Management Response from WFP Lesotho Country Office to the recommendations of the Thematic Evaluation of WFP's Country Capacity Strengthening Activities in Lesotho (DE/LSCO/2019/013) from June 2019 to September 2023

1. This document, finalized in May 2024, presents the management response to the recommendations of the thematic Evaluation of WFP's Country Capacity Strengthening Activities in Lesotho.

The evaluation was commissioned by the WFP Lesotho Country Office and covers Country Capacity Strengthening (CCS) activities carried out by WFP under its Country Strategic Plan (CSP) (2019-2024) from June 2019 to September 2023. The evaluation was timed to inform the implementation of CCS activities for the remainder of the CSP and the design of the second generation CSP in Lesotho. The evaluation serves the dual purpose of accountability and learning with a greater emphasis on learning. It was commissioned to i) assess the CCS interventions' effectiveness, ii) recommend adjustments going forward, iii) assess CCS activities' consideration of environmental risk and gender-related issues, and iv) supplement existing evidence on the Government and its partners' capacity to achieve zero hunger.

2. The evaluation made eight key recommendations with [41] 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.



SAVING LIVES CHANGING LIVES

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
Priority: Medium Recommendation 1: Continue transitioning towards a holistic approach for supporting national systems contributing to achieving zero hunger and strengthening strategic and operational planning of CCS activities. (Deadline: During the design phase of the next CSP)	Country Office (Regional bureau HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	NA	NA	NA
Sub-recommendation 1.1 CCS activities included in the 2019-2024 CSP have not been identified based on a comprehensive review of national systems addressing hunger and assessment of capacity gaps. A more holistic approach has been initiated during the implementation of the CSP with capacity gap mappings and the	Country Office (Regional bureau HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	1.1.1 Realign the existing capacity needs mapping with the new strategic plan and consolidate into one CCS strategy using new CCS strategy formulation tool.	CCS Focal Point (Activity Managers)	July 2024

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
development of CCS strategies aligned with the five CCS pathways. The deployment of this approach should be continued in operationalizing CCS strategies, engaging further national stakeholders so that WFP and stakeholders have a common understanding of what systems are and what the existing gaps at all levels of national systems addressing hunger are as well as to allow national stakeholders to fully institutionalize and sustain			 1.1.2 Conduct workshops or meetings to gather input and feedback from stakeholders on the realignment of capacity gap assessments and CCS strategy. 1.1.3 Engage national stakeholders including Disaster Management Authority, Lesotho 	CCS Focal Point (Activity Managers) CCS focal Point (Activity Managers)	July 2024 June 2027
improved systems. National stakeholders should also play a more important role in the leadership and implementation of CCS activities. (Deadline: During the design phase of the next CSP)			Meteorological Services, Food and Nutrition Coordinating Office, Ministry of Agriculture, Food Security and Nutrition, Ministry of Education and Training, and Ministry of Environment and Forestry to lead and		

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report - one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
Sub-recommendation 1.2 The WFP CO should request support from RBJ and the headquarters to fine-tune the CCS strategy in Lesotho considering all relevant CCS approaches including coaching, mentorship, and secondments. More attention should also be given to the pathway of strategic planning and financing to ensure the sustainability of national systems is strengthened.	Country Office (Regional bureau/ HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	1.2.1 In collaboration with RBJ and HQ CCS units, conduct a thorough review and analysis of the existing Capacity Needs Mapping (CNMs) and develop CCS strategies in line with the new strategic plan, while giving more attention to the pathway of strategic planning.	CCS focal point (RBJ CCS, HQ CCS and Activity Managers)	August 2024
(Deadline : During the design phase of the next CSP)			1.2.2 Develop a revised CCS strategy co-led by the government to increase ownership, with the participation of	CCS focal Point (RBJ CCS, HQ CCS, and Activity Managers)	August 2024

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
			a broader range of national stakeholders to ensure comprehensives in addressing the gaps and a whole of society approach.		
Sub-recommendation 1.3 For all CCS activities, develop annual plans and reviews of planned achievements within annual planning workshops to better prioritize CCS activities, clarify commitments and contributions, and ensure appropriate coordination	Country Office (Regional bureau HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	1.3.1 Conduct annual planning workshops to inform priorities and plans for the current year and bi-annual reviews of achievements and lessons learnt from CCS activities.	CCS focal Point (Activity Managers)	Annual
together with relevant institutional partners. (Deadline: During the design phase of the next CSP)			1.3.2 Develop joint annual plans, clarifying commitments and contributions from all participating institutions and partners.	CCS focal Point (Activity Managers)	Annual

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [ls (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
 Priority: Medium Recommendation 2: Continue expanding and strengthening partnerships. (Deadline: During the design phase of the next CSP to integrate further private sector collaboration and South-South and Triangular cooperation in the CSP strategic approach) 	Country Office	Agreed	NA	NA	NA
Sub-recommendation 2.1 The large range of partnerships established by WFP was found to be a positive factor for CCS activity performance. The WFP country office should develop a partnership strategy with the aim of expanding and strengthening existing partnerships. (Deadline: During the design phase of the next CSP to integrate further private sector collaboration and	Country Office	Agreed	 2.1.1 Develop a partnership strategy that considers a well-structured advocacy campaign communicating the CCS component. 2.1.2 Establish mechanisms for regular communication and collaboration with 	CAM (Activity Managers) CAM (Activity Managers)	October 2024 October 2024

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
South-South and Triangular cooperation in the CSP strategic approach)			partners to ensure alignment of goals and activities.		
Sub-recommendation 2.2 On the one hand, there are additional opportunities that could be explored, especially with the private sector aiming at strengthening public-private collaborations, and within South- South and Triangular cooperation to take advantage of the experience acquired in other countries, particularly, in the Southern African region. The WFP CO should carry out a	Country Office (Regional bureau/ HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	2.2.1 Using whole of society approach, collaborate with national stakeholders to identify opportunities for public- private sector engagement and facilitate dialogues and workshops focusing on areas where the private sector can contribute expertise, resources, or technology.	CCS Focal Point (Activity Managers)	Annual
consultation with national stakeholders to identify opportunities for strengthening the participation of the private sector in the systems that it			2.2.2 Develop partnerships and joint initiatives with private sector organizations to address specific capacity	CCS Focal Point (Activity Managers)	Annual

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
supports and strengthen collaboration with RBJ to identify relevant experiences in the region. (Deadline: During the design phase of the next CSP to integrate further private sector collaboration and South-South and Triangular cooperation in the CSP strategic approach)			gaps identified in the national systems. 2.2.3 Identify opportunities for South- South and Triangular Cooperation and leverage relevant experiences and best practices in other countries.	Head of Programme (Country Director, Activity Managers)	Annual
Priority: Medium Recommendation 3: M&E evidence should inform decision making for CCS activities. It is recommended that output and outcome indicators of the results framework be monitored and integrated based on the CCS corporate and country-specific indicators to better reflect CCS achievements, and to develop an	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit, Monitoring and Evaluation])	Agreed	NA	NA	NA

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [ls (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
M&E dashboard that would allow tracking of planned CCS activities. (Deadline: During 2024 and when new CCS activities arise)					
Sub-recommendation 3.1 This recommendation should contribute to the development of annual development planning and to inform decision-making for CCS activities. It is recommended that output and	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit, Monitoring and Evaluation])	Agreed	3.1.1 Collaborate with relevant stakeholders to ensure consensus on the selection of appropriate indicators for monitoring CCS activities.	M&E Unit	December 2024
outcome indicators of the results framework be reviewed based on the CCS corporate indicators to better reflect CCS achievements, and to develop an M&E dashboard that would allow tracking CCS activities against			3.1.2 Develop an M&E dashboard to track CCS activities, and continuously monitor its effectiveness in tracking progress and informing decision-making.	M&E Unit	March 2025
activities that are planned in the CSP design. (Deadline: During 2024 and when new CCS activities arise)			3.1.3 Facilitate the M&E training of national stakeholders to ensure	M&E Unit	Annual

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [ls (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
Sub-recommendation 3.2 In addition, collaboration with national entities should be strengthened on monitoring and evaluation from the design stage of activities to ensure that all necessary elements are included in the monitoring system. (Deadline: During 2024 and when new CCS activities arise)	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit, Monitoring and Evaluation])	Agreed	they fully understand the CCS indicators. 3.2.1 Engage national stakeholders in monitoring and evaluation of CCS activities from the design stage of activities to ensure comprehensive inclusion of all necessary elements in the monitoring system.	M&E Unit	June 2029
 Priority: High Recommendation 4: Promote strengthened leadership and ownership of CCS activities among key government institutions and stakeholders. (Deadline: June 2029: For advocacy, at key moments such as the presentation of the findings of 	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	NA	NA	NA

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
the evaluation and during the design of the next CSP. New MoUs should be signed at the beginning of the next CSP and reviewed annually)					
Sub-recommendation 4.1 Weak leadership and ownership, as well as high turn-over at senior and political are a threat for the achievements and sustainability of CCS objectives and must be addressed to the largest extent possible. It also affects the endorsement of new regulatory frameworks, policies and	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	4.1.1 Develop an advocacy and communications strategy that involves structured advocacy campaigns focusing on senior and political levels to ensure widespread support.	Country Director (Deputy Country Director, CAM, Activity Managers)	December 2024
guidelines, WFP should develop an advocacy and communications strategy and continue to advocate for improved leadership, especially with new senior and political staff, if			4.1.2 Identify a well- respected high-level officer with influential relationships to serve as a champion for advocacy efforts.	Country Director (Deputy Country Director, Activity Managers)	March 2025

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
needed, together with the UN country team and other stakeholders at the highest possible level. WFP should consider the possibility of identifying a well-respected high- level officer with relationships at high levels to support advocacy. (Deadline: June 2029: For advocacy, at key moments such as the presentation of the findings of the evaluation and during the design of the next CSP. New MoUs should be signed at the beginning of the next CSP and reviewed annually)			 4.1.3 Establish a multi- stakeholder task force led by the Ministry of Development Planning to oversee CCS activities. 4.1.4 Collaborate with the UN country team and other stakeholders at the highest level to raise awareness about the importance of strong leadership and ownership for the achievement and sustainability of CCS objectives. 	Country Director (Deputy Country Director, Activity Managers) Country Director (Deputy Country Director, Activity Managers)	March 2025 Annually
			4.1.5 Organize forums, workshops, and events to facilitate dialogue and exchange of best	Country Director (Deputy Country Director, Activity Managers)	Annually

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
			practices on leadership and ownership in capacity strengthening initiatives.		
Sub-recommendation 4.2 In addition, the commitments, and responsibilities of all the institutions involved in CCS activities should be clarified and formalized in MoUs reviewed annually based on the achievements assessed within annual planning workshops. Finally, possible budget	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	 4.2.1 Formalize the commitments and responsibilities of all institutions involved in CCS activities through MOUs that are reviewed annually. 4.2.2 Advocate for the allocation of adequate 	Country Director (Deputy Country Director, Activity Managers) Country Director	Annually Annually
implications of new regulatory frameworks, policies and guidelines should be carefully assessed during the formulation of these new elements that should be used to support resource mobilization.			resources to support the implementation of new regulatory frameworks, policies, and guidelines. 4.2.3 Facilitate collaborative strategy	(Deputy Country Director, Activity Managers) Country Director (Deputy Country	March 2025

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
(Deadline: June 2029: For advocacy, at key moments such as the presentation of the findings of the evaluation and during the design of the next CSP. New MoUs should be signed at the beginning of the next CSP and reviewed annually)			development workshops involving all relevant national stakeholders to co- develop and sign a strategy document.	Director, Activity Managers)	
Priority: High Recommendation 5: Strengthen the internal capacity of WFP country office to deliver and monitor CCS activities. (Deadline: December 2024)	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	NA	NA	NA
Sub-recommendation 5.1 The country office has made limited use of WFP corporate resources on CCS. It is recommended to better take advantage of available corporate resources through an increased collaboration with RBJ and	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	5.1.1 Identify and engage a dedicated and experienced CCS advisor within the country office to provide specialized support and guidance.	Country Director (Deputy Country Director)	December 2024

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [ls (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
headquarters and the consideration of a dedicated and experienced CCS advisor within the country office. Relevant corporate tools and resources should be incorporated into the country office planning ensuring appropriate budgeting is made. (<i>Deadline: December 2024</i>)			 5.1.2 Formulate a CCS technical working group comprising Activity Managers to spread the CCS work with clear TORs for accountability. 5.1.3 Collaborate with RBJ and HQ to identify relevant corporate tools, resources, and best practices and incorporate them in CCS activity planning and budgeting. 5.1.4 Train staff including the Activity Managers and Field Officers on CCS tools. 	Country Director (Deputy Country Director) CCS focal point (Activity Managers CCS and HQ CCS) CCS focal point (RBJ CCS and HQ CCS)	December 2024 Annually December 2025

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
			5.1.5 Improve activity development to transition from individual to institutional and systems outlook.	CCS focal point (RBJ CCS and HQ CCS)	December 2025
 Priority: Medium Recommendation 6: Strengthen the approach for supporting resilience. (Deadline: Planning phase and implementation of new Public Works) 	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit, Resilience])	Agreed	NA	NA	NA
Sub-recommendation 6.1 There is a demand for further capacity strengthening of national stakeholders so that they can fully adopt and implement the three-pronged approach. In addition, efforts should be made to empower communities for the implementation of CBPPs to the	Country Office (Regional bureau, HQ units [PROTC- Country Capacity Strengthening Unit, Resilience])	Agreed	6.1.1 Conduct training and workshops focused on three-pronged approach tailored to the needs of national stakeholders.	Resilience Activity Manager (RBJ Resilience)	December 2025

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
largest extent possible and clearly define where resilience activities should be housed. This should include the highest possible flexibility of WFP's programming to address the first priorities defined in CBPPs and support community planning to implement all activities that require limited external financial support. (Deadline: Planning phase and implementation of new Public Works)			 6.1.2 Provide technical assistance and resources to support the Government in conducting CBPPs with communities and helping them to develop action plans. 6.1.3 Facilitate dialogue with national stakeholders with the leadership of DMA as custodian of the National Resilience Framework to strengthen coordination of resilience activities. 	Resilience Activity Manager (RBJ Resilience) Resilience Activity Manager (RBJ Resilience)	June 2025 December 2024
<i>Sub-recommendation 6.2</i> WFP and relevant institutions should provide adequate technical assistance, especially to	Country Office (Regional bureau, HQ units [PROTC- Country Capacity	Agreed	6.2.1. Provide training to relevant institutions and government departments for the	Resilience Activity Manager (RBJ Resilience)	December 2024

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
new assets of livelihoods activities that are not well known locally. The WFP CO should explore lessons learnt from other countries on how strengthening community ownership of CBPPs. (Deadline: Planning phase and implementation of new Public Works)	Strengthening Unit, Resilience])		creation of locally preferred/suitable and new environment- friendly, low-cost, low maintenance/low-input assets and livelihood activities. 6.2.2 Identity lessons learnt in other countries and enhance community ownership of CBPPs.	Resilience Activity Manager (RBJ Resilience)	December 2024
 Priority: Medium Recommendation 7: Adapt strategy to account for institutional instability and staff turnover within CCS activities. (Deadline: 2024 and throughout the next CSP) 	Country Office (Regional bureau HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	NA	NA	NA

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
Sub-recommendation 7.1 This is an important factor affecting achievements and their sustainability. WFP should integrate this factor in the design of CCS activities, mitigating to the largest extent possible its influence on CCS activities implementation and	Country Office (Regional bureau/ HQ units [PROTC- Country Capacity Strengthening Unit])	Agreed	7.1.1 Strengthen and prioritise institutional support and advocate for allocation of resources to sustain CCS activities over the long term, regardless of changes in government.	Country Director (Deputy Country Director, Activity Managers)	Annual
sustainability. As done in the IACOV ¹ project, WFP should involve relevant technical and senior staff that are less likely to be affected by changes in the government. WFP should support the development of handover procedures between staff			7.1.2 Involve relevant technical and senior staff who are less likely to be affected by government changes in the planning and implementation of CCS activities.	CCS Focal Point (Activity Managers)	Annual
involved in CCS activities and improved knowledge management to ensure there is a			7.1.3. Support the development of handover strategies for	CCS Focal Point (Activity Managers)	June 2026

¹ Improving Adaptative Capacity of Vulnerable populations – funded by Adaptation Fund

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
handover and continuity of the activities and achievements supported by WFP. (Deadline: 2024 and throughout the next CSP)			WFP-supported activities. 7.1.4 Steer away from individual capacity strengthening (which is affected by turnover) to systems and institutional strengthening, tracking continued capacity maintenance and strengthening rather than capacity transfer.	CCS Focal Point (Activity Managers)	June 2027
Sub-recommendation 7.2 WFP should consider approaching the educational system and support integration within the curriculum design of professional skills and knowledge needed for sustaining the national systems supported by	Country Office (Regional bureau HQ units [PROTC- Country Capacity Strengthening Unit])	Partially agreed WFP does not have much influence on the development of curriculum and therefore better positioned to	7.2.1 Advocate for the importance of integrating CCS-related content into the educational system/curriculum at the policy level, engaging with	Country Director (Deputy Country Director, Activity Managers)	June 2025

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
CCS activities. Less emphasis should be given to the individual sphere of CCS, in the benefit of the organizational and enabling environment spheres. (Deadline : 2024 and throughout the next CSP: June 2029)		advocate for CCS integration in curriculum.	government officials, education policymakers, and other relevant stakeholders.		
<i>Priority: Medium</i> Recommendation 8: Better address the needs of persons with disabilities in CCS activities. (<i>Deadline:</i> In the design and implementation of the next CSP: June 2029)	Country Office (Regional bureau, HQ units)	Agreed	NA	NA	NA
Sub-recommendation 8.1 The needs of persons with disabilities are not addressed by CCS activities though their lack of access to basic services is well identified. WFP country office with the Ministry of Social	Country Office (Regional bureau, HQ units)	Agreed	8.1.1 Engage organizations working with persons with disabilities in the design process of the new CSP to ensure their	CSP focal point (Activity Managers, RBJ)	Done. September 2023

Recommendations and related Sub-recommendations (Deadline) [as per evaluation report – one (sub-) recommendation per row, deadline in brackets.]	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions) [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.]	Management Response [Is (sub-) recommendation Agreed, Partially agreed or Not agreed? If Partially agreed or Not agreed, provide a brief reason for this.]	Actions to be taken [Briefly state what action(s) will be taken to address each sub- recommendation – one action per row.]	Action Lead (Supporting Offices/Divisions) [Name of responsible WFP office/division/unit. Names of supporting WFP offices/divisions and/or external stakeholders if any in brackets.]	Action Deadline [Month and year – not to exceed related (sub-)recommendation deadline.]
Development and relevant institutions involved in CCS activities should integrate persons with disabilities in the design of the next CSP, with an explicit definition of how their needs will be addressed and should look for collaboration with specialized agencies to address those needs. (Deadline: In the design and implementation of the next CSP: June 2029)			perspectives and needs are fully integrated. 8.2.2 Identify and collaborate with specialized agencies to leverage their expertise and resources in addressing the needs of persons with disabilities.	Deputy Country Director (Disability Focal Point, Activity Managers)	Annual