

**Decentralized Evaluation Quality Assurance System (DEQAS)**

## Management Response

### Decentralized Evaluation of Sierra Leone PRRO 200938

#### WFP Sierra Leone

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| 1       | <p><b>R1. The Country Office, in conjunction with its programme partners and with support and direction from the Regional Bureau in Dakar, should urgently and significantly improve the quality of monitoring, reporting and programme quality assurance systems, particularly for the nutrition components.</b></p> <p>a) WFP monitoring activities are primarily focused on food distribution activities with little or no focus on quality programming. Health service providers overall lack the capacities to manage the reporting side of the nutritional programmes, and the monitoring skills of WFP programme officers as well as partner staff are also weak.</p> <p>b) More regular on-the-job practical training sessions are required at all levels, including with partner staff, with regular follow-up.</p> <p>c) WFP staffing profiles should be such to ensure that the Country Office has the technical skills to undertake the required activities.</p> <p>d) For further information and proposals please see notes in Annex 11.</p> | Accepted  | <ul style="list-style-type: none"> <li>- RB remote support or mission to review the existing M&amp;E strategy including the development of manuals and tools to facilitate monitoring, supervision and reporting.</li> <li>- Develop systematic monitoring plans and tracking tools to monitor implementation of recommendations identified during process monitoring</li> </ul> | CO Nutrition Unit/RB<br><br><br><br><br><br><br><br><br><br>CO Nutrition and M&E units   | By August 2018<br><br><br><br><br><br><br>By August 2018<br><br><br><br><br><br><br>By October 2018 | Not started<br><br><br><br><br><br><br>In progress<br><br><br><br><br><br><br>Not started |

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|         |  |  | <ul style="list-style-type: none"> <li>- Review training modules and implement refresher and on-the-job trainings for WFP and partner staff in programme implementation and monitoring.</li> </ul>  | CO Nutrition unit, MoH/DFN and NGO partners  |   |  |
| 2       | <p><b>R2. The Country Office should immediately review the assistance approach to treatment of moderate acute malnutrition through the targeted supplementary feeding programme and prioritise the programme's focus towards the prevention of stunting.</b></p> <p>a) Comprehensive stunting prevention or preventative interventions to address acute malnutrition both use the same blanket distribution approach, along with behaviour change communication to promote infant and young child feeding and good hygiene practices, complemented by other activities. By focusing on stunting prevention, both stunting and moderate acute malnutrition would be addressed.</p> <p>b) The Country Office should also maintain a greater focus on mainstreaming nutrition considerations across all direct interventions (e.g. combine food assistance for assets with nutrition education and communication) to promote behavioural change and empower households to adopt better nutrition related decisions.</p> | Accepted   | <ul style="list-style-type: none"> <li>- CO will develop a comprehensive prevention package in prioritized and most affected districts according to the last nutrition survey</li> <li>- CO in process of mainstreaming nutrition into all direct interventions starting with FFA/P4P and school feeding activities.</li> </ul> | CO Nutrition unit, MOH/DFN<br><br>All programme units  | By January 2019                           | In progress,                                       |

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| 3                  | <p><b>R3. The Country Office and its partners should ensure that the challenges, gaps and lessons learned during the pilot phase of the stunting prevention programme are identified and incorporated prior to the programme's proposed expansion.</b></p> <p>a) Stunting is a complex issue; it is a new programme for the country and for the Country Office, and as such requires to be guided with a strong quality and learning process, and therefore focus should be on quality rather than targets. The Country Office should closely work with partners and ensure a collective and shared review of programme achievements and challenges, with the view to address identified weaknesses and gaps, and adjust accordingly as the programme progresses. A more comprehensive multi-sectoral approach, with priority given to infant and young child feeding through behaviour change, needs development.</p> <p>b) For further information and proposals please see notes in Annex 11.</p> | Accepted   | <ul style="list-style-type: none"> <li>- CO will work with the RB to review and document lessons learned, best practices and success of the first phase of the SPP to guide proposed expansion</li> <li>- CO will enhance existing SPP partnership coordination structures at national, district and community levels to review progress, identify bottlenecks and document best practices and lessons learned</li> </ul> | <p>CO Nutrition Unit/RB</p><br><br><br><br><br><br><br><br><br><br><br><br><br><br><p>CO Nutrition unit, CP (World vision), MOH/DFN</p> | <p>By Nov 2018</p><br><br><br><br><br><br><br><br><br><br><br><br><br><br><p>Ongoing</p><br><br><br><br><br><br><br><br><br><br><br><br><br><br><p>By Dec 2019</p> | <p>Not started</p><br><br><br><br><br><br><br><br><br><br><br><br><br><br><p>In progress</p><br><br><br><br><br><br><br><br><br><br><br><br><br><br><p>In progress</p> |

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|         |   |   | <ul style="list-style-type: none"> <li>- CO in partnership with government and other UN agencies, will develop a comprehensive SBCC strategy and approach to stunting integrated with the IMAM programme to enable a more comprehensive package of prevention and treatment</li> </ul> | CO Nutrition unit and Government partnerships  |   |  |
| 4       | <p><b>R4. In support of Recommendations 2 and 3, the Country Office should reinforce and build its evidence-base on nutrition programming. As the stunting prevention programme is a new initiative in its early stages, WFP should expand its work to demonstrate effectiveness and impact to create a strategic evidence-base for future stunting programming. In addition, strengthening the evidence base of food-by-prescription services remains critical to prioritise these programmes when approaching donors.</b></p> <p><b>To do this:</b></p> | Accepted if funding permits (especially for the research component)   | <ul style="list-style-type: none"> <li>- Ensure that strong M&amp;E framework that captures relevant indicators of food-by-prescription programming is in place</li> </ul>   | CO Nutrition and M&E units   | <p>By August 2018</p> <p>By Nov 2018</p>  | <p>In progress</p> <p>Not started</p>              |



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| 5       | <p><b>R5. The Country Office should improve the quality of programming and beneficiary targeting of food-by-prescription services, and forge livelihood linkages for graduated clients living with the human immune-deficiency virus.</b></p> <p>a) Service provision should be reviewed to allow malnourished clients to immediately start nutrition treatment and support as soon as they are diagnosed.</p> <p>b) Linkages to livelihood activities and vocational training would strengthen programme effectiveness and would provide a pathway for graduating clients to achieve sustainable food security and avoid creating dependency on food-by-prescription.</p> <p>c) For further information and proposals please see notes in Annex 11.</p> | Accepted  | <ul style="list-style-type: none"> <li>- Revise operational and food distribution modalities to ensure malnourished ART/TB clients are enrolled into the FBP programme as soon as they are diagnosed</li> <li>- Develop and implement a strategy for linking graduating clients with self-reliance livelihood/food security activities</li> </ul> | <p>CO Nutrition unit and DFN</p> <p>CO Nutrition unit &amp; Livelihoods unit</p>   | <p>By Dec 2018</p> <p>By Dec 2018</p>                   | <p>Not started</p> <p>In progress</p>                             |
| 6       | <p><b>R6. The Country Office and its partners, with Regional Bureau support, should explore alternative modalities to in-kind food as part of food-by-prescription services. The exploration of alternative modalities is especially important as the in-kind model entails various programme constraints (late pre-positioning of food commodities, different timing of drug and food deliveries, the drug provision through anti-retroviral treatment sites versus delivering of food at final distribution points, the costs incurred by</b></p>  | Partially accepted. We cannot fully replace in-kind food with cash for the FbP services as specialized nutritious foods are not available in the local                      | <ul style="list-style-type: none"> <li>- CO will undertake feasibility study (including learning from other programmes in the region) of using cash or vouchers</li> </ul>  | CO/RB  | By Nov 2018   | Not started   |

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|         | <p><b>clients etc). The shift from food to a cash-based modality (probably vouchers) should simplify WFP procedures and improve efficiency. First steps in this direction would be:</b></p> <p>a) To investigate and analyse the feasibility of using cash or vouchers towards the family support component of food-by-prescription, incorporating lessons from other programmes in the region.</p> <p>b) To work with partners to design and test a pilot distribution model that incorporates a cash-based modality for the family ration. Assess for client effectiveness, cost and efficiency of distribution, and the feasibility of incorporating the model into the Government health system</p> | market for all categories of patients.   | <p>modalities towards the family support component of food-by-prescription.</p> <p>- CO to work with partners to design and test a pilot distribution model that incorporates a cash-based modality for graduating clients that are at risk of relapse.</p> | CO Nutrition Unit, NACP, NAS and NGO partners   | June – Dec 2018                                  | In progress   |
| 7       | <p><b>R7. The Country Office should consider undertaking a broad-based nutrition-sensitive gender analysis, to align the upcoming Country Strategic Plan with updated WFP Policies, and to contribute towards strengthened programming, the infant and young child feeding behaviour change communications strategy and other components of the Country Strategic Plan.</b></p> <p>This will assist the Country Office in ensuring that gender dimensions, including gender equality and the empowerment of women, are constructively integrated into all ongoing and future programming and are understood by WFP staff and the partners' employees, through additional training.</p>                  | Accepted   | - CO will work with the RB Gender and Nutrition units to ensure that gender and nutrition sensitive is mainstreamed in the new CSP  | CO management, CO gender focal point, RB  | By Dec 2018                                      | Not started   |

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| 8  | <p><b>R8: The Country Office should not actively plan for annual short-term safety nets distributions, as implemented to date, but use available resources for additional food activities for assets activities producing livelihood enhancements to targeted vulnerable communities.</b></p> <p>a) Any impact such one-off activities may have had has been extremely limited, and the resources would be better used through longer-term support activities.</p> <p>b) Communities have proven to be resilient, and single interventions with limited food simply perpetuate a cycle of expectation and dependence which needs to be broken.</p> <p>c) A limited disaster response contingency capacity should remain available, with clear trigger points for its deployment and use, and clear roles of the different partners.</p> | Accepted  | - The lean season safety net has been suspended as of 2018. This change is reflected in the current BR of the T-ICSP. However, available resources have been re-allocated to the school meals programme. | CO  | June 2018  | Completed   |
|  |   | Accepted  | - T-ICSP includes an activity to provide food assistance to vulnerable households affected by disasters or sudden onset emergencies.   | CO Management   | By August 2018                                   | Completed   |
|  |   |   |  |   |  | Not started   |



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|         |   |  | <ul style="list-style-type: none"> <li>- WFP will work with the NDMA to define engagement protocols.</li> <li>- Standby agreements for rapid response with potential humanitarian partners will be developed.</li> </ul>  | CO Safety nets and Logistics units   |  |  |
| 9       | <p><b>R9: The Country Office should develop a more robust engagement with Sierra Leone’s Office of National Security to finalise and roll out the national disaster response plan. Future WFP support should follow a more developed structure with an agreed workplan and targets.</b></p> <p>a) The aim would be to build the Office of National Security capacity across the board, and through doing so, incrementally transfer the acceptance of responsibility to the official bodies for disaster response, with other external agencies in clearly identified supporting roles.</p> <p>b) This may require a dedicated Disaster Management officer in the Country Office structure, to lead the process from WFP’s side, continuing the capacity enhancement and decentralisation of knowledge and skills, as</p> | Partially Accepted. WFP does not have the capacity or resources to build the capacity of ONS across the board.   | <ul style="list-style-type: none"> <li>- CO to engage with the new leadership of the ONS through a multi-agency forum to define capacity gaps and needs in line with the vision of the new government.</li> <li>- WFP will update its Capacity Engagement Plan with the ONS in</li> </ul> | CO logistics unit  | <p>By August 2018</p> <p>By October 2018</p> | <p>Not started</p> <p>In progress</p>              |

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|         | well as continuing the development (and ultimate handover) of the logistics base in Port Loko.  |  | line with our resources and capabilities and the recommendations of the After Action Review to the 2017 Flood response.<br><br>- recruit a dedicated Disaster Management officer  | CO management/HR   | By end of first quarter 2019              | Not started  |
| 10      | <p><b>R10: The Country Office should continue to implement its food assistance for assets activities but consider working on community-owned project sites rather than individually-owned smallholdings. Additional partners should be incorporated into the planning to ideally provide complementary resources.</b></p> <p>a) This approach would convey a better sense of support to the whole community rather than benefits for a few land-owning individuals. The positive experiences of work groups would continue, but with the overall benefits ideally aiding a larger number of community members over a longer period.</p> <p>b) Plans must include the provision of required resources such as tools, seed, extra financial support and technical advice as required.</p> | Accepted, however the majority of sites are community owned  | <p>- CO to ensure that community ownership is a criterion for selection of FFA activities.</p> <p>- Joint plan of action exists with RBA (FAO and IFAD) to ensure complementarity around agriculture production and</p> | CO Livelihoods Unit<br><br>CO Management/ livelihoods unit   | By March 2018                             | Ongoing  |

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|-----------|--|---|---|--|---|--|
|           |  |   | <p>productivity activities.</p> <ul style="list-style-type: none"> <li>- With the roll out of the 3PA, WFP is providing complementary tools in addition to food assistance to improve impact of FFA activities</li> </ul> |  |   |  |