



Distribution: General

Agenda item 5

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Evaluation reports

For consideration

Executive Board documents are available on WFP's website (<https://executiveboard.wfp.org>).

Management response to the recommendations from the summary report on the evaluation of the country strategic plan for Chad (2019–2023)

Background

1. This document contains management's response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Chad for 2019–2023.
2. The objective of the evaluation was twofold: to encourage learning and provide accountability. The evaluation was therefore intended to: 1) identify evidence and lessons learned that can inform strategic decision making at the country level, specifically in the development of the new second-generation CSP for Chad; and 2) report to the stakeholders on the results achieved.
3. Two strategic recommendations and three operational recommendations were made following the evaluation; sub-recommendations describe how each recommendation can be implemented.
4. This response indicates whether WFP agrees, partially agrees or does not agree with each recommendations and sub-recommendation. It also specifies the actions planned (or already taken) and the deadlines and entities responsible for their implementation.

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| MANAGEMENT RESPONSE TO THE RECOMMENDATIONS FROM THE SUMMARY REPORT ON THE EVALUATION OF THE COUNTRY STRATEGIC PLAN FOR CHAD (2019–2023) | | | | | |
|---|--|----------------------------|---|--|------------------------|
| Recommendations and sub-recommendations | Recommendation and sub-recommendation lead office (with supporting offices and units in brackets) | Management response | Actions to be taken | Action lead office (with supporting offices and units in brackets) | Action deadline |
| Recommendation 1: Strengthen dialogue with the Government, other United Nations entities and donors with a view to better addressing the food security and resilience needs of affected populations. | | | | | |
| Action deadline: End 2023 | | | | | |
| 1.1 Maintain high-level strategic dialogue and strengthen communication with national institutions and United Nations system partners so as to encourage the harmonization of approaches, the coordination of activities and the emergence of operational synergies. Priority: High | Country office management | Agreed | <p>Involve the Government, national institutions, United Nations technical partners and donors in formal consultations on WFP support for Government priorities.</p> <p>Give greater prominence to the participatory approach in the strategic planning process for new programmes (CSP and others) with key partners through regular meetings.</p> <p>Establish a CSP steering committee under the coordination of the Government and organize strategic consultations.</p> <p>Encourage the harmonization of approaches, coordination of activities and emergence of operational synergies through meetings organized with the assistance of the sub-offices and support from the country office.</p> | Country office management and programme, research, assessment and monitoring and donor relations units | End 2023 |

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| 1.2 Strengthen dialogue with the Government on supply chains and the support to be provided to administrations for the implementation of activities. Priority: High | Country office management | Agreed | Strengthen the framework of consultation with the National Food Security Office to formalize the collaboration on storage capacity. Work in collaboration with the Food Quality Control Centre to harmonize food quality standards and norms. | Country office supply chain unit | End 2023 |
| 1.3 Strengthen dialogue with donors on addressing the increasing needs of beneficiaries and advocate earlier and more flexible funding for responding to rapid changes in fragile and crisis situations. Priority: High | Country office management; regional bureau; headquarters | Agreed | Increase the consultation and inclusion of various actors (donors, Government, local communities, beneficiaries) in the various phases of the CSP cycle. Systematically organize field visits with donors to highlight the impact of activities on the ground. | Country Director; Deputy Country Director; donor relations and programme units | End 2023 |
| Recommendation 2: Improve the suitability of risk analysis, programming and communication in the context of implementation. | | | | | |
| Action Deadline: End 2023 | | | | | |
| 2.1 Strengthen the identification, verification and consideration of risk in the preparation and implementation of the country strategic plan. Priority: High | Country office management and programme officers; regional bureau | Agreed | Recruit a compliance officer. Establish an internal committee to regularly update the risk matrix during the final year of implementation of the CSP (2023) and to update the matrix with a view to the implementation of the new CSP, which is currently being developed (this committee will address both internal and external risks). Organize a consultation workshop for each geographic area with other | Country office compliance officer, monitoring and evaluation officer, security unit | June 2023 |

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| | | | partners (government agencies, cooperating partners, other United Nations entities, donors) at the national and provincial levels to identify and better understand external risks and threats. | | |
| 2.2 Clarify WFP's position at the humanitarian-development-peace nexus, including in the area of social cohesion and peace building. Priority: High | Country office management and programme officers; regional bureau | Agreed | Develop a strategy for the country office regarding actions to link humanitarian, development and peace activities. Ensure that programmes are aligned with the strategy. | Country office programme and donor relations units | End 2023 |
| 2.3 Improve communication with all stakeholders involved in beneficiary targeting and awareness raising in order to ensure the acceptance of results. Priority: High | Country office management and programme unit; regional bureau | Agreed | Carry out joint missions (WFP, Office of the United Nations High Commissioner for Refugees (UNHCR) and National Commission for the Reception and Reintegration of Refugees and Returnees) (with high level representatives) in all refugee camps and other targeted areas to increase understanding of the targeting process. Develop a plan to prepare for targeting using a more inclusive and participatory approach, starting with awareness-raising for all partners (Government, local authorities, community leaders, refugees, displaced persons, etc.). | Country Director, Deputy Country Directors, programme teams (country office and sub-offices) | June 2023 |

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| | | | <p>Define a communication strategy with key messages to clearly explain the rationale for the targeting and the objective pursued.</p> <p>Ensure that targeting criteria for identifying vulnerable households are defined in conjunction with the leaders of the targeted communities and beneficiary representatives.</p> <p>Strengthen existing complaint and feedback mechanisms before, during and after targeting (mechanisms known and accessible to the communities and various stakeholders).</p> | | |
| <p>2.4 Develop partnerships that strengthen the expertise of the country office research, assessment and monitoring unit in order to facilitate the analysis of the socioeconomic vulnerability of affected populations.</p> <p>Priority: High</p> | Country office management and programme officers; regional bureau | Agreed | <p>Present the value added by WFP (through the research, assessment and monitoring unit) through the ongoing support it provides to the various specialized state institutions and structures that work in the field of research and management of sociodemographic data (such as the National Institute of Statistics for Economic and Demographic Studies) and socioeconomic data.</p> <p>Renew the framework agreements for information sharing, knowledge exchange and collaboration with the</p> | Research, assessment and monitoring unit | End 2023 |

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| | | | <p>various key ministries (agriculture, livestock, meteorology, health, gender and national solidarity, among others). Promote joint evaluations and exercises with other entities according to their respective mandates (United Nations Children's Fund (UNICEF) for nutrition surveys, International Organization for Migration for biometric registration of displaced persons, UNHCR for refugees, among others).</p> <p>Explore the possibility of developing new partnerships with other entities such as the Development Research Institute and the International Food Policy Research Institute, among others.</p> <p>Plan exchanges of experience with other WFP offices working in contexts similar to that of Chad, including missions to those other countries or external support missions (temporary assignment) for country office assessment, research and monitoring staff.</p> | | |

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| Recommendation 3: Improve the flexibility, integration and complementarity among the various activities. | | | | | |
| Action deadline: End 2023 | | | | | |
| 3.1 Improve the flexibility in the management of integrated responses to food and nutrition crises, first by improving the coordination of integrated assistance and seasonal assistance activities in ways that reduce the compartmentalization between the two, and then by structurally revising the concept of two distinct approaches. Priority: High | Country office | Agreed | Develop and implement an integrated food and nutrition crisis response strategy to improve the coordination of activities by merging them into one while setting aside the concept of two distinct approaches, supported by a robust monitoring and evaluation plan. | Programme unit (resilience, nutrition, school feeding and research, assessment and monitoring units) | End 2023 |
| 3.2 Improve the complementarity of moderate acute malnutrition prevention and treatment activities and continue to promote the mainstreaming of nutrition into other activities. Priority: High | Country office | Agreed | Establish with the relevant partners (UNICEF, Ministry of Health and National Solidarity, Chad nutrition sector working group) a joint action plan for Chad on nutrition, education and social protection, supported by a memorandum of understanding signed at the country level specifying complementarities between WFP and its partners and the activities to be integrated. | Country office programme unit (management) | End 2023 |

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| 3.3 Adopt a strategy for local food systems and strengthen support for those systems by integrating activities related to agricultural infrastructure and productive assets, local production of fortified flours and home-grown school feeding. Priority: High | Country office | Agreed | <p>Identify entry points and establish strategic partnerships for food fortification and home-grown school feeding value chains.</p> <p>Advocate multi-year funding to ensure the continuity of projects and foster sustainable outcomes.</p> <p>Improve coordination with technical services, the Food and Agriculture Organization of the United Nations and the International Fund for Agricultural Development to support food systems through the Scaling Up Nutrition networks and traders' associations, among others.</p> <p>Explore opportunities for public-private partnerships and define the corresponding commitments as a medium-term strategy for stimulating action.</p> <p>Revise the resilience strategy to take into account all other components and activities, clearly highlighting complementarities and synergies between activities.</p> | Programme unit Partnerships unit Programme unit; country office management Resilience unit | End 2023 End 2023 End 2023 December 2023 |

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| 3.4 Combine activities that build national capacity for the socioeconomic targeting and monitoring of the distribution of nutrition inputs and associated reporting in order to gather the data needed to inform the better adaptation of assistance (including cash-based transfers) to the needs of beneficiaries and the improved performance of all the actors involved. Priority: Medium | Country office programme officers | Agreed | Review capacity-building initiatives and highlight specific areas where WFP has comparative advantages in the improvement of socioeconomic targeting, monitoring and reporting on the distribution of nutrition assistance. | Programme unit (country office management) | End 2023 |
| 3.5 Continue to demonstrate the added value of home-grown school feeding in coordination with other United Nations entities, the Government and communities and support the establishment and monitoring of a multisectoral institutional framework contributing to the implementation of the home grown school feeding action plan. Priority: Medium | Country office programme officers; regional bureau | Agreed | Support the Government in the implementation of the national school feeding policy, gaining a picture of the current situation through the Systems Approach for Better Education Results (SABER II). Advocate institutionalization of the home-grown school feeding programme and include a specific budget line in the national budget. Establish an integrated, multisectoral framework (at the national and provincial levels) for home-grown school feeding. | Country office programme and school feeding units | End 2023 |

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| Recommendation 4: Better articulate cross-cutting approaches and ensure that they are based on solid analysis. | | | | | |
| Action deadline: End 2023 | | | | | |
| 4.1 Develop and implement a gender action plan based on robust gender analysis and promoting women's empowerment, and place greater emphasis on awareness raising and communication with beneficiaries during the implementation of activities. Priority: High | Country office management and programme officers; regional bureau | Agreed | Carry out a gender-specific analysis in WFP's areas of intervention with a view to developing a gender action plan. Recruit a gender officer at the national level. Assess the country office's internal capacity to ensure gender mainstreaming in the implementation of all activities. Strengthen the capacity of WFP staff and cooperating partners to integrate gender into programmes. | Programme unit | End 2023 |
| 4.2 Better articulate WFP's support for climate change adaptation and mitigation and demonstrate its contribution to resilience and environmental sustainability. Priority: Medium | Country office management and programme officers; regional bureau | Agreed | Update the integrated context analysis for Chad to clarify in the second-generation CSP the articulation of both WFP's support for climate change adaptation and mitigation and its contribution to resilience and environmental sustainability. | Resilience and research, assessment and monitoring units | End 2023 |

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| 4.3 Strengthen accountability to affected populations by evaluating community feedback mechanisms and raising communities' awareness of their existence. Priority: High | Country office management and programme officers; regional bureau | Agreed | Conduct an evaluation of the feedback mechanisms through consultations with communities and beneficiaries. Organize training for WFP staff (accountability to affected populations focal points and programme officers in the sub-offices) and staff of cooperating partners on accountability to affected populations and the community feedback mechanism. Develop and implement a plan for raising the awareness of the local population about the community feedback mechanism. | Protection unit (community feedback mechanisms team and research, assessment and monitoring unit; sub-office focal points for protection and accountability to affected populations) | June 2023 |
| Recommendation 5: Improve internal mechanisms for implementation of the country strategic plan in terms of planning, operations, monitoring and management. | | | | | |
| Action deadline: June 2023 | | | | | |
| 5.1 Disseminate the country office's strategic guidance and choice of interventions internally (including to sub-offices) in a more systematic manner. Priority: High | Country office management and programme officers; regional bureau | Agreed | Establish a plan to strengthen and systematize internal communication so that the sub-offices are informed on a quarterly basis about the strategic direction and operations of the country office. Strengthen the network for sharing between the country office and sub-offices lessons learned about local context and knowledge in the implementation of activities. | Country office management; sub-offices; all country office units and sections; regional bureau protection unit | June 2023 |

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| | | | Organize two mini-retreats per year to review the functioning of internal communication with a view to developing lasting solutions. | | |
| 5.2 Clarify the responsibilities of country office and sub-office staff and explore arrangements for more decentralized management. Priority: High | Country office management and programme officers; regional bureau | Agreed | Define an appropriate organizational structure for the country office. Establish workplans for the country office that clearly define the responsibilities of each post. | Management and all country office units; sub-offices | June 2023 |
| 5.3 Improve planning systems for better anticipation of bottlenecks in key WFP supply corridors. Priority: High | Country office management and programme officers; regional bureau | Agreed | Conduct a strengths, weaknesses, opportunities and threats (SWOT) analysis to ascertain the situation of the country office and determine its strengths and weaknesses in terms of planning. Improve the planning system to anticipate bottlenecks in key WFP supply corridors. | Management and all country office units and sections; sub-offices (regional bureau) | June 2023 |

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| 5.4 Restructure programming frameworks to better integrate gender, protection, protection against sexual exploitation and abuse and accountability to affected populations, allocating adequate personnel and resources. Priority: High | Country office management and programme officers; regional bureau | Agreed | Carry out a strategic review of sectoral programming (gender, protection, protection against sexual exploitation and abuse, and accountability to affected populations) and in the CSP budget revision make provision for the resources necessary to achieve the objectives. Ensure that consideration of protection and accountability to affected populations is included among the objectives of the performance and competency enhancement programme for key personnel (activity heads, heads of sub-offices, programme officers, protection and accountability to affected populations focal points). | Programme and protection units; heads of sub-offices | June 2023 |
| 5.5. Find ways to attract and retain qualified international and national staff (particularly for sub-office posts and cross-cutting themes) and address the factors that undermine staff motivation and retention. Priority: High | Human resources services at headquarters, the regional bureau and the country office | Agreed | Explore opportunities to offer incentives and personalized support to staff. Implement a strategy for promoting integration of employees in the country office and encourage the participation of staff in the mentoring programme. | Country office human resources unit and management | 2022 and beyond |

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| 5.6 Strengthen the system for monitoring the implementation and results of the country strategic plan by improving the coordination and delineation of responsibilities and strengthening the monitoring and reporting capacity of country office and sub-office teams and partners in cross-cutting areas (gender, protection, protection from sexual exploitation and abuse, accountability to affected populations and climate change) and nutrition. Priority: Medium | Country office programme officers | Agreed | <p>Establish an action plan to coordinate cross-cutting programmes (gender, protection, protection against sexual exploitation and abuse, accountability to affected populations, climate change and nutrition), as well as to monitor and evaluate the results.</p> <p>Strengthen the capacity of staff and partners to carry out activities according to the workplan established within available resources.</p> <p>Encourage staff to continue training, either through WeLearn or externally, as needed.</p> | Country office and sub-offices | June 2023 |