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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 the WFP management response to the recommendations from the summary report on the evaluation of WFP country strategic plan (CSP) for Liberia (2019–2026). The evaluation covered CSP activities implemented between 2019 to 2026. Taking a utilization-focused, consultative approach, the evaluation served the dual purpose of accountability and learning and informed the preparation of a new country strategic plan.

The evaluation made a total of 4 recommendations, of which 2 are strategic and 2 operational. The response presented below sets out whether WFP agrees, partially agrees, or disagrees with the evaluation recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities, and timelines.

Focal point:

Mr A. Amewoa
Country Director
Email: agbessi.amewoa@wfp.org

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Priority: high Deadline: June 2028 Recommendation 1: Refine and consolidate the HGSP programming model, improving planning and using support for cooperatives as a means of building integrated smallholder farmer resilience.</p>	<p>Country office (Cooperatives, Liberian Standards Authority (LiSA), Western and Central Africa Regional Office (WACARO), and 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>Agreed</p>	<p>1. Conduct capacity assessment of all active cooperatives using existing WFP retailer performance monitoring and evaluation assessment tools.</p>	<p>Country office supply chain (programme)</p>	<p>October 2025</p>	<p>Completed</p>
			<p>2. Deliver refresher training on post harvest management, storage, and quality assurance using Ministry of Agriculture extension officers (joint missions).</p>	<p>Country office programme (Ministry of Agriculture support)</p>	<p>August 2025</p>	<p>Completed. Targeted additional training are scheduled in July 2026</p>
			<p>3. Facilitate quarterly coordination meetings between cooperatives, Ministry of Agriculture, CDA, and strengthen linkages and troubleshoot quality issues.</p>	<p>Country office programme</p>	<p>December 2026</p>	<p>Not started. Preparatory meetings were held with the Ministry of Agriculture and CDA in December 2025.</p>
			<p>4. Provide cooperatives with simple, printed standard operating procedure (SOP) checklists for home-grown school feeding procurement (quality specs, packaging, delivery requirements).</p>	<p>Country office supply chain</p>	<p>September 2026</p>	<p>Ongoing; the SOP checklist will be shared with the cooperatives in September 2026 for the next school year</p>

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
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, WACARO and headquarters)	Agreed	5. Develop school feeding forecasting template using historic consumption + enrolment data.	Research, assessment and monitoring (RAM) (programme)	September 2026	Not started
			6. Issue distribution plans at least two weeks before cycle start (shift from 1-7 days).	Programme (supply chain)	December 2026	Ongoing
			7. Inform schools and district education officers of the allocation of school food delivery requirements, one week ahead of the distribution	Supply chain (programme)	December 2026	Ongoing
			8. Conduct joint spot-checks and monitoring visits with the Ministry of Education to confirm receipt and timeliness of food delivery.	RAM (programme)	December 2026	Ongoing
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 (headquarters, cooperatives and LiSA)	Agreed	9. Conduct performance assessment to identify top performing cooperatives based on selected criteria.	Supply chain (headquarters guidance)	July 2026	Not started
			10. Issue multi-cycle contracts to the best-performing cooperatives covering a six-month period, to be extended as necessary.	Country office supply chain	September 2026	Not started

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
<p>Priority: medium Deadline: June 2030 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.</p>	<p>Country office (WACARO, headquarters, national disaster management agency (NDMA), Ministry of Education, Ministry of Health and third-party monitors (TPM))</p>	<p>Agreed</p>				
<p>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 TPM.</p>	<p>Country office (WACARO, headquarters, Ministry of Education and TPM)</p>	<p>Agreed</p>	<p>1. Provide technical input to the Ministry of Education for the 2025 school feeding policy revision through SABER exercise</p>	<p>Programme (Ministry of Education support)</p>	<p>October 2026</p>	<p>Ongoing</p>
			<p>2. Develop user-friendly FMC tools: attendance sheets, stock cards, ration calculator.</p>	<p>Programme (RAM)</p>	<p>August 2025</p>	<p>Completed</p>
			<p>3. Conduct annual FMC refresher training.</p>	<p>Country office programme (TPM)</p>	<p>August 2025</p>	<p>Completed</p>
			<p>4. Establish joint Ministry of Education-WFP monitoring schedule (each term).</p>	<p>Country office programme</p>	<p>May 2026</p>	<p>Not started</p>
<p>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.</p>	<p>Country office (NDMA)</p>	<p>Agreed</p>	<p>5. Provide the NDMA with 20 tablets reallocated from internally available information and communications technology stocks (low-cost action).</p>	<p>Information and communications technology (RAM)</p>	<p>October 2026</p>	<p>Not started</p>
			<p>6. Deliver training on digital data collection tools through the RAM team.</p>	<p>RAM</p>	<p>November 2026</p>	<p>Not started</p>

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
			7. Develop a rapid assessment SOP aligned with WFP emergency procedures.	Programme (RAM)	October 2026	Not started
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 CMS transition roadmap (roles, timelines, minimal capacity benchmarks for handover).	Supply chain (in collaboration with the Ministry of Health)	February 2027	Not started
		Agreed	9. Conduct quarterly on-the-job mentoring for the Ministry of Health warehouse staff.	Supply chain	December 2028	Not started
		Agreed	10. Pilot job-shadowing rotations for Ministry of Health pharmacy technicians.	Supply chain (human resources)	June 2027	Not started
Priority: medium Deadline: December 2029 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.	Country Office (Food and Agriculture Organization of the United Nations (FAO), United Nations Children's Fund (UNICEF), LiSA, headquarters, WACARO, 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	Management response	Actions	Action lead office	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, headquarters, and WACARO)	Agreed	1. WFP works closely with the line ministries based on the established MoUs where WFP focus the key priorities on the new CSP. For other areas (i.e. WASH, agriculture production etc.) WFP will involve relevant stakeholders.	Programme (partnerships)	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 new CSP activities.	Partnerships	February 2026	Completed
			3. Sustain engagement with the Government and international financial institutions to mobilize resources for the home-grown school feeding.	Partnerships (programme)	November 2026	Ongoing
Priority: high Deadline: June 2030 Recommendation 4: Strengthen organizational capacity and operational systems to facilitate the achievement of CSP ambitions.	Country Office (headquarters, WACARO, TPM, and Ministry of Education)	Agreed				

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	Action deadline	Status
4.1 Strengthen monitoring systems by responding to issues identified through third-party monitoring.	Country office (TPM and Ministry of education)	Agreed	1. Introduce SugarCRM to enable the country office to effectively manage and follow up on issues identified through field monitoring and community feedback mechanisms (CFMs).	RAM	September 2026	Not started
			2. Establish a monthly review meeting on monitoring issues with programme and supply chain.	RAM (programme and supply chain)	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 (headquarters and WACARO)	Agreed	3. Provide training on gender equality and women's empowerment and protection from sexual exploitation and abuse with the support of WACARO/headquarters and gender and protection from sexual exploitation and abuse focal points at the country office and field office.	Programme (RAM)	October 2026	Not started
			4. Integrate gender-sensitive indicators into RAM monitoring forms.	RAM	January 2026	Completed

Recommendations and sub-Recommendations	Recommendation and sub-recommendation lead office	Management response	Actions	Action lead office	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 (headquarters and WACARO)	Agreed	5. Roll out community sensitization on targeting criteria and school feeding entitlements (via FMC meetings).	Programme (RAM)	December 2025	Completed
			6. Improve visibility and use of the CFM hotline (posters in schools, briefing to FMCs).	Programme	December 2026	On going
			7. At the design phase of any new intervention conduct community consultation to ensure that the needs and requirements of affected people are properly addressed.	RAM	December 2026	On going

Acronyms

CFM	community feedback mechanism
FAO	Food and Agriculture Organization of the United Nations
LiSA	country strategic plan
NDMA	national disaster management agency
RAM	Research, assessment and monitoring
SABER	Systems Approach for Better Education Results
SOP	standard operating procedure
TPM	third-party monitors
UNICEF	United Nations Children's Fund
WACARO	Western and Central Africa Regional Office