



Management Response from WFP South Sudan Country Office to the recommendations of the decentralized evaluation of Food Assistance for Assets in South Sudan (DE/SSCO/2019/054) from March/2016 to December/2019

1. This document, finalized in June 2021, presents the management response to the recommendations of the evaluation of Food Assistance for Assets (FFA) Project in South Sudan.
2. The evaluation, which was commissioned by WFP South Sudan Country Office covers FFA activities implemented from March 2016 to December 2019. The purpose of the evaluation is to inform the implementation of the FFA project in the next Country Strategic Plan (CSP) cycle starting in 2023; it serves the dual and mutually reinforcing objectives of accountability to stakeholders and learning for WFP and partners. Users of the results include staff from the WFP Country Office, Regional Bureau Nairobi (RBN) and Headquarters, beneficiaries, the Government of South Sudan, the United Nations Country Team, non-governmental organizations and donors.
3. The evaluation made nine key recommendations with **[Y]** actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

Recommendations and related Sub-recommendations (Deadline) <i>[as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]</i>	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division (/possibly external stakeholder in the case of Joint Evaluation). Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Management Response <i>[Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]</i>	Actions to be taken <i>[Briefly state what action(s) will be taken to address each sub-recommendation – one action per row.]</i>	Action Lead (Supporting Offices/Divisions) <i>[Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]</i>	Action Deadline <i>[Month and year – not to exceed related (sub-)recommendation on deadline.]</i>
<p>Priority: High/Medium</p> <p>Recommendation 1: The Country Office should examine the reasons why some Asset Management Committees (AMC) are unable to ensure that infrastructure is properly maintained by the community, and then follow up with appropriate remedial action. This may include further support/training for the AMC or community-level education/sensitization (Next six months)</p>	<p>South Sudan WFP CO</p>	<p><i>Agreed</i></p>	<p>WFP will review the different approaches taken by partners to support post-project asset maintenance and management and develop guidelines for Asset Management Committees and/or a harmonized approach for ensuring asset maintenance. WFP will also assess the storage of tools at community level to understand how tools are managed post-project.</p>	<p>Safety Nets & Resilience – FFA team</p>	<p>31 December 2021</p>
<p>Priority: High/Medium</p> <p>Recommendation 2: The Country Office should consult with the Government over support for the purchase of equipment suitable for carrying out maintenance work</p>	<p>South Sudan WFP CO</p>	<p><i>Partially agreed</i> – consultations with government will be done at national & state levels but actual purchase of</p>	<p>WFP will hold consultations with the relevant line ministries (roads & bridges, agriculture and food security, livestock, etc) and other strategic partners (ie</p>	<p>Safety Nets & Resilience – FFA team</p>	<p>31 December 2021</p>

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on roads and dykes that cannot be managed at community level. (deadline)		equipment within the current context of government functionality is highly unlikely given severe budgetary constraints at national and state level.	UNOPS) to see what kind of equipment purchases could be provided to improve and ensure asset maintenance. Purchase and handover of such equipment is likely to be difficult in the current context.		
Priority: High/Medium Recommendation 3: The Country Office should continue to look for improvements to support gender transformative changes (deadline)	South Sudan WFP CO	Agreed	Not applicable The CO will continuously review the programme processes and deliberately include activities that will in effect contribute to gender transformative outcomes.	GPU/SNR	December, 2022
Sub-recommendation 3.1 The CO should ensure that female change agents are identified and empowered to take on	South Sudan WFP CO	Agreed	3.1.1 GPU will strengthen SOP or compendium of activities that promote local women’s participation	3.1.1 GPU	3.1.1 Dec 202

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leadership roles in the community (Next cycle of new FLAs)			<p>in group initiatives, such as insurance and saving schemes, their sustainable access to markets, and mainstreaming across all WFP programmes and partners. FLAs will require partners to implement the SOPs and guidelines over the duration of the project, which will likely extend into the CSP period. Along side, KPIs in the FLAs will be revised to better reflect gender mainstreaming activities.</p> <p>3.1.2 WFP will continue to strengthen the members of the PMCs to ensure their active contributions and</p>	3.1.2 GPU/SNR/PPR	3.1.2 December 2022

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			leadership in community-led initiatives. 3.1.3 WFP will conduct an assessment to understand what prevents women from taking leadership roles as PMCs and other community lead groups as provided for by the project.	3.1.3. SNR – FFA/GPU	3.1.3. June 2022
Sub-recommendation 3.2 CO should ensure that further work should be done to implement the recommendations of the rapid gender assessment, including tailoring work norms to needs and abilities and reducing the work burden of women (for instance, the provision of wells and ponds, and irrigation schemes as in Recommendation 4). (Next cycle of new FLAs)	South Sudan WFP CO	Agreed Significant progress has already been made to adapt the FFA programme based on the recommendations of the Rapid Gender Assessment as well as to build off the findings of the Gender Situational Analysis.	3.2.1 WFP will conduct a study to map areas where women’s burden can be reduced linking to FFA programme	3.2.1 GPU/SNR/MEAL	3.2.1. by June 2022

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		For example, updating the CBPP form and improving targeting processes.			
Priority: High/Medium Recommendation 4: The Country Office should consider piloting - in collaboration with FAO - the introduction of small-scale irrigation systems, adapted to local hydrological conditions at selected FFA project locations. (Over the next two years)	South Sudan WFP CO	<i>Agreed</i>	This process has already started in collaboration with FAO as resources were provided to partners to purchase, train and provide irrigation equipment to communities supported through FFA.	Safety Nets & Resilience – FFA team	30 June 2023
Priority: High/Medium Recommendation 5: The Country Office should promote the production of tools together with FAO's activities promoting seed production within South Sudan.	South Sudan WFP CO (FAO South Sudan)	<i>Agreed</i>	WFP will explore partnerships with FAO and other organizations, including donors, to see how local manufacture of tools could be supported and how these could be	Safety Nets & Resilience – FFA and Urban Safety Nets teams	31 December 2022

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			accessed by FFA participants. WFP will also explore if the urban safety nets project and FFA could be linked as an opportunity to manufacture and provide these tools. This is not likely to be for all tools but potentially for the most common tools used in agricultural activities.		
Recommendation 6: The Country Office should consider identifying additional approaches to promoting fish farming more widely, in conjunction with partners and the Government. (Over the next two years)	South Sudan WFP CO (partners and Government)	Agreed	WFP will resume discussions with FAO on fish farming in order to better support the existing fish farming activities and to improve sustainability. WFP will undertake assessments in other areas of the country where fish farming could offer a viable livelihood activity, or	Safety Nets & Resilience – FFA team	30 June 2023

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			build off learning from other partners who have supported fishing livelihoods.		
Recommendation 7: To further enhance the use of cash-based transfers, the Country Office should over the next year:	South Sudan WFP CO	Agreed	Not applicable	Not applicable	Not applicable
Sub-recommendation 7.1 Engage with cellular network operators and relevant national regulatory authorities to advocate for the advantages of expanding mobile money coverage. (Over the next one year)	South Sudan WFP CO	Agreed	7.1.1 New Mobile Money solutions to be evaluated and engaged with MTN on expansion of GSM and Mobile Money. 7.1.2 Due diligence and financial evaluation will be conducted	7.1.1. TEC IT, Procurement 7.1.2 Finance	7.1.1. by Dec 2021 7.1.2 by Q1 2022
Sub-recommendation 7.2 Regularly review operators/agents for cash distribution to ensure they are achieving the best price for the service required. (Over the next one year)	South Sudan WFP CO	Agreed	7.2.1 Undertake financial capacity assessment of financial service providers 7.2.2. Carry out due-diligence of new FSPs –	Finance with the surppot of RBN and CBT HQ	7.2.1 by Q3 2021

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			potentially including mobile money operators – based on outcome of financial capacity assessment. HQ will review MIFA. 7.2.3 Continue to review FSP cost through efficiency analysis.		
Sub-recommendation 7.3 Increase SCOPE enrolment as widely as possible, as registration with SCOPE (or even just with FFA) has a secondary benefit of easing credit availability. (Over the next one year)	South Sudan WFP CO	Agreed	7.3.1 Review operation plan and locations for FFA with targeted SCOPE registrations. 7.3.2. Ensure digital and financial literacy and inclusion incorporated into programme design.	7.3.1 Innovations, SNR-FFA team 7.3.2 SNR-FFA team	7.3.1 December 2021 7.3.2 December 2022
Recommendation 8: The Country Office should consider introducing an ‘exit	South Sudan WFP CO	Agreed	8.1.1 WFP will explore what additional ‘layers’ should	Safety Nets & Resilience – FFA team	December 2022

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package’ as beneficiaries leave the project. (Over the coming year)			be added to the FFA programme during implementation to pave the way towards exit from the programme. 8.1.2 WFP will also explore what kinds of additional non-food items could help to sustain the resilience/food security outcomes post project (ie grinding mills, processing machines, irrigation equipment, ox ploughs). The ‘exit’ approach will be tested in partnership with the NGO-led FEED II consortium. WFP has also taken this into consideration with the EUTF funds where small holder farmer groups are		

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			selected from graduated FFA households		
Recommendation 9: The Country office should also determine whether it is possible to introduce some flexibility into the period of enrolment in the project. (Over the coming year)	South Sudan WFP CO	<i>Agreed</i>	WFP will test this approach within the context of the FFA Expansion Strategy whereby shorter term support (Mundri, Lainya) could be provided in some areas and longer term support could be provided in others (i.e. Akobo, Pibor). The approach will also be tested in partnership with the NGO-led FEED II consortium.	Safety Nets & Resilience – FFA team	31 December 2022