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

Executive Board
Second regular session
Rome, 17–21 November 2025

Distribution: General
Date: 11 September 2025
Original: English

Agenda item 6
WFP/EB.2/2025/6-C/8/Add.1
Oversight functions
For decision

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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Sierra Leone (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 for Sierra Leone for 2020-2025. The evaluation covered activities implemented between 2020 and 2025. Taking a utilization-focused, consultative approach, the evaluation served accountability and learning purposes and informed the preparation of a new country strategic plan.

The evaluation made a total of five recommendations. 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
Priority: Medium **Deadline: For next country strategic plan (CSP)** **Recommendation 1: Address slow-onset emergencies through a targeted and increasingly integrated portfolio of programming that builds resilience and addresses the root causes of hunger, while maintaining flexible emergency response capacity to work at the humanitarian–development nexus.**	Country office (crisis response, nutrition, asset creation and livelihoods, and research, assessment and monitoring (RAM) units) [National Disaster Management Agency, Western and Central Africa regional office/Office of Evaluation, United Nations Children's Fund (UNICEF), Ministry of Health, including the Food and Nutrition Directorate, Scaling Up Nutrition secretariat]	Agreed				
1.1. Maximize outcomes by increasing integration throughout WFP's programming portfolio by, for example, working from geographic hubs using the linkages among programmes to deliver critical elements of resilience building in various combinations, starting with key activities and progressively integrating and layering other programmes – including HGSF and nutrition – based on local conditions, livelihoods and capacity. *Priority: Medium* *Deadline: For next* CSP	Country office (school feeding, nutrition, asset creation and livelihoods, and emergency preparation and response units)	Agreed. The country office has gradually expanded and integrated its support across the three main investment areas, facilitated by a stronger field presence and broader partnership base. It is also supported by a joint effort among United Nations country team members to consolidate programming in priority districts.	1. Actively pursue programmatic convergence through joint monitoring in designated priority districts during the scale-up of or transition to the new CSP.	Country office (programme unit)	January 2026	Ongoing
			2. Strengthen staffing capacity in field and satellite offices through regular workshops.	Country office management and operations unit	January 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.2. Expand capacity strengthening support for the National Disaster Management Agency, focusing on its capacity to implement and coordinate disaster response outside of Freetown. *Priority: Medium* *Deadline: From 2024 into next CSP*	Country office (crisis response unit) [National Disaster Management Agency]	Agreed. The next CSP includes targeted country capacity strengthening support for the National Disaster Management Agency to enhance district-level disaster response capacity, with a focus on high-risk areas aimed at strengthening disaster response and management and early warning systems nationally and locally.	3. Support the Government in the finalization of the national contingency plan in close coordination with members of the emergency preparedness and response working group	Country office programme unit (emergency preparedness and response)	December 2027	Not started
			4. In the next CSP, include targeted country capacity strengthening support for the National Disaster Management Agency to enhance district-level disaster response capacity, with a focus on high-risk areas. Support the Government in the development of district-level disaster risk management plans in close collaboration with the Sierra Leone Red Cross, prioritizing high-risk districts.	Country office programme unit (emergency preparedness and response)	December 2028	Not started
			5. Facilitate the effective application, launch and operationalization of the Systematic Observations Financing Facility investment	Country office programme and RAM units	July 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.3. Develop and use indicators that better measure the contributions made in the different domains of WFP's country capacity strengthening activities, such as policy and technical support, organizational and institutional support, and individual support. *Priority: Medium* *Deadline: For next CSP*	Country office (crisis response and RAM units) [Regional office and Office of Evaluation]	Agreed. To support clearer articulation and measurement of results, country capacity strengthening has been integrated into all outcome areas in the next CSP, with supplementary indicators at the output and outcome levels added in line with corporate standards.	6. Integration of new and refined country capacity strengthening indicators, across all three CSP outcomes in line with the corporate results framework	Country office programme and RAM units	November 2025	Draft completed
1.4. Develop and maintain a contingency plan for the treatment of MAM when MAM rates reach critical levels, in partnership with agencies treating severe acute malnutrition. *Priority: Medium* *Deadline: For next CSP*	Country office (crisis response and nutrition units) [UNICEF, Ministry of Health, including the Food and Nutrition Directorate]	Agreed. WFP will prioritize embedding the new World Health Organization guidelines on the management of moderate acute malnutrition into national preparedness plans.	7. Support government efforts to include nutrition protocols in emergency response plans, with clearly defined triggers and response mechanisms.	Country office programme unit (nutrition)	December 2027	Ongoing
			8. Scale up the Nyam Nyam Pap programme beyond the pilot phase to ensure broader availability in high-risk areas.	Country office programme unit (nutrition)	December 2030	Ongoing
Priority: Medium **Deadline: From 2024 into next CSP** **Recommendation 2. Strengthen support for the national school meal programme through improved partnership and collaboration.**	Country office (school feeding and procurement units) [Ministry of Basic and Secondary Education, National School Feeding Secretariat (NSFS), UNICEF, World Vision and other cooperating partners]	Agreed.				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.1 Pursue greater strategic collaboration with partners, with WFP serving in a facilitation role – alongside the Ministry of Basic and Senior Secondary Education and in relevant technical working groups – to help promote partnerships based on its own comparative advantages to deliver holistic multisectoral school meal programmes with better connections to work on nutrition, water, sanitation and hygiene, education and other areas. *Priority: Medium* *Deadline: From 2024 into the next CSP*	Country office (school feeding unit) [NSFS, UNICEF, World Vision and other partners such as the Ministry of Health and the Ministry of Agriculture and Food Security]	Agreed. WFP facilitates cross-sectoral initiatives that support student health and well-being. These include water, sanitation and hygiene (WASH) collaboration with World Vision International, support for the NSFS and a Systems Approach for Better Education Results (SABER) exercise intended to inform integrated health and nutrition investments in schools.	1. Working with partners, promote the implementation of WASH and nutrition interventions in WFP-supported school.	Country office programme unit (school feeding)	December 2026 and continuous	Ongoing
			2. Provide targeted country capacity strengthening for the NSFS, including technical assistance relevant to the design and implementation of a long-term financing strategy.	Country office programme unit (school feeding)	December 2027 and continuous	Not started
			3. Facilitate the organization of a SABER exercise to strengthen national planning and coordination of school feeding as an integrated platform for education, nutrition and local food system development.	Country office programme unit (school feeding)	December 2029	Not started
2.2 Review long-term agreements with high-performing private transporters, refining the vendor pool to promote vendors that possess the capacity to engage in contracts with WFP. These efforts might be supported by secondary bidding processes aimed at ensuring competition and helping to provide access to newly qualified potential partners. *Priority: Low* *Deadline: For next CSP*	Country office (school feeding and procurement units)	Agreed.	4. Maintain an up-to-date transporter roster, with updates informed by performance.	Country office supply chain unit	January 2026, to be updated annually	Ongoing
			5. Maintain a minimum in-house fleet to ensure operational continuity when private transport services are not viable.	Country office supply chain unit	June 2024	Completed

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High/Medium **Deadline: For next CSP** **Recommendation 3. Increase investment in nutrition programming for the first 1,000 days of life in order to provide the foundation for a continuum of development activities that change the lives of Sierra Leoneans throughout their lifespans, with nutrition programming for the first 1,000 days of life targeting pregnant and breastfeeding women and girls and children under 2, and, for the next 4,000 days, targeting schoolchildren for school meal programmes, and young people for asset creation and livelihood activities.**	Country office (nutrition unit, Country Director and Deputy Country Director, and partnerships unit) [Ministry of Health, including the Food and Nutrition Directorate, donors and others]	Agreed.				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.1 Budget and plan for a significantly scaled up portfolio of malnutrition prevention programming, advocating with donors for more multi-year funds to increase nutrition programming aimed at achieving gains in the first 1,000 days of life, thus also reinforcing other funding investments for later in life, such as school meal programmes for children, and asset creation and livelihood activities for young people and adults. *Priority: High* *Deadline: From 2024 into next CSP*	Country office (nutrition unit, Country Director and Deputy Country Director, and partnerships unit) [Ministry of Health, including the Food and Nutrition Directorate and donors]	Agreed. In the next CSP, WFP will scale up efforts to prevent moderate acute malnutrition by expanding social and behaviour change activities, value chain development and regulatory engagement. The local complementary foods initiative will move beyond the pilot phase to reach additional districts with high rates of stunting, supported by investments in the capacity of small and medium-sized enterprises and in food fortification protocols. A dedicated food technician and international nutritionist will provide technical support.	1. Expand social and behaviour change interventions to additional districts and chiefdoms.	Country office programme unit (nutrition)	December 2026 and continuous	Ongoing
			2. Scale up the local complementary foods initiative from the pilot by expanding it to additional districts with high stunting levels.	Country office programme unit (nutrition)	December 2027	Not started
			3. Support national stakeholders in developing protocols for food fortification and promoting healthy diets, with technical guidance from a dedicated food technician.	Country office programme unit (nutrition)	December 2027	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.2 Expand nutrition programming to include adolescent girls, stepping up community advocacy to overcome any cultural barriers that may impede their participation in mother support groups, either directly through WFP activities or indirectly through strategic partnerships, and – where culturally appropriate – target older women as change agents and key members of mother support groups. *Priority: Medium* *Deadline: (For next CSP*	Country office (nutrition unit)	Agreed. The country office will scale up efforts to reach adolescent girls with nutrition support through school-based platforms, working in collaboration with other United Nations entities to deliver an integrated package of services. Adolescent girls will also be reached through social and behaviour change communications via an extended mother support group network under the next CSP. Older women will be mobilized as community champions to support the inclusion of adolescents where appropriate.	4. Provide school-based integrated services such as nutrition programming, in collaboration with sector partners.	Country office programme unit (school feeding)	December 2027	Ongoing
			5. Expand social and behaviour change coverage to reach adolescent girls through mother support groups.	Country office programme unit (nutrition)	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.3 Develop a clear plan for moving from the start up phase of local complementary food production to the profitability phase, which includes sharing and consolidating early experiences across production sites, including with regard to standards for profitability such as break even points, labour such as fair and living wages, capacity strengthening and training on organizational governance, financial and business management and other issues. ”Do-no-harm” and sustainability issues should also be considered, including through analysis of potential negative impacts. *Priority: High* *Deadline: (For next CSP*	Country office (nutrition unit)	Agreed. Starting in 2025, the local complementary foods programme will move into its expansion phase, informed by lessons learned during the pilot phase and supported by new donor investment. Key components will include the scale-up of production sites; partnerships with traders, agents and pharmacies; strengthened collaboration with actors offering complementary expertise in business management and entrepreneurship; and the launch of an awareness campaign.	6. Expand local complementary foods coverage to additional districts and chiefdoms.	Country office programme unit (nutrition)	December 2026	Ongoing
			7. Conduct a national awareness and advocacy campaign in collaboration with the Government.	Country office programme unit (nutrition)	December 2026 and annually	Ongoing
			8. Collaborate with the German Agency for International Cooperation and other partners such as private sector entities to enhance entrepreneurship and build the business management capacity of participating small and medium-sized enterprises.	Country office programme unit (nutrition)	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.4 Leveraging WFP's strengths in supply chains, expand the distribution networks for local complementary foods beyond production sites by including income-generating opportunities for mother support groups that enable them to serve as intermediaries in reselling the foods to other communities, family members, neighbours, markets, etc.; and by exploring the production options for using smaller packages in quantities and at prices that are affordable to vulnerable households in the areas where WFP is working. *Priority: Medium* *Deadline: (For next CSP*	Country office (nutrition unit) [Private sector]	Agreed. WFP will strive to support mother support groups in increasing the availability of local complementary foods. Additional country office capacity in marketing and nutrition will support the scale-up and ensure effective community-level engagement. The local complementary foods produced by mother support groups are not WFP-approved and as a result there are limits on WFP's ability to market and promote it.	9. Support mother support groups in broadening the distribution network through partnerships with traders, agents and pharmacies.	Country office programme unit (nutrition)	December 2026	Ongoing
			10. Increase the country office's technical capacity by recruiting additional nutrition and food quality staff.	Country office management and operations unit	July 2026	Not started
Priority: Medium/low **Deadline: By end of next CSP** **Recommendation 4. Continued asset creation and livelihood support for farmer-based organizations should include links to market linkages through procurement processes and systems that match the needs of smallholders with limited financial and other resources.**	Country office (school feeding, asset creation and livelihoods and procurement units) [Regional office and headquarters in Rome]	Agreed.				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.1 Conduct regular, such as annual, assessments of systemic issues related to identifying inefficiencies and bottlenecks in existing procurement processes. *Priority: Medium/low* *Deadline: (For next CSP*	Country office (procurement unit) and regional office	Agreed. Lessons will be reviewed after each procurement cycle, supporting continuous improvement as the volume of local procurement expands each year. In parallel, WFP will progressively strengthen training, engagement and business relationships with rural traders to enhance supply chain inclusivity and effectiveness.	1. Conduct a thematic evaluation of the home-grown school feeding programme's impact on the local economy, with local procurement as a core component of the review.	Country office programme (school feeding), RAM and supply chain units	December 2028	Not started
			2. Conduct annual internal reviews to capture lessons learned and guide scale-up efforts.	Country office programme (school feeding) and supply chain units	December 2026 and annually.	Ongoing
4.2. Continue to make local procurement contracting processes more efficient within existing WFP guidelines, aiming to continue to decrease the length of the local procurement process from the point of delivery to the payment of smallholder farmers. *Priority: Medium* *Deadline: By end of next CSP*	Regional office and country office (school feeding, asset creation and livelihoods, and procurement units) [Headquarters in Rome]	Agreed. The country office will strengthen its procurement function with additional staffing and improved procedures.	3. Recruit additional staff to bolster procurement capacity.	Country office management and operations unit	February 2025	Completed
			4. Establish a local procurement committee with formal terms of reference.	Country office management and operations unit	April 2025	Completed
			5. Update the standard operating procedures for payment processes with the integration of the Global Procurement System.	Country office finance unit	September 2025	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.3. Develop flexible pricing and contracting mechanisms that foster a "do-no-harm" approach and prioritize the profits of smallholder farmers in case of market volatility, especially when prices increase dramatically. *Priority: Medium* *Deadline: By end of next CSP*	Country office (procurement unit) [Regional office and headquarters in Rome]	Agreed. Within the confines of WFP's procurement regulations, the country office will continue to pursue procurement solutions that help to protect smallholder farmer profits during periods of significant market fluctuation.	6. WFP will co-lead the local pricing review with the Ministry of Agriculture and Food Security and partners during harvest periods in order to establish fair pricing.	Country office RAM unit	November 2024	Completed
			7. WFP will strengthen and expand its price monitoring to include farm gate prices.	Country office RAM and programme units	March 2025	Completed
			8. WFP will strengthen its market analysis capacity.	Country office RAM and programme units	March-2026	Not started
Priority: Medium **Deadline: By end of next CSP** **Recommendation 5. Expand efforts to promote gender equality, women's economic empowerment and environmental sustainability throughout the next CSP.**	Country office (crisis response, school feeding, nutrition, asset creation and livelihoods, and RAM units) and headquarters in Rome [Regional office and headquarters in Rome]	Agreed				
5.1 Apply the WFP environmental and social sustainability framework to all programming to ensure that environmental dimensions are appropriately recognized and addressed and better identify opportunities for promoting equality and women's empowerment. *Priority: Medium* *Deadline: By end of next CSP)*	Regional office [headquarters in Rome]	Agreed. Work on standardized guidance will be coordinated with the Gender, Protection and Inclusion Service and the Climate and Resilience Service at headquarters in Rome.	1. Conduct environmental risk assessments.	Country office, all activities	December 2027	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.2 Conduct assessments of the participation of women volunteers in WFP programming, including the members of mother support groups and the cooks of school meals, in order to determine the options for women's economic empowerment and their participation in WFP's programmes such as those for village savings and loan associations, agricultural support, market linkages to local complementary food production sites and HGSF. *Priority: Medium* *Deadline: By end of next CSP)*	Country office (school feeding, nutrition and RAM units) [Regional office and headquarters in Rome]	Agreed. Measures designed to support women and incentivize them to participate in WFP programmes – such as through village savings and loan associations, access to agricultural inputs and the promotion of business skills – have been incorporated into the next CSP.	2. Gender analysis was conducted by the regional office gender team during the development of the new CSP.	Country office, all activities	July 2024	Completed
			3. As part of efforts to increase the integration of activities, WFP will sharpen its focus on female participants. Activities will be determined based on assessments to ensure that they respond to the needs of women and maximize their economic empowerment.	Country office, all activities	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
5.3. Better incorporate indicators related to gender equality and women's empowerment, environment and climate throughout the portfolio of activities to encourage monitoring, reporting and progress in both areas, with appropriate support from headquarters in Rome to fill capacity gaps in the promotion of gender equality and women's empowerment and in environmental screening, identify the most appropriate indicators, and support continuous monitoring and data collection. *Priority: Medium* *Deadline: (For next CSP*	Country office (crisis response, school feeding, nutrition, asset creation and livelihoods, and RAM units) and headquarters in Rome [Regional office]	Agreed. Additional gender equality and women's empowerment and environmental indicators have been adopted in line with the corporate results framework, following recommendations from a dedicated technical mission by the gender unit.	4. Additional context-specific gender and environmental indictors have been added.	Country office programme unit	March 2025	Completed
			5. Monitoring capacity in field and satellite offices has been expanded to improve programme implementation and oversight.	Country office management and operations unit	December 2025	Ongoing

Acronyms

CSP	country strategic plan
NSFS	National School Feeding Secretariat
SABER	Systems Approach for Better Education Results
UNICEF	United Nations Children's Fund
WASH	water, sanitation and hygiene