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Summary report on the evaluation of the country strategic plan for Chad (2019–2023)

Executive summary

The evaluation of the country strategic plan for Chad covered the period between January 2019 and October 2021 and took into consideration preceding operations in order to assess the strategic shift introduced by the plan. The evaluation examined the relevance, alignment, effectiveness, efficiency, sustainability, coherence and coverage of the country strategic plan and considered cross-cutting areas such as gender, climate change, protection and accountability to affected populations.

The evaluation found that the design of the country strategic plan was generally aligned with national strategies, policies and plans and clearly positioned WFP at the humanitarian-development-peace nexus. Risks linked to regional and national circumstances, such as weak national capacities (particularly at the decentralized level), the consequences of climate change and the implementation of cash-based transfer programmes were insufficiently reflected in the design of the country strategic plan and the implementation of interventions.

In a context of multiple crises and shocks, including regional instability, the coronavirus disease 2019 pandemic, flooding in 2019 and 2020 and political and institutional crises, WFP prioritized emergency response interventions to address food insecurity. However, its capacity to respond to rising needs was limited by insufficient and largely earmarked funding that often arrived late, at times leaving the needs of affected people unmet.

In line with WFP evaluation policy (2022) (WFP/EB.1/2022/4-C), to respect the integrity and independence of evaluation findings the editing of this report has been limited and as a result some of the language in it may not be fully consistent with the World Food Programme's standard terminology or editorial practices. Please direct any requests for clarification to the Director of Evaluation.

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Reaching 1.6 million people in 2020, the integrated assistance delivered to crisis-affected people provided crucial support to meet sharply increased humanitarian needs.

Seasonal food assistance linked to the creation and rehabilitation of infrastructure and productive assets improved beneficiaries' food consumption but resilience to recurring shocks remains limited, in particular among households headed by women.

Nutrition was integrated into activities but WFP's contribution to improving the nutrition status of the most vulnerable people and households has been limited, despite adequate funding.

National institutions supported by WFP recognized the quality of capacity strengthening activities, and partners highly appreciated the provision of crucial air services during the COVID-19 pandemic.

While girls and women are priority targets for assistance in the country strategic plan, they have received proportionately less of the planned assistance than men and boys. Due to uneven monitoring of the gender dimension, the contribution of WFP to gender equality and women's empowerment remains uncertain.

WFP sought to better integrate protection and accountability to affected populations into its activities, but further efforts are needed to fill some significant gaps.

In view of the frequent late receipt of funds, WFP has endeavoured to spend the available money rapidly in order to reduce negative effects on implementation. While use of the Global Commodity Management Facility and advance financing mechanisms helped to shorten delivery times, WFP has not always been able to avoid delays in distributions.

In the face of limited resources, WFP had to cut ration sizes in order to ensure that integrated and seasonal assistance reached the people targeted. While the targeting of beneficiaries was appropriate, there were targeting challenges at the geographical and household levels.

WFP is generally operating efficiently in Chad; however, COVID-19-related restrictions, the late arrival of funding and weaknesses in supply chains have affected resilience building activities, seasonal assistance and cash-based transfers.

WFP succeeded in mobilizing resources for the responses to the various crises faced by Chad. However, funding has mostly been unpredictable, insufficient to respond to rising needs and almost entirely earmarked, limiting the flexibility of interventions.

Difficult working conditions in Chad mean that human resource management is one of the key factors affecting operations. WFP has struggled to attract, retain and motivate international staff and staff with short-term contracts, resulting in high staff turnover, including at the country office management level, and challenging efforts to fill key positions.

The evaluation made two strategic recommendations and three operational recommendations.

Draft decision*

The Board takes note of the summary report on the evaluation of the country strategic plan for Chad (2019–2023) (WFP/EB.1/2023/5-D/3) and management response (WFP/EB.1/2023/5-D/3/Add.1) and encourages further action on the recommendations set out in the report, taking into account the considerations raised by the Board during its discussion.

* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Introduction

Evaluation features

1. The country strategic plan (CSP) evaluation for Chad was conducted between June 2021 and June 2022 to provide evidence and lessons for informing the development of the next CSP. The evaluation started in 2021 as the country office had planned to shorten the duration of the CSP by one year, giving an end date of December 2022; this decision was subsequently reversed and the original duration of the CSP restored.
2. The evaluation assessed the implementation of the CSP between January 2019 and October 2021 and took into consideration preceding operations in order to assess the strategic shift introduced by the CSP. It examined WFP's strategic positioning and effectiveness in contributing to strategic outcomes, the efficiency of CSP implementation and factors explaining WFP's performance. The evaluation also looked at the extent to which WFP was able to adapt interventions and respond to emergencies, including the coronavirus disease 2019 (COVID-19) pandemic.
3. An independent external team conducted the evaluation using a theory-based, mixed-methods approach, drawing on primary and secondary data, document review, focus group discussions with more than 500 stakeholders and 300 individual semi-structured interviews. Primary and secondary data were triangulated to ensure the validity of findings. Ethical standards were applied to ensure confidentiality and the safety of respondents and to respect the dignity of those involved in the evaluation. Findings, conclusions and recommendations were discussed with internal and external stakeholders during two online workshops in March 2021.
4. Despite security challenges in the Lake Chad region and the east of the country, the team were not subject to any major constraints that compromised the overall credibility of the evaluation. Some of the challenges encountered were related to the limited availability of external stakeholders in N'Djamena and inconsistencies in WFP datasets. These were mitigated by using alternative information sources and the careful triangulation of evidence.









Context

5. With a population of 16.4 million people, Chad is a landlocked country with half of its territory covered by the Sahara Desert. The country was ranked 187th of 189 countries on the human development index in 2020, and more than 40 percent of its population was living below the national poverty line in 2018.¹ Approximately 15 percent of the population lives in extreme poverty and is unable to meet calorie requirements of 2,300 kcal a day.
6. Ranked 113th of 116 countries on the global hunger index in 2021, Chad is one of the world's most food-insecure countries, with a level of hunger that is classified as alarming. Food insecurity affects more than 5.1 million people, of whom 1.7 million are classified as extremely food-insecure.²
7. A standardized monitoring and assessment of relief and transitions (SMART) survey conducted in 2020 revealed a chronic malnutrition rate of 30.5 percent and a global acute malnutrition prevalence of 10 percent among children under 5 years of age; around 2.1 percent of children under 5 were severely malnourished. Global acute malnutrition levels are above emergency thresholds in more than half of all provinces.

¹ National Institute of Statistics and Economic and Demographic Studies. 2021. *Enquête sur les Conditions de vie des ménages et la Pauvreté au Tchad*. (Survey on household living conditions and poverty in Chad).

² Système d'information sur la Sécurité Alimentaire et d'Alerte Précoce au Tchad. 2021. *Cadre Harmonisé d'identification des zones à risque et des populations en insécurité alimentaire et nutritionnelle au Sahel et en Afrique de l'Ouest (CH)*. (Cadre harmonisé for the identification of at-risk areas and food and nutrition insecure populations in the Sahel and West Africa).

8. Although the constitution of Chad includes a commitment to gender equality, the country's score on the gender inequality index is among the highest in the world. Women are disproportionately affected by food insecurity and malnutrition.

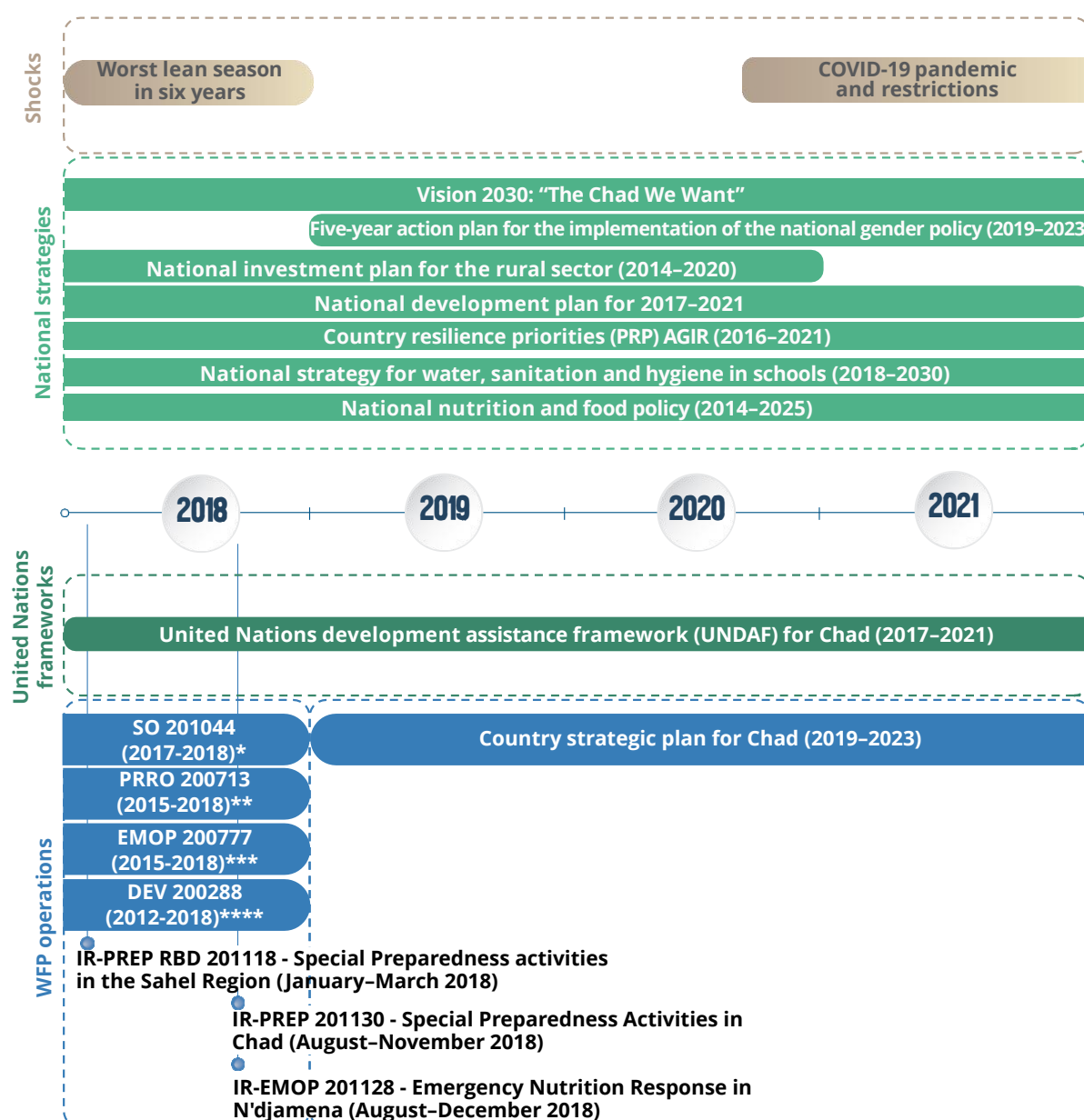
TABLE 1: SOCIOECONOMIC INDICATORS			
	Indicator	Value	Year
	Population total (million) (1)	16.4	2020
	Human development index (rank) (2)	187 of 189	2020
	Poverty headcount ratio at USD 1.90 a day (in terms of purchasing power parity) (%) (1)	33.2	2018
	Global hunger index (score and rank) (3)	39.6 113 of 116	2021
	Agriculture as share of gross domestic product (%) (1)	46	2020
	Height-for-age (stunting – moderate and severe), prevalence for children < 5 (%) (1)	35	2020
	Global acute malnutrition prevalence (%) (4)	10	2020
	Gender development index (2)	0.764	2020

Sources: (1) World Bank; (2) United Nations Development Programme. 2020. *Human Development Report 2020. The next frontier: Human development and the Anthropocene*; (3) *Global Hunger Index*; (4) Chad 2020 SMART (nutrition) survey.

WFP country strategic plan

9. Before the start of the CSP, WFP was working in Chad under an emergency operation, a protracted relief and recovery operation, a development project and a special operation and through multiple regional projects (figure 1).

Figure 1: Country context and WFP operational overview, 2018–2021



* Special operation 201044 - Provision of Humanitarian Air Services in Chad (2017–2018)

** Protracted relief and recovery operation 200713 - Building Resilience, Protecting Livelihoods and Reducing Malnutrition of Refugees, Returnees and other Vulnerable People (2015–2018)

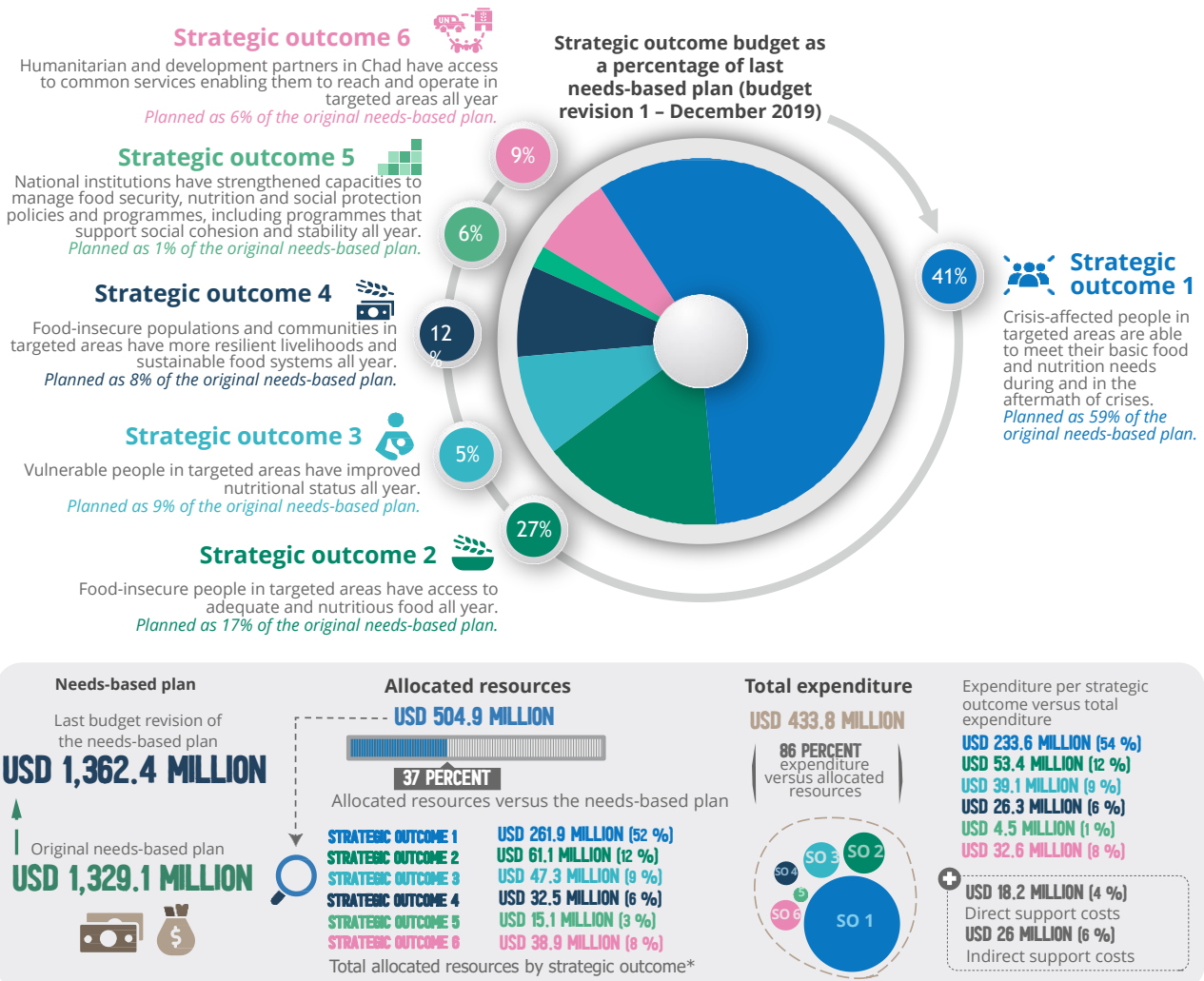
*** Emergency operation 200777 - Providing life-saving support to households in Cameroon, Chad, and Niger directly affected by insecurity in northern Nigeria (2015–2018)

**** Development project 200288 - Support to Primary Education and Enrolment of Girls (2012–2018)

10. The five-year Chad CSP covers the period from January 2019 to December 2023. The CSP sets out WFP's repositioning aimed at supporting Chad in its efforts to achieve zero hunger by 2030, with a focus on working at the humanitarian–development–peace nexus to deliver sustainable hunger solutions.
11. WFP interventions in Chad target people affected by crisis, such as refugees, returnees, internally displaced persons and host communities, mainly in areas along the border and around Lake Chad; and people living with HIV (strategic outcome 1) and chronically food-insecure and malnourished people, including pastoralists, mainly in the Sahel (strategic outcomes 2, 3 and 4). Activities have been designed to strengthen national social protection, disaster management and early warning systems (strategic outcomes 5 and 6) so that the Government of Chad can gradually take on responsibility for managing humanitarian crises.

12. As of December 2021, cumulative donor contributions received under the CSP amounted to USD 504.9 million or 37 percent of the total needs-based plan. Fifty-two percent of the resources were allocated to strategic outcome 1, broadly in line with the outcome’s share in the needs-based plan (figure 2).

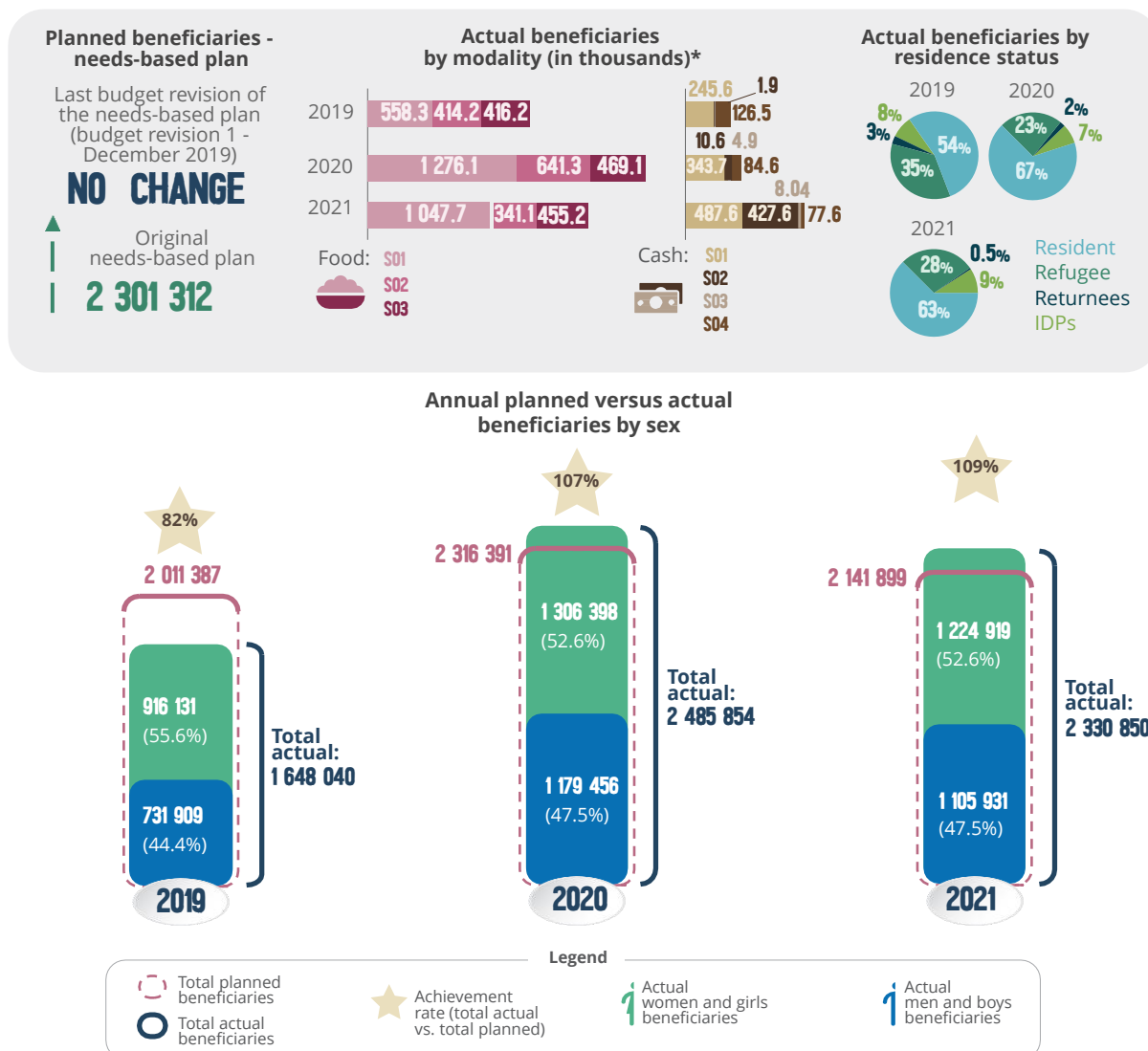
Figure 2: Chad country strategic plan (2019–2023) strategic outcomes, budget, funding and expenditure (as of December 2021)



* The percentages of allocated resources by strategic outcome do not add up to USD 504.9 million as resources were also allocated to non-activity specific purposes (USD 1 million), as well as to direct support costs (USD 21.1 million) and indirect support costs (USD 26 million).

13. The CSP aims to support 2.3 million beneficiaries (figure 3) at an estimated average annual cost of USD 266 million. The total cost of the CSP was initially estimated at USD 1.33 billion. A CSP revision was approved in December 2019, increasing the overall CSP budget by USD 33.3 million to USD 1.36 billion. The additional budget was directed to the Renewed Efforts Against Child Hunger and Undernutrition initiative led by WFP; additional common information and communication technology, logistics and human resource services; and national capacity strengthening in food fortification.

Figure 3: Actual versus planned beneficiaries per year by sex, modality and residence status



* The numbers under this section might contain overlaps as some beneficiaries might receive both food and cash-based transfers and be assisted under more than one strategic outcome.

Evaluation findings

To what extent are WFP’s strategic position, role and specific contributions based on country priorities, people’s needs and WFP’s strengths?

Alignment and relevance to needs

- The evaluation found that the CSP design is generally aligned with national strategies, policies and plans and was developed through a participatory and inclusive process. The plan contributes towards the achievement of Sustainable Development Goal 2 through crisis prevention and response and the strengthening of related capacities at the humanitarian-development-peace nexus and has improved the structure of dialogue with the Government. Recently adopted policies, such as the national gender policy, the national strategy to fight climate change and policies on the environment and infant and child nutrition, and the asylum law have not yet been fully integrated into ongoing activities.

15. In the context of multiple crises and shocks, including the COVID-19 pandemic and repeated flooding, WFP has prioritized emergency response interventions to address food insecurity. However, WFP capacity to respond to rising needs has been limited by insufficient and inflexible funding, which has led to cuts in assistance and the temporary suspension of assistance for returnees, thereby leaving needs unmet.

Strategic positioning

16. The CSP has strengthened WFP's strategic positioning as a humanitarian actor in Chad. The organization's strong operational network of sub-offices has enabled it to reach the most vulnerable people and communities. WFP logistics capacities have been vital in emergency responses to flooding and the COVID-19 pandemic.
17. The design and implementation of the CSP did not sufficiently consider the risks associated with the weak governance of the food security and agricultural development sectors, the consequences of climate change or the implementation of cash transfers.

Coherence with other actors

18. The CSP is fully aligned with the United Nations development assistance framework and humanitarian response plans. Strategic partnerships with the United Nations Children's Fund and the Office of the United Nations High Commissioner for Refugees (UNHCR) have recently been revived with a shared objective of closer collaboration in assessing needs and implementing joint interventions. Despite WFP involvement in various pilot initiatives with other agencies, it has not always been able to convince partners of its comparative advantage and strategic positioning in areas beyond its core humanitarian mandate.

What are the extent and quality of WFP's contributions to country strategic plan strategic outcomes in Chad?

Overview of results by strategic outcome

Strategic outcome 1: Crisis-affected people in targeted areas are able to meet their basic food and nutrition needs

19. Reaching 1.6 million people in 2020, the integrated assistance delivered under strategic outcome 1 has provided crucial support to meet sharply increased humanitarian needs. However, inadequate funding and late and earmarked contributions have led to a gradual reduction in assistance and the temporary suspension of support for returnees. The overall assistance has been insufficient to cover the basic needs of all beneficiaries or to improve their food security.

Strategic outcome 2: Food-insecure people in targeted areas have access to adequate and nutritious food all year

20. Seasonal assistance provided under strategic outcome 2 has been limited due to the prioritization of rising humanitarian needs and implementation challenges that include flooding and the COVID-19 pandemic. The separation of seasonal and integrated assistance has proven ill-suited to supporting a flexible crisis response. Nevertheless, the effects of seasonal assistance on food security seem generally positive. Malnutrition prevention has been well integrated into seasonal assistance and the numbers of children receiving school feeding increased significantly in 2020. However, the delivery of cash transfers designed to support the school attendance of girls was limited and therefore produced minimal results.

Strategic outcome 3: Vulnerable people in targeted areas have improved nutritional status all year

21. WFP's contribution to improving the nutrition status of the most vulnerable people has been limited, despite adequate funding. Nutrition has been integrated into CSP activities, but implementation was affected by delays in planning. The separation of prevention and treatment activities has not proven to be effective, and the monitoring of nutrition indicators was insufficient to assess the effects of WFP interventions for all beneficiary groups.

Strategic outcome 4: Food-insecure populations and communities in targeted areas have more resilient livelihoods and sustainable food systems all year

22. Despite good funding, the proportion of targeted beneficiaries receiving WFP support for the creation and rehabilitation of infrastructure and productive assets fell from 63 percent in 2019 to less than 40 percent in 2020 owing to the COVID-19 pandemic. While WFP achieved overall positive results in terms of improved food consumption, the resilience of beneficiaries to recurring shocks, such as the lean season, remains limited, in particular among households headed by women.

Strategic outcome 5: National institutions have strengthened capacities to manage food security, nutrition and social protection policies and programmes, including programmes that support social cohesion and stability

23. National institutions supported by WFP recognized the quality of capacity strengthening activities, but implementation has been severely affected by the COVID-19 pandemic. The monitoring of results was also affected by the pandemic, and monitoring information was insufficiently used. Moreover, the objectives of and pathways for capacity strengthening activities were not sufficiently described within a broader framework of coordination.

Strategic outcome 6: Humanitarian and development partners in Chad have access to common services enabling them to reach and operate in targeted areas all year

24. The United Nations Humanitarian Air Service (UNHAS) provided crucial air services during the COVID-19 pandemic when commercial flights were interrupted, adapting rapidly to emerging needs. The services were highly appreciated even if communication of the destinations served and the terms of use for the services could have been better. The other common services provided by WFP were generally appreciated but are not considered fully "common" and were used relatively less than expected.

Gender

25. While girls and women are priority targets for assistance under the CSP, they have received proportionally less of the planned assistance than men and boys. The uneven monitoring of the gender dimension by activity managers, focal points and the research, analysis and monitoring unit in the country office produces only a few convincing results, such as a reduction in the reliance on coping strategies by internally displaced women. The contribution of WFP to gender equality and women's empowerment therefore remains uncertain.

Protection and accountability to affected populations

26. Community feedback mechanisms are not widely or systematically used in Chad. Complaints received and results from post-distribution monitoring exercises are not regularly shared with cooperating partners, limiting the partners' ability to understand beneficiaries' perspectives and the success of interventions. WFP manages the inter-agency telephone hotline for the prevention of sexual exploitation and abuse and is an active member of the related inter-agency working group but needs to change a narrow focus on "doing no harm" to a wider protection approach. As the largest operational agency in Chad, WFP does not play a sufficiently strategic role as a leader in principled humanitarian action. Such a role

would require additional human and financial resources for protection, the prevention of sexual exploitation and abuse, and accountability to affected populations.

Sustainability

27. Owing to the crises affecting the country, operations remained focused on emergency response and unconditional food transfers, and links to resilience building activities still need to be established. WFP contributed to the strengthening of national capacities despite not following a structured approach; however, sustainability is affected by the low absorption capacity and high turnover of local government staff.

Humanitarian–development–peace nexus

28. Links among humanitarian, development and social cohesion components remain limited. While WFP is seeking to integrate support for social cohesion and peace, the humanitarian-development-peace nexus is not made sufficiently explicit in the CSP. In a setting characterized by weak coordination among the major actors working at the humanitarian–development–peace nexus, WFP’s comparative advantage needs to be better clarified and communicated.

To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?

Timeliness

29. In view of the frequent late receipt of funds, WFP has sought to spend the money available in a timely manner so as to limit the negative effects on implementation. Despite those efforts, delays in the receipt of contributions, and challenging road conditions during the rainy season affected distributions, particularly between June and September 2019. Use of the Global Commodity Management Facility and advance financing mechanisms has helped to shorten delivery times.

Coverage and targeting

30. Funding shortfalls led WFP to cut ration sizes in order to provide targeted people with integrated and seasonal assistance. While the targeting of beneficiaries was largely appropriate, WFP faced multiple challenges linked to its inability to target departments with alarming malnutrition rates, a contested socioeconomic profiling exercise carried out in 2017–2018, the late availability of updated UNHCR refugee lists and the at times limited commitment of non-governmental partners to using participatory community-based planning.

Cost efficiency and cost effectiveness

31. WFP has generally operated efficiently, with low levels of post-delivery losses. However, the late arrival of funding, and COVID-19-related restrictions that disrupted supply chains have affected resilience building activities, seasonal assistance and cash-based transfer programmes.
32. With substantial changes made to activities during implementation owing to the rapidly evolving circumstances, the country office did not explore alternative cost-efficient approaches sufficiently. While cash-based transfers have proven to be a more efficient assistance modality than in-kind food distributions, the latter are still chosen when the availability of food in markets is limited, funding for cash transfers is lacking or human resources are insufficient for large-scale implementation. However, owing to the limited funding and capacity available, the country office was often unable to switch from in-kind transfers when cash transfers would have been more efficient.

What factors explain WFP's performance and the extent to which it has made the strategic shift expected under the country strategic plan?

Use of data

33. The design of the CSP was based on evidence; however, limited attention was paid to identifying the underlying assumptions involved in the effective implementation of different activities. The implementation of the CSP would have benefited from a deeper analysis of the socioeconomic vulnerability of various population groups as current vulnerability, food and nutrition security analyses are too narrowly focused on refugees; the country office has started to address these shortcomings.

Resource mobilization

34. WFP succeeded in mobilizing resources for the responses to the various crises faced by Chad. However, funding has mostly been unpredictable, insufficient for responding to sharply rising needs and almost entirely earmarked, a situation that has hampered operational flexibility.

Partnerships

35. The collaboration between WFP and national institutions is generally working well, and the institutions emphasized the quality of the dialogue with WFP; however, there is a need for stronger dialogue with the national agency for rural development (*Agence nationale d'appui au développement rural*) and the national bureau for food security (*Office national de sécurité alimentaire*).

Human resources

36. The difficult working conditions in Chad mean that human resource management has a key role in determining the success of operations. WFP has found it difficult to attract, retain and motivate international staff and staff with short-term contracts, who comprise 50 percent of the workforce. This has made it difficult to fill key positions. Turnover has been very high among both technical and management staff: four country directors have managed the office since the introduction of the CSP. This has resulted in a loss of institutional memory and limited ownership of the CSP and its intervention logic by country office and sub-office staff.

Conclusions

37. The first CSP for Chad has been implemented in an extremely challenging setting characterized by multiple crises: regional geostrategic crises, climate change-related flooding, political and institutional instability and the COVID-19 pandemic. The extent of these crises was unforeseeable, and the levels of financial and human resources anticipated in the CSP were insufficient to respond. Resources did not rise in proportion to increasing needs, limiting WFP's ability to address needs and leading to very challenging working conditions and high staff turnover. This has also affected the effectiveness of implementation. Overall, WFP achieved stronger results under the strategic outcomes oriented towards crisis response than for those aimed at building resilience (see recommendations 1.3 and 5.5).
38. WFP is appreciated by partners as the main humanitarian actor in Chad. The CSP is fully aligned with the main national policies and strategies and national partners were involved in its formulation. WFP maintains close and effective links with national institutions and United Nations partners. WFP is the main operational partner for food security and is perceived as a facilitator and provider of crucial services such as UNHAS. However, good collaboration with other United Nations entities has not always led to effective joint programming and concrete results, and WFP's communication and advocacy do not

sufficiently highlight its comparative advantage. As a result, WFP's strategic positioning is not entirely clear and efforts to harmonize approaches, coordinate activities and harness synergies remain insufficiently developed (see recommendations 1.1 and 2.2).

39. Risks linked to the regional and national context, such as weak national capacities, climate change and the implementation of cash transfer programmes, were insufficiently considered in the design of the CSP and the implementation of interventions. This obliged WFP to react to emerging issues rather than anticipate challenges, with serious consequences for the speed and effectiveness of its response in some cases (see recommendation 2.1).
40. WFP has responded to the emergency needs of targeted population groups to the degree that available funding has allowed, and reached a total of more than 2.3 million people with assistance in 2020. However, funding has been insufficient to fully meet emergency and resilience building needs and has often been received late or heavily earmarked, which has affected implementation. The earmarking of funds for exclusive use in emergency or resilience building activities can be highly problematic in a fluid setting marked by multiple and diverse crises, where a high degree of agility is required to respond to emerging needs. Greater financial and operational flexibility and less compartmentalization between integrated and seasonal assistance could have improved the complementarity between the two types of activity (see recommendations 1.3 and 3.1).
41. WFP continued to support affected populations and partners during the COVID-19 pandemic. The organization introduced measures to protect beneficiaries during distributions and the transport of humanitarian personnel was assured during a period when commercial flights had ceased to operate. The restrictions imposed to counter the pandemic have been major factors hampering the transition to a more resilience-based approach as foreseen in the CSP.
42. Vulnerability analyses and the targeting of beneficiaries have not been sufficiently thorough and dynamic. The results of a profiling exercise undertaken in 2017–2018 remain highly contested, linked to a deficit in communication with partners and beneficiaries, which has limited the ability of WFP to move from status-based to needs-based targeting, as envisaged in the CSP. At the same time, national capacities for targeting remained limited and the coverage of the unified social registry is incomplete despite the support provided by WFP. As a result, WFP risks providing insufficient levels of assistance to the people most in need (see recommendations 2.3, 2.4 and 3.4).
43. WFP's efforts at the nexus of humanitarian, development and peace work have not been articulated sufficiently well. Although WFP engages in various consultation forums, coordination with other partners working at the humanitarian–development–peace nexus remains limited, and WFP's role in the social cohesion and peace components is still subject to debate among WFP staff and donors (see recommendation 2.2).
44. Resilience building activities led to positive results because they were based on lessons learned from asset creation activities in the Niger, focused on households headed by women, had access to multi-year funding and were well integrated with nutrition and school feeding components. Integration with other CSP activities was less successful, including with activities in support of local food systems or those aimed at climate change adaptation and mitigation. WFP continued to increase the number of children reached with school feeding. While the potential of a home-grown school feeding model is recognized by WFP and its partners, coordination with the Government remains weak and there is a need to strengthen the multisectoral approach and its anchoring in institutional policies, and to demonstrate WFP's comparative advantage more clearly (see recommendations 3.3 and 3.5).

45. Cross-cutting objectives (gender, protection and accountability to affected populations) have been integrated into the implementation of activities to only a limited extent. While protection issues and gender inequality pose great concerns in Chad, especially for refugees, neither the level of human and financial resources nor the organizational arrangements have been conducive to ensuring the systematic integration of those themes (see recommendation 5.4).
46. Despite efforts to improve the integration of gender considerations in school feeding, resilience building and asset creation activities, women's empowerment has not been sufficiently taken into account and the country office still needs to develop a gender action plan and gender-sensitive data analysis. While women and girls are priority target groups of the CSP, this is not reflected in the proportions of girls and women assisted (see recommendations 4.1 and 5.4).
47. While WFP has sought to better integrate protection and accountability to affected populations into its activities, more work is required to ensure that complaint and feedback mechanisms are used systematically, complaints are followed up and information is provided to beneficiaries and communities about activities and transfers. Given its operational footprint, WFP needs to exercise more leadership in this field (see recommendations 4.3 and 5.4).

Recommendations

48. The evaluation makes five recommendations. The two strategic recommendations call on WFP to strengthen its dialogue with partners and ensure that underlying factors are given greater consideration in programming and communication. As these recommendations affect the future strategy of WFP in Chad it is expected that they will be addressed in the new CSP, due to be approved at the end of 2023. The strategic recommendations are complemented by three operational recommendations.

Recommendations

No.	Recommendation	Recommendation type	Responsible WFP offices and divisions	Priority	Deadline for completion
1	Strengthen dialogue with the Government, other United Nations entities and donors with a view to better addressing the food security and resilience needs of affected populations.				
1.1	Maintain high-level strategic dialogue and strengthen communication with national institutions and United Nations system partners so as to encourage the harmonization of approaches, the coordination of activities and the emergence of operational synergies.	Strategic	Country office management	High	End of 2023
1.2	Strengthen dialogue with the Government on supply chains and the support to be provided to administrations for the implementation of activities.		Country office management	High	End of 2023
1.3	Strengthen dialogue with donors on addressing the increasing needs of beneficiaries and advocate earlier and more flexible funding for responding to rapid changes in fragile and crisis situations.		Country office management; regional bureau; headquarters	High	End of 2023
2	Improve the suitability of risk analysis, programming and communication in the context of implementation.				
2.1	Strengthen the identification, verification and consideration of risk in the preparation and implementation of the country strategic plan.	Strategic	Country office management and programme officers; regional bureau	High	June 2023
2.2	Clarify WFP's position at the humanitarian-development-peace nexus, including in the area of social cohesion and peace building.		Country office management and programme officers; regional bureau	High	End of 2023
2.3	Improve communication with all stakeholders involved in beneficiary targeting and awareness raising in order to ensure the acceptance of results.		Country office management and programme officers; regional bureau	High	June 2023
2.4	Develop partnerships that strengthen the expertise of the country office research, assessment and monitoring unit in order to facilitate the analysis of the socioeconomic vulnerability of affected populations.		Country office management and programme officers; regional bureau	High	End of 2023

No.	Recommendation	Recommendation type	Responsible WFP offices and divisions	Priority	Deadline for completion
3	Improve the flexibility, integration and complementarity among the various activities.				
3.1	Improve the flexibility in the management of integrated responses to food and nutrition crises, first by improving the coordination of integrated assistance and seasonal assistance activities in ways that reduce the compartmentalization between the two, and then by structurally revising the concept of two distinct approaches.	Operational	Country office	High	End of 2023
3.2	Improve the complementarity of moderate acute malnutrition prevention and treatment activities and continue to promote the mainstreaming of nutrition into other activities.		Country office	High	End of 2023
3.3	Adopt a strategy for local food systems and strengthen support for those systems by integrating activities related to agricultural infrastructure and productive assets, local production of fortified flours and home-grown school feeding.		Country office	High	End of 2023
3.4	Combine activities that build national capacity for the socioeconomic targeting and monitoring of the distribution of nutrition inputs and associated reporting in order to gather the data needed to inform the better adaptation of assistance (including cash-based transfers) to the needs of beneficiaries and the improved performance of all the actors involved.		Country office programme officers	Medium	End of 2023
3.5	Continue to demonstrate the added value of home-grown school feeding in coordination with other United Nations entities, the Government and communities and support the establishment and monitoring of a multisectoral institutional framework contributing to the implementation of the home-grown school feeding action plan.		Country office programme officers; regional bureau	Medium	End of 2023
4	Better articulate cross-cutting approaches and ensure that they are based on solid analysis.				
4.1	Develop and implement a gender action plan based on robust gender analysis and promoting women's empowerment, and place greater emphasis on awareness raising and communication with beneficiaries during the implementation of activities.	Operational	Country office management and programme officers; regional bureau	High	End of 2023

No.	Recommendation	Recommendation type	Responsible WFP offices and divisions	Priority	Deadline for completion
4.2	Better articulate WFP's support for climate change adaptation and mitigation and demonstrate its contribution to resilience and environmental sustainability.		Country office management and programme officers; regional bureau	Medium	End of 2023
4.3	Strengthen accountability to affected populations by evaluating community feedback mechanisms and raising communities' awareness of their existence.		Country office management and programme officers; regional bureau	High	June 2023
5	Improve internal mechanisms for implementation of the country strategic plan in terms of planning, operations, monitoring and management.				
5.1	Disseminate the country office's strategic guidance and choice of interventions internally (including to sub-offices) in a more systematic manner.	Operational	Country office management and programme officers; regional bureau	High	June 2023
5.2	Clarify the responsibilities of country office and sub-office staff and explore arrangements for more decentralized management.				
5.3	Improve planning systems for better anticipation of bottlenecks in key WFP supply corridors.				
5.4	Restructure programming frameworks to better integrate gender, protection, protection against sexual exploitation and abuse and accountability to affected populations, allocating adequate personnel and resources.				
5.5	Find ways to attract and retain qualified international and national staff (particularly for sub-office posts and cross-cutting themes) and address the factors that undermine staff motivation and retention.		Human resources services at headquarters, the regional bureau and the country office	High	2022 and beyond
5.6	Strengthen the system for monitoring the implementation and results of the country strategic plan by improving the coordination and delineation of responsibilities and strengthening the monitoring and reporting capacity of country office and sub-office teams and partners in cross-cutting areas (gender, protection, protection from sexual exploitation and abuse, accountability to affected populations and climate change) and nutrition.		Country office programme officers	Medium	June 2023

Acronyms

COVID-19	coronavirus disease 2019
CSP	country strategic plan
SMART	standardized monitoring and assessment of relief and transitions
UNHAS	United Nations Humanitarian Air Service
UNHCR	Office of the United Nations High Commissioner for Refugees