



WFP EVALUATION

Evaluation of Chad WFP Country Strategic Plan 2019 - 2023

February 2023

Round table on evaluations

WFP
World Food Programme

SAVING LIVES
CHANGING LIVES

CONTEXT

- Multiple crises
- Over 40 percent of the population live below national poverty line
- High-levels of chronic and acute malnutrition and 5.1 million food insecure
- Gender inequality amongst the highest in the world
- Over 0.5 million refugees, 0.4 million IDPs and 0.1 million returnees



WFP CSP IN CHAD 2019–2023

Six Strategic Outcomes

(% of needs-based plan as of December 2021)



41%

Crisis-affected people are able to meet basic food and nutrition needs

S01



27%

Food-insecure people have access to adequate and nutritious food

S02



5%

Vulnerable people have improved nutritional status

S03



12%

Food-insecure populations and communities have more resilient livelihoods and sustainable food systems

S04



6%

National institutions have strengthened capacities to manage food security, nutrition and social protection policies

S05



9%

Humanitarian and development partners have access to common services

S06

EVALUATION METHODOLOGY



- **Document review** including performance and financial data
- **Field site** observations
- **Key informant interviews** and focus group discussions
- **Ethical standards** were respected
- Limited availability of external stakeholders and inconsistencies in WFP data sets – mitigated by using alternative sources and triangulation

FINDINGS

Q1 TO WHAT EXTENT ARE WFP'S STRATEGIC POSITION, ROLE AND SPECIFIC CONTRIBUTION BASED ON COUNTRY PRIORITIES AND PEOPLE'S NEEDS, AS WELL AS WFP'S STRENGTHS?



CSP aligned with national frameworks and designed in a participative process



In a context of multiple crises **emergency response interventions were prioritized**



Capacity to respond to rising needs was limited by insufficient and inflexible funding leading to transfer cuts









Insufficient consideration of risks



Aligned to UN Cooperation Framework and Humanitarian Response Plans

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES?

-  **SO1** Integrated assistance was critical but insufficient to cover the basic needs of all beneficiaries and improve their food security
-  **SO2** Seasonal assistance led to positive effects on food security
-  **SO3** Contribution to improving the nutritional status of the most vulnerable has been limited
-  **SO4** Overall positive results in terms of improved food consumption but resilience of beneficiaries to recurring shocks remains limited
-  **SO5** Quality of capacity strengthening activities recognized by national institutions
-  **SO6** UNHAS provided crucial air services during Covid-19 pandemic

Q2 WHAT IS THE EXTENT AND QUALITY OF WFP'S SPECIFIC CONTRIBUTION TO CSP STRATEGIC OUTCOMES? (CONTINUED)

 **Girls and women received proportionally less assistance than men and boys, despite being a priority in the CSP**

 Community complaints and feedback mechanisms are not widely or systematically used

 Shift needed from a “do no harm” to a wider protection approach

 **WFP does not play a sufficiently strategic role as leader in principled humanitarian action**

 **Links between humanitarian, development and social cohesion components remain limited**

Q3 TO WHAT EXTENT DID WFP USE ITS RESOURCES EFFICIENTLY IN CONTRIBUTING TO CSP OUTPUTS AND STRATEGIC OUTCOMES?



WFP made **efforts to mitigate negative effects on implementation** caused by late receipt of funds



Targeting was largely appropriate, but challenges remained



WFP was generally efficient, but late arrival of funding and COVID-19 related restrictions affected certain activities

Q4 WHAT ARE THE FACTORS THAT EXPLAIN WFP PERFORMANCE AND THE EXTENT TO WHICH IT HAS MADE THE STRATEGIC SHIFT EXPECTED BY THE CSP?



Evidence-based design of the CSP but limited attention to underlying assumptions



WFP succeeded in mobilizing resources for the responses to the various crises but heavy earmarking affected flexibility of the response



Good collaboration between WFP and national institutions



High staff turn-over and **difficulties to attract, retain and motivate staff**

CONCLUSIONS



CSP implemented in an extremely challenging context and unforeseeable extent of crises and resources did not increase in proportion to needs



WFP is appreciated by partners as the main humanitarian actor in Chad and perceived as crucial facilitator and provider of services



Risks linked to the regional and national context were insufficiently considered in the design implementation of interventions



Continued support provided throughout COVID-19 pandemic but restrictions hampered the transition to a more resilience-based approach

CONCLUSIONS (CONTINUED)



Resilience-building activities led to positive results thanks to focus on households headed by women, multi-year funding, and good integration with nutrition and school feeding



Potential of a home-grown school feeding model is recognized but coordination with the government and multisectoral approach need to be strengthened



Cross-cutting objectives only to a limited extent integrated in implementation



Vulnerability analyses and targeting of beneficiaries have not been sufficiently thorough and dynamic

RECOMMENDATIONS

1

Strengthen dialogue with the Government, other UN entities and donors with a view to better addressing the food security and resilience needs of affected populations

2

Improve the suitability of risk analysis, programming and communication in the context of implementation

3

Improve the flexibility, integration and complementarity among various activities

4

Better articulate cross-cutting approaches and ensure that they are based on solid analysis

5

Improve internal mechanisms for implementation of the CSP in terms of planning, operations, monitoring and management