Management Response from WFP to the recommendations of the Evaluation of Local and Regional Food Procurement Pilot Programmes in Eastern Africa (DE/KERB/2022/025) from 2021 to 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.]
Recommendation 1: Approach LRFPP as a continuum from subsistence, to surplus, to sustainability.			Not applicable	Not applicable	Not applicable
	SDCO ETCO UGCO	Agreed	1.1.1 SDCO Carry out VCAs for Wheat and Pulses and implement local Procurement 1.1.2 UGCO Sign off and implement LRFP Implementation Plan and Supply Chain workplan	SDCO Lead Programme Support LRFP Team Lead Procurement UGCO Lead: Procurement/AMS Support Supply Chain	July 25 July 25 Signed July 24 Implementation 2025

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Sub-recommendation 1.1 Include integrated programme planning based on VCA to show how the CO will support local value chains to gradually scale up its procurement operations and the use of pro-SHF contract modalities, including the identification of key activities necessary for their success.			a) Climate adaptive livelihoods scale-up programme already integrated with VCA outcomes. b) Focus on new VCAs which are nutrition favourable and offer income security. c) Ensure geographical colocation of programmatic and procurement activities where possible	ETCO Lead: Resilience and Food Systems team (CO&SOs) Partner: Procurement Team	Complete March 25 March 25
	SDCO ETCO UGCO	Agreed	1.2.1 SDCO Employ all the 3 tracks of procurement for SHFs and/or utilise hybrid modalities where appropriate	SDCO Procurement Unit support Programme and RBN Proc/Prog	Dec 25

Sub-recommendation 1.2 Utilize a mix of approaches that responds to the varying levels of maturity of SHFs – building up SHFs and later leveraging the success of stronger FOs to support smaller FOs through aggregation and even service provision			1.2.2 SD UG ET to Work with FOs to support the development of their own and individual SHF capabilities SDCO - Link up supported stronger FOs with smaller ones for joint aggregation or marketing UGCO - Build scale and capacity of FOs/aggregators to become agribusinesses with strong market linkages; progress to be measured against identified benchmark.	SDCO Programme Team UGCO AMS	Dec 25
			ETCO – Support Farmer Organisations to improve access to inputs and markets and set up Farm to Market Alliance Farmer Service Centers	ETCO Lead: Resilience and Food Systems team (CO&SO) Partner: Procurement Team; Cooperatives Agency (Federal/Regional); Farmer Cooperatives; ATI/MoA; CPs	2025
Sub- recommendation 1.3 Facilitate linkages between successful WFP-supported FOs and WFP vendors, through meetings, market information systems, or lists of	SDCO ETCO UGCO	Agreed	1.3.1 SDCO Convene actors' joint sessions (FOs, SMEs, vendors) UGCO 3 regions (Southwest, West Nile and Karamoja) ETCO Explore and facilitate match making exercises as part of CO market system development workstream.	SDCO Programme Lead Support Proc UGCO Lead AMS Support Supply Chain ETCO Lead: Resilience and Food Systems team (CO&SO) Support Procurement	Dec 25 March 25 March 25

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vendors/SHFs that can assist marketing connections			1.3.2 SDCO Create digital platform for market linkages	SDCO TEC	Dec 25
Sub- recommendation 1.4 Support WFP vendors with training on: technical guidance related to defining and working with most	sDCO ETCO UGCO aining on: al guidance to defining and	Agreed	1.4.1 SDCO Technical training and/or sensitisation sessions to vendors on SHFs capacity building, incorporating inclusive gender, climate, and nutrition sensitive business models	SDCO Lead Procurement Support Programme	Dec 25
vulnerable SHFs, as well as capacity building to incorporate assistance on gender,			UGCO workshops on: FSQ, Pro SHF Business Models and Sustainability	UGCO Lead Supply Chain	FSQ completed. Pro SHF and Sustainability March 25
nutrition, and climate in pro-SHF business models			ETCO: Training will be carried out as recommended	ETCO Lead: Procurement Team Partner: Resilience and Food Systems	March 25

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Sub- recommendation 1.5 Roll out and implement the recently developed	recommendation 1.5 Roll out and mplement the ETCO UGCO	Agreed	1.5.1 Revised monitoring framework to be implemented as applicable in LRFP locations	SDCO M&E ETCO Lead: RAM Partner: Resilience and Food Systems; Procurement; Procurement Team CPs etc	July 25 March 25
monitoring frameworks related to SHFs, value chains, and food systems to enable measurement of programmatic objectives related to the LRFPP.			1.5.2 Implement MODA for traceability (same action as 3.4.1)	As 3.4.1	As 3.4.1
Sub- recommendation 1.6 Use VCAs as evidence- based to secure funding programming linked to local procurement	SDCO ETCO	Agreed	1.6.1 SDCO Secure funding from IFIs for Sorghum wheat and pulses value chains. SDCO Develop funding concepts for VAD and local procurement	SDCO Partnerships Supported by (Programme, LRFPP Team, HGSF, Procurement, SO3) SDCO Partnerships Supported by (Programme, LRFPP Team, HGSF, Procurement, SO3)	July 25 July 2025

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			1.6.2 ETCO VCA results are currently being integrated in the SAMS rollout in three relevant regions.	ETCO Lead: Resilience and Food Systems Partner: Procurement, RMU	2025
Recommendation 2: Promote development objectives by making conditionality more targeted and context-relevant.			Not applicable	Not applicable	Not applicable

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Sub-recommendation 2.1 Set strategic conditionalities that exceed (and therefore incentivize) vendors to make additional purchases from SHFs above and beyond	SDCO ETCO UGCO	Agreed	2.1.1 ETCO Expand use of conditional contracts and mandate contract modalities 2.1.2 UGCO Trial mandate contracting modality for purchase of maize and adjust conditionality levels to trader capacity	ETCO Lead: Procurement Team Partner: Resilience and Food Systems UGCO- Procurement supported by Programme - AMS	March 25 Jan 25
what they are already doing as part of everyday business practices.			2.1.3. SDCO Link all food vendors to supported FOs and other supported actors to reduce transactions costs and sensitise vendors on pro-SHF sourcing and benefits of providing supply-side support	SDCO Lead Procurement support Programme	Dec 25

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Sub- recommendation 2.2 Expand conditionalities for traders to provide other supporting practices aimed at	SDCO ETCO UGCO	Agreed	2.2.1 SDCO, UGCO Opportunities to expand conditionality to include other aspects such as gender and youth to be identified with traders during workshops action 1.3.1 and 1.4.1	SDCO Programme UGCO AMS	Dec 25 March 25
other food systems areas that are not market incentivized – such as gender, youth, PWDs – providing technical support to vendors to build the capacities of SHFs in these areas			ETCO will bring all supply chain actors together to discuss the importance of building climate adaptive livelihoods into the various supply chains. ETCO Design supporting capacity building practices in the upcoming food systems interventions targeting women, youth and PWD as	ETCO Lead: Procurement Team ETCO Lead: Resilience and Food Systems	June 25

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Sub-recommendation 2.3 Guidance on VCAs methodologies should also be adjusted to better collect data on the situations of the marginalized groups, nutrition, and on climate/environmental considerations	SDCO ETCO UGCO	Partially Agreed (Agreed by UGCO and ETCO but not SDCO due to resource limitations)	2.3.1 ETCO Using findings from the VCAs in Amhara, Afar, and Gambella, redesign of existing resilience and food systems interventions to include climate actions and environmental social impact dimensions. Co-design value chain analysis on different crops to integrate relevant research questions related to collecting data on the situations of marginalized groups	ETCO Lead: Resilience and Food Systems Partner: Procurement Team	March 25
			2.3.2 UGCO Guidance to be updated with HQ and training to be done before new VCAs to include these elements	UGCO Program and Supply Chain	Bee VCA March 25

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			2.3.3. SDCO Simplify & Adapt VCA methodologies to contexts – HSGF, Nutrition, Gender, Climate etc	SDCO LRFP Team supported by (Programme – HGSF, Nutrition, Gender, SOMOUD, SEWPP, SO3)	Dec 25
Sub- recommendation 2.4 In those areas where market incentives	SDCO ETCO UGCO	Agreed	2.4.1 SDCO Workshops on this topic and online platform to link relevant actors in specific locations	SDCO Programme SDCO TEC both supported by procurement	Dec 25
cannot be created to promote development objectives – such as climate/environment and nutrition – WFP can promote development through	cannot be created to bromote development objectives – such as climate/environment and nutrition – WFP can promote		2.4.2 ETCO Scale up existing multifactorial activities linking nutrition, social protection, climate action etc. and link where possible with LRFP offtake	ETCO Lead: Resilience and Food Systems Partner: Procurement Team; Cross Cutting Team; UN agencies/development partners; CPs	March 25
its own programming or through linking to partners doing the same			2.4.3 UGCO Linkage to CBT retail networks, HGSF and Feed the Future programme in Karamoja to promote nutrition and other objectives	UGCO Supply Chain UGCO Programme	Retail Dec 24 HGSF/FtF 2025

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Recommendation 3: Improve targeting of SHFs and traceability/M&E			Not applicable	Not applicable	Not applicable
Sub- recommendation 3.1 Develop further technical/theoretical guidance on how SHFs are defined, with guidance oriented to assisting WFP partners in identifying and working with vulnerable SHFs	RBN LRFP Team SDCO UGCO ETCO	Agreed; Partially agreed by ETCO	3.1.1 SDCO Revise CO SHF definitions/guidance as appropriate UGCO Revision of the AMS approach paper/strategyETCO: Climate adaptive livelihoods and food systems targeting guidelines have been revised to incorporate aspects of gender, disability, aside production potential through land access, labour provision.	SDCO LRFP Team UGCO AMS Lead: Resilience Team; Partner: Procurement, Cooperating Partners and Regional Bureaus Resilience and Food Systems	July 25 March 25 Dec 24
			3.1.2 Review regional/global guidance to ensure clarity and consistency for each CO	RBN LRFP Team	March 25

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Sub- recommendation 3.2 Implement awareness raising activities that communicate to private sector partners the importance of pro- SHF support and the provision of market incentives (e.g., better prices, training) to buy from SHFs.	SDCO ETCO UGCO	Agreed	3.2.1 Include as part of workshops and trainings in 1.3.1 and 1.4.1 ETCO: match making to enhance linkages to private sector value chain actors has been enhanced and currently scaled-up.	As 1.3.1 and 1.4.1 ETCO Lead: Resilience and Food Systems and Supply Chain (FSQ) Partner: Procurement Team; RAM; Regional Bureaus	As 1.3.1 and 1.4.1 Dec 24
	RBN LRFP Team	Agreed	3.3.1 Issue guidance for COs (in consultation wit HQ 3.3.2 COs to adapt and apply guidance to local context	RBN LRFP team HQ LRFP All RBN COs	March 25 July 25

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Sub-			3.3.3		
recommendation 3.3 Developed 'minimum structure/skills'			SDCO Identify required additional funding for implementation	Lead: Partnerships	July 25
needed to implement the policies going forward and identify required additional funding/resources for implementation			ETCO: Formalize the monthly joint procurement and program coordination taskforce with clear ToR to identify alternative funding sources to foster effective and efficient policy implementation	Partner: Resilience and Food Systems	
	SDCO	Agreed	3.4.1 Enhance traceability	RBN LRFP Team	March 25
	ETCO		through use of MODA tool	SDCO Procurement	July 25
	UGCO		and analytics	ETCO Procurement	July 25
				UGCO Procurement	July 25

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Sub-recommendation 3.4 Enhance traceability of SHFs that supply to WFP through all contracting modalities; ensure COs have capacities to carry out rigorous in-field traceability			3.4.2 Validate and enforce conditionality through verification (Traceability) ETCO: Traceability requirements will be clearly stipulated in the tender documents for compliance. If necessary payments will be linked to the provision of the required traceability documents.	RBN LRFP Team ETCO: Lead: Procurement Partner: Resilience and Food Systems	July 25 July 25

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Sub- recommendation 3.5 Roll out and implement the recently developed monitoring frameworks related to SHFs, value chains, and food systems to enable measurement of programmatic objectives related to the LRFPP.	SDCO ETCO UGCO	Agreed	1.5.1 Revised monitoring framework to be implemented as applicable in LRFP locations (same action as 1.5.1)	SDCO M&E ETCO Lead: RAM Partner: Resilience and Food Systems; Procurement; Procurement Team CPs etc	July 25 Dec 24
Recommendation 4: Streamline procurement processes			Not applicable	Not applicable	Not applicable
	SDCO ETCO UGCO	Agreed	4.1.1 COs to Review local constraints in procurement processes affecting LRFP and recommend changes as appropriate	SDCO Procurement ETCO Procurement UGCO Procurement	March 25

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Sub- recommendation 4.1 Consider how			4.1.2 Develop and implement Pro SHF procurement plans covering multiple seasons	SDCO Procurement ETCO Procurement UGCO Procurement	July 25
procurement processes can be made more efficient.			4.1.3 In collaboration with the procurement Global team, review of overall procurement process to identify any potential areas of simplification with action plan	RBN Procurement	Dec 25
Sub- recommendation 4.2 WFP should improve communication and feedback mechanisms to ensure clarity for all stakeholders involved in local procurement – from procurement to purchase	SDCO ETCO UGCO	Agreed	4.2.1 Periodic (semi annual or annual) reviews with key stakeholders at CO level	SDCO Procurement ETCO Procurement UGCO Procurement RBN Procurement	July 25

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Sub- recommendation 4.3 WFP should make GCMF PRs available during marketing	RBN Procurement	Agreed	4.3.1 Use the annual demand planning meeting to identify local purchasing opportunities and timing of PRS needed	RBN Procurement	Done (Nov 24)
seasons to help maximize the gains/value			4.3.2 BART (Buying At Right Time) reporting to be continued	RBN Procurement	Annually
			4.3.3 ETCO will inform RB on the best times to purchase based on harvest season and RB to inform GCMF to ensure GCMF PRs available during marketing seasons to help maximize the gains/value.	ETCO Lead: Procurement	2025

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Sub- recommendation 4.4 HQ/RBN to consider leading evaluation/assessment of systemic issues related to procurement processes	RBN Procurement		4.4.1 Review constraints in procurement processes affecting LRFP and recommend changes as appropriate	RBN Procurement Team HQ Procurement Team	June 25
Recommendation 5: Expand the roster of active WFP vendors			Not applicable	Not applicable	Not applicable
Sub- recommendation 5.1 Review requirements and get waivers to	recommendation 5.1 Review requirements and get waivers to classify vendors in a different way, esp. to carget women-owned	Agreed	5.1.1 Review guidelines and request waivers where needed to support different classifications	RBN Procurement HQ Procurement	June 25
different way, esp. to target women-owned businesses			5.1.2 Widen conditionality requirement beyond SHF to include women, youth and priority areas	RBN Procurement HQ LRFP Team	Dec 25

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Sub- recommendation 5.2 Profile the traders to determine which are engaging in pro-SHF	RBN Procurement ETCO SDCO UGCO	TCO DCO	5.2.1 Develop new RBN guidelines on classification including gender and Pro SHF models and carry out profiling in all RBN LRFP COs	RBN Procurement All RBN LRFP COs	March 25
business practices and which can be incentivized to do so			5.2.2 Feasibility study to identify alternative procurement modalities in Karamoja and actors mapping.	UGCO Supply Chain – Retail & Markets (Procurement, Programme AMS & HGSF)	Dec 2024
		5.2.3. Classification of traders by engagement in pro-SHF businesses and implement incentive scheme	SDCO Procurement Team supported by Programme	July 25 Dec 25	
		Agreed	5.3.1 Vendor roster review and carry out EOI or similar in identified locations to expand roster	RBN Procurement plus Targeted COs	June 25

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 5.3 Create a broader network of active WFP suppliers that can create competition among wholesalers, finding existing qualified traders that can be verified, accredited, and incorporated into the WFP network.	RBN Procurement ETCO SDCO UGCO		5.3.2. Accreditation of traders and pro-SHF minded suppliers into the WFP pro-SHF active procurement network	SDCO Procurement supported by CO LRFP team	Dec 25
	RBN Procurement ETCO SDCO UGCO	Agreed	5.4.1 Carry out review of smaller traders (esp. Ex FOs) to identify those that can be supported to grow to increase competition	RBN Procurement plus Targeted COs	June 25

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 5.4 Work with smaller traders (in particular those FOs previously supported by WFP) can be assisted to become wholesalers of WFP creating a wider marketplace and increased competition for quality grains			5.4.2. Increase market linkage of WFP supported FOs to alternate markets such as schools, retail markets (CBT), traders, private sector, government	CO Programme Teams supported by procurement	June 25

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 5.5 Encourage women's businesses, or those inclusive of youth and other disadvantaged groups to bid for WFP tenders by designing interventions to build the capacities of trading companies led by women, youth, and PWDs	RBN Procurement	Agreed	5.5.1 As part of EOI action above (5.3.1) specifically identify women led or other inclusive business to participate;	RBN Procurement plus Targeted COs	June 25

Recommendation 6: Continue to strengthen enabling environment			Not applicable	Not applicable	Not applicable
Sub- recommendation 6.1 Strengthen the enabling environment to support pro-SHF local procurement and raise knowledge and awareness of the LRFPP among government and non-governmental partners RBN LRFP Team	RBN LRFP Team		6.1.1 Prepare guidelines and LRFP advocacy material to support COs engagement with governments	RBN LRFP Team	March 25
		6.1.2 Ensure all COs have a LRFP government communications plan	RBN LRFP Team	Dec 25	
			6.1.3 Currently LFRP has been mainstreamed in the climate adaptive livelihoods and forms part of Productivity and Production including Market Service Development. This integrated model is currently being used in our strategic engagement with relevant government agencies.	Lead: Resilience and Food Systems Partner: Procurement Team; CCS	Ongoing
		Agreed	6.2.1 Ensure CO capacity strengthening plans reflect LRFP needs and opportunities	RBN LRFP Team	June 25

Sub- recommendation 6.2 Support for governments to build national capacities to support SHFs within the agricultural sector through targeted efforts to improve guidance on quality and safety practices/standards, technical assistance and other support related to laws and enforcement of such standards, and advocacy among government, UN agencies, and cooperating partners to incentivize private sector actors to take on more pro-SHF business models	RBN LRFP Team ETCO SDCO UGCO	6.2.2 Support the development and implementation of the Food and Agriculture Regulatory Authority (FARA), and hermetic metallic silos	UG Programme – AMS	Ongoing - 2025
		6.2.3Under climate adaptive livelihoods, WFP will leverage the demand driven capacity strengthening (Institutional, systems and human capacity) to strengthen oversight and extension support to SHFs and market actors. In addition, support also includes FSQ and	Lead: Resilience and Food Systems Partner: Procurement Team; CCS	

			evidence/knowledge management.		
Sub- recommendation 6.3 Bring localized efforts to scale by first building and testing a model or good practices and then disseminating and scaling through: manuals, meetings, workshop, etc. (which have early buy-in and endorsement from government partners).	RBN LRFP Team All COs	Agreed	6.3.1 Collect evidence and prepare comms material around LRFP successes for wider dissemination	RBN LRFP Team	Ongoing
			6.3.2 registration of lead farmers enabling the purchase of good quality crops. WFP will leverage varying Proof of Concepts on Climate Adaptive Livelihoods targeting smallholder farmers, pastoralists and agropastoralists that have successfully been tested in Low and high productive areas and Arid and Semi-Arid areas of Ethiopia. To reach scale and foster sustainability, WFP will endeavour to align with relevant existing government led programmes, which will act as conduit for scaling up.	Lead: Resilience and Food Systems Partner: Procurement and FSQ	Ongoing

Sub- recommendation 6.4 Raise awareness among other public	RBN LRFP Team All COs	Agreed	6.4.1 RBN to develop guidance on engaging other public and private sector partners	RBN LRFP Team	Dec 24
sector, non- governmental, and private consumers of agricultural products to increase the demand of pro-SHF agricultural products. RBN could work with COs to develop further guidance in this regard.			6.4.2 COs to identify relevant actors and develop partnership and influencing strategies ETCO Work closely with the Seqota declaration and the SUN leads in Ethiopia to create awareness and demand for nutrient dense food, and other similar actions	Lead: nutrition Team, Resilience and Food Systems Partner: Procurement Team; CCS	Dec 25 Ongoing