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Programme Alimentaire Mondial  
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برنامج الأغذية العالمي

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## **Management response to the recommendations from the summary report on the evaluation of the country strategic plan for Senegal (2019–2023)**

### **Background**

1. This document presents the management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Senegal for 2019–2023.
2. The evaluation was conducted between March 2022 and March 2023 and assessed WFP's strategic positioning, its contribution to strategic outcomes, its efficiency in implementation and the factors explaining its performance.
3. Taking a utilization-focused and consultative approach, the evaluation served accountability and learning purposes and informed the preparation of a new CSP for Senegal.
4. The evaluation made six recommendations addressing key issues for the next CSP; two recommendations are strategic and four operational.
5. The following response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (and completed) actions, responsibilities and timelines for implementing the recommendations.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR SENEGAL (2019-2023)						
Recommendations and sub-recommendations	Responsible WFP office or division (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office or division (with supporting offices and divisions in brackets)	Deadline for completion	Status of implementation
<p><b>Priority: High</b> <b>Deadline: December 2027</b> <b>1. Strategic positioning:</b> <b>Continue to support government institutions in strengthening their central and decentralized capacities to implement policies for food and nutrition security, social protection, emergency response and resilience to climate change.</b></p>	Country office (regional bureau; relevant government institutions)					
<p>1.1 Launch an in-depth dialogue and carry out a high-level strategic review involving the Government of Senegal and technical and financial partners – notably international financial institutions, in particular the World Bank – in order to formally define a common social protection and resilience strategy that can be integrated into the framework of national strategies and public policies and can effectively support their deployment and improve their impacts.</p> <p><b>Priority: High</b> <b>(December 2023)</b></p>	Country office (regional bureau; WFP headquarters for strategic relations with the World Bank and other international financial institutions; relevant government institutions)	Agreed	Relaunch the dialogue with the World Bank and update the 2019 draft action plan based on new consultations.	Country office programme unit (social protection and resilience building teams) and country office management	December 2025	Under way

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			Through the social protection technical group (with the World Bank and the United Nations Children's Fund (UNICEF)), explore the possibility of developing a joint adaptive social protection strategy, or contributing to an existing strategy, to support government efforts to build resilience.	Country office programme unit (social protection and resilience building teams) and country office management	December 2024	Under way
1.2 In particular, strengthen collaboration with the <i>Délégation générale à la protection sociale et à la solidarité nationale</i> (government body charged with social protection) including the national family social security grant programme and the national food security agency, in order to strengthen the planning, coordination, monitoring and oversight of the implementation of public policies on cash-based transfers for vulnerable households, food and nutrition security, agricultural and rural development and climate change resilience.  <b>Priority: Medium (December 2023)</b>	Country office (regional bureau; relevant government institutions)	Agreed	Strengthen collaboration with the <i>Délégation générale à la protection sociale et à la solidarité nationale</i> to better integrate food insecurity criteria into the targeting of households on the <i>Registre national unique</i> (national single registry), with a view to extending and updating the list of registered households, as planned by the Government.	Head of research, assessment and monitoring (RAM); RAM officer (programme, RAM, resilience building and nutrition units)	December 2029	Under way

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			Set up a joint mechanism with the <i>Délégation générale à la protection sociale et à la solidarité nationale</i> and the <i>Secrétariat Exécutif du Conseil National de Sécurité Alimentaire</i> for targeting and for post-transfer monitoring to limit inclusion and exclusion errors and ensure the quality of implementation.	Head of RAM; RAM officer (programme, RAM, resilience building and nutrition units)	June 2024	Under way
			Support the Government in organizing post-lean season lessons learned and workshops to improve quality of emergency preparedness and response and enhance community resilience over time, with all partners under the leadership of the Government to assess the effectiveness of existing processes set out in national response plans.	Head of RAM; RAM officer (programme, RAM, resilience building and nutrition units)	September 2024	Not started

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<p>1.3 Increase resources and national capacity strengthening efforts to better prepare for the handover of management responsibilities for all programmes, particularly the cash-based food assistance for assets and climate change resilience programmes. Preparation for the handover should be based partly on conventional approaches, such as training programmes and exit strategies based on needs analysis, but should also involve the adoption of a new comprehensive approach to institutional capacity strengthening and national systems that is based on joint creation and design processes with the Government and relies less on road maps and more on rapid feedback mechanisms that allow an iterative approach.</p> <p><b>Priority: Medium (December 2027)</b></p>	Country office (regional bureau; relevant government institutions)	Partially agreed. The recommendation implies that food assistance for assets and climate action are country capacity strengthening (CCS) priorities; management believes that it falls to the country office and the Government to agree on priorities for systems strengthening activities.	Develop a portfolio of prioritized CCS activities and identify engagement strategies, ways of co-creating solutions and rapid feedback loops for each prioritized activity.	Head of programme; country office management (activity managers for school feeding, nutrition, resilience building, RAM, cash-based transfer (CBT) and partnerships units)	January 2025	Under way

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		Moreover, food assistance for assets and climate action are WFP programmes and cannot and should not be handed over to the Government for continued implementation. Instead, WFP can support the Government in developing its own solutions to systemic problems.				
			Promote the systematic participation of partners in the implementation and monitoring of WFP activities, with joint monitoring missions every two months and a gradual delegation of responsibilities to partners.	Head of programme (programme, school feeding, nutrition, resilience building, RAM, CBT and partnerships units)	December 2027	Under way

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			Promote the inclusion of CCS activities in all new funding proposals by allocating a percentage of the budget and including milestones and objectives for CCS.	Head of programme (programme, school feeding, nutrition, resilience building, RAM, CBT and partnerships units)	December 2027	Under way
			Engage with key government partners to ensure their ownership of WFP's programmes and approaches; engage in evidence-based advocacy, including by investing in studies and analyses or partnering with universities or other stakeholders to better present WFP's value proposition and impact.	Country office management; Head of programme (activity managers for school feeding, nutrition, resilience building, RAM, CBT and partnerships units)	December 2027	Under way

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<p>1.4 Contact international financial institutions and strengthen WFP's capacity to enter into dialogue with them with a view to improving WFP's positioning in social protection, particularly on the basis of studies of seasonality carried out in collaboration with the <i>Délégation générale à la protection sociale et à la solidarité nationale</i>.</p> <p><b>Priority: High (December 2023)</b></p>	<p>Country office (regional bureau; WFP headquarters for strategic relations with the World Bank, the African Development Bank and the Islamic Development Bank; the International Fund for Agricultural Development (IFAD); French Development Agency)</p>	<p>Partially agreed. WFP's intended positioning with respect to social protection is not systematically linked to seasonality, unlike the lean season response; instead, the next CSP will seek to establish WFP as a partner of choice enabling a strengthened social protection environment effective in addressing food insecurity and malnutrition all year.</p>	<p>Strengthen WFP's partnerships with the World Bank, the African Development Bank, the Islamic Development Bank and the French Development Agency through more proactive and systematic participation in relevant forums (e.g., thematic working groups and workshops), and leveraging government partnerships, support and financial contributions related to adaptive social protection for small-scale rural farmers vulnerable to climate shocks.</p>	<p>Country office management; partnerships/Head of programme (programme team and resilience building unit)</p>	<p>December 2024</p>	<p>Under way</p>



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1.5 Advocate at the highest level of the state for assigning a new mandate to the social protection thematic group. Within the renewed group, (re-)position WFP as a leader and key actor in strengthening the Government's social protection policy. <b>Priority: Medium (December 2024)</b>	Country office (European Union; French Development Agency; the Foreign, Commonwealth and Development Office of the United Kingdom of Great Britain and Northern Ireland; UNICEF; World Bank; African Development Bank; Islamic Development Bank; IFAD: relevant government institutions)	Agreed	Advocate and provide technical and strategic support to update the terms of reference for the G-15 technical group on social protection, particularly with respect to field and high-level missions, operations, membership, accountability and management.	Country office management (partnerships, programme and resilience building units)	December 2024	Under way
			Strengthen WFP's position within the national social protection working group to enable a more proactive role, including through a revision of the terms of reference with clearly defined roles, responsibilities, objectives and accountability structures for WFP.	Country office management (partnerships, programme and resilience building units)	December 2024	Under way

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1.6 Strengthen the strategic positioning of the country office by acquiring the human resource profiles and skills necessary for high-level negotiation with the Government and the scaling up of initiatives, particularly in social protection, digitalization, cash-based transfers, school feeding, agricultural insurance and economic analysis. <b>Priority: High (December 2023)</b>	Country office (regional bureau)	Agreed	Finalize the recruitment of a national development advisor to allow the country office to engage in high-level negotiation with the Government and scale up initiatives.	Human resources officer (human resources unit; country office management)	December 2023	Completed
			Use the strategic workforce planning exercise scheduled for January 2024 to strengthen staffing in strategic units such as CBT, school feeding and social protection and ensure that positions are recruited in a timely manner.	Human resources officer (human resources unit; country office management; programme unit; activity managers)	June 2024	Under way

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<p><b>Priority: Medium</b>  <b>Deadline: December 2027</b>  <b>2 Effectiveness and sustainability: Improve the convergence and coherence of operations so as to increase effectiveness and ensure the sustainability of results, in collaboration with the Government, especially in social protection, resilience building and nutrition programmes.</b></p>	Country office (regional bureau; relevant government institutions)					
<p>2.1 To limit the geographical dispersion of activities, improve the targeting of regions, communes and beneficiaries within the framework of food and nutrition assistance interventions supported by cash-based transfers for the most vulnerable households and facilitate multi-year interventions in the same communities in order to maximize impact and sustainability.</p> <p><b>Priority: High (December 2024)</b></p>	Country office (regional bureau; relevant government institutions; World Bank)	<p>Partially agreed</p> <p>Life-saving interventions will continue to be based on the results of the latest cadre harmonisé data.</p> <p>“Changing lives” interventions will be driven by multi-year analysis of the root causes of vulnerability.</p>	<p>Systematically prioritize areas that consistently report chronic food insecurity and malnutrition in geographical targeting for nutrition, school feeding and resilience building activities to support improved integration among these three (interconnected) interventions, as well as establish the basis for a coherent transition strategy for eligible households able to reach self-sufficiency through reduced dependence on assistance. Review geographical</p>	<p>RAM officer (programme, school feeding, nutrition and resilience building units)</p>	<p>December 2025</p> <p>December 2024</p>	Under way

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			targeting to improve synergies between programmes and ensure a more focused approach.			
2.2 Following a holistic approach based on nutrition objectives, improve the effects of WFP's activities in household health and food and nutrition security, and their sustainability, by ensuring that all programmes and projects are nutrition-sensitive from the design to the evaluation stage, including by integrating nutrition indicators and conducting nutrition impact studies on, for example, the nutrition impacts of cash-based transfers for vulnerable households, school feeding and resilience building activities. <b>Priority: High (December 2024)</b>	Country office (regional bureau; relevant government institutions; UNICEF; the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women))	Agreed	Develop nutrition-sensitive projects jointly with managers of nutrition and other activities, integrating nutrition into all activities to improve the nutrition status of beneficiaries.	Head of nutrition (programme, school feeding and resilience building units)	January 2025	Under way
			Plan and conduct studies on nutrition interventions in order to capitalize on best practices and lessons learned.	RAM officer (nutrition and programme units)	December 2029	Not started

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			Ensure that nutrition indicators (including nutrition-sensitive ones) are systematically included in standard surveys such as those used for post-distribution monitoring.	RAM officer (nutrition and programme units)	December 2024	Under way
2.3 Strengthen medium- and long-term efforts to promote good feeding practices for children, pregnant and breastfeeding women and girls and other vulnerable people (including those living with HIV) at the community level through health posts, schools, other United Nations entities and TV, radio and other media. <b>Priority: Medium (December 2024)</b>	Country office (relevant government institutions; UNICEF; UN-Women; the Food and Agriculture Organization of the United Nations (FAO); non-governmental organizations)	Agreed	Revise the communication plan and materials to improve communication, increase community awareness of healthy eating practices and promote positive change in eating habits.	Head of nutrition (programme and communication units)	December 2024	Under way
			Develop a communication strategy for mass media and ensure that key statistics are updated and regularly shared with other United Nations entities.	Head of communications, advocacy and marketing (programme and nutrition units)	January 2025	Under way

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			Develop a social and behaviour change communication strategy.	Head of nutrition and country office communications team with support from the regional bureau)	January 2025	Not started
2.4 Support the Government in developing a food system approach to achieving Sustainable Development Goal 2 through the promotion of school canteens, support for producers in feeding the community, support for access to healthy, safe and nutritious food, etc.  <b>Priority: Medium (December 2024)</b>	Country office (relevant government institutions; UNICEF; UN-Women; FAO; non-governmental organizations)	Agreed	Start the home-grown school feeding pilot project in the Kolda region with the MasterCard Foundation project and gradually expand it in other regions.	Head of school feeding (resilience building and programme units)	December 2024	Not started
			Conduct a feasibility study on home-grown school feeding in Senegal and propose different home-grown school feeding scenarios depending on the evolution of WFP's interventions in Senegal.	Head of school feeding (RAM, resilience building and programme units)	December 2024	Not started

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			Develop a joint strategy with the other Rome-based agencies to support smallholder producers in reducing post-harvest losses (identifying techniques needed to reduce post-harvest losses such as storage, packaging, drying and processing).	Country office management; Head of programme (RAM, resilience building, programme, nutrition and school feeding units)	December 2025	Not started
2.5 Improve the sustainability of the results of climate change resilience support by strengthening the involvement of and collaboration with all relevant state bodies at the central and decentralized levels in the planning, coordination and monitoring of implementation. <b>Priority: High (December 2024)</b>	Country office (relevant government institutions)	Agreed	Set up a resilience working group led by the <i>Secrétariat Exécutif du Conseil National de Sécurité Alimentaire</i> to bring all technical and financial partners together in one forum to work on resilience building activities.	Head of resilience (programme unit)	December 2025	Not started
			Deliver training sessions to enhance the capacity of national and local authorities in climate change and adaptation measures, facilitating the integration of climate risk management tools into government safety nets.	Head of resilience (programme unit)	December 2029	Not started

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			Explore the possibility of establishing a shared budget to support Government resilience building programmes.	Head of resilience (programme unit)	December 2029	Not started
			Promote the use of three-pronged approach tools in community development plans.	Head of resilience (programme unit)	December 2025	Not started
			Promote the creation of a national repository on soil defence and restoration and runoff water management infrastructures for use by decentralized authorities and the general public.	Head of resilience (programme unit)	December 2029	Not started
2.6 Systematically seek synergies, stronger integration and multi-sectoral complementarity between WFP's interventions and the actions of its partners. <b>Priority: Medium (December 2024)</b>	Country office (United Nations system; Government of Senegal; cooperating partners; private sector; civil society)	Agreed	Participate more intentionally in various thematic groups to better harmonize approaches and coordinate interventions.	Head of programme (programme unit/ activity managers)	December 2024	Under way



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<p><b>Priority: Medium</b></p> <p><b>Deadline: December 2024</b></p> <p><b>3. Efficiency:</b></p> <p><b>Provide solutions that shorten the time needed to sign agreements with cooperating partners and speed up electronic money transfers so as to enhance their digitalization.</b></p>	Country office (regional bureau; relevant government institutions; Mobile money)					
<p>3.1 Strengthen advocacy and dialogue with partners such as the <i>Secrétariat Exécutif du Conseil National de Sécurité Alimentaire</i> (National Food Security Council Secretariat), the <i>Délégation Générale à la Protection Sociale et à la Solidarité Nationale</i> and the <i>Conseil National de Développement de la Nutrition</i> (National Nutrition Development Council) to promote their rapid and deeper ownership of the management of food and nutrition security operations and results with regard to operations supporting vulnerable households during the lean season.</p> <p><b>Priority: High</b> <b>(December 2025)</b></p>	Country office (relevant government institutions)	Agreed	<p>Review the effectiveness and efficiency of the field-level agreement signed with key partners.</p> <p>Seek strengthened dialogue and partnerships with national stakeholders to improve their ownership of nutrition-sensitive lean season response interventions.</p>	Head of programme (programme unit; country office management; regional bureau cooperating partners unit)	December 2025  December 2029	Not started

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3.2 Explore new technologies that facilitate financial operations for businesses, banks and individuals through the development of new digital products, and better clarify the terms of contracts with traditional financial partners before starting operations in order to facilitate money transfers and better contribute to efforts by the Government and WFP to foster financial inclusion. <b>Priority: Medium (December 2024)</b>	Country office (Mobile money)	Agreed	Use CBT interventions as an instrument for promoting financial inclusion by giving beneficiaries the opportunity to access digital financial services and familiarize them with mobile money applications.	CBT officer (programme unit; focal point for financial inclusion)	December 2025	Under way
			Sign partnership agreements with two financial service providers to offer alternative payment options and take into account beneficiary preferences.	CBT officer (programme unit)	August 2023	Done
			Inform beneficiaries about WFP's financial service providers and explain how to open wallets during CBT interventions to avoid payment errors and delays and to increase financial inclusion.	CBT officer (programme unit; focal point for financial inclusion)	December 2024	Under way

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<p><b>Priority: High</b> <b>Deadline: December 2027</b> <b>4. School feeding</b> <b>Consolidate and strengthen support for the Government's national school feeding programme and strengthen efforts to promote the home-grown school feeding approach.</b></p>	Country office (Office of the Presidency of the Republic, Ministry of Finance, Parliament and other relevant government institutions; FAO; IFAD)					
<p>4.1 Systematically integrate home-grown school feeding into the revision of the policy and strategy document of the national school feeding programme, continuing the work in this area initiated under the Mastercard Foundation project.</p> <p><b>Priority: High</b> <b>(December 2023)</b></p>	Country office (ministries of education and agriculture; FAO; IFAD)	Partially agreed Implemented where possible	Continue to follow up with the Ministry of Education and raise awareness of the importance of revising the school feeding policy and strategy to incorporate the home-grown school feeding approach.	School feeding officer (programme and resilience building units)	December 2025	Under way
<p>4.2 Continue to strengthen the capacities, particularly the organizational ones, of the school canteens and the decentralized structures of the Ministry of Education in relation to the implementation of a home-grown school feeding approach, including its multi-sectoral dimensions.</p> <p><b>Priority: High</b> <b>(December 2023)</b></p>	Country office (ministries of education and agriculture; FAO; IFAD)	Agreed	Continue to strengthen the capacity of the school canteens division at the central and decentralized levels through regular training to support the implementation of home-grown school feeding.	School feeding officer (programme and resilience building units)	December 2025	Under way

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			Continue to provide guidance to the Ministry of Education to support the finalization of the online database and establish regular management meetings with schools with canteens in all regions to continuously evaluate the system.	School feeding officer (RAM, programme and resilience building units)	December 2025	Under way
			Use evidence and analysis on home-grown school feeding to show the advantages of the approach. Involve the Government in the design and implementation of the study and use the results for advocacy.	School feeding officer (programme and resilience building units)	December 2025	Not started
4.3 Continue advocacy at the government and partner levels –including with international financial institutions – through a resource mobilization round table, with the ultimate aim of achieving coverage of the 7,000 primary schools planned under the national school feeding programme. <b>Priority: Medium (December 2024)</b>	Country office (technical and financial partners; relevant government institutions; FAO; IFAD)	Partially agreed Pending funding availability from Government	Encourage decision makers at the Ministry of Education and the school canteens division to increase the national budget allocation for school feeding and establish round tables and other forums to encourage more effective uses of and transparency measures around these allocations.	School feeding officer (programme and resilience building units)	June 2024	Under way

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			Follow up on the Systems Approach for Better Education Results action plan, for example by adopting a school feeding law and operationalizing the coordination framework. Support the Government in implementing its commitments, particularly within the framework of the global School Meals Coalition.	School feeding officer (programme and resilience building units)	April 2026	Under way
4.4 Strengthen the nutrition dimension of the school feeding programme using schools as a platform for behaviour change activities in the area of nutrition, for example through nutrition education for teachers and pupils and the implementation of behaviour change communication activities. <b>Priority: Medium (December 2023)</b>	Country office (school canteens division at the Ministry of Education)	Agreed	Include school-based nutrition in the strategy for social and behaviour change communication for Senegal. Implement a pilot project that uses schools as a platform for enacting nutrition-specific behaviour change, including through nutrition education for teachers, students and parents.	School feeding officer (nutrition, programme and resilience building units)	January 2025	Under way

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<p><b>Priority: Medium</b> <b>Deadline: December 2027</b> <b>5. Gender:</b> <b>Based on sound analysis, agree and communicate the country office's strategy for addressing gender issues and women's empowerment.</b></p>	Country office ( <i>Direction de l'Équité et de l'Égalité du Genre</i> (Gender Equity and Equality Directorate – DEEG); ministries of agriculture, and the environment and sustainable development)					
<p>5.1 Develop and disseminate to partners a gender strategy with an action plan designed to contribute to the achievement of the objectives of the country strategic plan for 2023–2027.</p> <p><b>Priority: High</b> <b>(December 2023)</b></p>	Country office (regional bureau)	Agreed	Recruit a gender and youth officer.	Human resources unit (programme and resilience building units)	January 2024	Under way
			Develop and validate a gender action plan that is in line with country office activities and reflects strategic documents related to gender equity and equality such as the national strategy for gender equity and equality and Senegal's gender profile.	Gender officer (programme unit; country office management; activity managers; regional bureau)	December 2024	Not started

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<b>Recommendations and sub-recommendations</b>	<b>Responsible WFP office or division (with supporting offices and divisions in brackets)</b>	<b>Management response</b>	<b>Actions to be taken</b>	<b>Action lead office or division (with supporting offices and divisions in brackets)</b>	<b>Deadline for completion</b>	<b>Status of implementation</b>
5.2 Develop monitoring systems that better assess, quantitatively and qualitatively, the effects of WFP interventions in the areas of gender equality and women's empowerment. This work should include a review of the gender compendium indicators related to financial inclusion (access to investment capital, access to credit) and access to self-employment (the creation of income-generating activities). <b>Priority: Medium (December 2027)</b>	Country office RAM unit (DEEG; UN-Women; UNICEF)	Agreed	Every quarter, collect data on the financial inclusion indicator to better gauge the effects of WFP activities in this area.	RAM officer (programme and gender units)	December 2029	Not started
			Organize a survey on the impact of WFP's efforts to promote financial inclusion and mobile phone access for women.	RAM officer (programme and gender units)	December 2025	Not started

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5.3 Contribute to the advancement of women and girls by strengthening strategic partnerships at the national level with the Government, through the signing of a memorandum of understanding with the <i>Direction de l'Equité et de l'Egalité du Genre</i> (Gender Equity and Equality Directorate) and at the local level, with women-led micro and small enterprises with a view to increasing women's participation in the food processing and marketing aspects of food value chains and the development of rural women's entrepreneurship. <b>Priority: Medium (December 2024)</b>	Country office (DEEG; UN-Women; UNICEF; WFP sub-offices for increased participation of women-led small enterprises in food value chains)	Agreed	Formalize the collaboration between WFP and DEEG by signing a strategic agreement with the Government.	Gender officer (programme unit; country office management; sub-offices)	December 2025	Under way
			Based on gender studies, develop localized (context-specific) activities to promote gender equity and equality including by raising awareness of gender issues among marginalized groups and promoting savings and digitalization among rural women.	Gender officer (programme unit; country office management; sub-offices)	December 2025	Not started



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5.4 From the project design stage onwards, systematize specific budget lines for gender activities in WFP implementation budgets and in the budgets of public and cooperating partners. <b>Priority: High (December 2027)</b>	Country office (DEEG; UN-Women and UNICEF to benefit from their experiences in the budgeting of gender activities)	Agreed	Review cooperating partners' financial and technical proposals to ensure that gender issues are integrated in action plans and budgets.	Gender officer (programme unit; country office management)	December 2029	Under way
			With activity managers, ensure that gender-related work is allocated a budget for all activities.	Gender officer (programme unit; country office management)	December 2024	Not started
			Train activity managers on budgeting for gender-related work.	Gender officer (programme unit; country office management)	June 2024	Not started
5.5 Systematically consider sensitive cross-cutting issues such as gender equality and protection when targeting beneficiaries. <b>Priority: Medium (December 2027)</b>	Country office (WFP sub-offices; cooperating partners)	Agreed	Ensure that targeting criteria include gender, age and disability considerations for all CSP activities and include gender, age and disability considerations at all stages of the programme cycle.  Systematically collect data disaggregated by sex and age.	RAM officer (programme and gender units)	December 2025  December 2029	Under way

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<p><b>Priority: High</b> <b>Deadline: December 2023</b> <b>6. Monitoring and evaluation:</b> <b>Continue the monitoring efforts of the country office in data collection, analysis and reporting and promote the triangulation of information sources – partners’ reports, monitoring reports, reports from community feedback mechanisms and post-distribution monitoring reports.</b></p>	Country office (cooperating partners; relevant government institutions)					
<p>6.1 Strengthen the country office research, assessment and monitoring unit with the recruitment of at least one additional staff member and the promotion of a policy to retain the existing country office team.</p> <p><b>Priority: High</b> <b>(December 2023)</b></p>	Country office (cooperating partners; relevant government institutions; regional bureau research, assessment and monitoring unit)	Agreed	Identify co-funding opportunities with the resilience building, school feeding and nutrition units and integrate the requirement for two additional members of staff for the RAM unit into the 2024 budget.	RAM officer (RAM and human resources units; country office management)	June 2024	Under way
<p>6.2 Improve monitoring tools by focusing on dynamic, interactive and accessible solutions that better support rapid decision-making.</p> <p><b>Priority: Medium</b> <b>(December 2023)</b></p>	Country office (cooperating partners; relevant government institutions; regional bureau RAM unit)	Agreed	Fully automate the system for monitoring field monitor assistant mission reports and use it to inform decision making.	RAM officer (RAM and programme units)	December 2024	Under way

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			Design an interactive dashboard to facilitate the real-time monitoring of activity processes, outputs and outcomes.	RAM officer (RAM and programme units)	December 2024	Under way
			Establish a call routing system to improve the follow-up to reports received through the complaint and feedback mechanism.	RAM officer (RAM and programme units)	November 2024	Under way
6.3 Improve communication among management, activity managers and the programme unit through more frequent reporting to allow better monitoring of the implementation of activities. <b>Priority: Medium (December 2027)</b>	Country office (cooperating partners; relevant government institutions; regional bureau RAM unit)	Agreed	Develop better and more targeted communication materials on monitoring and food analysis products and results, including quarterly reports, newsletters and information campaigns. Develop and roll out innovative meeting formats and field visits that can improve the perception of WFP's work and impact in Senegal.	Communication, marketing and advocacy officer (RAM and programme units)	December 2024	Under way

## Acronyms

CBT	cash-based transfer
CCS	country capacity strengthening
CSP	country strategic plan
DEEG	<i>Direction de l'Équité et de l'Égalité du Genre</i> (Gender Equity and Equality Directorate)
FAO	Food and Agriculture Organization of the United Nations
IFAD	International Fund for Agricultural Development
RAM	research, assessment and monitoring
UNICEF	United Nations Children's Fund
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women