

**Programme Evaluation Series  
02/2021**

**Evaluation of FAO's response  
to the crisis in the  
Lake Chad Basin**

**2015–2018**

**Management response**

Management response to the Evaluation of FAO's response to the crisis in the Lake Chad Basin 2015–2018					Jan 2021
Evaluation Recommendation	Management response  Accepted, Partially Accepted or Rejected	Management plan			
		Actions to be taken, and/or comments about partial acceptance or rejection	Responsible unit	Time frame	Further funding required (Y or N)
<p><b>Recommendation 1.</b> FAO should build on the identified benefits of having a regional strategy and approach to supporting food security and resilience in the Lake Chad region. Based on the Regional Response Strategy (2017-2019), FAO should revise its strategy and approach incorporating governmental objectives, and translate it into an operational action plan, in coherence with other partners' strategies in the region. In doing so FAO should build on its comparative advantage in respect to resilience programming and the humanitarian-development-peace nexus, and on partnerships already established.</p>	Accepted	<p>The formulation process of the new strategic documents for the region, mainly shaped by the creation of the sub-regional office SFW is fully taking into consideration these recommendations. Indeed, REOWA with support from OER has started a participatory process of designing a new regional resilience strategy to strengthen food security/nutrition and resilience for the sub-region under its responsibility. This new strategy will be fully aligned to the UN Integrated Strategy for the Sahel (UNISS) and based on the strategic framework of the sub-regional office (SFW). The SFW strategic framework has been itself submitted at draft stage, discussed and approved by the member states. It will address better the triple nexus, focusing on a deeper context analysis, lessons learned, the promotion of joint projects and transbounderies operations, a clear identification of roles/responsibilities and strategy of communication for ownership, diffusion and resource mobilization.</p> <p>Deriving from the regional resilience strategy, action/response plans with a focus on geographical or thematic areas will be developed. This will include a regional action plan for the Lake Chad Basin while a plan for the Liptako Gourma area is already ongoing, building on the preliminary recommandations of this evaluation.</p>	REOWA/OER/Country Offices	First trimester 2021	N

<p><b>Recommendation 2.</b> FAO's corporate resilience program (SP5) should assign the lead responsibility to revise and operationalize the regional strategy to the most logically suited office, whether in the Regional Office (RAF) or in the resilience team (REOWA) within the Sub-regional Office. It is fundamental to have one person clearly assigned to take charge for the Regional strategy's oversight and coordination above the four country offices.</p>	<p><b>Accepted</b></p>	<p>REOWA has a mandate to support 18 countries covered by the Comité Inter États de Lutte contre la Sécheresse (CILSS) including Chad, Mauritania and Cameroon on matters related to emergency and resilience. The REOWA team is working in synergy with RAF, namely its resilience team, who reviewed and provided technical advice on the document and its Assistant Director General, who signed the foreword of the document. The criteria that prevailed in 2017 for assigning the lead responsibility to REOWA would still be valid in 2021, and likely strengthened by the new sub-regional set up at UN level. Indeed, the UN coordination around the United Nations Integrated Strategy for the Sahel [UNISS] is based in Dakar, it is therefore key to ensure the best alignment and synergy with all partners of the sub-region.</p> <p>Management agrees that a clear coordination mechanism is key to ensure successful oversight and implementation of the strategy. A specific coordinator had been designated in 2017 within REOWA to technically support the four countries in the implementation of the LCB response strategy. The strengthening of the capacities among the REOWA team would certainly be an asset to ensure that this role be more easily fulfilled. The team is now also equipped with additional technical expertise (pastoralism, Disaster Risk Reduction, EWEA, etc.) that would back up the coordinating role for a better oversight and implementation of the future strategy and the Action plans.</p>	<p>REOWA/SFW</p>	<p>Immediately</p>	<p>N</p>
<p><b>Recommendation 3.</b> The Regional Strategy leader should ensure that all relevant actors are engaged into the Strategy revision and could set-up a taskforce in this regard. Stakeholders should comprise, at least, the four Country Offices and relevant regional units, as well as the national and regional counterparts that are</p>	<p><b>Accepted</b></p>	<p>In line with this recommendation, new process of engagement with partners have been adopted in the sub-region at different level.</p> <p>At regional level, the creation of the sub-regional office was the occasion of an important dialog with FAO partners - namely around SFW strategy and its resilience pillar that was validated by the member state countries and relevant counterparts. Thereafter, all strategic documents will be</p>	<p>REOWA and Country Offices</p>	<p>6 months</p>	<p>N</p>

<p>geographically and thematically concerned.</p>		<p>embedded in this reference strategy to ensure alignment of all objectives.</p> <p>At country level, the formulation of the <a href="#">Liptako-Gourma regional response plan in 2020</a> was done through a workshop involving the focal points of the three concerned countries as well as relevant regional and HQ units. The intention is to replicate the same process for the upcoming Action/Response plans, including the LCB area. Country offices will be the warrant of the alignment of the document's objectives with national partners' and their validation at all required steps.</p>			
<p><b>Recommendation 4.</b> FAO's interventions in the region, and the Regional Strategy overall, should reaffirm an approach that aims at addressing short, medium and long term needs, whenever possible. In addition, the Regional Response Strategy should be reoriented towards a greater focus on themes such as natural resources management, sustaining peace, mainstreaming of protection and support to young people (boys and girls) to develop economic opportunities and promote diversification of livelihoods within agricultural value chains and pastoralism.</p>	<p><b>Accepted</b></p>	<p>The management agrees with this recommendation and steps towards the suggested improvement were taken in light of the preliminary results of the evaluation. The proposed themes are fully taken into consideration in the SFW strategy and its resilience pillar. Furthermore, it was included in the Liptako Gourma regional response plan and the project Global network coordinated by REOWA in the sub-region.</p> <p>The recruitment of a conflict expert, a gender expert, a pastoralist expert are key steps taken since 2018 by REOWA and SFW to strengthen the position of FAO on these themes at sub-regional level and provide the required support to country offices in the implementation of the related activities. REOWA took the lead in disaster risk management with CADRI in the region and Early warning early action. REOWA is also leading a conflict analysis focusing on the Lake Chad Basin area that should be finalized by April 2021 and will serve in the formulation of the related Action Plan.</p> <p>Furthermore, this effort is sustained at country level where capacities have been strengthened on part of the mentioned themes and the recruited personnel receives support from the REOWA team.</p>	<p>REOWA/SFW/RAF/HQ</p>	<p>Done since 2018</p>	<p>Y</p>

		Resources are necessary for technical follow up in countries and ensuring durability of the established positions.			
<b>Recommendation 5.</b> Conduct a communication needs assessment and develop an appropriate communication plan to ensure the revised Regional Response Strategy is disseminated, understood and embraced in full at all levels of the Organization as well as with external partners.	<b>Accepted</b>	<p>In line with this recommendation, a communication strategy and roadmap has been designed for SFW/REOWA and will be validated shortly. It will support a more results-based communication on FAO activities, strategic positioning and good practices. OER, through its outreach team is also supporting actively countries in the region and echoing the communication for the region at global level.</p> <p>As much as possible, good practices from the 2017 communication strategy for the LCB strategy will be kept, such as the official visit of the FAO Director General in the Lake Chad Basin that gave very important visibility to the launching of the document. It was presented in specific meetings in each country with the presence of ministers, UN agencies, donor partners and FAO Representative and his team and availed large media coverage.</p> <p>Resources are necessary to sustain the capacities of the team in communication design and the production of communication material.</p>	REOWA	Ongoing	Y
<b>Recommendation 6.</b> FAO needs to strengthen some of its internal processes, sensitize donors on the need for timely funding and develop a specific operational framework to ensure it is providing clear added value. Recommendations to address similar issues have been formulated by other corporate level evaluations, such as the one on the Strategic Results Framework.	<b>Accepted</b>	<p>In line with corporate directives and recommendation, OER and REOWA are committed to strengthen internal processes. Advocacy towards FAO's financial partners and the specificities of emergency and resilience projects is a key activity at global and regional level.</p> <p>Both points were taken into consideration in the latest restructuring of the Office for emergency and resilience through the creation of the "enabling environment" unit and the strengthening of the resource mobilization unit.</p>	OER/SFW/REOWA	Ongoing	N