

Management Response from WFP Sao Tome and Principe to the recommendations of the decentralized evaluation of capacity strengthening activities to government and local communities in Sao Tome and Principe from to in Sao Tome (DE/STCO/2022/010) from July 2019 to December 2022



1. This document, finalized in May 2024 presents the management response to the recommendations of the evaluation of capacity strengthening activities to government and local communities in Sao Tome and Principe.
2. The evaluation, which was commissioned by Sao Tome and Principe Country Office covers School feeding activities and smallholder farmers activities implemented by WFP and its partners within CSP 2019 -2024 through capacity strengthening intervention from July 2019 to December 2022. The evaluation serves the dual purpose of accountability and learning and informed areas of WFP intervention in the new CSP.
3. The evaluation made **4 key recommendations** with 26 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 deadline.]</i>
<p>Priority: High</p> <p>Recommendation 1:</p> <p>Maintain the current strong position of WFP within the country and further reposition its role within the upcoming CSP period from operational to transformative development actor.</p> <p>2024 - 2028</p>	<p>STP CO</p>	<p>Agreed</p>	<p>Not applicable</p>	<p>Not applicable</p>	<p>Not applicable</p>

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<p>Priority: Medium</p> <p>Sub-recommendation 1.1</p> <p>Maintain the role as the main stakeholder for delivering emergency support in case of natural and/or other disasters/emergencies.</p> <p>2024 - 2028</p>	<p>STP CO</p>	<p>Agreed</p>	<p>1.1.1 Develop mobilization skills, based on previous work carried out in the country, stimulating the transformation process, addressing the long-term thematic needs of potential beneficiaries in order to increase self-sufficiency and resilience, thus strengthening market access for small farmers and improving the autonomy of PNASE, for example.</p>	<p>STP CO Programme</p>	<p>December 2028</p>

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Priority: High Sub-recommendation 1.2 Focus and work on creating synergies and active development of joint projects with other relevant donors and stakeholders in country, to enhance the impact of the new CSP, avoid overlaps and jointly achieve long-term national objectives and contribute to fulfilment of global strategies 2024 - 2028	STP CO and RBD	Agreed	1.2.1 enhanced Cooperation with FAO and MoA on strengthening the role of farmers, supporting the climate change resilient practices, enhance their access to market, production of value-added products	STP CO Programme	Under way, end of December 2024
			1.2.2 Ensure cross sectoral and geographical synergies with partners where applicable, including UNICEF in schools to enable access to nutritious rich food and WASH (water hygiene and sanitation)	STP CO (Programme unit)	December 2025
Priority: Medium	WFP CO (UN RCO, CONSAN, government stakeholders)	Agreed	1.3.1 Ensure close follow up of actions,	ST CO	December 2025

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Sub-recommendation 1.3 Build upon the previous work with some of the stakeholders and/or coordination mechanisms in place. 2024 - 2028			recommendations, suggestion from the work with partners (UN RCO, CONSAN, government stakeholders) and use findings to improve programme implementation		
Priority: High Sub-recommendation 1.4 Take advantage of WFP unique role and achievements in country in order to mobilise financial resources from both conventional and unconventional sources of financing for both conventional emergency response and long-term transformative activities. 2024 - 2028	STP CO and CD	Agreed	1.4.1 Enhance the visibility, field presence and consequently the impact of WFP activities, through regular meetings with key partners, whether local or international, in order to increase the ability to mobilize funds. 1.4.2 Recruit expert in resources mobilization to guarantee	STP CO (Programme and Comms unit); CD STP CO; RBD	December 2027 December 2025

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			sustainable of WFP activities.		
			1.4.3 build and maintain a strong relationship with donor to mobilise funds for both emergency and development interventions hiring staff, through synergies resulting from joint programs with other UN agencies.	STP CO	December 2025
Priority: High Recommendation 2: Review, adjust and strengthen country office internal capacities with perspective/in relation to more efficient implementation of CSP implementation management. <i>April 2024</i>	STP CO; RBD	Agreed	Not applicable	Not applicable	Not applicable

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<p>Priority: High</p> <p>Sub-recommendation 2.1</p> <p>Check and revise the alignment of the expected outcomes and achievements of new CSP to the number of staff, their skills and qualifications; and address the discovered needs and emerged bottlenecks.</p> <p><i>April 2024</i></p>	<p>STP CO</p>	<p>Agreed</p>	<p>2.1.1 undertake an organizational re-alignment exercise to fit staffing needs into the new CSP achievements and requirements.</p>	<p>STO CO (HR unit)</p>	<p>December 2028</p>

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<p>Priority: High</p> <p>Sub-recommendation 2.2</p> <p>Strengthen resilience against data loss and fluctuation of staff by review, adjustment, and introduction of unified internal data management system. Every 3 months check that the most updated documents/information are recorded in the system, if not ensure it is inserted/recorded.</p> <p>July 2024</p>	<p>STP CO</p>	<p>Agreed</p>	<p>2.2.1 develop and implement an internal knowledge management system in compliance with WFP corporate requirements, process and tools</p>	<p>STP CO (programme and M&E unit)</p>	<p>December 2024</p>
<p>Priority: High</p> <p>Sub-recommendation 2.3</p> <p>Develop and/or review the tools for internal management system to make it more efficient and interconnected. Review developed reporting protocols for implementing partners and align/adjust them to the WFP</p>	<p>WFP CO</p>	<p>Agreed</p>	<p>2.3.1 Provide quality assurance of the data and reports submitted by Implementing Partners to align with WFP core requirements.</p>	<p>STP CO</p>	<p>December 2024</p>

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CSP reporting needs. Consider whether some supportive data management software or digital data collection tool may facilitate processes. July 2024					
Priority: Medium Sub-recommendation 2.4 Ensure that lists of beneficiaries addressed under particular emergencies are recorded and continuously added to the data management system, so the data can be compared over the time and their capacity to adapt can be assessed.	WFP CO	Agreed	2.4.1 Develop and digitalize end-to-end management of beneficiaries (In-Kind and cash-based transfers processes), including implementing WFP's beneficiary information and transfers management platform SCOPE.	STP CO	July 2025

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<i>July 2025</i>			2.4.2 Set up internal data governance by developing guidance for beneficiary data management, including risk management, data protection and privacy, and procedures for SCOPE beneficiary registration	STP CO	July 2025
Priority: Medium Sub-recommendation 2.5 Review and compare monitoring indicators of new CSP against protocols in place, align if needed. Ensure that the in-house staff capacities for monitoring and, system of record keeping, tracking and reporting are corresponding with the needs and	STP CO	Agreed	2.5.1 Strengthen C.O monitoring capacities and implement the WFP's Monitoring Minimum Requirements (MMR). Provide yearly update of the EPB/AME tool to help advocate on funding for overall C.O monitoring needs	STP CO	December/2024

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requirements for monitoring data collection. <i>April 2024</i>					
Priority: High/Medium Recommendation 3: Ensure and periodically check the use and adoption of unified monitoring and implementation processes and intended strategic implementation of crosscutting issues and GEWE throughout whole CSP <i>2024 – 2028</i>	STP CO	Agreed	Not applicable	Not applicable	Not applicable

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<p>Priority: High</p> <p>Sub-recommendation 3.1</p> <p>Review initially designed milestones for achievements of the new CSP built upon both quantitative and qualitative indicators, adjust based on the findings from the current evaluation, collected endline data and newly developed baseline and vulnerability analysis. Adjust accordingly and periodically revisit.</p> <p><i>April 2024</i></p>	<p>WFP STP CO</p>	<p>Agreed</p>	<p>3.1.1 Plan and organise a CSP review exercise for Performance, learning and adaptation. Key CSP outcomes and indicators data will be assessed and identify areas of success/need improvement.</p>	<p>STP CO (M&E unit)</p>	<p>December 2026</p>
<p>Priority: High</p> <p>Sub-recommendation 3.2</p> <p>Collect and record the endline data of previous CSP or baseline data for new CSP to ease the measurement of change and</p>	<p>WFP STP CO</p>	<p>Agreed</p>	<p>3.2.1 Design and conduct household vulnerability analysis to help describe the profiles of food-insecure and vulnerable households, identify the root causes of hunger,</p>	<p>STP CO</p>	<p>January 2024</p>

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progress monitoring of current CSP. <i>January 2024</i>			and set up baseline for overall CSP Logical Framework indicators. Further, conduct Post Distribution Monitoring (PDM) to assess and follow up change in food security and nutrition situation of the beneficiaries.		
Priority: High Sub-recommendation 3.3 Develop the baseline vulnerability analysis, with clear strategy on gender transformative actions and particular activities/interventions. <i>May 2024</i>	WFP STP CO	Agreed	3.3.1 Design and conduct household vulnerability analysis to help describe the profiles of food-insecure and vulnerable households, identify the root causes of hunger taking into account the gender analysis to be carried out throughout the CSP period.	STP CO; RBD	December 2024

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<p>Priority: Medium</p> <p>Sub-recommendation 3.4</p> <p>Develop innovative approaches on how to strengthen WFP’s visibility during their work in field.</p> <p><i>April 2024</i></p>	<p>WFP STP CO</p>	<p>Agreed</p>	<p>3.4.1 Establish partnerships with NGOs working directly in the communities, support projects and initiatives with a direct impact on vulnerable families, carry out awareness-raising campaigns at national level to strengthen themes such as sustainable production, and reaffirm WFP's commitment to the country.</p>	<p>STP CO (Communication unit); RBD</p>	<p>December 2024</p>
			<p>3.4.2 Hold events and workshops to share information about WFP programmes, involving community leaders, government authorities,</p>	<p>STP CO (Communication unit); RBD</p>	<p>December 2024</p>

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			NGOs, and other partners.		
			3.4.3 Invest in social media and online communication to share updates, inspiring stories, and relevant information about WFP's work.	STP CO (Communication unit); RBD	December 2024
			3.4.4 Government advocacy: awareness-raising campaign, with children as mobilizing agents, with the public and private entities of São Tomé and Príncipe to ensure that food security and nutrition are prioritised on the national agenda.	STP CO (Communication unit); RBD	December 2024
Priority: High	WFP STP CO	Agreed	Not applicable	Not applicable	Not applicable

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Recommendation 4: Ensure that following topics and approaches are actively adopted within the implementation of new CSP and when not directly targeted create intended opportunities and synergies for including and building upon them. 2024 - 2028					
Priority: High Sub-recommendation 4.1 Keep the new CSP strategy direction focused and complex. When thinking of overlapping and additional topics – rather look for synergies with other donors and aim for cooperative joint funded and joint implemented projects than	WFP STP CO	Agreed	4.1. Create new partnership agreements, for example with Comprec (National Council for Disaster Prevention and Response), regarding adaptation to climate change and interactions with other UN agencies in the implementation of joint projects, and as	STP CO; RBD and HQ	December 2028

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stepping into the new thematic areas. 2024 - 2028			a way of leveraging resources.		
Priority: High Sub-recommendation 4.2 Overall, ensure the end-to-end activities addressing the stakeholders from all levels in order to reach the highest effectiveness and impact of the CSP. 2024 - 2028	WFP STP CO	Agreed	4.2.1 Continue to work with MoE and PNASE on strengthening capacities.	STO CO	December 2028
Priority: High Sub-recommendation 4.3 Continue the cooperation with government and smallholder farmers to support their access on market and supply to schools. Emphasise the synergies with FAO, IFAD and take advantage of the	WFP STP CO	Agreed	4.3.1 Develop and implement a strategy for the Home-Grown School Feeding with an enhanced market supply from smallholder farmers, in collaboration with FAO, IFAD and other relevant partners.	STP CO	January 2024

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agriculture extension workers to make these activities sustainable in long term and with potential to long-term impact 2024 - 2028					
Priority: High Sub-recommendation 4.4 Support the government, PNASE and other relevant stakeholders with decisive/influence power to eliminate the systematic obstacles standing in the introduction and following up of good practices. 2024 - 2028	WFP STP CO	Agreed	4.4.1 Continue to strengthen PNASE's capacities and develop/create strategies that make PNASE the destination for local and nutritious products. This would guarantee healthier school meals and easier access to the market for small farmers. 4.4.2 Increase advocacy for the government, organizing regular meetings with	STP CO	December 2028

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			government and other partners.		