



World Food Programme
Programme Alimentaire Mondial
Programa Mundial de Alimentos
برنامج الأغذية العالمي

Executive Board
Annual session
Rome, 24–28 June 2024

Distribution: General

Agenda item 7

Date: 15 March 2024

WFP/EB.1/2024/7-C/1/Add.1

Original: French

Evaluation reports

For consideration

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Management response to the recommendations from the summary report on the evaluation of the interim country strategic plan for Guinea (2019–2024)

Background

1. This document presents the management response to the recommendations in the summary report on the evaluation of the interim country strategic plan for Guinea for 2019–2024. The evaluation was conducted between February and November 2023.
2. The evaluation covers all activities carried out by WFP in Guinea during the period from January 2018 to May 2023 and serves the dual purpose of accountability and learning. The evaluation has informed the development of the new country strategic plan.
3. The evaluation made four recommendations, one of which is strategic and three operational. The response presented below sets out whether WFP management agrees, partially agrees or disagrees with each of the recommendations and sub-recommendations. It presents the planned (or taken) 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>1. Strengthen strategic and operational partnerships in terms of resource mobilization, programme synergy and geographical coverage by implementing joint activities and prioritizing the most promising partnerships.</p> <p>Priority: High</p> <p>Deadline: 2025 (while designing and launching the next country strategic plan)</p>	Country office (management and partnerships, programme and research, assessment and monitoring units)					
<p>1.1 Harmonize targeting and promote synergies with complementary interventions carried out by other organizations, particularly with regard to activities relating to the resilience and adaptation of rural communities to climate change (such as with the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the United Nations Development Programme, World Bank projects and partners, the African Development Bank, the French Development Agency and the Belgian Development Agency (Enabel)); gender equality and women's empowerment (such as with the United Nations Development Programme, the United Nations Population Fund and Caritas); and pre-school care (including with the United Nations Children's Fund, the German Agency for International Cooperation and plan International).</p> <p>Priority: High (December 2025)</p>	Country office (management and partnerships, programme, and research, assessment and monitoring units)	Agreed	1. Undertake inter-agency mapping.	Country office research, assessment and monitoring unit	December 2025	Ongoing
			2. Carry out a global analysis of vulnerability, food security and nutrition and conduct a survey on the nutrition security of people living with HIV.	Country office research, assessment and monitoring unit	December 2024	Not started
			3. Present and disseminate the results of the Cadre Harmonisé and various surveys to the outcome groups (inter-agency technical groups acting as food security clusters).	Country office research, assessment and monitoring unit	December 2025	Ongoing

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<p>1.2 Draw lessons that can be incorporated into programmes (e.g. on the suitability of facilities and value chains according to the context and areas of intervention) from the experience of other United Nations entities, government bodies and other technical and financial partners.</p> <p>Priority: High (June 2024)</p>		Agreed	4. Strengthen partnerships with various organizations and the Government and improve information-sharing and the complementarity of approaches.	Country office activity leads, with support from field-level agreements manager	June 2024	Ongoing
			5. Make use of reports of other organizations and mapping, and build on project results and lessons learned.	Country office research, assessment and monitoring, and reporting units, with support from the regional bureau	December 2024	Not started
<p>1.3 Update the memoranda of understanding between WFP and its strategic partners (notably the Ministry of Agriculture and Livestock) on the basis of lessons learned and good practices from the implementation of the interim country strategic plan and supplement them with road maps and operational workplans complemented by joint annual review mechanisms; and focus support for the Guinean Government on priority areas (notably social protection and school feeding) and certain key institutions (e.g. the National Directorate of School Canteens and the National Agency for the Management of Humanitarian Emergencies and Disasters), defining support needs and "entry points" (such as the development of national strategies and technical capacity-building) based on assessments developed jointly with state partners.</p> <p>Priority: High (July 2024)</p>		Agreed	6. Jointly with relevant departments update all memoranda of understanding, taking into account lessons learned and best practices from the implementation of the previous interim country strategic plan, and supplement the memoranda with key documents.	Senior national development adviser (government relations and partnerships)	July 2024	Ongoing

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<p>2: Improve the preparation of integrated resilience projects, including the stages prior to implementation, while ensuring that solid, long-term technical partnerships and clear exit strategies are in place.</p> <p>Priority: High Deadline: 2024 (while designing and launching the next country strategic plan)</p>	<p>Country office (programme, partnerships, human resources, research, assessment and monitoring, and procurement units)</p> <p>Regional bureau (including the resilience unit)</p>					
<p>2.1 Strengthen the skills of country office staff in agricultural development and rural engineering and subcontract or delegate to qualified partners or service providers with technical skills those tasks that WFP cannot or will not be able to undertake in-house.</p> <p>Priority: High (July 2024)</p>	<p>Country office (programme, partnerships, human resources, research, assessment and monitoring, and procurement units)</p> <p>Regional bureau (including the resilience unit)</p>	Agreed	1. Issue calls for tender for specialized services with the aim of finding qualified providers.	Country office human resources unit	July 2024	Not started
			2. Use qualified service providers to provide specific technical support.	Country office human resources unit	July 2024	Not started
<p>2.2 Give preference to relatively long projects (at least three years) and extend the duration of service provision contracts (minimum six months) renewable in large tranches (instead of re-launching recruitment procedures for service providers), particularly in the case of hydro-agricultural schemes.</p> <p>Priority: High (Next country strategic plan)</p>		Agreed	3. Sign 12-month field-level agreements.	Country office activity leads, with support from field-level agreements manager	Next country strategic plan	Not started
			4. Appoint a field-level agreements manager, with specific responsibility for contract administration and partner payment follow-up, among other things.	Field-level agreements manager	Next country strategic plan	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			5. The assessment of cooperating partner capacity will begin as soon as the field-level agreements manager is recruited.	Field-level agreements manager and capacity strengthening officer	Next country strategic plan	Not started
2.3 Carry out preliminary studies using methods such as agrarian diagnosis or production systems analysis to tailor standard approaches and adapt agricultural development activities to local settings. Priority: Medium (June 2024)		Agreed	6. Carry out participatory community planning in target areas and collaborate with specialized organizations on agricultural production issues.	Country office resilience unit	December 2024	Ongoing
2.4 Revise the general framework for environmental and social impact studies to take into account the standards of the Guinean Environmental Assessment Agency, WFP's environmental and social commitments and donor requirements so that these studies can lead to genuine environmental and social management plans. Priority: Medium (June 2024)		Agreed	7. Develop an environmental and social assessment prior to project design and take the environmental and social management plan into account at the design stage.	Country office resilience unit	June 2024	Not started
			8. Systematize diagnostics using the environmental and social safeguarding tool.	Country office resilience unit	June 2024	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>2.5 1) Draw lessons from the "Zero Hunger Villages" pilot project before scaling it up, clearly highlighting: i) the technical-economic results of the proposed package of technical measures (including crop yields, their added value per hectare and their competitiveness against imported products); ii) the social, economic and environmental results of this approach (e.g., increased and diversified income, the organization of producers, the participation of women and the preservation of natural resources); and iii) the conditions for replicability (water management, sustainable access to seeds and other inputs and access to markets, in particular).</p> <p>Priority: High (June 2024)</p>		Agreed	9. Conduct a decentralized evaluation of the integrated approach of the "Zero Hunger Villages" pilot project.	Country office research, assessment and monitoring, and resilience units, with support from the regional bureau evaluation team	March 2025	Not started
<p>2.5 2) Anticipate, in the next country strategic plan, the exit strategy applicable to "Zero Hunger Villages" (in particular the financing of recurring costs relating to the maintenance of assets and equipment provided to producer organizations), by clarifying beforehand with national counterparts (in particular the Ministry of Agriculture and Livestock) the role they will have to play and by complementing the strategy with a budgeted action plan, discussed with and validated by those national counterparts.</p> <p>Priority: Medium (July 2024)</p>		Agreed	10. Develop an exit strategy.	Country office resilience unit	July 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>3. Promote more inclusive and transformative approaches to sustainable recovery from situations of nutritional vulnerability arising from discrimination (e.g. in relation to gender or HIV status), in particular by tackling underlying causes and implementing long-term empowerment strategies complemented by qualitative monitoring mechanisms.</p> <p>Priority: High</p> <p>Deadline: 2025 (for the remainder of the current interim country strategic plan and while designing and launching the next country strategic plan)</p>						
<p>3.1 Through strengthened partnerships, better coordination and joint resource mobilization, ensure complementarity in planning, geographical targeting and implementation with regard to activities to prevent and treat malnutrition and support people living with HIV.</p> <p>Priority: High (June 2024)</p>		Agreed	<p>1. Ensure integration in the country strategic plan by proposing interventions with a nutrition dimension and strengthen the coherence of interventions by pairing food and nutrition assistance.</p>	Country office nutrition unit (headquarters and regional bureau nutrition services)	June 2025	Ongoing
			<p>2. Integrate malnutrition prevention and treatment activities and support for people living with HIV into proposed projects.</p>	County office nutrition unit (headquarters and regional bureau nutrition services)	December 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>3.2 Improve malnutrition treatment and invest more in malnutrition prevention by:</p> <ul style="list-style-type: none"> ➤ supporting local production of nutritious foods to limit input shortages; ➤ promoting sustainable solutions that add value to local products (diversification of household production for own consumption and support for local processing or the enrichment of nutritious foods such as flour for babies); ➤ developing, with support from qualified operational partners, a social and behaviour change communication strategy; and ➤ diversifying the targets of nutrition awareness-raising activities (producer organizations, traders, authorities, etc.) and communication channels (farmer focal points, schools, traditional authorities, etc.). <p>Priority: High (Next country strategic plan)</p>		Agreed	3. Investigate ways of bridging the nutrient gap.	Country office research, assessment and monitoring, and nutrition units, United Nations Children's Fund	June 2024	Ongoing
			4. Analyse the feasibility of food fortification activities by setting up a rice fortification programme.	Country office nutrition and resilience units	June 2025	Not started
			5. Support the processing of local products and strengthen related regulatory frameworks.	Country office nutrition and resilience units	June 2025	Not started
			6. Find qualified partners in social and behaviour change communications and enter into field-level agreements with them.	Country office nutrition and resilience units	June 2025	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>3.3 Based on existing data and documents, analyse barriers to inclusion and develop specific strategies to: i) overcome discrimination against people living with HIV and people with disabilities; and ii) empower women (e.g. technologies to reduce the difficulty and duration of women's work and communications that promote social and behaviour change and, more specifically, promote women's leadership and decision-making power).</p> <p>Priority: High (End of 2024)</p>		Agreed	7. Establish a self-evaluation group.	Programme manager	December 2023	Completed
			8. Have the group's training validated by headquarters.	Headquarters disability inclusion team	June 2024	Not started
			9. Undertake a self-assessment.	Programme manager	June 2024	Not started
			10. Develop an inclusion strategy that takes into account the results of the self-assessment.	Headquarters disability inclusion team	December 2024	Not started
			11. Provide an operational response tailored to the needs of people living with HIV and assess the obstacles that they encounter.	Country office nutrition unit, with support from the regional bureau	July 2024	Not started
<p>3.4 Strengthen support for people living with HIV by helping them to set up sustainable income-generating activities, in particular by offering advisory services and technical capacity building throughout the value chain (from production to marketing).</p> <p>Priority: Medium (Next country strategic plan)</p>		Agreed	12. The evaluation will enable WFP to adapt existing efforts to supporting the development of income-generating activities.	Country office nutrition and resilience units	December 2024 (next country strategic plan)	Not started
<p>3.5 Expand monitoring indicators for assessing the impact of activities on women (representation in the decision-making bodies of producer organizations, increased income, working hours, etc.).</p> <p>Priority: Medium (End of 2024)</p>		Agreed	13. Verify the new institutional indicators presented by the Field Monitoring Service and the Gender Equality Office at headquarters.	Country office research, assessment and monitoring unit	July 2024	Ongoing
			14. Integrate the indicators into all logical frameworks and collection and monitoring tools.	Country office research, assessment and monitoring unit	July 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>3.6 To the extent that funding is available, recruit specialized full-time staff with qualifications and experience in gender equality and women's empowerment, ensuring that this cross-functional competence is properly coordinated with the various areas of technical intervention.</p> <p>Priority: High (Beginning of 2024)</p>		Agreed	15. The position of protection, accountability and gender equality officer will be created within the programme unit. This post is already included in the organigram approved by the regional bureau.	Country office programme unit	March 2024	Ongoing
<p>4. Continue efforts regarding accountability to populations, the monitoring and assessment of activities and the monitoring of food and nutrition insecurity.</p> <p>Priority: High Deadline: 2023–2024 (before the launch of the next country strategic plan)</p>	Country office (research, assessment and monitoring, partnerships and human resources units and sub-offices)					
<p>4.1 Plan a joint assessment of vulnerability and food and nutrition security at the national level and improve data collection for the Cadre Harmonisé (level of precision, collection method, etc.).</p> <p>Priority: High (November 2024)</p>		Agreed	1. Conduct a vulnerability survey at the prefecture level in collaboration with government services.	Country office research, assessment and monitoring unit	November 2024	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>4.2 Strengthen community feedback mechanisms, particularly with regard to local purchases associated with cash-based transfers and food distributions and systematically communicate feedback to beneficiaries and other stakeholders of such activities.</p> <p>Priority: High (June 2024)</p>		Agreed	2. Establish a toll-free hotline with a call centre staffed by three operators.	Country office information technology unit	December 2023	Completed
			3. The recruitment of three operators and a community feedback mechanism manager is underway.	Country office human resources and research, assessment and monitoring units	December 2023	Completed
			4. Budget for and purchase licenses for the SugarCRM platform.	Country office research, assessment and monitoring, and information technology units	June 2024	Ongoing
			5. Create a community complaints committee for each intervention.	Community feedback mechanism managers and activity leads	April 2024	Ongoing
			6. Develop standard operating procedures for community feedback mechanisms.	Community feedback mechanism manager	January 2024	Ongoing
			7. Set up complaint desks.	Community feedback mechanism manager	April 2024	Ongoing
			8. Appoint and train focal points for community feedback mechanisms in each office.	Community feedback mechanism manager	March 2024	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>4.3 Increase country office human resources for monitoring and evaluation and feedback, in the office in Conakry and in field offices, while ensuring ongoing capacity building to guarantee: i) full mastery of internal procedures relating to these various functions; and ii) a systematic approach to data collection and processing and to the use of data for planning.</p> <p>Priority: High (June 2024)</p>		Agreed	<p>9. Establish a committee to monitor and review findings relating to community feedback mechanisms at the country office and field office levels. Produce monthly reports that record all feedback and complaints and facilitate their distribution to partners. Organize regular post-distribution monitoring, produce reports and share them with sub-offices, activity leads and programme managers.</p>	Community feedback mechanism manager and country office monitoring and evaluation unit	June 2024	Not started
<p>4.4 Ensure better coverage and enhance the quality of activity monitoring by outsourcing certain monitoring and evaluation tasks (third-party monitoring or the ad hoc recruitment of non-governmental organizations, consultants, surveyors, etc.) and integrate the related additional expenditure items into project budgets.</p> <p>Priority: High (June 2024)</p>		Agreed	<p>10. The research, assessment and monitoring team is strengthened and a comprehensive monitoring plan consistent with minimum monitoring requirements and the risk-based monitoring framework is developed.</p>	Country office research, assessment and monitoring unit	June 2024	Ongoing