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Evaluation reports

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

Management response to the recommendations in the summary report on the evaluation of WFP's corporate (Level 3) emergency response in northeast Nigeria (2016–2018)

Background

1. This document presents the management response to the recommendations set out in the summary report on the evaluation of WFP's corporate (Level 3) emergency response in northeast Nigeria.
2. The evaluation covered all WFP activities in northeast Nigeria from 2016 to 2018. It assessed the appropriateness of design and delivery, operational performance and factors and quality of strategic decision making. It offers corporate opportunities for learning, as well as country-specific recommendations.
3. The evaluation resulted in seven recommendations, some are for action at the corporate level and others are to be addressed by the regional bureau and country office.
4. The matrix below sets out management's planned actions in response to the recommendations and timelines for their implementation.

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MANAGEMENT RESPONSE TO THE RECOMMENDATIONS IN THE SUMMARY REPORT ON THE EVALUATION OF WFP'S CORPORATE (Level 3) EMERGENCY RESPONSE IN NORTHEAST NIGERIA (2016-2018)			
Recommendations	Action by	Management response and action taken/to be taken	Implementation deadline
<p>Recommendation 1</p> <p>WFP should enhance coverage of, and preparedness plans for, major emergencies in countries where WFP does not have a presence.</p> <p>a) Review the responsibilities for, and coverage by regional bureaux of, countries where WFP does not have a presence.</p> <p>b) Consider posting WFP "antenna" staff in countries where WFP does not have a presence identified as being at risk of food security crises.</p> <p>c) Develop and regularly update scenario-based contingency plans for expanding WFP's footprint in countries where WFP does not have a presence.</p> <p>d) Consider developing short papers on key lessons from past operations in similar contexts to aid the start-up of responses.</p>	<p>Headquarters (Emergency Preparedness and Support Response Division (OSE)), in conjunction with the regional bureau</p>	<p>a) Agreed. WFP regional bureau ensures constant monitoring of the situation in countries where WFP does not have a presence such as Equatorial Guinea, Gabon and Cabo Verde through the regional United Nations Sustainable Development Group. Moreover, regional bureau management will review and document the responsibilities, roles and coverage in the countries where WFP does not have a presence. This review will ensure that WFP designs minimum monitoring actions aimed at ensuring that the organization fulfils its mandate and responsibilities.</p> <p>b) Partially agreed. Based on the outcome of the above-mentioned review, and where necessary, the regional bureau will field missions to countries where WFP does not have a presence if required</p> <p>c) Agreed. In conjunction with other regional United Nations agencies, WFP will continue to regularly update scenario-based contingency plans and monitor the situations in countries where it does not have a presence.</p> <p>d) Agreed. The lessons will take the form of short papers where/when needed and/or will be incorporated into the emergency tool kit.</p>	<p>Mid-June 2020</p> <p>Continuous</p> <p>Continuous</p> <p>Continuous</p>

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<p>Recommendation 2</p> <p>WFP should strengthen the corporate capacity to rapidly deploy sufficiently experienced staff to lead and manage the in-country emergency response on a sustained basis.</p> <p>a) Urgently develop a pool of qualified and trained leadership staff available for medium- to long-term deployments in Level 3 emergencies, including as emergency coordinators, heads of programme, country directors and deputy country director.</p> <p>b) Review and revise the guidelines for adding candidates to the emergency roster.</p>	<p>Headquarters (Human Resources Division (HRM), OSE)</p>	<p>Agreed.</p> <p>a) A joint HRM/OSE investment case has been approved. The pool, comprising at least 20 staff across a range of functions, has been established in OSE and currently has four staff members retained specifically for emergency response.</p>	<p>Mid-2020</p>
		<p>b) The guidelines have been further reviewed and incremental changes made. The roster will be further supplemented with staff nominated by their offices.</p>	<p>Mid-2020</p>
<p>c) Review arrangements for effective handover from outgoing temporary duty staff and temporary duty replacements and long-term staff.</p> <p>d) Institutionalize arrangements for the rapid onboarding of national staff through predefinition of mandatory training and induction packages, specifically on core corporate tools, including the COMET and the Logistics Execution Support System.</p>		<p>c) A corporate memorandum and templates are available on the intranet. Further measures are also being taken to ensure their effective management at the local level.</p> <p>d) HRM has put in place specific procedures for the accelerated recruitment of local staff for the Nigeria operation. Mandatory training packages (e.g. on harassment, sexual harassment, abuse of authority and discrimination, ethics and security) are deployed through the WeLearn platform, which is available to all employees. The packages concerning function-specific WFP platforms (e.g. COMET) have also been made available.</p>	<p>End 2019</p> <p>Implemented</p>

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<p>Recommendation 3</p> <p>WFP should strengthen support for country offices in planning, delivering and reporting on capacity strengthening for national institutions in emergencies.</p> <p>a) Position capacity strengthening more prominently and develop a corporate resource mobilization strategy.</p>	Headquarters (Policy and Programme Division (OSZ)), country office	<p>a) Agreed, as per the management response to the recommendations of the summary evaluation report of the WFP policy on capacity development.¹</p> <p>Positioning: Efforts to strengthen country capacity strengthening (CCS) over the past two years have included, among other things, formulation of a communications strategy and related products, a strengthened approach to monitoring and reporting on CCS, an internal capability and development plan, development of relevant learning products for widespread use across the organization and development of an information system to support evidence generation, advocacy, reporting and positioning of WFP CCS, both within and outside of the organization. These products will be released in a phased manner over the second half of 2019 and the first half of 2020.</p> <p>Resource mobilization: In addition to the above, during the first half of 2019 a detailed mapping of donor trends and priorities of relevance to capacity strengthening was completed to inform an evidence-based resource mobilization strategy for CCS. The latter will be finalized during 2019 for peer review and eventual implementation.</p> <p>Relevance to Nigeria: OSZ is in dialogue with the Nigeria country office to support the formulation of a comprehensive capacity-strengthening strategy for the country strategic plan (CSP). OSZ will ensure that all available corporate tools, including the products listed above, are used as required to support the country office.</p>	<p>Ongoing</p> <p>End 2019</p>

¹ <https://docs.wfp.org/api/documents/WFP-0000037352/download/>.

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b) Follow up on the recommendations of the strategic evaluation of the WFP Policy on Capacity Development (2009).		<p>Agreed, as per the management response to the recommendations of the summary evaluation report of the WFP policy on capacity development.²</p> <p>b) Recommendation 2 (practical tools and guidance), Recommendation 3 (internal capability development), Recommendation 4 (enhanced monitoring and reporting for CCS) and Recommendation 5 (internal and external communications) are actively being addressed, including through one or more of the actions listed above; the core functions required to support their institutionalization and contribution to organizational change and increased capacity have been established, and engagement is ongoing across all of them.</p> <p>Recommendation 6 (new policy) will be addressed with the presentation of a new CCS policy/strategy to the Executive Board in 2020.</p>	<p>Recommendation 2 – end 2019</p> <p>Recommendation 3 – ongoing</p> <p>Recommendation 4 – completed</p> <p>Recommendation 5 – ongoing</p> <p>Recommendation 6 – end 2020</p>
c) Appoint a focal point within regional bureaux and country offices to support the implementation of the WFP capacity development policy.		c) Agreed. WFP established a capacity-strengthening team in 2018. The team leader reports to the country office management and is the designated focal point for the coordination of country office capacity-strengthening activities.	Completed
d) In partnership with other entities, develop a coordinated capacity strengthening strategy for Nigeria.		d) Partially agreed. Responsibility for the development of a coordinated capacity-strengthening strategy for Nigeria rests with the Resident Coordinator. However, the WFP country office participates in the development of the joint annual work plan for the United Nations Sustainable Development Partnership Framework (UNSDPF) for Nigeria and it includes actions on capacity strengthening for federal and state institutions focused on emergencies.	The country office input to the UNSDPF is complete for 2019.

² *Ibid.*

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<p>Recommendation 4</p> <p>WFP should maintain a core strategic focus on addressing the immediate needs of affected populations in northeast Nigeria, in line with the CSP commitment to provide life-saving emergency assistance.</p> <p>a) Clearly advocate the provision of sufficient food and nutrition assistance, in coordination with partners, to meet assessed needs.</p> <p>b) Provide a clear and transparent line of sight between the total number of people assessed as requiring food and nutrition assistance and WFP's own operational planning figures.</p> <p>c) Revise the current plans for transition to livelihood support in line with a careful contextual analysis.</p> <p>d) Coordinate with government, development and community partners in producing a strategy for transition from a Level 3 emergency response to livelihood support.</p>	Country office	<p>Agreed.</p> <p>a) The Nigeria country office meets monthly with donors to provide operational updates, highlight gaps and reinforce the need for food and nutritional assistance.</p> <p>The Nigeria country office regularly engages with government at the federal and state levels on the implications of ongoing food security assessments, highlighting gaps and needs and advocating the continued provision of food and nutrition assistance in northeast Nigeria.</p> <p>WFP is the co-lead – with the Food and Agriculture Organization of the United Nations – of the food security sector working group, which meets monthly.</p> <p>b) The results of the recent emergency food security assessment have indicated increased food and nutrition needs in northeast Nigeria. Consequently, a revision of Nigeria's CSP is in progress to ensure that operational plans match the needs on the ground.</p> <p>c) This is being addressed through the revision referred to in b) above.</p> <p>d) The country office is coordinating with government and other key partners to develop a strategy for transitioning from an L3 emergency response to livelihood support, where possible given the evolving context.</p>	<p>This is a continuing series of activities.</p> <p>October 2019</p> <p>October 2019</p> <p>March 2020</p>

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<p>Recommendation 5</p> <p>WFP should appropriately promote the application of humanitarian principles and equal access to food and nutrition assistance, in line with the CSP commitment to a principled approach to gaining and maintaining humanitarian access.</p> <p>a) Develop and disseminate practical corporate guidance for senior field staff on the application of corporate policies on humanitarian principles and access.</p> <p>b) In coordination with other United Nations entities in Nigeria, contribute to training on the application of humanitarian principles.</p> <p>c) Complete the WFP access strategy, aligned with the Humanitarian country team access strategy.</p> <p>d) Define responsibilities and establish capacities for integrating humanitarian principles and access into programme operations in WFP Nigeria.</p>	<p>Headquarters (Operations Service Department (OS)/OSZ), regional bureau and country office</p> <p>Country office management</p> <p>Country office management</p>	<p>a) Partially agreed. In conjunction with headquarters, the regional bureau is already rolling out practical courses designed to reinforce the knowledge of field staff on humanitarian principles and access negotiation.</p> <p>b) Agreed. At the request of WFP, the International Committee of the Red Cross conducted training for 24 country office staff on the basic concepts of international humanitarian law and the application of the humanitarian principles.</p> <p>c) Agreed. The Nigeria country office will develop an access strategy aligned with the humanitarian country team access strategy.</p> <p>Agreed. Thirty country office programme and security staff participated in a workshop on humanitarian negotiation facilitated by the Centre of Competence on Humanitarian Negotiation. The workshop helped to develop capacities for integrating humanitarian principles and access into programme operations.</p> <p>To further strengthen capacities, the country office will commission an assessment led by headquarters that will help define responsibilities and advise on the staffing requirements for a fully functioning access team to support operations in line with the strategy.</p> <p>Recruitment of access team staff will then be completed.</p>	<p>Implemented</p> <p>Completed in June 2019</p> <p>January 2020</p> <p>March 2019</p> <p>March 2020</p> <p>July 2020</p>

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<p>Recommendation 6</p> <p>WFP should reinforce efforts to mainstream gender in programme activities and build partnerships to deliver on the CSP commitment to strengthen gender transformative programming.</p> <p>a) Appoint a full-time gender officer, with a clear separation of functions from protection.</p> <p>b) Develop a country-level gender baseline and action plan.</p>	Country office	<p>Agreed.</p> <p>a) The country office will develop terms of reference and hire a gender officer at NOC level reporting to the country director or deputy country director. The gender officer will be responsible for gender mainstreaming throughout country office operations and will lead gender results network, ensuring full gender compliance within the country office.</p> <p>The country office will engage a national gender consultant to gather baseline data (under the guidance of the gender results network coordinator). The terms of reference have already been prepared and a short-list of reputable consultants is available.</p> <p>b) The country office will undertake gender a baseline. A CSP gender action plan listing actions, responsible WFP units, indicators and targets to be achieved by 2022 will be developed. The plan will also indicate the overarching partnership objectives of the country office in relation to gender.</p>	<p>April 2020</p> <p>November 2019</p> <p>December 2019</p> <p>February 2020</p>

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<p>Recommendation 7</p> <p>WFP should clarify and improve its targeting approach.</p> <p>a) Develop a communication strategy for improving the exchange of information on targeting approaches.</p> <p>b) Review, revise and develop corporate policies and guidance on the targeting of food assistance, including acceptable verification thresholds and targeting errors for both inclusion and exclusion errors.</p>	<p>Country office, headquarters (Vulnerability Assessment and Mapping Unit (VAM))</p>	<p>Agreed.</p> <p>a) Standard operating procedures on beneficiary targeting in northeast Nigeria have been disseminated to all WFP cooperating partners and to state government emergency management counterparts.</p> <p>The country office will finalize a community sensitization guide on targeting.</p> <p>b) Corporate targeting guidelines are being finalized and should be ready by the end of 2019, and related training on targeting is also being planned. An e-learning module is also being prepared.</p>	<p>July 2018</p> <p>November 2019</p> <p>End 2020</p>

Acronyms used in the document

CCS	country capacity strengthening
CSP	country strategic plan
HRM	Human Resources Division
OSE	Emergency Preparedness and Support Response Division
OSZ	Policy and Programme Division
UNSDPF	United Nations Sustainable Development Partnership