

## Management response

### OVERALL COMMENTS

UN Women conducted a final evaluation of the Strengthening Resilience of Women and Girls in the Lake Chad Region (LCB) programme with the main objectives to: analyse programme outcomes and assess effectiveness of the approach and strategies used to increase women’s resilience to crises; examine programme results in relation to the intended outcomes and outputs and identify the strengths and weaknesses in programme design and implementation; assess how the regional and global components of the programme contributed to UN Women’s global learning and partnership enhancement; examine critical factors that enabled and/or hindered effective achievement of intended results; and provide recommendations on how to address and/or leverage these critical factors, drawing good practices and key lessons on the role/contribution of partnerships in the achievement of planned outputs and outcomes, documenting lessons learned and best practices and assessing potential for sustainability of the on-going work in programme countries. The evaluation findings and supportive recommendations focus on the analysis of the LCB programme design, its theory of change, programme implementation, monitoring and evaluation, and five aspects: relevance, effectiveness, efficiency, sustainability, and gender equality and human rights. UN Women welcomes the findings and recommendations of the evaluation and is in general agreement with the five recommendations. The evaluation highlights that the LCB programme has brought tangible changes to the beneficiaries and communities which are likely to last after the project closure. Progress has been made towards both outcomes, and the women reached by the initiative are demonstrating improved resilience to crises. The evaluation also found that significant progress has been made in empowering women leaders to influence policy and encouraging improved gender sensitivity in both work areas. The management response includes key actions for implementing the evaluation recommendations.

### RECOMMENDATION 1: INCREASE STAFFING

Considering the highly complex and multi-sectoral interventions of the programme, staffing levels could be increased to ensure closer monitoring, technical follow up and assessment of progress towards the overall project goals at the country level, in addition to the hugely appreciated regional and global components.

### MANAGEMENT RESPONSE

UN Women agrees that efforts should be taken to increase staffing to ensure closer monitoring, technical follow up and assessment of progress towards the overall project goals at country level.

### SELECT ONE OF THE BELOW

Accepted

KEY ACTION	TIME FRAME	RESPONSIBLE PARTY FOR IMPLEMENTATION	STATUS	COMMENTS

<p><b>1. UN Women Nigeria Country Office to continue the practice on proper staff planning, and include it in proposals and budgets to ensure better project tracking and partner support.</b></p>	2023/12	Nigeria Country Office	Initiated	UN Women Nigeria Country Office (CO) invested adequate staff time and senior management oversight during the implementation of this programme. The Nigeria CO has also adopted a system of staff planning in its new Strategic Note which will be reflected in resource mobilizations and proposal development to ensure strong project management, monitoring and financial tracking.
<p><b>2. UN Women Cameroon Country Office to conduct a Human Resource (HR) assessment to fill the organigram and to make the necessary recruitment for the increased capacity of the office. This assessment will review every project to ensure suitable staffing is placed for each project.</b></p>	2023/12	Cameroon Country Office	Initiated	Discussions on the HR strategy of the UN Women Cameroon Country Office (CO) has been initiated and the regional HR team is expected to support the process.
<p><b>RECOMMENDATION 2: SET-UP A PROPER M&amp;E SYSTEM FOR TRACKING AND EVALUATING</b>          Having an individual data base, and conducting periodic follow up, including analysing progress levels, would inform the programme management with in-depth information of the project impacts in a timely manner. It is suggested to build on the recently published UN Women's tools<sup>1</sup> which explain how UN Women and its partners can measure the impact of capacity building investments. Conducting capacity assessment for women's organisations and potentially mapping any other capacity building initiatives by other partners in line with UN Women indicators would maintain a clearer picture of both needs and progress.</p>				
<p><b>MANAGEMENT RESPONSE</b>          UN Women agrees that efforts should be taken to strengthen or set up robust tracking and evaluation system, building on UN Women's ongoing tools and initiatives.</p>			<p><b>SELECT ONE OF THE BELOW</b>          Accepted</p>	
<p><b>KEY ACTION</b></p>	<p><b>TIME FRAME</b></p>	<p><b>RESPONSIBLE PARTY FOR IMPLEMENTATION</b></p>	<p><b>STATUS</b></p>	<p><b>COMMENTS</b></p>

<sup>1</sup> UN Women, "The Cambodia Women's Resilience Index", 2020.

<https://www.empowerforclimate.org/en/resources/t/h/e/the-cambodia-womens-resilience-index>

UN Women, "Toolkit for assessing women's leadership in disaster and climate resilience", 2022. <https://wr.d.unwomen.org/practice/listing-toolbox/toolkit-assessing-womens-leadership-disaster-and-climate-resilience>

<b>1. Facilitate knowledge sharing and dissemination of UN Women’s relevant tools for capacity assessment and M&amp;E, with Country Offices and other partners.</b>	2023/12	DRR and resilience team (WPSR section)	Initiated	
<b>2. UN Women Nigeria Country Office to roll out the new tools and ensure alignment with national data protection policies for project tracking and beneficiary monitoring.</b>	2023/12	Nigeria Country Office	Not Initiated	UN Women Nigeria CO is strengthening its M&E systems, including ensuring sufficient human resources.
<b>3. Following the HR assessment and increased capacity of the UN Women Cameroon Country Office, a focal point will be assigned for knowledge management and dissemination.</b>	2023/12	Cameroon Country Office	Initiated	
<b>RECOMMENDATION 3: PARTNERSHIPS WITH GOVERNMENTS</b>				
The evaluation team will recommend adding tangible outputs and indicators to measure enhanced partnership, particularly with the government, in the Theory of Change (ToC) of the Women’s Resilience to Disasters (WRD) framework.				
<b>MANAGEMENT RESPONSE</b> UN Women agrees that substantive efforts should be promoted to enhance partnership with relevant stakeholders, including governments, where appropriate. Given that the ToC of the WRD framework already acknowledges the importance of partnership, and has the relevant output/indicator on partnership with stakeholders including government entities, and that the programme implementing offices have the liberty to adjust the outputs/indicators based on the local context and needs, this recommendation is already accommodated within the ToC of the WRD.			<b>SELECT ONE OF THE BELOW</b> Partially accepted	
<b>KEY ACTION</b>	<b>TIME FRAME</b>	<b>RESPONSIBLE PARTY FOR IMPLEMENTATION</b>	<b>STATUS</b>	<b>COMMENTS</b>
<b>1. Continue to disseminate the recommendations and findings with Country Offices on the importance of partnerships with government partners where appropriate.</b>	2023/06	DRR and resilience team (WPSR section)	Initiated	
<b>2. UN Women Nigeria Country Office will continue to explore and partner with the government where necessary and in</b>	2023/12	Nigeria Country Office	Initiated	Under its new Strategic Note (2023-2027), the Nigeria CO will continue to prioritize and strengthen the ongoing

line with UN Women's policies and procedures.				partnership with the government at all levels (federal, state, and local government).
<b>3. UN Women Cameroon Country Office will collaborate with government partners and will ensure these partnerships are mobilized for the projects in the future, in particular for the ones funded by the Government of Japan.</b>	2023/12	UN Women Cameroon	Ongoing	
<p><b>RECOMMENDATION 4: SET CLARITY ON CASH BASED INTERVENTIONS (CBIs)</b>  It is recommended to set clarity on CBIs for the WRD and protection (GBV) outcomes. It seems there was an unclear norm or definition on CBIs. While the project proposal was mainly targeting 'Cash for Work' modality, implemented interventions, particularly the assessment reports, contain much wider scopes (cash based interventions, socio-economic opportunities, income generating activities). While these assessments provide much deeper insights over potential usages of CBIs for women's resilience, the assessments do not directly lead to the planned activities (i.e., 45 women benefited from cash for work in each country). Cash intervention could mitigate a delay in the distribution of kits, missing the seasonal factors as well as increase choices for the beneficiaries if safely administrated. As it seems UN Women is still at an early stage of using CBIs in both countries, further clarification and guidance on the main purposes and objectives of cash usage in the resilience building programme may be required.</p>				
<p><b>MANAGEMENT RESPONSE</b>  UN Women agrees that further clarification and guidance on criteria, purposes and objectives of cash usage in the humanitarian action and resilience building programmes would help facilitate the activities of Country Offices.</p>			<p><b>SELECT ONE OF THE BELOW</b>  Accepted</p>	
<b>KEY ACTION</b>	<b>TIME FRAME</b>	<b>RESPONSIBLE PARTY FOR IMPLEMENTATION</b>	<b>STATUS</b>	<b>COMMENTS</b>
<b>1. Contribute to the ongoing discussion on CBIs to identify the current corporate guidelines, and disseminate the guidance with Country Offices, as appropriate.</b>	2024/03	Humanitarian section and DRR and resilience team (WPSR section)	Not initiated	
<b>2. UN Women Nigeria Country Office to participate in global discussions on modalities for humanitarian operation following admittance of UN Women into the IASC.</b>	2024/06	Nigeria Country Office	Not initiated	This action will align with the global discussion following the admission of UN Women into the IASC.

<p><b>3. UN Women Cameroon Country Office to elaborate a CBI strategy based on the global guidance as well as guidance from the national cash working group.</b></p>	2024/06	Cameroon Country Office	Not initiated	UN Women Cameroon CO is contributing to the ongoing process for the design of the global strategy for cash based interventions. In addition, the CO is a member of the national cash working group which has planned some trainings to enhance the capacities of its members.
<p><b>RECOMMENDATION 5: AN INTERVENTION TO REMOVE BARRIERS FOR WOMEN TO ACCESS EDUCATION AND SKILL TRAINING BEFORE BUSINESS KIT DISTRIBUTION</b>  It is suggested to further develop the intervention models on socio-economic empowerment based on the assessment findings over gender-based violence (GBV) risks and gender norms.</p>				
<p><b>MANAGEMENT RESPONSE</b>  UN Women agrees to explore possibility of developing the intervention models on socio-economic empowerment based on the assessment findings over GBV risks and gender norms.</p>			<p><b>SELECT ONE OF THE BELOW</b>  Accepted</p>	
<p><b>KEY ACTION</b></p>	<p><b>TIME FRAME</b></p>	<p><b>RESPONSIBLE PARTY FOR IMPLEMENTATION</b></p>	<p><b>STATUS</b></p>	<p><b>COMMENTS</b></p>
<p><b>1. UN Women Nigeria Country Office and partners conduct vocational skills training and climate smart agriculture livelihood support for women beneficiaries in its programming, which usually precedes startup kit distribution.</b></p>	2023/12	Nigeria Country Office	Initiated	Project beneficiaries received vocational skills training before receiving startup kits. The empowerment hub established in Yobe State continues to ensure that the government support for income generation activity is always preceded by training and necessary education even beyond the project lifespan.
<p><b>2. UN Women Cameroon Country Office will develop a livelihood strategy based on the assessment findings over GBV risks and gender norms.</b></p>	2024/6	Cameroon Country Office	Initiated	A draft livelihood strategy for UN Women Cameroon is under review.

Approved by: Ms. Paivi KANNISTO Chief, Peace, Security and Resilience Section

Date: 3 March 2023

A handwritten signature in black ink, appearing to read 'Paivi', with a long horizontal flourish extending to the right.