs-based targeting system aligned with the regional approach is in place to prioritize the most vulnerable individuals and groups. This approach takes into account WFP's capacity and access challenges. The country office's implementation plan therefore allows the required alignment of interventions with the resources available.	4. Ensure alignment with corporate guidelines related to planning, targeting and prioritization. The country office will ensure that the most vulnerable population groups and individuals are targeted in line with funding forecasts.	Country office research, assessment and monitoring unit (regional bureau research, assessment and monitoring unit)	December 2024	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.3. Clarify the responsibilities, objectives and expected results of institutional capacity strengthening activities.		Agreed. WFP will ensure that the objectives of institutional capacity strengthening activities are clearly articulated in terms of the support and guidance provided at operational levels.	5. Formulate a dedicated outcome for activities related to institutional capacity strengthening and include it in the logical framework of the next CSP.	Country office programme unit	December 2025	Not started
				6. Review specific indicators for capacity strengthening activities at the level of government technical support and during the community-based intervention stage in the country office's monitoring plan.	Country office research, assessment and monitoring unit	December 2025
3.4. Integrate sustainability considerations into the design of interventions, including through longer-term support that has the potential to transform livelihoods and infrastructure.		Agreed. Depending on the resources available, the country office will continue its efforts to strengthen the nexus approach by accelerating the implementation of the regional "Future of the lean season" strategy. The strategy aims to scale up integrated resilience interventions to reduce the need for humanitarian assistance.	7. With the Government, other United Nations entities and non-governmental organizations, co-create complementary multi-year resilience projects. The ongoing joint project with the United Nations Children's Fund and the German Agency for International Cooperation is one such initiative and could be replicated.	Country office programme unit	Continuous (next update December 2024)	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.5. Provide specific support for the most vulnerable population groups, taking into consideration gender issues and the victims of gender-based violence.		Agreed.	8. Ensure that cooperating partners have access to updated targeting and monitoring tools in line with conflict-sensitive programming and the protection and accountability to affected people approach for emergency settings.	Country office programme, protection and accountability to affected populations units	June 2025	Ongoing
			9. Continue efforts to increase the dissemination of information to survivors of gender-based violence.	Country office programme, protection and accountability to affected populations units	Continuous (next update in December 2024)	Ongoing
Priority: Medium Deadline: June 2025 Recommendation 4: Support partnerships through capacity strengthening, localization and consideration of the various types of intervention and the challenges faced on the ground in order to promote efficiency and sustainability.	Country office (management; and programme unit)	Agreed.				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.1. Continue to deliver and monitor capacity strengthening activities for community-based structures, and track the results of those activities.		Agreed.	1. In line with its localization agenda, WFP provides technical and financial support to the Government's coordination mechanism at decentralized levels. It will also organize sensitization and training sessions for community leaders, young people and women.	Country offices programme unit	Continuous (progress report in June 2025)	Ongoing
4.2. Continue to support value chains and the capacities of economic actors through programming.		Agreed. WFP follows a value chain approach in providing support for various food production, processing, fortification and marketing initiatives. These initiatives will be further refined, reinforced and consolidated.	2. Formulate a value chain strategy with support from the regional bureau and headquarters.	Country office programme unit	December 2024	Ongoing
			3. Support the implementation of the national value chain road map.	Country office programme unit	Continuous (progress report in December 2024)	Ongoing
			4. Subject to the availability of funds, review the performance of all the food transformation units supported by WFP under the CSP.	Country office research, assessment and monitoring unit	June 2025	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.3. Consider entering into multi-year field-level agreements with cooperating partners integrating risk mitigation measures.		Agreed.	5. Align the duration of the field-level agreements for the integrated resilience package with the duration of the CSP extension envisioned under an upcoming budget revision.	Country office programme and field-level agreement management units	January 2025	Not started
			6. Maintain annual field-level agreements for crisis response activities to avoid the need for repeated amendments resulting from the frequent changes in the operational environment, such as population displacements or changes in geographic targeting or transfer modality.	Country office programme and field-level agreement management units	January 2025	Started
4.4. Support the sharing of experience among cooperating partners, particularly for the implementation of interventions in similar geographical areas.		Agreed. Similar initiatives are already ongoing. In December 2023, the country office organized a “boot camp” in Tamani-Soba, Nossombougou region, where participants from research institutes, universities, cooperating partners and communities shared their experiences with the integrated resilience approach. Similar initiatives aimed at reinforcing the nexus approach will be extended to cooperating partners operating under the crisis response pillar.	7. Subject to the availability of resources, a community of practice will be launched following three workshops to be organized in the regions of Mopti, Gao and Segou.	Country office programme and field-level agreement management units	June 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Priority: High Deadline: June 2025 Recommendation 5: Strengthen collaborative risk analysis and management, including by improving work processes and expanding accountability to affected people.</p>	Country office (management; partnerships, field-level agreements, security, research, assessment and monitoring, and risk units)	Agreed.				
5.1. Support and leverage detailed analyses of contextual developments and challenges.		Agreed. WFP contributes to the context analysis conducted by the United Nations country team and will continue to play a key role in joint analyses.	1. Undertake a protection risk assessment to complement the United Nations' joint information and analysis on protection and accountability to affected people.	Country office programme and protection units	June 2025	Not started
5.2. Maintain logistics capacity and reinforce the monitoring of various types of risk and the access strategies of partners, traders and transporters by involving the appropriate units.		Agreed.	2. Partners regularly share and exchange information at the meetings of the logistics working group and the United Nations procurement working group. 3. Ensure the close monitoring of access conditions and alternative routes by coordinating movements of commodities and personnel with the country office's security and access units.	Country office supply chain unit	Continuous (next update in December 2024)	

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.3. Extend the mechanisms for providing accountability to affected people to cover all activities by consolidating the various feedback channels.		Agreed. This recommendation is fully aligned with WFP's ongoing efforts to enhance and broaden its approaches and tools for ensuring accountability to affected people.	<p>4. The country office's supply chain unit will participate in meetings of the market evaluation committee prior to the start of cash-based transfer distribution cycles.</p> <p>5. Ensure that the corporate tools are in place for contracting and tracking the performance of retailers (e.g. RPME and ROC).</p> <p>6. Implement WFP's global reassurance measures, starting with third-party monitoring and evaluation of physical inventory management practices in July 2024.</p>	Country office supply chain unit	Continuous (next update in January 2025)	
			7. Establish help desks in remote and hard-to-reach locations and areas affected by emergencies to complement the existing community feedback mechanism.	Country office programme, and protection and accountability to affected populations units	Continuous (next update in March 2025)	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.4. Strengthen the capacities of WFP and cooperating partner personnel in relation to risk management tools and accountability to affected people.		Agreed.	8. Launch a remote programme monitoring system as part of WFP's global assurance project.	Country office research, assessment and monitoring unit	Continuous (next update in December 2024)	Ongoing
			9. Provide training and sensitization sessions for community leaders, WFP staff and cooperating partners on the approaches to accountability that guide the management of help desks at distribution sites.	Country office programme unit	Continuous (next update in March 2025)	Ongoing
			10. Establish and reinforce training for protection from sexual exploitation and abuse focal points and protection and accountability to affected people focal points.	Country office programme unit	Continuous (next update in March 2025)	Ongoing