

Management Response from WFP Liberia to the recommendations of the decentralized evaluation of Cash-Based Transfers Pilot in Liberia in 2021 (DE/LRCO/2020/044)



1. This document, finalized in October 2024, presents the management response to the recommendations of the evaluation of the Decentralized Evaluation of Cash-Based Transfers Pilot in Liberia in 2021.
2. The evaluation, which was commissioned by Liberia Country Office, covers the Cash-Based Transfers Pilot in Liberia. The evaluation serves the dual purpose of accountability and learning to help better understand and learn from the planning for and implementation of different CBT modality and delivery response options in a small, under-resourced CO, such as Liberia and to evaluate the extent of WFP's readiness to implement good practice, appropriate CBT interventions at-scale in Liberia.

1. The evaluation made 9 key recommendations with [34] 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: Establish strategic coherency by clarifying programming logic and purpose and re-examining contextual vulnerabilities. (February 2026)	HQ, RBD, CO (HQ, RBD, CO, CPs)		Not applicable	Not applicable	Not applicable

<p>Sub-recommendation 1.1 Evaluate the logic and efficiency of the in-kind and CBT THR as opposed to that of an alternative approach (such as an anticipatory lean season response, for example) for this small, overstretched country context. Re-examine the pros and cons of the overall programming portfolio for a small, overstretched CO in a declining funding context. Ensure that when operating through school platforms, that programming intentions are not lost sight of, that school authorities are recognised as cooperating partners and that school (and school staff) resources are not mined/drained from their important educational roles without compensation. Ensure strategies are in place to avoid movements of students between schools.</p> <p>(February 2026)</p>	RBD	<p><i>Partially agreed</i></p> <p>The subject of the evaluation was a 2021 pilot. Since then Liberia CO has not provided any emergency assistance using the THR approach.</p>	<p>An analysis of transfer modality and mechanism for the current activity is done and the best delivery mechanism for each was revised and agreed within the internal CWG. Also, CO aims to diversify and increase the funding opportunity by collaborating with partnership unit of HQ and RBD.</p>	Programme unit	December 2025
<p>Sub-recommendation 1.2 Ensure that the timing of in kind and CBT programmes and their instalments are better linked to and coherent with programming purpose and objectives for the THR in Liberia</p>	RBD	<p><i>Agreed</i></p>	<p>Review and adjust the frequency and timing of programme cycles to ensure they align with THR objectives.</p>	Programme Unit	December 2025

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and elsewhere more generally; ensure corporate tools consider instalment frequency and timing in relation to programming objectives. Further examine the of assistance going to the HH of a formal or informal guardian rather than the intended HH beyond the confines of this CBT pilot in Liberia. (February 2026)					
Sub-recommendation 1.3 Examine whether the current targeting and selection approaches in Liberia (and elsewhere/globally) are designed with deliberate intention to increase the proportions of vulnerable groups in programming (whether child or grandparent headed households, households with people living	RBD	Not Agreed Existing CO targeting strategy and SOPs already consider vulnerable populations. (the adopted targeting approach for the CO is a vulnerability based and only	Not applicable	Not applicable	Not applicable

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<p>with disabilities, chronic sickness - including persons living with HIV/AIDS - PLWHA etc.) and with adequate recognition of the high levels of students living away from their parents with formal or informal guardians. Equally, it is recommended that WFP examine the degree to which programming in Liberia and elsewhere have adequately assessed and incorporated programming modifications designed to meet the specific safeguarding and protection needs of students (particularly adolescent girls) in high school who live without much or any supervision (whether parents, extended family, friends or neighbours etc) and represents a considerable risk of early pregnancy, marriage etc.</p>		<p>the most vulnerable persons are assisted)</p> <p>While we recognize the mentioned protection issues this goes well beyond the mandate of WFP and the scope of WFP programmes and is not an unintentional outcome of our programmes that we therefore should include.</p>			

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(February 2026)					
Sub-recommendation 1.4 Consider design modifications to the THR that could bring it more in line with the strategic aim of encouraging more local production and purchasing. (February 2026)	RBD	Agreed	Explore options for integrating local procurement strategies into THR design.	SC Unit	June 2025
Priority: High Recommendation 2: Ensure better alignment with CBT good practice around Transfer values, registration, CBT communication and coordination. (February 2026)	HQ, RBD, CO (RBD, CO, CPs)		Not applicable	Not applicable	Not applicable
Sub-recommendation 2.1 Ensure the purchasing power of the current CBT THR is comparable to the in-kind ration and reflects the local	RBD	<i>Partially Agreed</i> Current market price assessments have identified price	The CO will make recommendation for TV adjustments if the current market prices	RAM	February 2026

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<p>cost of purchasing a ration that reflects the cost of an adequate food basket for the size of family and remains in line with local price changes in line with best practice guidelines; adjust modality or transfer values when price or other changes occur (if funding allows) but communicate clearly if not.</p> <p>(February 2026)</p>		<p>alignment challenges, but monitoring will continue. The CO will make recommendation for TV adjustments if the current market prices are significantly different from WFP TVs. The corporate guidance strongly recommends CO to consider the update of transfer value when market condition changes, such as over 15% of inflation in consecutive 6</p>	<p>are significantly different from WFP TVs.</p>		

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		<p>months. CO has compared the difference of market price based on the market monitoring data that CO RAM has, but it was found that the price difference between Sep 2019 and Sep 2024 was only 9% in average among three main commodities used to calculate the current transfer value in 2019.</p>			

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Sub-recommendation 2.2 Ensure the real value remains consistent between in-kind and CBT as differences between modalities can cause disaffection and impact upon and damage future modality preferences; communicate the rationale clearly to communities. (February 2026)	RBD	Agreed	The existing Market price monitoring system is equipped to track value consistency	RAM	Done
Sub-recommendation 2.3 Improve CBT assurance – registration, data capture and payment monitoring through measures such as; training and use of experienced enumerators and close supervision; testing numbers on the spot; gather the same	RBD	Agreed	2.3.1 Develop and implement training programs for enumerators and partners on data capture technology and best practices for beneficiary registration and CP payments.	CO Programme Unit, RB CBT Unit and RB CP Unit	December 2025

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data at registration as the FSP also require; provision of improved data capture technology (reduces mis-reading and mis-writing errors			2.3.2 Conduct a CBT assessment to identify gaps related to assurance and suggest improvements.	CO Programme Unit, RB CBT Unit and RB CP Unit	December 2025

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<p>and makes verification more efficient) and training of CPs and school authorities in their use that will achieve additional localisation gains; training in mobile phone use for MoE, Caritas, School representatives, and PTA leaders to improve beneficiary skills so they receive notifications and payments; and consider some small compensations for school representatives for their assistance and their own resources used.</p> <p>(February 2026)</p>					

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Sub-recommendation 2.4 Improve coordination with neighbouring actors to ensure complementing geographical targeting and coherent modality and transfer values used. Promote national and local CBT coordination and de-duplication efforts with other key actors in readiness for future emergencies and encourage effective and more efficient joint CBT and market assessments, and joint CBT monitoring as well as joint training and capacity building opportunities. (February 2026)	RBD	Agreed	Establish regular coordination meetings with local actors to align geographical targeting and modality strategies, promoting joint assessments and training opportunities.	Programme Unit, RAM Unit	December 2025
Priority: Medium Recommendation 3: Improve communications with communities as-a-whole	RBD, CO (CO, CPs)		Not applicable	Not applicable	Not applicable

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(February 2026)					
Sub-recommendation 3.1 Ensure detailed awareness raising at the start and keep beneficiaries and the wider community well informed throughout; gather their opinions and preferences and monitor feedback and complaints. (February 2026)	RBD	Agreed	Develop and implement a communication strategy and community engagement action plan that includes regular updates to beneficiaries and the community, along with mechanisms for gathering feedback and complaints.	RAM Unit. RBD CwC officer, Field office, CAM	December 2025
Sub-recommendation 3.2 Ensure early involvement of beneficiaries and their representatives and cross checking of design decisions alongside clear communications of all programme aspects to all stakeholders and of targeting	RBD	Agreed	Facilitate workshops and focus group discussions with beneficiaries and their representatives to gather input on design decisions and communicate program details clearly to all stakeholders. (ensure	Programme Unit, RAM, CAM and Field Office	December 2025

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rationale, selection criteria, entitlements, and timings. (February 2026)			active participation of the community leaders and other key stakeholders at the onset of the programme design to allow them be decision makers on the type and form of assistance)		
Sub-recommendation 3.3 Improve communications so that communities as-a-whole understand (and preferably verify) why households were selected or not; improve advance communication around dates and times of registration (and monitoring of failures to attend and follow up) and running repeat registrations for those missed out; do not rely on mobile communications and ensure back-ups for key notifications	RBD	Agreed	Establish a system for communicating selection criteria and decisions to the community, ensuring advance notice for registration dates and follow-ups for missed registrations. Ensure effective community mobilisation strategies are developed and implemented. This should include use of all relevant communication	Programme Unit, Field office and RAM, CAM	December 2025

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wherever possible; ensure that beneficiaries are aware of any expiry dates, etc. (February 2026)			medium within the targeted communities to ensure large and quick dissemination of information		
Sub-recommendation 3.4 Ensure key programme parameters are well communicated to CPs and wider community representatives and well communicated through awareness raising and posting to communities as-a-whole with visual messaging that remains in the community for reference; monitor that these messages are well-understood. (February 2026)	RBD	Agreed	Develop visual messaging materials for communities and conduct awareness-raising sessions to ensure key program parameters are understood and retained.	Programme Unit. AAP FP	December 2025
Priority: Medium Recommendation 4: Continue CBT readiness efforts.	HQ, RBD, CO (RBD, CO, CPs)		Not applicable	Not applicable	Not applicable

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Sub-recommendation 4.1 Wherever possible, attempt to achieve CBT readiness efforts in partnership and coordination with other actors and in the times between emergencies and consider lighter more rapid corporate tools for smaller scale CBTs and Cos; undertake these assessments with other CBT actors for national readiness and capacity building purposes. (February 2026)	RBD	Agreed	4.1.1 Develop a joint readiness plan with other organizations and implement assessments to evaluate national readiness and capacity for CBT.	Programme Unit with support from RB and HQ Delivery Units	December 2025
			4.1.2 Advocate with WFP HQ for lighter corporate tools for smaller-scale CBTs.	Programme Unit with support from RB and HQ Delivery Units	December 2025
Sub-recommendation 4.2 Ensure that a very thorough investigation of how CBT readiness and standards have continued to develop over the ensuing period since the pilot. (February 2026)	RBD	Agreed	Conduct a comprehensive review of the evolution of CBT readiness and standards since the pilot, identifying key lessons learned and areas for improvement.	Programme (CBT) Unit	December 2025

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Priority: Medium Recommendation 5: Improve Accountability to Affected Populations; undertake feasibility assessments of wide-ranging response and modality and delivery mechanism options and include more local knowledge in assessment and design decisions and throughout the programme. (February 2026)	HQ, RBD, CO (RBD, CO, CPs)		Not applicable	Not applicable	Not applicable
Sub-recommendation 5.1 Undertake more open-minded response options analysis that includes feasibility assessment of wide-ranging modality and delivery mechanism alternatives; avoid implanting pre-defined programme technical designs and involve key stakeholders and	RBD	Agreed	Develop a framework for conducting a comprehensive cash feasibility assessment capturing beneficiaries preferences for both modality and delivery mechanism as well as the capacity of the local markets to absorb	Programme Unit	December 2025

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beneficiary representatives more in assessments and technical design decisions early on; and ensure that the final technical design is cross-checked with local representatives and modified accordingly (ensure process documentation). (February 2026)			additional cash inflow. explore the possibility of a multisectoral cash feasibility assessment and the participation of other interested organisations.		
Sub-recommendation 5.2 Ensure CBT programmes capitalise on the skill sets and local knowledge of competent and experienced local CBT partners, by involving them from the start (especially in assessments and technical design decisions). (February 2026)	RBD	Agreed	Establish partnerships with local CBT partners from the outset, involving them in assessments and technical design decisions to leverage their expertise.	Programme Unit	November 2025

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Priority: Medium Recommendation 6: Assess and improve corporate guidance and CBT-related capacities and gaps; make use of existing capacities and build those needed to fill remaining gaps. (February 2026)	HQ, RBD, CO (HQ, RBD, CO, CPs)		Not applicable	Not applicable	Not applicable
Sub-recommendation 6.1 Undertake skills gap analysis (in general and specific to CBT) with CPs and develop capacity building action plans to address gaps identified. Increase access to and ensure capacity building in modern technologies for improved effectiveness and efficiency of assessments, registration, feedback and Monitoring appears to be an area where	RBD	Agreed	Conduct a skills gap analysis specific to CBT and develop action plans for capacity building for local partners and government entities, focusing on modern technologies for assessments, registration, feedback, and monitoring.	RAM Unit	December 2025

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<p>significant value could have been added.</p> <p>(February 2026)</p>					
<p>Sub-recommendation 6.2</p> <p>Assess existing CBT, communications and feedback and monitoring capacities and gaps (internally and with key partners). Implement internal and partner capacity building and review corporate capacity building and tools to address the low level of understanding on terminologies and ensure restrictions and conditions and instalments and their consequences are better understood and deployed. Consider amending corporate tools to encourage examination of different modality options by modality, delivery mechanism, conditions and restrictions and instalments and to ensure that</p>	RBD	<p><i>Partially Agreed</i></p> <p>While there is need to perform a comprehensive assessment of internal and partner capacities and implement capacity-building initiatives, the tools to consider local price variations and provide clearer guidance on modality options are already there.</p>	<p>There is currently and Impact Evaluation ongoing in Ghana to compare multiple vs single instalments that will give insights into this topic. Liberia CO will look into it to guide future decision making.</p>	Program	December 2025

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local price variations (often due to additional retailer and beneficiary side transport costs) and predictable seasonal price rises, are adequately considered in tools and guidance (if not already). Undertake a regular identification of individuals for CBT advocacy (internal and external) and capacity building around CBT. Ensure corporate guidance encourages the assessment of assessing the pros and cons and necessity of multiple instalments and discouraging monthly instalments almost as a default option. (February 2026)					
Sub-recommendation 6.3 Involve CPs and other potential future cooperating partners in CBT joint assessments and joint	RBD	Agreed	The current TPM, which is a local NGO, is in place and addressing these needs effectively.	RAM	Done,

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<p>exercises to improve the quality of the assessments and monitoring and as a capacity building and readiness for CBT measure. Having more national and local actors with improved CBT capacities nationally should open future cooperating possibilities for WFP. Investigate why corporate assessments are failing to identify (and monitor and put right) important misuse, vulnerability and gender related issues such as guardianship issues and protection and safeguarding concerns related to CBT or in-kind programming; issues related to the difference in overall selection criteria and selection of the gender of the person for registration purposes and therefore gender empowerment gains; and the</p>			<p>CO has done a comprehensive CBT assessment including the assurance challenges, and this entailed transfer modality and mechanism selection analysis. CO will review it when necessary and at least once in a year, in order to align with the corporate guidance, so that CO can ensure adequate entitlement depending on the local situation.</p>		

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<p>double taking of MMT transfer fees. Ensure adequate corporate guidance around how to assess beneficiary modality and delivery mechanism preferences in communities that have limited experience of CBT options, where some degree of guidance on the advantages and disadvantages of different modality and delivery mechanism options and combinations may be required to help guide communities (and the differing vulnerability groups with differing CBT preferences within communities) when their preferences are being gathered.</p> <p>(February 2026)</p>					

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Sub-recommendation 6.4 Ensure awareness and training in good practice for CBT, Communications, feedback and monitoring for CPs and others involved in leadership and implementation roles, alongside Training of Trainers (ToT) to improve programming quality and cascade down to beneficiaries and the wider community. (February 2026)	RBD	Agreed	Develop and implement a training program for CPs and leadership roles, including Training of Trainers (ToT) to disseminate good practices. (initiate and conduct training of trainers to key CPs staff who can then replicate to the relevant field-based colleagues).	Programme Unit	December 2025
Sub-recommendation 6.5 Provision of basic training and IT and data capturing equipment to improve quality of data gathering, feedback and monitoring roles for key partners such as MoE, school authorities and Caritas and encourage sustainability and localisation gains.	RBD	Agreed	Provide training and necessary equipment to key partners, including MoE and Caritas, to enhance their data capturing capabilities and encourage local sustainability.	Programme Unit	December 2025

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(February 2026)					
Priority: Medium Recommendation 7: Improve feedback and complaints mechanisms. (February 2026)	HQ, RBD, CO (HQ, RBD, CO, CPs)		Not applicable	Not applicable	Not applicable
Sub-recommendation 7.1 Ensure communications around hotlines and ensure that alternative, efficient feedback systems are in place that better suit the local context and monitor these for use; ensure that misuse and protection-related safe feedback mechanisms are in place, particularly in school-based programming; monitor for hotline/feedback mechanism uptake and do not	RBD	Agreed	Develop and disseminate clear communication materials regarding feedback hotlines and alternative systems. Monitor their usage and establish safe feedback mechanisms, especially in school-based programs, ensuring protection-related concerns are addressed.	RAM Unit	June 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>
assume low use equals low problems. (February 2026)					
Sub-recommendation 7.2 Establish shorter, more direct feedback chains between beneficiaries and WFP – essential for speedy and effective reporting and resolution of problems; identify and train CO CBT focal points; ensure adequate handovers. (February 2026)	RBD	Agreed	Feedback channel for beneficiaries to report issues and resolve them quickly is already implemented.	RAM	February 2026
Sub-recommendation 7.3 Establish feedback and complaints mechanisms appropriate for use for misuse allegations safeguarding or PSEA purposes and ensure these are appropriate to and in place in school-based programming.	RBD	Agreed	Feedback channel for beneficiaries to report issues and resolve them quickly is already implemented.	RAM	February 2026

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(February 2026)					
Priority: High Recommendation 8: Improve quality and understanding of targeting and selection based on gender and vulnerability; ensure logic is in line with programme objectives. (February 2026)	HQ, RBD, CO (HQ, RBD, CO, CPs)		Not applicable	Not applicable	Not applicable
Sub-recommendation 8.1 Assess programme logic and link to targeting and selection criteria – consider whether rations are best targeted through schools at all. Re-	RBD	Agreed	8.1.1 Conduct a comprehensive assessment of programme logic, confirming primary and secondary objectives.	Programme Unit	December 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>
examine the programme logic and confirm which is the primary and which is the secondary objective (food security and then school attendance. Consult with relevant ministries, UNICEF and			8.1.2 Consult with relevant ministries and child specialists to identify effective targeting strategies for children at risk of dropping out.	Programme Unit	December 2025

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<p>other UN and NGO child specialist actors and identify the best means of targeting and selection to encourage those children not in education, or those at risk of ‘dropping out’, to attend (rather than encouraging movements between schools). Put in place flexible measures to discourage potentially harmful movements between schools (such as qualifying periods. Ensure parents in neighbouring schools are informed that moving children between schools will not meet qualifying criteria.</p> <p>(February 2026)</p>			<p>8.1.3 Implement flexible measures to discourage harmful school movements.</p>	Programme Unit	December 2025
<p>Sub-recommendation 8.2</p> <p>Continue to target elementary schools as a whole and consider targeting specific</p>	RBD	<p>Not Agreed</p> <p>High School students are not within the scope</p>	Not applicable	Not applicable	Not applicable

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'adolescents at high risk' from high schools. Set targeting criteria with some flexibility for amendment by local representatives/authorities. (February 2026)		of the current CSP and not aligned with WFP corporate SF strategy.			
Sub-recommendation 8.3 Evaluate in detail whether the overall country targeting, and selection approaches jointly ensure that 'no one is left behind'. (February 2026)	RBD	Agreed	Conduct a detailed evaluation of targeting and selection approaches to ensure they are inclusive and effective in reaching all vulnerable groups.	RAM Unit	December 2025
Sub-recommendation 8.4 Consider using more broad ranging vulnerability criteria than food Consumption Scores (FCS) for geographic and school selection, such as other poverty indicators or key programme objective related or contextual related vulnerabilities such as CHH, GHH, absent parents,	RBD	Agreed	Conduct a comprehensive assessment of programme logic, confirming primary and secondary objectives.	Program unit	December 2025

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nonformal/family guardians, Ebola, Covid and HIV/AIDS etc. (February 2026)					
Sub-recommendation 8.5 Investigate the root causes and proportions of children headed and grandparent headed households and informal guardianship issues as well as proportions of children not in school etc. Consider advocacy for school building in rural areas, as appropriate. (February 2026)	RBD	Agreed	Conduct quantitative and qualitative assessments on children in CHH and GHH, focusing on barriers to education and potential advocacy for rural school construction.	Programme Unit, RAM	December 2025
Sub-recommendation 8.6 Consult with other gender and child and education specialist actors and identify alternative terminology for 'Head of household' and explore appropriate terminologies around biological parents, informal guardianship, children	RBD	Not Agreed Same as 8.1 and can be addressed by the same action The pilot assisted student in grades 4 to 6 but	Not applicable	Not applicable	Not applicable

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<p>with absent temporary or permanently absent parents, ‘dropouts’ and children not in school etc. etc. Develop specific targeting and selection criteria related to these educational and other key vulnerabilities and of Child and Grandparent headed households (CHH & GHH). Develop targeting and selection criteria in link with programming objectives (such as promoting enrolment of those not yet in education or those who have dropped out or are at risk of dropping out due to late payments etc. Consider including Grade one within the targeting criteria to encourage children into school at the earliest opportunity.</p> <p>(February 2026)</p>		<p>currently WFP is assisting every child in the school</p>			

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Sub-recommendation 8.7 Consider the issues around the targeting of women and child headed households at registration as recipients of the household THR (in-kind, or CBT). Improve communications around preferred persons within the household for registration to receive the assistance that could improve potential empowerment gains from control of resources and improved access to IDs, technologies and financial inclusion. (February 2026)	RBD	Agreed	Improve communications about registration preferences within households to enhance empowerment and access to resources.	Programme Unit	December 2025
Sub-recommendation 8.8 Select beneficiaries for the THR from community household lists (rather than using a 'one child in specific grades' approach) and administer	RBD	Not Agreed This was a pilot and since then the CO has other types of programmes with	Not applicable	Not applicable	Not applicable

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through schools if considered pragmatic and of adequate educational outcome benefit. (February 2026)		their own adapted targeting mechanisms and that as agreed under 8.1 we will revise those related mechanisms			
Sub-recommendation 8.9 Improve beneficiary household targeting and selection – Establish simple but flexible gender and vulnerability criteria and consider targeting and selection through Community Based Targeting (CBT) with gender equitable committees of local men and women’s representatives and organisations and (traditional leaders, women’s organisation and disability and other local organisations and representatives from school,	RBD	Agreed	Establish gender-equitable committees for CBT, ensuring selection criteria are well communicated and understood in the community.	Programme Unit	December 2025

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health services etc). Ensure the criteria for selection of households are well communicated and understood amongst the wider community. (February 2026)					
Priority: Medium Recommendation 9: Improve monitoring, evaluation, accountability, and learning. (February 2026)	HQ, RBD, CO (HQ, RBD, CO, CPs)		Not applicable	Not applicable	Not applicable
Sub-recommendation 9.1 Ensure pilots are even more closely monitored than standard programming to ensure qualitative and quantitative issues are monitored and that learning occurs within the timescale of the programme. (February 2026)	RBD	Agreed	Develop a robust monitoring plan for pilot programs that includes both qualitative and quantitative metrics, ensuring learning occurs within the program's timeframe.	RAM Unit	December 2025

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Sub-recommendation 9.2 Review corporate post distribution monitoring (PDM) questions to ensure appropriate wording for asking what amount was received after transfer fees were deducted and whether any other additional favours, gifts or other informal payment or fees were given to anyone (PSEA). (February 2026)	RBD	Agreed	Conduct a review of PDM questions, focusing on wording related to transfer amounts after fees and inquiries about any informal payments or Favours (PSEA).	RAM Unit, with support from RBD RAM	June 2025
Sub-recommendation 9.3 Assess whether CPs (such as Caritas) have the potential to bolster CO feedback and complaints and monitoring mechanisms or explore third party monitoring (TPM) options when CO services are overstretched. (February 2026)	RBD	Agreed	Evaluate the capabilities of CPs, to support feedback and complaints mechanisms, however the third-party monitoring is already in place and is independent	RAM Unit	December 2024

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Sub-recommendation 9.4 Consider investigating the signs/allegations of misuse, double taking of transfer fees, and related issues identified by this evaluation; these issues may warrant further independent investigation and may have reputational consequences. (February 2026)	RBD	Agreed	Initiate an independent investigation into the signs and allegations of misuse and related issues, assessing potential reputational consequences.	Management Unit	February 2026