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Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
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 Liberia (2019–2026)**

### **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 Liberia for 2019–2026. The evaluation covered CSP activities implemented between 2019 and 2026. Taking a utilization-focused, consultative approach, the evaluation served accountability and learning purposes and informed the preparation of a new CSP.

The evaluation made four recommendations, of which two are strategic and two operational. The response presented below sets out whether management agrees, partially agrees or disagrees with the recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines for their implementation.

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#### **Focal point:**

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Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
<p><b>Priority: high</b>  <b>Deadline: June 2028</b>  <b>Recommendation 1: Refine and consolidate the HGSF programming model, improving planning and using support for cooperatives as a means of building integrated smallholder farmer resilience.</b></p>	<p>Country office            (cooperatives, Liberia Standards Authority (LiSA), global headquarters)</p>	<p>Agreed</p>				
<p>1.1 Incentivize agricultural cooperatives – through technical support (in partnership with the Ministry of Agriculture) and financial market opportunities – to provide training, inputs, market linkages and other assistance to smallholder farmers within their networks as a scalable model for boosting the productivity and resilience of farmers.</p>	<p>Country office supply chain unit</p>	<p>Agreed</p>	<p>1. Conduct capacity assessments of all active cooperatives, using existing WFP tools for the monitoring and evaluation of retailers' performance.</p>	<p>Country office supply chain unit (programme unit, global headquarters)</p>	<p>October 2025</p>	<p>Completed</p>
			<p>2. Deliver refresher training on post-harvest management, storage and quality assurance through joint missions with extension officers from the Ministry of Agriculture.</p>	<p>Country office programme unit (Ministry of Agriculture for support, global headquarters)</p>	<p>August 2025</p>	<p>Completed            Targeted additional training is scheduled for July 2026</p>
			<p>3. Facilitate quarterly coordination meetings with cooperatives, the Ministry of Agriculture and the Cooperative Development Agency; strengthen linkages with and between cooperatives; and address quality-related issues.</p>	<p>Country office programme unit, global headquarters</p>	<p>December 2026</p>	<p>Not started            Preparatory meetings were held with the Ministry of Agriculture and the Cooperative Development Agency in December 2025</p>

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			4. Provide cooperatives with simple, printed checklists of standard operating procedures (SOPs) for procurement through home-grown school feeding initiatives, covering quality standards, and packaging and delivery requirements.	Country office supply chain unit, global headquarters	September 2026	Ongoing The SOP checklist will be shared with cooperatives in September 2026, for use in the new school year
1.2 Ensure the timely provision of distribution plans to all stakeholders based on a school feeding needs forecasting mechanism and connect specific cooperatives to schools to enable a timely supply of food to schools by cooperatives.	Country office, cooperatives, global headquarters	Agreed	5. Develop a template for forecasting school meal requirements based on historic consumption and enrolment data.	Research, assessment and monitoring unit (RAM), programme unit, global headquarters	September 2026	Not started
			6. Issue distribution plans at least two weeks before the start of planning cycle, and shift from sharing the plan one day before the distribution to a seven-day cycle.	Programme unit (supply chain unit, global headquarters)	December 2026	Ongoing
			7. Inform schools and district education officers of the requirements for ensuring the delivery of school food allocations, one week ahead of the distribution.	Supply chain unit (programme unit, global headquarters)	December 2026	Ongoing
			8. Conduct spot-checks and monitoring visits jointly with the Ministry of Education to confirm the receipt and timeliness of food deliveries.	RAM (programme unit, global headquarters)	December 2026	Ongoing

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1.3 Implement multi-cycle procurement contracts that specify delivery requirements (including quantities) for cooperatives that consistently meet supply targets and high quality standards.	Country office, (global headquarters, cooperatives, LiSA)	Agreed	9. Conduct performance assessments to identify the top-performing cooperatives based on selected criteria.	Supply chain unit (global headquarters for guidance)	July 2026	Not started
			10. Issue multi-cycle contracts to the best-performing cooperatives, covering an initial period of six months, to be extended as necessary.	Country office supply chain unit, global headquarters	September 2026	Not started
<b>Priority: medium</b> <b>Deadline: June 2030</b> <b>Recommendation 2: Strengthen WFP's support for national and community capacity, systems and structures in areas where it adds distinct value, including school feeding, crisis response and health supply chains.</b>	Country office (global headquarters, National Disaster Management Agency (NDMA), Ministry of Education, Ministry of Health and third-party monitors)	Agreed				

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2.1 Enable a gradual and sustainable handover of school feeding by supporting the Government in developing and operationalizing national school feeding policies and standardized procedures while simultaneously strengthening the capacity of food management committees through targeted refresher training, practical tools and frequent joint monitoring with the Ministry of Education and third-party monitors.	Country office (global headquarters, Ministry of Education and third-party monitors)	Agreed	1. Provide technical input to the Ministry of Education for the 2025 revision of the school meals policy through a Systems Approach for Better Education Results exercise.	Programme unit (Ministry of Education for support, global headquarters)	October 2026	Ongoing
			2. Develop user-friendly tools for food management committees: attendance sheets, stock cards and a ration calculator.	Programme unit (RAM, global headquarters)	August 2025	Completed
			3. Conduct annual refresher training for food management committees.	Country office programme unit (third-party monitors)	August 2025	Completed
			4. Establish a joint Ministry of Education–WFP monitoring schedule for each school term.	Programme unit, global headquarters	May 2026	Not started
2.2 Support the NDMA in working to strengthen sustainable rapid assessment capacity for emerging crises, for instance by supplying tablets and training on survey, information systems and database management.	Country office (NDMA)	Agreed	5. Provide NDMA with 20 tablets reallocated from internally available stocks of information and communications technology equipment (as a low-cost action).	Country office information and communications technology unit, (RAM, global headquarters)	October 2026	Not started
			6. Deliver training on digital data collection tools through RAM.	RAM, global headquarters	November 2026	Not started
			7. Develop an SOP for rapid assessment, aligned with WFP's emergency procedures.	Programme unit (RAM, global headquarters)	October 2026	Not started

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2.3 Support the sustainability of the operations of Liberia's central medical store by developing and implementing a clear capacity strengthening and transition plan for the future handover of the management of the store and related supply chain roles to national partners, featuring activities such as staff training, job shadowing and post-exit consulting.	Country office (Ministry of Health)	Agreed	8. Draft a transition road map for the management of the central medical store, covering roles, timelines and minimum capacity benchmarks for hand-over.	Supply chain unit (in collaboration with the Ministry of Health, global headquarters)	February 2027	Not started
		Agreed	9. Conduct quarterly on-the-job mentoring for the warehouse staff of the Ministry of Health.	Supply chain unit, global headquarters	December 2028	Not started
		Agreed	10. Pilot test rotations of job shadowing for pharmacy technicians in the Ministry of Health.	Supply chain unit (human resources unit, global headquarters)	June 2027	Not started
<p><b>Priority: medium</b></p> <p><b>Deadline: December 2029</b></p> <p><b>Recommendation 3: Strengthen strategic programming partnerships and joint resource mobilization and policy development across the education sector, aligning the complementary capacities of partners with WFP's comparative advantage in school feeding in order to enhance education, nutrition and food systems outcomes.</b></p>	Country office (Food and Agriculture Organization of the United Nations (FAO), United Nations Children's Fund (UNICEF), LiSA, global headquarters, Ministry of Education, Ministry of Agriculture, United Nations Industrial Development Organization, and International Fund for Agricultural Development)	Agreed				

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
3.1 Establish a formal partnership framework to guide collaboration in areas where WFP has limited comparative advantage, such as water, sanitation and hygiene, nutrition-specific programming, agricultural production and food safety and quality systems, allowing WFP to focus on its core strengths in local procurement and school meal provision.	Country office (Ministry of Education, Ministry of Agriculture, FAO, UNICEF, LiSA, global headquarters)	Agreed	1. WFP works closely with the ministries, based on established memorandums of understanding. For other areas – such as water, sanitation and hygiene, and agricultural production – WFP will work with relevant stakeholders.	Programme unit (partnerships unit, global headquarters)	July 2026	Not started
3.2 Develop a targeted resource mobilization strategy that aligns funding opportunities with WFP's comparative advantages and partnership priorities, ensuring predictable financing for integrated, multi-year programmes that leverage complementary partner capacities.		Agreed	2. Develop a partnership and resource mobilization strategy focusing on the core priorities of activities under the new CSP.	Partnerships unit, global headquarters	February 2026	Completed
			3. Sustain engagement with the Government and international financial institutions to mobilize resources for the home-grown school feeding programme.	Partnerships unit (programme unit, global headquarters)	November 2026	Ongoing
<b>Priority: high</b> <b>Deadline: June 2030</b> <b>Recommendation 4: Strengthen organizational capacity and operational systems to facilitate the achievement of CSP ambitions.</b>	Country office (global headquarters, third-party monitors, Ministry of Education)	Agreed				

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4.1 Strengthen monitoring systems by responding to issues identified through third-party monitoring.	Country office (third-party monitors, Ministry of education)	Agreed	1. Introduce WFP's SugarCRM platform to enable the country office to effectively manage and follow-up on issues identified through field monitoring and community feedback mechanisms.	RAM, global headquarters	September 2026	Not started
			2. Establish a monthly review meeting on monitoring issues, with the programme and supply chain units.	RAM (programme and supply chain units, global headquarters)	November 2026	Started
4.2 Strengthen internal technical capacity on empowering women and girls and advancing equality and on the environment by ensuring regular training for programme and research, assessment and monitoring staff at the country office and suboffice levels, for example through support from the regional office and headquarters in Rome on empowering women and girls and advancing equality; safeguarding; protection; minimum standards for protection from sexual exploitation and abuse; and expertise on using indicators that can track differential outcomes in monitoring and evaluation systems.	Country office, global headquarters	Agreed	3. Provide training on gender equality, women's empowerment and protection from sexual exploitation and abuse, with the support of the Western and Central Africa Regional Office and headquarters in Rome; and appoint gender and protection from sexual exploitation and abuse focal points in the country and field offices.	Programme unit (RAM, global headquarters)	October 2026	Not started
			4. Integrate gender-sensitive indicators into RAM's monitoring forms.	RAM, global headquarters	January 2026	Completed

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office (with other contributing offices in brackets)	Management response	Actions	Action lead office (with other contributing offices in brackets)	Action deadline	Status
4.3 Fully implement the 2024 community engagement strategy so that affected people receive continuous information and engagement as part of programming and are thus informed and empowered.	Country office, global headquarters	Agreed	5. Via the meetings of food management committees, roll out community sensitization campaigns on targeting criteria and school meal entitlements.	Programme unit (RAM, global headquarters)	December 2025	Completed
			6. Improve the visibility and use of the community feedback mechanism hotline through posters in schools and briefings of food management committees.	Programme unit, global headquarters	December 2026	Ongoing
			7. At the design phase of any new intervention, conduct community consultations to ensure that the needs and requirements of affected people are properly addressed.	RAM, global headquarters	December 2026	Ongoing

**Acronyms**

CSP	country strategic plan
FAO	Food and Agriculture Organization of the United Nations
LiSA	Liberia Standards Authority
NDMA	National Disaster Management Agency
RAM	research, assessment and monitoring unit
SOP	standard operating procedure
UNICEF	United Nations Children's Fund