

Management Response from WFP Sierra Leone to the recommendations of the decentralized evaluation of Asset Creation and Livelihood Activities in Sierra Leone from January 2020-December 2023 (DE/SLCO/2019/018) from July 2023 to August 2024



1. This document, finalized in [September 2024], presents the management response to the recommendations of the Evaluation of Asset Creation and Livelihood Activities in Sierra Leone from January 2020-December 2023.
2. The evaluation, which was commissioned by WFP Sierra Leone Asset Creation and Livelihood Activities from January 2020-December 2023. The evaluation serves the dual purpose of accountability and learning and informed, with a focus on learning. The evaluation will guide potential revisions of the current implementation of ACL interventions and informing the development of the new Country Strategic Plan (CSP 2026-2030).
3. The evaluation made 6 key recommendations with 18 open 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>
Priority: High Recommendation 1: Strengthen the integrated approach to resilience building by enhancing the strategic design of ACL interventions and improving implementation. This should involve clear articulation of inclusion, integration, sustainability, and scalability of ACL interventions. (April 2025)	WFP programme, management with support from the Regional Bureau in Dakar (RBD)	Agree	Not applicable	Not applicable	Not applicable
Sub-recommendation 1.1 Assess and strengthen partnership to increase coverage of ACL interventions and address funding constraints. Following WFP's Policy on Building Resilience for Food Security and Nutrition. ACL intervention strategy should be based on multi-	WFP programme, management with support from the Regional Bureau in Dakar (RBD)	Agree	1.1.1 Partnership Resources Strategy (PRS) developed	Partnership unit	April 2025
			1.1.2 Resilience coverage is in line with CSP plan and is multisectoral.	Programme unit	Done

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>
sector and multi-stakeholder partnerships to utilize the comparative advantages of each stakeholder. (April 2025)					
Sub-recommendation 1.2 Develop a comprehensive resilience building ToC that addresses the interconnected nature of food security, nutrition, environmental management, climate risk management and adaptation and resilience and aligned with national and district priorities. (April 2025)	WFP programme, management with support from the Regional Bureau in Dakar (RBD)	Agree	1.2.1 A comprehensive resilience building/Food Systems Theory of Change (TOC) will be developed as part of the new CSP formulation	ACL and RAM	April 2025
Sub-recommendation 1.3 Foster greater integration and synergy among different components of ACL interventions across the CSP such as agricultural development, nutrition,	WFP programme, management with support from the Regional Bureau in Dakar (RBD)	Agree	1.3.1 The new CSP development will focus on further integration and synergies among ACL components and other CSP interventions	Programme	January 2026

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>
disaster risk reduction, school feeding, and market access initiatives. (April 2025)					
Sub-recommendation 1.4 Consolidate and document standardized protocols and guidelines for implementing ACL interventions to ensure consistency and quality across different districts and communities. (April 2025)	WFP programme, management with support from the Regional Bureau in Dakar (RBD)	Agree	1.4.1 SOPs for Asset Creation and Livelihoods (ACL) interventions to be developed	ACL unit	November 2024
Sub-recommendation 1.5 Develop and implement clear inclusion criteria and guidelines to ensure the meaningful participation of all relevant stakeholders, including marginalized groups such as women, youth, and persons with disabilities. (April 2025)	WFP programme, management with support from the Regional Bureau in Dakar (RBD)	Agree	1.5.1 Review existing guidance on beneficiary targeting for Asset Creation and Livelihood activities (SO4) to inform the development of a Standard Operating Procedure	ACL	November 2024

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>
Sub-recommendation 1.6 Develop long-term sustainability and scale up plans for ACL interventions, including strategies for infrastructure maintenance, capacity building plan across all ACL interventions, graduation/exit plans. (April 2025)	WFP programme, management with support from the Regional Bureau in Dakar (RBD)	Agree	1.6.1 Long term strategy to be developed as part of CSP preparation	ACL	May 2025
Priority: High Recommendation 2: Enhance capacity-building efforts with an inclusive strategy for sustainable ACL interventions involving key sectors of nutrition, HGSF, Disaster Risk Reduction (DRR), environment, and gender. (April 2025)	WFP	Agree	Not applicable	Not applicable	Not applicable

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>
Sub-recommendation 2.1 Conduct a needs assessment of beneficiaries to identify specific capacity-building requirements across ACL focus areas. Internal capacity building should consider WFP and potential partner’s comparative advantages. (April 2025)	WFP	Agree	2.1.1 WFP to conduct Community Based Participatory Planning (CBPP) when expanding to new locations focusing on capacity strengthening of community stakeholders (e.g. FBOs and Community Youth Contractors) in management of agricultural assets 2.1.2 Review WFP’s internal capacity to implement ACL activities and develop an internal capacity building plan in line with new CSP focus.	ACL	June 2025
Sub-recommendation 2.2 Create an integrated strategy that combines capacity-building	WFP	Agree	2.2.1 WFP to develop a Food Systems strategy that integrates resilience and other focus areas,	ACL	May2025

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>
initiatives from different focus areas. (April 2025)			including capacity building .		
Sub-recommendation 2.3 Continuously review and strengthen training programs that build on existing modules and focus on areas such as disaster preparedness, gender mainstreaming, and other relevant topics to provide participants with expanded and up to date skills and knowledge. (April 2025)	WFP	Agree	2.3.1. Ensure all existing training programmes include key topics and establish a yearly review process to ensure regular updates.	ACL	May 2025
Sub-recommendation 2.4 Strengthen collaboration and coordination among different SOs to jointly plan, implement, maximizing synergies and avoiding duplication of efforts. (April 2025)	WFP	Agree	2.4.1 Will be covered by action 1.3.1	Programme	March 2025

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>
Priority: High Recommendation 3: Address gaps in coverage and implementation of ACL interventions (April 2025)	WFP	Partially disagree, coverage of ACL already achieved as per CSP plan.	Not applicable	Not applicable	Not applicable
Sub-recommendation 3.1 Strengthen the linkage between research, training, and implementation of OFSP at district levels. (April 2025)	WFP	Agree	3.1.1 WFP to collaborate with SLARI (Sierra Leone Agriculture Research Institute) to conduct training of smallholder farmers in OFSP cultivation, post-harvest handling and marketing. Topics covered in the training are; Overview of OFSP Production, Vine acquisition and multiplication, OFSP crop cultivation steps, Harvest and post-harvest, Marketing and	ACL	Done

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>
			Profitability, Group Formation, Governance, and Management		
Sub-recommendation 3.2 Strengthen supply and maintenance of post-harvest management infrastructure. (April 2025)	WFP	Partly disagree as maintenance of infrastructure is the responsibility of communities as per the ACL strategy. Supply to be strengthened when funding allows	3.2.1 Continue to mobilize resources to strengthen supply of post-harvest management infrastructure and build community ownership in order to have sustainable system for maintenance	Programme and Partnership	Continuous
Priority: High Recommendation 4: Build on remedial actions already taken to address late procurement and payment delays. (Jan 2025)	HQ, WFP Procurement, Supply Chain, Programme	Agree	Not applicable	Not applicable	Not applicable

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>
Sub-recommendation 4.1 Conduct a participatory review/analysis of supply chain-procurement to identify the main challenges. (Jan 2025)	HQ, WFP Procurement, Supply Chain, Programme	Agree	Implement the new Procurement Transformation tools	HQ , Procurement	2025
Sub-recommendation 4.2 Review the procurement guidelines for smallholder farmers and adopt a flexible approach that accommodates smallholder farmers and WFP quality assurance and internal guidelines. (Jan 2025)	HQ, WFP Procurement, Supply Chain, Programme	Agree	4.2.1 A review will be done with clear SOP developed for Sierra Leone and guidelines will be adapted in line with corporate procurement rules.	HQ, WFP Procurement, Supply Chain, Programme	November 2024
Sub-recommendation 4.3 Strengthen capacity of	HQ, WFP Procurement, Supply Chain, Programme	Agree	Trainings with smallholder famers are	ACL and procurement	December 2024

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>
smallholder farmers to meet the adapted guidelines. (Jan 2025)			scheduled and will be conducted.		
Priority: High Recommendation 5: Strengthen environmental management in design and implementation of ACL interventions. (May 2025)	WFP ACL team, FAO	agree	Not applicable	Not applicable	Not applicable
Sub-recommendation 5.1 Develop a comprehensive environmental plan and clear operational guidelines for extension workers and farmers to minimize risks associated with IVS cultivation. (May 2025)	WFP ACL team, FAO	Agree	5.1.1 Environmental Plan and operational guidelines to be developed, and ESSM to be systemically applied to ACL interventions.	ACL	May 2025

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>
Sub-recommendation 5.2 To address these needs effectively, involve the Forestry division under MAFS more extensively, particularly given their mandate for climate resilience building. (May 2025)	WFP ACL team, FAO	Agree	5.2.1 Crop division and Ministry of Environment will be involved during planning stage of wood lots and revegetation	ACL	Done
Sub-recommendation 5.3 Strengthen capacity of MAFS staff in implementation of environmental management plans. (May 2025)	WFP ACL team, FAO	Agree	5.3.1 Continue to involve MAFS district staff in environmental screening and the development of environmental and social plans	ACL	May 2025
Priority: High Recommendation 6: Revise M&E to cover gaps in outcome and broader impact monitoring especially for nutrition, GEWE and resilience measurements. (April 2025)	WFP RAM team	Partially agree	Not applicable	Not applicable	Not applicable

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>
Sub-recommendation 6.1 WFP has made progress on developing evidence on resilience with anticipated rollout of six-step approach and two new resilience-specific indicators in 2024. Progress should be followed to determine if intermediary steps should be taken by WFP. (April 2025)	WFP RAM team	Agree	6.1.1 To be integrated and developed through the new CSP formulation. A Progress monitoring schedule will be developed as part of the M&E workplan.	RAM	April 2025
Sub-recommendation 6.2 As the WFP expands coverage of VSLAs, implement robust monitoring and evaluation mechanisms to track the progress and impact of VSLA initiatives, identifying areas for improvement and refining strategies accordingly. (April 2025)	WFP RAM team	Agree	6.2.1 To be integrated and developed within the new CSP	RAM	April 2025

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>
Sub-recommendation 6.3 Adjust the M&E strategy to track longitudinal change in the food security of ACL intervention beneficiaries with more intentional consideration of sample demographics to ensure comparability of cohorts and including measurements not tied to resource transfer. (April 2025)	WFP RAM team, HQ SRF team	Partially disagree. Whilst the M&E design could be set up to measure outcomes over time, funding constraints and breaks in the programme might prevent the design from showing the results clearly.	N/A	N/A	N/A
Sub-recommendation 6.4 Improve disaggregation of activity monitoring data, especially by age and disability. (April 2025)	WFP RAM team	Partially agree as it should be aligned with objective of activity	Participant list will be reviewed to include age and disability information	RAM	March 2025
Sub-recommendation 6.5 Consider sampling procedures to meaningfully track differences between men and women participants.	WFP RAM team	Disagree as objective is supporting households, not individual participants. This	N/A	N/A	N/A

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>
(April 2025)		follows corporate sampling guidelines			