



World Food Programme  
Programme Alimentaire Mondial  
Programa Mundial de Alimentos  
برنامج الأغذية العالمي

## Executive Board

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Oversight functions

For decision

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

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## Management response to the recommendations in the summary report on the evaluation of the country strategic plan for the Niger (2020–2025)

### Background

This document presents management's response to the recommendations in the summary report on the evaluation of WFP's country strategic plan (CSP) for the Niger. The evaluation assessed WFP's activities under the transitional interim CSP for 2019 and the CSP for 2020–2025. The evaluation team made 6 main recommendations and 12 sub-recommendations, of which 10 are strategic and 8 operational.

This response indicates 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.

The country office has developed an extended timetable for the implementation of certain recommendations, a decision that is justified by current circumstances, which include multiple constraints and major operational challenges.

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### Focal point:

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| Recommendations and sub-recommendations                                                                                                                                                                                                                                                                                                                                 | Recommendation and sub-recommendation lead office                                                                                             | Management response | Actions                                                                                                                                                                                                     | Action lead office                   | Action deadline | Status      |
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| <b>Priority: high</b><br><b>Deadline: November 2026</b><br><b>Recommendation 1:</b><br><b>Strengthen the integration of activities in the next CSP, establishing clear links between crisis response and resilience- and social cohesion-building activities in terms of their coverage, targeting and transition strategies, based on realistic funding forecasts.</b> | Country office (with support from global headquarters, including the Regional Office for Western and Central Africa, and government partners) | Agreed              |                                                                                                                                                                                                             |                                      |                 |             |
| 1.1 Strengthen the internal coherence of the CSP – for example, by reducing the number of strategic outcomes – and conduct an in-depth analysis of sub-activities, such as school gardens, livestock keeping, milling and fortified flour production, with a view to retaining those that are most relevant.                                                            | Country office                                                                                                                                | Agreed              | 1. Carry out an analysis of the outcomes and impact of activities that complement school canteens (vegetable gardens, flour mills and school livestock herds) and determine their viability and usefulness. | Strategic outcome 2 team (education) | June 2026       | Ongoing     |
|                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                               |                     | 2. Ensure that the new CSP is consistent with the new WFP strategic plan for 2026–2029.                                                                                                                     | Head of programmes                   | September 2025  | Not started |
|                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                               |                     | 3. Reinforce quality and certification standards for fortified flours.                                                                                                                                      | Strategic outcome 3 team (nutrition) | November 2026   | Not started |
|                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                               |                     | 4. Promote the production and use of fortified flours in conjunction with other activities (school canteens, emergency distributions, etc.).                                                                | Strategic outcome 3 team (nutrition) | November 2026   | Not started |

| Recommendations and sub-recommendations                                                                                                                                                                   | Recommendation and sub-recommendation lead office | Management response | Actions                                                                                                                                                                                                                                                                                                                                   | Action lead office                                            | Action deadline | Status      |
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| 1.2 Articulate the social protection approach more explicitly by clarifying the roles of long-term social safety nets, shock responsiveness and livelihood strengthening in social protection programmes. | Country office                                    | Agreed              | 5. Contribute, through the development and implementation of a social protection approach, to the strengthening of the national social protection system in order to support the resilience of local communities, displaced populations and refugees, through the establishment of long-term, shock-responsive and inclusive safety nets. | Head of programmes and strategic outcome 1 team (emergencies) | June 2026       | Not started |
|                                                                                                                                                                                                           |                                                   |                     | 6. Systematically complement adaptive social protection transfers with livelihood support activities (income-generating activities, functional literacy, financial inclusion/village savings and credit associations, etc.) for resident, displaced or refugee populations, after the rapid response mechanism phase.                     | Head of programmes and strategic outcome 1 team (emergencies) | June 2026       | Not started |

| Recommendations and sub-recommendations                                                                                                                                                                                                                                          | Recommendation and sub-recommendation lead office | Management response | Actions                                                                                                                                                                                                                                                                                                                          | Action lead office                    | Action deadline | Status      |
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| 1.3 Strengthen the home-grown school feeding approach by enhancing the autonomy of school garden initiatives – in terms of production capacity and the use of local products – and producer organizations in order to reduce the dependency of school canteens on imported food. | Country office                                    | Agreed              | 7. Reinvigorate the approach of providing direct cash assistance to schools with canteens, in close collaboration with regional school feeding management committees, and increase support for producer organizations active around schools with canteens, including school vegetable gardens and the purchase of local produce. | Strategic outcome 2 team (education)  | May 2026        | Not started |
|                                                                                                                                                                                                                                                                                  |                                                   |                     | 8. Strengthen the capacity of producer organizations as suppliers to WFP (for emergency response activities, school feeding and food assistance for assets distributions) with a view to increasing the volume and quality of their production and enabling them to take advantage of new market opportunities.                  | Strategic outcome 4 team (resilience) | November 2026   | Not started |

| Recommendations and sub-recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Recommendation and sub-recommendation lead office | Management response | Actions                                                                                                                                                                | Action lead office                                | Action deadline | Status      |
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| 1.4 Update the integrated resilience and beneficiary progression strategy, outlining the key steps and sequencing of various activities, based on best practices and lessons learned from the current CSP. To better measure results, the strategy should include the criteria, indicators and monitoring mechanisms for beneficiaries' progression towards self-reliance, developed in consultation with communities. The concept of progression should be adopted and communicated from the community planning phase onwards, and applied to all components of the integrated resilience package. | Country office                                    | Agreed              | 9. The progression strategy has been reviewed and a scorecard has been developed that sets out the sequencing of resilience activities.                                | Strategic outcome 5 team (capacity strengthening) | March 2025      | Completed   |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                   |                     | 10. Define clear indicators demonstrating the maturity of each site in order to facilitate decision-making on disengagement.                                           | Research, assessment and monitoring unit          | March 2026      | Ongoing     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                   |                     | 11. Revise the strategy for the integrated resilience package, ensuring convergence and synergy across intervention sites and defining an agreed flexible entry point. | Strategic outcome 5 team (capacity strengthening) | March 2026      | Not started |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                   |                     | 12. Establish a mechanism for systematically documenting good practices in the area of resilience to effect programmatic change.                                       | Strategic outcome 5 team (capacity strengthening) | March 2026      | Ongoing     |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                   |                     | 13. Develop a capacity strengthening plan for the village resilience committees established at intervention sites.                                                     | Strategic outcome 5 team (capacity strengthening) | December 2025   | Not started |

| Recommendations and sub-recommendations                                                                                                                                     | Recommendation and sub-recommendation lead office                                       | Management response | Actions                                                                                                                                                                  | Action lead office                    | Action deadline | Status      |
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|                                                                                                                                                                             |                                                                                         |                     | 14. Develop a participatory and inclusive community engagement action plan aimed at ensuring greater accountability to communities.                                      | Protection and gender equality units  | November 2026   | Ongoing     |
|                                                                                                                                                                             |                                                                                         |                     | 15. Develop and regularly update participatory community plans and plans for managing assets created.                                                                    | Strategic outcome 4 team (resilience) | October 2026    | Not started |
| <b>Priority: high</b><br><b>Deadline: December 2026</b><br><b>Recommendation 2: Enhance the complementarities within partnerships for effective and sustainable action.</b> | Country office (with support from WFP sub-offices, government and development partners) | Agreed              |                                                                                                                                                                          |                                       |                 |             |
| 2.1 Shorten the time required for negotiation in the contracting process for field-level agreements. (October 2025)                                                         | Country office                                                                          | Agreed              | 1. Organize an internal mini-workshop to learn from the difficulties encountered in managing field-level agreements in 2024 and 2025.                                    | Programme support unit                | March 2025      | Completed   |
|                                                                                                                                                                             |                                                                                         |                     | 2. Establish a mechanism for systematically obtaining feedback from cooperating partners in order to gather their opinions and recommendations.                          | Programme support unit                | October 2025    | Ongoing     |
|                                                                                                                                                                             |                                                                                         |                     | 3. Facilitate the joint planning and approval of budgets by cooperating partners and activity leads, using the price reference system and the technical standards guide. | Programme support unit                | October 2025    | Ongoing     |

| Recommendations and sub-recommendations                                                                                                                                                     | Recommendation and sub-recommendation lead office | Management response | Actions                                                                                                                                                                                                                                                                                       | Action lead office                                | Action deadline                                                              | Status      |
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|                                                                                                                                                                                             |                                                   |                     | 4. Automate and digitize workflows and approvals in order to streamline the contracting lifecycle and eliminate bottlenecks.                                                                                                                                                                  | Programme support unit                            | October 2025                                                                 | Ongoing     |
| 2.2 Strengthen the exchange of information and learning with government and development partners in order to improve coordination and the capitalization of best practices. (December 2026) | Country office                                    | Agreed              | 5. The regions hold quarterly regional technical committee meetings, which are formal mechanisms for coordinating, monitoring and implementing activities, and for exchange and planning. These meetings bring together sub-offices, regional technical departments and cooperating partners. | Strategic outcome 5 team (capacity strengthening) | Once every three months (until the conclusion of the CSP at the end of 2026) | Started     |
|                                                                                                                                                                                             |                                                   |                     | 6. Annual joint missions by WFP, technical services and cooperating partners are organized to monitor and oversee CSP activities and formulate key recommendations, which are then implemented.                                                                                               | Head of programmes and activity leads             | Once a year (until the conclusion of the CSP)                                | Started     |
|                                                                                                                                                                                             |                                                   |                     | 7. Organize annual thematic review workshops to draw lessons learned, jointly identify good practices and formulate recommendations.                                                                                                                                                          | Head of programmes and activity leads             | November 2025 (launch of the first workshop; annually thereafter)            | Not started |

| Recommendations and sub-recommendations                                                                                                                                                                                                                                                                                  | Recommendation and sub-recommendation lead office                                                                                              | Management response | Actions                                                                                                                                                                                                                                                                                                     | Action lead office                       | Action deadline | Status      |
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| <b>Priority: medium</b><br><b>Deadline: January 2026</b><br><b>Recommendation 3. Enhance monitoring and evidence generation to support more effective and inclusive interventions.</b>                                                                                                                                   | Country office (with support from global headquarters, including the regional office, other United Nations entities and academic institutions) | Agreed              |                                                                                                                                                                                                                                                                                                             |                                          |                 |             |
| 3.1 Enhance the generation of evidence to inform decision-making, particularly by developing and tracking disaggregated indicators that effectively monitor the effects of interventions on the empowerment and inclusion of vulnerable people, especially women, girls and persons with disabilities.<br>(January 2026) |                                                                                                                                                | Agreed              | 1. Incorporate the institutional indicator "Proportion of women and men reporting economic empowerment" in the country office's monitoring system (post-distribution monitoring).                                                                                                                           | Research, assessment and monitoring unit | August 2025     | Ongoing     |
|                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                |                     | 2. Strengthen the analysis of vulnerability, gender equality and disability issues in post-distribution monitoring reports.                                                                                                                                                                                 | Research, assessment and monitoring unit | December 2025   | Not started |
|                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                |                     | 3. Ensure that all programmes are designed on the basis of specific assessments of the needs of women, girls, older people and people with disabilities, with at least 90 percent of interventions demonstrably contributing to improved equitable access and adequate nutrition among these target groups. | Programme and protection units           | January 2026    | Ongoing     |

| Recommendations and sub-recommendations                                                                                                                                                                                                                                   | Recommendation and sub-recommendation lead office | Management response | Actions                                                                                                                                                                                                                                       | Action lead office                                                                              | Action deadline | Status      |
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| 3.2 Strengthen inter-agency monitoring frameworks through regular meetings for the sharing of results, lessons learned, tools and data. Identify challenges and agree on how to optimize interventions, create synergies, and make strategic adjustments. (December 2025) |                                                   | Agreed              | 4. Actively participate in inter-agency coordination forums (programme management team, technical groups) with a view to shaping them and sharing results and lessons, including proposals for concrete solutions.                            | Management (country director and deputy country director/head of programmes and activity leads) | December 2025   | Ongoing     |
|                                                                                                                                                                                                                                                                           |                                                   |                     | 5. Systematize the establishment of technical coordination frameworks for monitoring and evaluating joint inter-agency projects such as the project to break down barriers to girls' education, the national poverty reduction strategy, etc. | Research, assessment and monitoring unit and head of programmes                                 | December 2025   | Ongoing     |
| 3.3 Strengthen the use of evidence from research projects conducted with universities in order to optimize the design and implementation of WFP's programmes and support advocacy. (December 2026)                                                                        |                                                   | Agreed              | 6. Identify relevant recommendations stemming from research that could be reused in WFP programming.                                                                                                                                          | Strategic outcome 4 team (resilience)                                                           | November 2026   | Not started |
|                                                                                                                                                                                                                                                                           |                                                   |                     | 7. Redefine the technical standards applicable to resilience activities and take them into account when revising the integrated resilience strategy.                                                                                          | Strategic outcome 4 team (resilience)                                                           | November 2026   | Not started |
|                                                                                                                                                                                                                                                                           |                                                   |                     | 8. Advocate for universities to integrate relevant learning into the curricula of vocational training colleges in the rural sector.                                                                                                           | Strategic outcome 4 team (resilience)                                                           | November 2026   | Not started |

| Recommendations and sub-recommendations                                                                                                                                                                                                                                                                                                                                | Recommendation and sub-recommendation lead office                                     | Management response | Actions                                                                                                                                                                                                   | Action lead office                                                                       | Action deadline            | Status      |
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|                                                                                                                                                                                                                                                                                                                                                                        |                                                                                       |                     | 9. Organize round tables for researchers and outreach officers (ministries) twice a year to disseminate research findings to decision-makers and users.                                                   | Strategic outcome 4 team (resilience)                                                    | November 2026              | Not started |
| <b>Priority: high</b><br><b>Deadline: December 2026</b><br><b>Recommendation 4: Diversify and secure funding so as to establish a reliable and predictable resource base.</b>                                                                                                                                                                                          | Country office (with support from global headquarters, including the regional office) | Agreed              |                                                                                                                                                                                                           |                                                                                          |                            |             |
| 4.1 To diversify funding sources and reduce the reliance on a small number of donors, strengthen bilateral and joint advocacy with partners, including government stakeholders, to secure short- and long-term financial commitments from bilateral and multilateral donors. As part of these advocacy efforts, make greater use of the available evidence of results. | Country office                                                                        | Agreed              | 1. Organize quarterly briefings in addition to regular bilateral meetings (at the technical service and management levels) with various partners and donors.                                              | Management, partnerships unit                                                            | Continuous (December 2026) | Ongoing     |
|                                                                                                                                                                                                                                                                                                                                                                        |                                                                                       |                     | 2. Disseminate monthly country newsletters or fact sheets, as well as ad hoc advocacy notes, to local and regional partners based on evidence of the impact achieved.                                     | Management, partnerships unit (research, assessment and monitoring, and programme units) | Continuous (December 2026) | Ongoing     |
|                                                                                                                                                                                                                                                                                                                                                                        |                                                                                       |                     | 3. Produce good-quality reports on the use of donor funding in order to demonstrate to donors the cost-effectiveness and efficiency of WFP's work in the Niger and the need to maintain their investment. | Partnerships unit (research, assessment and monitoring, and programme units)             | Continuous (December 2026) | Ongoing     |

| Recommendations and sub-recommendations | Recommendation and sub-recommendation lead office | Management response | Actions                                                                                                                                                                                                                                                     | Action lead office                                                 | Action deadline            | Status  |
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|                                         |                                                   |                     | 4. Increase technical cooperation with international financial institutions and demonstrate to them and to the Government the particular strengths of WFP as an implementing partner.                                                                       | Management, programme and partnerships units                       | Continuous (December 2026) | Ongoing |
|                                         |                                                   |                     | 5. Actively participate in the United Nations working group on resource mobilization in order to strengthen advocacy and promote the development of new joint proposals, in particular with regard to various financing mechanisms (e.g., climate funds).   | Partnerships unit (regional office partnerships and advocacy unit) | Continuous (December 2026) | Ongoing |
|                                         |                                                   |                     | 6. With the support of the regional office and headquarters, explore potential new sources of funding from WFP's non-traditional partners in the Niger, including the private sector, climate financing mechanisms and other innovative funding mechanisms. | Partnerships unit (regional office partnerships and advocacy unit) | Continuous (December 2026) | Ongoing |

| Recommendations and sub-recommendations                                                                                                                                                                                                                     | Recommendation and sub-recommendation lead office                                                              | Management response | Actions                                                                                                                                                                                          | Action lead office                                        | Action deadline            | Status  |
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| 4.2 Leverage government ownership and common priorities, such as those of flagship programmes, to position WFP as the partner of choice in implementing programmes, and to unlock opportunities for thematic and innovative funding through the Government. | Country office                                                                                                 | Agreed              | 7. Jointly with the Government, develop programmes that are aligned with flagship programmes, including support for resource mobilization.                                                       | Head of programmes                                        | Continuous (December 2026) | Ongoing |
|                                                                                                                                                                                                                                                             |                                                                                                                |                     | 8. To strengthen the Government's confidence, demonstrate WFP's specific technical expertise and effectiveness in food and nutrition security (field visits, joint high-level monitoring, etc.). | Management (country director and deputy country director) | Continuous (December 2026) | Ongoing |
| <b>Priority: high</b><br><b>Deadline: June 2026</b><br><b>Recommendation 5:</b><br><b>Strengthen human resource management to ensure the continuity and effectiveness of WFP's interventions.</b>                                                           |                                                                                                                |                     |                                                                                                                                                                                                  |                                                           |                            |         |
| 5.1 Focus on the development and retention of talent by strengthening and promoting the capacity of national employees through training and the creation of career advancement opportunities.                                                               | Country office (with support from global headquarters, including the regional office, and government partners) | Agreed              | 1. Identify the key skills that need to be preserved and strengthened in the current context of reorganization and budgetary constraints.                                                        | Human resources unit                                      | December 2025              | Ongoing |
|                                                                                                                                                                                                                                                             |                                                                                                                |                     | 2. Set up a targeted continuous training programme based on operational priorities and available resources.                                                                                      | Human resources unit                                      | November 2025              | Ongoing |
|                                                                                                                                                                                                                                                             |                                                                                                                |                     | 3. Encourage internal mobility through temporary or extended assignments, where feasible.                                                                                                        | Human resources unit and management                       | December 2025              | Ongoing |

| Recommendations and sub-recommendations                                                                                                                                                         | Recommendation and sub-recommendation lead office | Management response | Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Action lead office   | Action deadline            | Status      |
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|                                                                                                                                                                                                 |                                                   |                     | 4. Consider, for the medium term, drawing up a talent development plan, subject to the stabilization of financial resources and the organizational structure.                                                                                                                                                                                                                                                                                                                                                                                                                   | Human resources unit | June 2026                  | Not started |
| <b>Priority: high</b><br><b>Deadline: November 2026</b><br><b>Recommendation 6: Optimize supply chain processes and management to accelerate food deliveries and reduce operational delays.</b> | Country office                                    | Agreed              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                      |                            |             |
|                                                                                                                                                                                                 |                                                   |                     | 1. Implement a strengthened digital track and trace system (regular reports, tools such as the Logistics Management Support System or the country office tool for managing effectively, the last-mile application, monthly internal audits) and reduce delays by optimizing logistics planning, in the following ways: draw up delivery schedules validated in advance, regularly monitor performance indicators (delivery times, transit times), identify bottlenecks and implement targeted corrective measures (e.g. coordination with the authorities, route optimization). | Logistics unit       | Continuous (November 2026) | Ongoing     |

| Recommendations and sub-recommendations | Recommendation and sub-recommendation lead office | Management response | Actions                                                                                                                                                                       | Action lead office                                        | Action deadline            | Status  |
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|                                         |                                                   |                     | 2. Increase local food purchases from cooperatives and farmers' organizations in order to reduce dependence on imports.                                                       | Procurement unit                                          | Continuous (November 2026) | Ongoing |
|                                         |                                                   |                     | 3. Strengthen the operational capacity of staff and improve the quality of interventions.                                                                                     | Logistics unit                                            | Continuous (March 2026)    | Ongoing |
|                                         |                                                   |                     | 4. Implement a mechanism for the strategic pre-positioning of food, in collaboration with the Office for National Food Products of the Niger, and anticipate emergency needs. | Logistics unit and strategic outcome 1 team (emergencies) | December 2025              | Ongoing |