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برنامج الأغذية العالمي

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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Eswatini (2020–2025)

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Eswatini for 2020–2025. The evaluation covered CSP activities implemented from 2020 to 2024. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.

The evaluation made three recommendations, of which two are strategic and one operational. The response indicates whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or 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: Prior to new CSP – 2026 onwards Recommendation 1: WFP should conduct a thorough assessment of potential resources and calibrate the design of the next CSP against a pragmatic assessment of probable resource availability.</p>	Country office (regional office)	Agreed				
1.1 Explore new opportunities for leveraging domestic resources in areas relevant to food security and nutrition, and in partnership with international financial institutions, as relevant and applicable.		Agreed	1. Hold monthly engagement meetings (cross-functional meetings to identify potential donors at all levels)	Head of country office (regional office, head of programme, programme unit)	December 2026	Ongoing
			2. Compile quarterly reports showing the country office's donor engagements and engagement outcomes.	Head of country office (regional office partnerships unit)	December 2026	Ongoing
			3. Develop a schedule for reviewing and updating the donor mapping report every quarter, ensuring that it reflects current donor priorities, funding trends and potential opportunities aligned with country office programme areas. The updated mapping will inform targeted resource mobilization strategies and proposals.	Head of country office (regional office programme unit)	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.2 Intensify engagement and advocacy with established donors at the country and – especially – the regional levels to mobilize CSP funding.		Agreed	4. Conduct a series of donor courtesy visits with the Government, the African Development Bank, the World Bank, the International Fund for Agricultural Development, the European Union and other United Nations entities.	Head of country office	December 2025	Ongoing
			5. Explore opportunities for collaboration with local food security actors such as the Eswatini Water and Agricultural Development Agency, the Food and Agriculture Organization of the United Nations (FAO), the Ministry of Agriculture, the Ministry of Education and Training and others.	Head of country office	December 2025	Ongoing
			6. Implement emergency response activities in collaboration with the National Disaster Management Agency aimed at strengthening the institutional capacity of government parastatals and positioning the initiative to attract increased government support and resource allocation.	Country office programme unit, (country office budgeting and programming unit)	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			7. Develop donor briefs, factsheets, proposals and concept notes in response to all identified opportunities to increase advocacy and engagement with donors. The country office has thus far developed four proposals and five concept notes and will continue its efforts to intensify engagement with donors.	Country office head of programme (country office programme, and budgeting and programming units)	October 2026	Ongoing
<p>Priority: High Deadline: Prior to new CSP – 2026 onwards Recommendation 2: WFP should continue to support capacity strengthening for national authorities aimed at enabling them to own and sustain school and preschool meal operations.</p>	Country office	Partially agreed				
2.1 Continue to pilot local procurement for school meal operations with the Ministry of Education and Training, in conjunction with the relevant marketing boards providing extension and procurement services.		Agreed	1. Conduct a joint review of the pilot project with the Ministry of Education and Training and local retailers, involving the National Agricultural Marketing Board, the Eswatini National Agricultural Union and the Kitale agricultural consulting firm.	Country office research, assessment and monitoring (RAM) unit	December 2025	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			2. Initiate a scaled-up local procurement model that integrates smallholder farmers.	Country office head of programme (country office procurement unit)	December 2025	Ongoing
			3. Conduct training and refresher sessions on standards and procurement processes for smallholder farmers	Country office supply chain unit	December 2026	Ongoing
2.2 Continue to advocate the Government's leadership of, and responsibility for, the coordination of all partners' support for neighbourhood care points.		Agreed	4. Support the Deputy Prime Minister's office in convening a national-level neighbourhood care point (NCP) stakeholder round table to finalize the 2023 NCP strategy, which will guide NCP activities.	Country office programme unit	March 2026	Not started
			5. Support the Deputy Prime Minister's office in the development of standard operating procedures for NCP support.	Country office programme unit	December 2025	Ongoing
			6. Provide technical support in the transition of responsibility for the implementation of NCPs to the Deputy Prime Minister's office.	Country office programme unit	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.3 Continue to implement a time-limited pilot project on the development of gardens that sustainably supply food for orphans and other vulnerable children attending neighbourhood care points.		Partially agreed. Gardens can complement food support sustainably, but continuation depends on resources, community ownership and alignment with national systems. Pilot projects will proceed where there is strong local engagement and the potential for sustainability.	7. Identify and prepare between five and ten NCP sites for garden expansion activities.	Country office programme unit	June 2026	Ongoing
			8. Provide technical support on climate-smart agriculture and training through the Ministry of Agriculture, FAO and partners.	Country office programme unit	June 2026	Ongoing
			9. Support the improvement of community participation in the management of NCP gardens and link participants to agricultural extension services for continued support.	Country office programme unit (Ministry of Agriculture)	June 2026	Not started
<p>Priority: High Deadline: Prior to new CSP – 2026 onwards Recommendation 3: In partnership with the Government, WFP should define a value proposition that includes the areas of climate change adaptation and social protection.</p>	Country office (regional office)	Partially agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.1 Work in close partnership with the Government and other actors to identify opportunities for contributing to national policy debates and best practices in food and nutrition security programming, drawing on an analysis of best practices and demonstrated comparative advantages in similar settings in the region.		Agreed	1. Create a platform for engagement in policy dialogue.	Head of country office (country office programme unit)	December 2025	Ongoing
			2. Develop advocacy papers that can inform policy review.	Head of country office and country office programme unit	June 2026	Not started
			3. Track progress on the Government's commitment to implementing the policy review workplan.	Country office RAM unit	December 2026	Not started
3.2 Detail an approach that considers combining technical advisory support at the institutional level, dialogue and advocacy on policy with the national government and key international actors, including international financial institutions, and the identification, design and implementation of pilot projects with strong investments in systematization, evidence generation and knowledge management.		Agreed	4. Identify gaps and challenges in policy implementation.	Head of country office (country office programme and policy units)	March 2026	Not started
			5. Create awareness of all technical services, with the aim of supporting transparency and accountability	Country office programme unit	June 2026	Not started
			6. Develop a workplan for establishing a clear mechanism for feedback between service providers including donors.	Country office RAM unit	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.3 Explore the potential for sharing experts in social protection, climate change adaptation, nutrition and gender issues with other country offices through a multi-country support arrangement.		Partially agreed. The country office will review its funding situation, including its ability to defray the costs associated with using experts from other offices, and will work to identify offices with CSPs that are sufficiently similar to the Eswatini CSP to make the sharing of experts beneficial.	7. Engage with directors of other country offices to arrange loans of experts who can support the Eswatini country office.	Head of country office	October 2025	Not started
			8. Integrate learning from other country offices into the next CSP for Eswatini.	Head of country office, country office programme unit	June 2026	Not started
			9. Develop and align indicators for tracking progress on the various pillars of the country strategic plan	Country office RAM and programme units	June 2026	Not started
3.4 Develop a theory of change that clarifies the anticipated outcomes and articulates the key assumptions on which those outcomes depend; and ensure that adequate resources are ring-fenced to support monitoring, evaluation and learning in relation to this theory of change.		Agreed	10. A theory of change has been created for the next CSP.	Head of country office	May 2025	Completed

Acronyms

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
NCP	neighbourhood care point