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Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Côte d'Ivoire (2019–2025)

Background

This document presents WFP management's response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Côte d'Ivoire for 2019–2025. The evaluation covered CSP activities implemented by the country office between 2019 and 2024. The evaluation team made 6 main recommendations and 16 sub-recommendations. Of the six main recommendations, five were strategic and one was operational.

This management response sets out 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: High Deadline: During the formulation and implementation of the next CSP. Recommendation 1. Refocus WFP interventions on the areas most affected by food insecurity by strengthening operational synergies across the components of the CSP.	Country office vulnerability analysis and mapping (VAM), and programme units, with the support of a consultant assisting in the formulation of the CSP	Agreed				
1.1 Update the analysis of the areas most affected by food insecurity and shocks by conducting studies such as the integrated context analysis or comprehensive food security and vulnerability analyses.	(regional office VAM and programme units) [All institutional and implementing partners]	Agreed	1. The country office will conduct an analysis of the recurrence of food insecurity on the basis of data provided through the national food security monitoring system (DISSA) covering the past four years, in order to inform the geographic targeting of the new CSP.	Country office VAM unit (regional office VAM unit)	December 2024	Completed
			2. The country office will update the integrated context analysis (ICA), taking into account both the risks of natural shocks (floods and droughts) and the recurrence of food insecurity, in order to inform the preparation of the new CSP.	Country office VAM unit (regional office VAM unit and headquarters)	December 2024	Completed

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
1.2 For the preparation of the next CSP, identify the areas with the greatest potential for impact and operational synergies across CSP components in order to maximize the actions of all stakeholders and avoid the dispersion of resources, in line with government priorities and in close collaboration with partners. To that end, the country office should develop a targeting strategy that takes into account food insecurity, the frequency of shocks, partnership opportunities and government priorities.		Agreed	3. In preparation for the new CSP, the country office will develop a targeting strategy that takes into account food security analyses, ICA results and the Standardized Monitoring and Assessment of Relief and Transitions (SMART) survey, as well as government priorities.	Country office VAM and programme units (regional office VAM and programme units)	March 2026	Not started
Priority: High Deadline: During the initial phase of the next CSP (initial six months). Recommendation 2. Improve WFP's approach to national capacity strengthening through more effective operationalization of its policy in the areas of school meals and nutrition, emergency preparedness, resilience and food systems.	Country office programme, and research, assessment and monitoring (RAM) units (regional office and headquarters) (country offices and centres of excellence with experience in country capacity strengthening) [Strategic institutional partners: relevant ministries]	Agreed				
2.1 Enhance the formulation of measures to strengthen capacities by conducting needs assessments at the level of the systems that WFP aims to support (school meals and nutrition, emergency preparedness, resilience and food systems).		Agreed	1. The country office will organize consultations to identify the capacity-strengthening needs of the various stakeholders.	Country office programme unit/ external consultant	June 2026	Not started
2.2 Develop an institutional capacity strengthening strategy, in consultation with relevant institutions, that prioritizes key elements while promoting greater impact and sustainability.		Agreed	2. On the basis of the consultations held, the country office will develop an institutional capacity-strengthening strategy.	Country office programme unit/ external consultant	June 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
2.3 Make use of available institutional resources and tools and share knowledge and good practices with country offices and centres of excellence with experience in national capacity strengthening.		Agreed	3. Headquarters will organize a training workshop for staff of the country office programme and RAM units on WFP's internal capacity-strengthening tools.	Headquarters capacity-strengthening unit; regional Centre of Excellence against Hunger and Malnutrition (CERFAM) (regional office programme unit; country office RAM and programme units/external consultant)	December 2025	Not started
			4. The country office will compile a matrix of indicators relating to capacity strengthening in order to enhance the tracking of outcomes achieved in that area.	Country office RAM and programme units/external consultant (headquarters capacity-strengthening unit, regional office programme unit, CERFAM)	June 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: At the launch of the next CSP and at the end of each year. Recommendation 3. Strengthen strategic multisectoral partnerships, especially with national institutions and other United Nations entities, in order to address systemic issues, including in relation to resilience and crisis management.	Country office management and programme and partnerships units (regional office programme unit) [Strategic institutional partners: relevant ministries] [United Nations entities; technical and financial partners; research centres]	Agreed				
3.1 Map the institutions involved in resilience and crisis management, taking into account WFP's approach to issues such as nutrition integration, linkages with school meals and the targeting of women's groups.		Agreed	1. With the support of the RAM unit, the country office will carry out a comprehensive mapping of stakeholders active in the areas of resilience, crisis management and social cohesion (3W/5W matrices – who does what, where, when and for whom).	Country office RAM and programme units	March 2026	Not started
3.2 Set medium- and long-term strategic objectives, underpinned by national capacity strengthening strategies, and incorporate them into multi-year framework agreements designed to remain in place regardless of short-term resource availability.		Agreed	2. On the basis of the capacity-strengthening strategy referred to in recommendation 2.2, the country office will sign multi-year partnership agreements with key ministries throughout the implementation of the CSP.	Country office programme unit/ external consultant	December 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
3.3 Conduct an annual review of framework agreements, including the annual workplan drawn up in agreement with the institutions concerned and on the basis of available resources.		Agreed	3. At the end of each year, the country office will review workplans in order to make budget adjustments in line with available resources.	Country office programme unit	January 2027	Not started
3.4 Strengthen joint approaches with the United Nations system in order to maximize programmatic synergies, enhance the impact and coherence of interventions, and optimize resource mobilization.		Agreed	4. The country office will contribute to two joint United Nations system projects (the <i>agropoles</i> initiative, and the resilience programme launched in the north of the country).	Country office programme unit	December 2026	Ongoing
Priority: High Deadline: During the formulation phase and the first six months of implementation of the next CSP. Recommendation 4. Redefine WFP's added value and impact strategy in the area of resilience.	Country office programme unit (regional office programme unit) [Institutional partners involved in resilience (Ministry of	Agreed				

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.1 Develop a national capacity-strengthening component in order to scale up the results achieved.	Agriculture, Rural Development and Food Production; Ministry of Environment and Sustainable Development; and other key institutions responsible for resilience)]	Agreed The country office will develop a capacity-strengthening and skills transfer strategy, although no direct implementation is foreseen. Good practices will be documented to facilitate knowledge-sharing and scale-up	1. The country office will ensure that good practices in the area of resilience are documented and disseminated.	Country office programme unit (regional office programme unit)	December 2026	Ongoing
4.2 In line with recommendation 3.1, map the key institutions responsible for resilience and establish a strategic partnership with those institutions.		Agreed	2. The country office will map key actors in the resilience sector (see recommendation 3.1) and establish partnerships with them where relevant to its strategy.	Country office programme unit	March 2026	Ongoing
4.3 Use direct implementation as part of an approach aimed at piloting measures and extracting lessons learned with a view to supporting national capacity strengthening.		Agreed	3. The country office will ensure that good practices in the area of resilience are documented and disseminated.	Country office programme unit (regional office programme unit)	December 2026	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: High Deadline: During the formulation phase of the next CSP. Recommendation 5. Enhance the analysis of resource mobilization opportunities and set realistic objectives for the next CSP.	Country office management and partnerships unit [Donors]	Agreed				
5.1 Develop a realistic resource mobilization strategy that reflects donor priorities and WFP’s added value, particularly in connection with national capacity strengthening, and is anchored in multi-year funding.		Agreed Experience has shown that mobilizing funding for capacity strengthening can be challenging. The new CSP therefore integrates this modality across all activities rather than establishing it as a stand-alone outcome	1. The country office will develop a realistic resource-mobilization strategy.	Country office management and partnerships unit	October 2025	Ongoing
			2. During meetings of the resource management committee, the country office will report on the funding available for capacity-strengthening activities.	Country office management and partnerships unit/budget and programming unit	October 2025	Ongoing
5.2 Allocate additional resources to WFP field offices and within relevant ministries in order to strengthen intra- and inter-ministerial synergies.		Agreed	3. The country office will strengthen its field presence in order to improve cost-efficiency and ensure coherence with operations in Bouna and Guiglo. A WFP staff member will be seconded to the Ministry of National Education and Literacy.	Country office management and partnerships and budget and programming units	December 2027	Ongoing

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
Priority: Medium Deadline: During the initial phase of the next CSP and throughout its implementation. Recommendation 6. Improve WFP's monitoring and evaluation system to enhance the analysis of results achieved, particularly in relation to capacity strengthening.	Country office monitoring and evaluation and programme units (regional office and headquarters) [Implementing partners and universities/research institutes]	Agreed				
6.1 Develop a tailored monitoring and evaluation mechanism to measure capacity strengthening outcomes. Steps that should be taken include expanding the qualitative component of monitoring and evaluation and establishing a tracking tool on the basis of the strategy proposed in recommendation 2, while also strengthening the capacity of the country office, with the support from global headquarters country capacity strengthening unit.		Agreed	1. The country office will organize a training workshop for staff of the programme and RAM units on WFP's internal capacity-strengthening tools (see recommendation 2.3). 2. The country office will compile a matrix of indicators relating to capacity strengthening in order to enhance the tracking of outcomes achieved in that area (see recommendation 2.3).	Country office monitoring and evaluation, and programme units (regional office and headquarters)	March 2026	Not started

Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
6.2 Create a detailed record of the processes for implementing the planned measures and carry out learning exercises, particularly for innovations and pilot projects (for example, after-action reviews or experience-sharing workshops).		Agreed	3. The country office will review the implementation of pilot projects, particularly those relating to resilience, climate insurance, local procurement and the digital transformation of school canteens.	Country office programme (resilience), and monitoring and evaluation units (regional office programme unit and headquarters)	December 2027	Not started

Acronyms

CCS	country capacity strengthening
CERFAM	Centre of Excellence against Hunger and Malnutrition
CSP	country strategic plan
DISSA	national food security monitoring system of Côte d'Ivoire
ICA	integrated context analysis
M&E	monitoring and evaluation
RAM	research, assessment and monitoring
VAM	vulnerability analysis and mapping