



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

**Executive Board**  
Annual session  
Rome, 23–26 June 2026

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Distribution: General

Agenda item 7

Date: 29 April 2026

WFP/EB.A/2026/7-H/2/Add.1

Original: English

Oversight functions

For decision

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

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## **Management response to the recommendations in the summary report on the evaluation of the country strategic plan for Somalia for 2022–2025**

### **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 Somalia for 2022–2025. The evaluation covered CSP activities implemented between 2022 and 2025. Taking a utilization-focused and consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new CSP.

The evaluation made five recommendations, of which four are strategic and one, 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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#### **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 2026</b>  <i>(Completion of development of next CSP)</i>  <b>Recommendation 1: Strengthen linkages in the implementation of relief to resilience and livelihood building and capacity strengthening to establish building blocks for a sustainable response to food crises in Somalia in line with the federal and state governments' goal of transitioning from ad hoc humanitarian response to more long-term programming.</b></p>	<p>Country office management and programme teams (Regional office)</p>	<p>Agreed.</p>				
<p>1.1 Enhance integrated programming backed by geographic analysis of which integrated service packages can be provided in which geographic areas.</p>		<p>Agreed.</p>	<p>1. Develop a strategic and operational framework that outlines implementation strategies and criteria for the design, planning and implementation of integrated responses targeting the most vulnerable populations and livelihoods zones.</p>	<p>Country office head of programme/ deputy head of programme (HoP/DHoP)</p>	<p>February 2026</p>	<p>Ongoing</p>
<p>2. Pilot the implementation of the integrated response strategy and report on results and lessons learned.</p>		<p>HoP/DHoP</p>	<p>February 2026</p>	<p>Ongoing</p>		

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
1.2 Develop a comprehensive strategy to guide the operationalization of the humanitarian-development-peace nexus informed by a realistic resilience and livelihood needs assessment considering ecological zones and capacity and resource needs to effectively translate the triple nexus into practical action and ensure potential integration with relief activities.		Agreed.	3. Develop strategic and operational guidance to ensure that WFP humanitarian responses incorporate conflict sensitivity and early-entry resilience activities (e.g. asset creation, community-based preparedness) tailored to livelihoods zones and targeting the most vulnerable populations affected by shocks.	HoP/DHoP	June 2026	Not started
1.3 Further refine the links to and role of social protection under all CSP outcomes.		Agreed	4. Ensure that shock-responsive social protection country capacity assessment includes links across CSP outcomes.	Country office social protection team	March 2026	Ongoing
			5. Ensure that all shock-responsive social protection support delivered through WFP takes vulnerability analysis and mapping (VAM) and Integrated Food Security Phase Classification (IPC) reports into account.	Country office social protection team (Country office VAM team)	June 2026	Ongoing

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
			6. Conduct diagnostic studies of and training on conflict- and gender-sensitive social protection.	Country office social protection team (Country office gender team)	February 2026	Ongoing
<p><b>Priority: High</b>  <b>Deadline: March 2026 and reviewed and updated annually</b>  <b>Recommendation 2: Ensure that the needs-based plan for resilience, school feeding and nutrition programming is informed by realistic resourcing assumptions, based on scenario planning and backed by a realistic resource mobilization strategy.</b></p>	Country office management and partnerships team	Agreed.				
2.1 Develop innovative resource mobilization strategies for the CSP, leveraging opportunities such as joint programming and partnerships with development-oriented actors.		Agreed.	1. Prepare an innovative resource mobilization strategy for the next country strategic plan (CSP) by the first quarter of 2026 in order to diversify funding through private sector financing, innovative financial mechanisms and broader development partnerships while continuing to cultivate the support of traditional donors.	Country office partnerships team	February 2026	Ongoing

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
2.2 Develop a school feeding programme strategy that includes a long-term scenario-based investment plan that shows donors and the authorities where investments are needed, which resources are required and for how long.		Agreed.	2. Develop a school feeding programme strategy informed by the recent end-to-end programme review and the ongoing Healthy SABER assessment and prepare a costed plan with the Government that sets clear timelines for the progressive transfer of key programme functions to national ownership, along with the domestic and donor resources required to sustain them.	Country office school feeding team	March 2026	Ongoing
<p><b>Priority: Medium</b></p> <p><b>Deadline: June 2026</b></p> <p><b>Recommendation 3: Improve programme design and adaptation based on better integrated analysis and use of monitoring data, building on progress made in responding to the needs and priorities of women and men across programming. In addition, disseminate good practices in the implementation of WFP's assurance plan and risk management.</b></p>	Country office programme and monitoring and evaluation teams	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 Enhance work to address the differential needs and priorities of women and men across programming by building on progress in capacity building, operationalizing the tools in place, reporting on indicators and data specific to women and men.		Agreed.	1. In line with the framework on accountability for results, continue capacity building for WFP's key stakeholders at all levels of WFP operations, systematically applying corporate tools across the programme cycle and improving the use and analysis of gender-disaggregated data to inform programme design and decisions.	Country office programme team (Country office planning, monitoring, learning and evaluation (PMLE) team)	June 2026	Ongoing
3.2 Improve the use of monitoring data through regular dissemination of internal reporting and triangulation of monitoring data from various types of monitoring (process, output, outcome, community feedback mechanisms).		Agreed.	2. Strengthen the use of monitoring data by establishing a centralized digital knowledge and evidence hub to store evaluations, monitoring summaries and learning briefs, and by integrating a tracker that enables real-time follow-up on the implementation of recommendations.	Country office PMLE team (Country office programme team)	June 2026	Ongoing

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. As part of the Somalia country office learning agenda, conduct quarterly reflection and review sessions with the PMLE and programme teams to distil key findings, inform programme design and implementation and ensure wide dissemination of monitoring, evaluation and learning products among functional units.	Country office PMLE team (Country office programme team)	June 2026	Ongoing
3.3 Collaborate with WFP global headquarters to share good practices in the implementation of WFP's assurance plan and risk management.		Agreed.	4. Support the ongoing global mainstreaming of WFP's global reassurance priorities through the dissemination of best practices, tools and lessons from the Somalia country office to risk officers in the region and through global headquarters risk platforms.	Country office risk management team	February 2026	Ongoing

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
			5. Ensure that donor partners in Somalia are continually updated through regular briefings, progress updates and reports, as appropriate.	Country office risk management team	February 2026	Ongoing
<p><b>Priority: High</b>  <b>Deadline: June 2026</b>  <b>Recommendation 4: Align partnerships with the requirements of the next CSP to make clear how each partnership will influence or contribute to achievement of CSP results. This may be achieved through the following steps:</b></p>	Country office programme and partnerships teams (Regional office)	Agreed.				
4.1 Develop a robust partnership strategy aligning and expanding strategic and operational partnerships within the strategic direction of the next CSP and changing circumstances in Somalia.		Agreed.	1. Advocate domestic resource mobilization and the establishment of a robust accountability framework to enhance sustainability and national ownership.	Country office partnerships team (Country office management)	March 2026	Ongoing
4.2 Establish a systematic approach to building partnerships with the authorities, other United Nations entities, other development actors and private sector entities at the country office and area office levels in line with the partnership strategy.		Agreed.	2. Develop a comprehensive partnership engagement plan aligned with the WFP corporate partnership strategy and CSP priorities.	Country office cooperating partner management team (Country office country capacity strengthening (CCS) team)	March 2026	Not started

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. Set up regular coordination forums (e.g. quarterly partnership roundtables) at the country office and area office levels to engage with key stakeholders from the Government, other United Nations entities, NGOs and the private sector.	Country office cooperating partner management team (Country office CCS team; area offices)	March 2026	Not started
			4. Conduct training sessions for country office and area office employees on partnership principles, tools (e.g. memorandums of understanding and joint workplans) and private sector engagement.	Country office cooperating partner management team (Country office CCS team; area offices)	March 2026	Not started
<p><b>Priority: High</b>  <b>Deadline: June 2026</b>  <b>Recommendation 5: Ensure that the government capacity-strengthening approach is based on clearly articulated objectives and defined targets and that the overall scope of capacity strengthening is informed by funding expectations and WFP technical capacity at the country office and field levels.</b></p>	Country office programme team	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
5.1 Enhance the use of capacity assessments to better tailor capacity strengthening initiatives.		Agreed.	1. In line with government priorities , conduct capacity assessments (federal and state) using WFP's pathways framework to identify priority gaps in government systems aligned with WFP's mandate.	Country office CCS team	March 2026	Not started
5.2 Focus, where relevant, on regional and state-based approaches to capacity strengthening while maintaining support and aligning at both the federal and state levels.		Agreed.	2. Develop multi-year capacity-strengthening action plans at the federal and state levels in line with WFP's forthcoming CSP.	Country office CCS team	June 2026	Not started
5.3 Strengthen coordination of government capacity strengthening with other partners supporting similar efforts.		Agreed	3. Actively participate in existing coordination platforms (United Nations country team working groups) in order to map WFP's capacity strengthening activities, align them with those of other development partners, share workplans and jointly design complementary initiatives.	HoP/DHoP (Country office programme team)	March 2026	Ongoing

**Acronyms**

CSP country strategic plan

SABER Systems Approach for Better Education Results