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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 Nigeria (2019–2022)

Background

1. This document presents the WFP management response to the recommendations in the summary report on the evaluation of the country strategic plan (CSP) for Nigeria for 2019–2022.
2. The purpose of the evaluation was to assess WFP's strategic positioning, its contribution to outcomes, its efficiency in implementation and the factors explaining its performance.
3. The evaluation was conducted between May 2021 and April 2022, taking a utilization-focused and consultative approach. It served the dual purpose of accountability and learning and informed the preparation of a new CSP for Nigeria.
4. The evaluation made five recommendations addressing key issues for Nigeria's next CSP, two strategic and three operational.
5. The response sets out whether WFP agrees, partially agrees or disagrees with the evaluation recommendations and sub-recommendations and presents the planned (or completed) actions, responsibilities and timelines 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 NIGERIA (2019–2022)					
Recommendations and sub-recommendations	Recommendation and sub-recommendation lead office (with supporting offices and divisions in brackets)	Management response	Actions to be taken	Action lead office (with supporting offices and divisions in brackets)	Action deadline
<p>Priority: High</p> <p>Deadline: At the start of the next CSP preparation process (first quarter of 2023)</p> <p>Recommendation 1: In the design of Nigeria’s next country strategic plan, focus on humanitarian challenges, looking at food needs in emergencies, including those in the northeast and northwest, while continuing to pave the way for the transition to a more developmental approach. The next country strategic plan should:</p> <ul style="list-style-type: none"> ➤ set out a long-term vision based on a thorough conflict analysis and different scenarios, so as to guarantee a higher degree of adaptability to evolving situations; ➤ build on the comparative advantage of WFP in managing large-scale emergency responses and work closely with other humanitarian actors to develop a consolidated advocacy position ensuring sustained attention to the situation in the northeast and northwest, including from donors; 	<p>Country office (regional bureau; headquarters Emergency Operations Division, Nutrition Division, Programme – Humanitarian and Development Division Emergencies and Transitions Unit and Programme – Humanitarian and Development Division Resilience and Food Systems Service; Search for Common Ground and other conflict research organizations; cooperating partners; United Nations country team; humanitarian country team)</p>	<p>Agreed</p>	<p>All the recommendations were considered to the extent possible during the formulation of the new CSP.</p> <p>The country office conducted a conflict analysis and developed various scenarios to inform the scope of the new CSP and its evolution over the next five years.</p> <p>In the new CSP, coverage has been expanded to the northwest and to Cameroonian refugees. The CSP focuses on humanitarian assistance, with a greater emphasis on malnutrition treatment and emergency livelihood and early recovery activities. For the northwest, the United Nations country team, under the leadership of the resident coordinator, is developing a joint operational plan to draw attention to the growing humanitarian need and call for action. Likewise, with WFP support, the food security sector has recruited a consultant to develop a multi-year response strategy to ensure sustained attention to the situation in Borno, Yobe and Adamawa states.</p> <p>The country office made a deliberate choice to further integrate nutrition and livelihood interventions to tackle the root causes of stunting while supporting vulnerable households in rebuilding their livelihoods and becoming more self-reliant.</p>	<p>Country office (regional bureau programme unit)</p>	<p>Completed</p>

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<ul style="list-style-type: none"> ➤ be based on various scenarios with contingency plans, that include ambitious but feasible strategic objectives, especially with regard to following a nexus approach; ➤ give careful consideration to the design of resilience interventions, building on conflict analysis and defining possible steps in promoting peace through food security; ➤ explore the adaptation of the livelihoods strengthening intervention undertaken in the northeast for replication in the northwest, thus contributing to stability; ➤ ensure the consolidation of various activities in order to strengthen the linkages between nutrition and livelihood activities, which will support the improvement of nutrition outcomes; and ➤ ensure that experience and institutional knowledge at the strategic level are maintained in the country office. 			<p>The country office designed the nutrition interventions to be cost-effective, gender-transformative, scalable and multisectoral.</p> <p>In addition to adopting a conflict-sensitive approach to food assistance for assets, resilience activities in the new CSP include support for smallholder farmer agriculture market support activities using a food system approach that promotes linkages between humanitarian assistance, development, social cohesion and stability. Building on its experience in the northeast, the country office has expanded livelihood interventions in the new CSP to the states in the northwest.</p> <p>To ensure that institutional knowledge and experience are maintained, the country office has documented internal and external stakeholder discussions related to the development of the new CSP.</p>		

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<p>Priority: High Deadline: Fourth quarter of 2023 Recommendation 2: Develop a clear plan aimed at promoting full adherence to humanitarian norms and principles.</p>	Country office (regional bureau; headquarters Emergency Operations Division and Programme – Humanitarian and Development Division Emergencies and Transitions Unit; United Nations country team; humanitarian country team; federal and state-level governments; cooperating partners)	Agreed		Country office (programme unit)	Fourth quarter of 2023
<p>2.1 Outline in concrete terms how the underlying humanitarian principles will be supported, including through the following actions:</p> <ul style="list-style-type: none"> ➤ Explore the possibility of including reference to the humanitarian principles in agreements with the Government and partners. ➤ Deliver regular and specific training to WFP country office staff, especially as part of the induction process for new staff. 			<p>2.1 The country office will refer to the humanitarian principles in the 2023 field-level agreements with cooperating partners and the memorandum of understanding with the Government. The country office, through the programme unit, will organize two training sessions per year on humanitarian principles for all WFP and partner staff. The training will be part of the induction process for new staff.</p>		

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2.2. In collaboration with other United Nations and humanitarian entities, continue direct engagement with the Government to advocate and contribute to the negotiation of humanitarian access and conflict-sensitive food security and livelihood programmes that assist social cohesion.			2.2 The country office and the United Nations Children’s Fund are implementing a joint resilience and social cohesion project in the northeast. The project objective is to build resilience while promoting social cohesion. The design of project activities was informed by a conflict-sensitive study conducted by the country office in 2022. WFP has been part of a humanitarian country team working group on the centrality of protection, which developed a humanitarian country team strategy and action plan for 2022–2023. Through this coordination, advocacy will be undertaken to facilitate access to humanitarian assistance and protection for civilians living in areas controlled by non-State armed groups. This type of initiative will continue with the implementation of the new CSP.		
Priority: High/Medium Deadline: Second quarter of 2024 Recommendation 3: Incorporate a broader and more proactive approach to addressing protection and accountability to affected populations issues beyond the food distribution process.	Country office (regional bureau; headquarters Programme – Humanitarian and Development Division Emergencies and Transitions Unit and Gender Office)	Agreed		Country office (protection, programme, research, assessment and monitoring, and gender units)	Second quarter of 2024

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3.1. Review the areas where WFP can contribute to reducing protection risks and exploring effective partnership with other agencies in order to address the issues identified, including gender-based violence.			3.1 As part of the humanitarian country team, WFP has enhanced its presence and participation in the working groups on protection, gender-based violence, child protection and safe access to fuel and energy at the state and local government levels. For example, joint advocacy takes place through the working group, and other agencies can refer protection cases to WFP for food assistance. Additional capacity strengthening training has been provided to WFP and partner staff, including training on risk identification and mitigation in all WFP interventions.		
3.2. Explore what actions WFP can take, in collaboration with other agencies, to enhance access to land, focusing on vulnerable population groups such as women returnees.			3.2 WFP and its partners continue to advocate that vulnerable groups have access to land. In Yobe state, for example, internally displaced persons may now rent land from host communities. In the same state, the Government has allocated 100 hectares of land to people assisted under WFP livelihood activities. Through food assistance for asset activities, WFP has supported a mini-irrigation project that makes it possible for beneficiaries to produce food year-round.		

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3.3. Strengthen accountability mechanisms such as timely follow-up on hotline complaints and in-person contact with beneficiaries.			<p>3.3 A monitoring and evaluation and community feedback mechanism technical working group has been established to follow up on and respond to concerns and complaints arising from field monitoring and community feedback mechanisms. A toll-free line was relaunched in July 2022 to supplement the existing community-based help desks at each food distribution site. In addition, alternative feedback mechanisms, including field monitoring by WFP staff, third party monitors, community complaint management committees and a service desk mailbox, have been utilized.</p> <p>To further enhance communication with communities, WFP will also involve local actors such as the Global Network of Victims and Survivors to End Wartime Sexual Violence, local government areas and traditional community leaders. This will be in addition to the use of state and community radio to disseminate information about WFP's operations, mandate and programmatic decisions.</p>		

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			WFP will continue its engagement with Translators without Borders to support its cooperating partners and their capacity to engage communities and communicate with beneficiaries through the use of local languages.		
<p>Priority: High/medium Deadline: Third quarter of 2023 Recommendation 4: Building on current progress, further develop a set of concrete, actionable measures for addressing gender inequality in the next country strategic plan.</p> <p>4.1 Continue and, where needed, strengthen gender training for cooperating partners.</p>	Country office (regional bureau, headquarters Gender Office, United Nations country team, humanitarian country team, gender-focused organizations)	Agreed	<p>The recommendations were considered to the extent possible in the development of the new CSP. The country office will carry out gender analysis and develop a systematic guide or check list for WFP operations in Nigeria.</p> <p>4.1 The country office will develop a gender mainstreaming training plan for cooperating partners based on key gaps identified by cooperating partners through initial cooperating partner assessments and mid-term evaluations.</p>	Country office (gender, programme, and research, assessment and monitoring units)	<p>Completed</p> <p>July 2023</p>

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<p>4.2 Building on the country office's gender improvement plan, update the action plan for the gender transformation programme, by:</p> <ul style="list-style-type: none"> ➤ increasing the attention paid to addressing gender-based violence, including specific training for WFP staff; ➤ in partnership with other agencies, contributing to advocacy at the state level for the prevention of gender-based violence, leveraging WFP's direct engagement with state authorities; ➤ reinforcing customized gender training for cooperating partners; ➤ reinforcing the gender focal points network with wider and cross-functional participation; and ➤ considering specific training on women's empowerment. 			<p>4.2</p> <ul style="list-style-type: none"> a) The country office will organize two training sessions on gender-based violence for all WFP staff. b) The country office will improve on its commitment to the “call to action on ending gender-based violence in the northeast” and deepen collaboration with the United Nations Population Fund as the gender-based violence subsector lead for the northeast on the gender-based violence referral pathways. c) The country office will develop a gender training plan for cooperating partners in all operational areas. d) The country office gender results network will be revamped to include more cross-functional units and locations. e) The country office will organize two women's empowerment training sessions. 		

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4.3 Reflect and follow up on the outcomes of studies of the impact of the coronavirus disease 2019 pandemic on gender equality.			4.3 The country office gender team, together with the research, assessment and monitoring team, will work with cooperating partners to review the actions already taken and proposed actions for addressing outstanding issues.		August 2023
Priority: High/medium Deadline: Second quarter of 2023 Recommendation 5: Improve targeting and monitoring mechanisms in order to further increase their coverage and inclusion of vulnerable population groups.	Country office (regional bureau, headquarters Research, Assessment and Monitoring Division)	Agreed		Country office (research, assessment and monitoring, and programme units)	July 2023
5.1. Work with other agencies and the food security sector on eliminating the gap between the people identified as needing food assistance and those receiving it. 5.2. Further clarify and enhance the overall coverage of people in need of food assistance, in cooperation with other agencies and in coordination with the food security sector.			5.1 and 5.2. WFP will continue to work closely with the food security sector and other partners, including donors, to advocate that the gaps in food assistance need be reduced and to support food security sector partners with regard to targeting approaches.		

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5.3. Update the tracking mechanism for beneficiaries who change locations so as to ensure the timely inclusion of eligible beneficiaries in distribution lists.			5.3 WFP will further strengthen vulnerability-based targeting through a thorough beneficiary profiling exercise and will strengthen targeting verification mechanisms. This exercise will be used to update targeting and beneficiary lists every year in all operational areas in the northeast and will help account for any movements of beneficiaries to other locations as well as changes in household profiles. The role of community feedback mechanisms, in particular through hotlines and community complaint management committees during targeting, will also be reinforced to ensure that grievances and concerns regarding inclusion and exclusion are captured and adequately addressed. The country office will also streamline the use of biometric verification to allow reliable identification of each beneficiary and thus avoid double registration or double dipping.		