



World Food
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Evaluation of CHAD WFP Country Strategic Plan 2019-2023

Final Terms of reference

April/2021

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1. Background

1. These terms of reference (ToR) were prepared by the WFP Office of Evaluation based upon an initial document review and consultation with stakeholders.

2. The purpose of these terms of reference is to provide key information to stakeholders about the evaluation, to guide the evaluation team and to specify expectations during the various phases of the evaluation. The ToR are structured as follows: Section 1 provides information on the context; Section 2 presents the rationale, objectives, stakeholders and main users of the evaluation; Section 3 presents the WFP portfolio and defines the scope of the evaluation; Section 4 identifies the evaluation approach and methodology; and Section 5 indicates how the evaluation will be organized. The annexes provide additional information.

1.1. INTRODUCTION

3. Country strategic plan evaluations (CSPEs) encompass the entirety of WFP activities during a specific period. Their purpose is twofold: 1) to provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the next country strategic plan (CSP); and 2) to provide accountability for results to WFP stakeholders. These evaluations are mandatory for all CSPs and are carried out in line with the WFP Policy on Country Strategic Plans and the WFP Evaluation Policy.

1.2. CONTEXT

General overview

4. Chad is one of the most landlocked countries and one of the largest in Africa. It borders Libya in the north, the Central African Republic and Sudan in the south and Cameroon, Nigeria and Niger in the west; with a total area of 1,284,000 km². The Sahara Desert occupies the northern half of the country's territory.

5. Chad has an overall population of 16.4 million inhabitants in 2020¹, of which 50.1 percent are women and girls and a high population growth rate of 3.6 percent. The population is very young with 47 percent under the age of 14² and concentrated in the south, which is more suitable for farming. The fertility rate is high at 5.6 percent in 2020³ and so is the rate of adolescent births with 179.4 births per 1,000 girls of 15-19 years in 2013.⁴ Healthy life expectancy at birth is amongst the lowest in the world at 53.97 years in 2018.⁵

6. Since its independence in 1960 the political situation has been instable. Frequent civil unrest has hampered economic development and Chad remains a fragile low-income country. With petroleum as Chad's primary source of public revenue the country has suffered from falling oil prices since 2015. Over 66 percent of the population live in severe multidimensional poverty with another 10 percent vulnerable to/near multidimensional poverty.⁶ Overall, Chad ranks the third lowest in the Human Development Index (187th out of 189 countries in 2019).

7. Poverty levels are elevated in rural areas, where most of the population (78 percent) live, and among households whose livelihoods depend on agriculture. There are significant regional variations in the incidence of poverty related to limited access to markets by producers and consumers, exposure to shocks such as price changes, droughts and excessive rainfall and insecurity.⁷

Food and nutrition security

¹ World Bank data, <https://data.worldbank.org/country> (accessed December 2020)

² UNESCO, <http://uis.unesco.org/en/country/td> (accessed December 2020)

³ UNFPA, <https://www.unfpa.org/data/world-population-dashboard> (accessed December 2020)

⁴ WHO, <https://apps.who.int/gho/data/view.xgswcah.31-data> (accessed December 2020)

⁵ World Bank data, <https://data.worldbank.org/country> (accessed December 2020)

⁶ UNDP, Human Development Report 2020

⁷ WFP Chad Country Strategic Plan 2019-2023

8. Chad is the world's most food-insecure country (last of 117 countries on the Global Hunger Index) with a level of hunger that is classified as alarming.⁸ Food insecurity in Chad follows a seasonal pattern dependent on the quality of harvests, with rising levels of food insecurity during the lean season and falling levels following harvest season.

9. According to the *Cadre Harmonisé*, as of March 2021 following a good harvest, 1.2 million people in Chad are estimated to be food insecure (IPC phase 3 and above) and 2.6 million people are at risk to food insecurity. The situation is expected to deteriorate during the 2021 lean season (June-August), with 1.78 million people projected to become food insecure (approximately 11 percent of the total population).⁹ Regions most affected by food insecurity are overwhelmingly concentrated in the Sahelian belt, which is the region hit worst during the yearly lean season.¹⁰

10. Results of the nutrition survey using SMART methodology released at the end of December 2020 highlighted that the nutritional situation is still of concern in Chad given the level of global acute malnutrition (GAM) of 10.0 percent and severe acute malnutrition (SAM) of 2.1 percent. Globally, 15 out of 23 provinces need nutrition support.¹¹

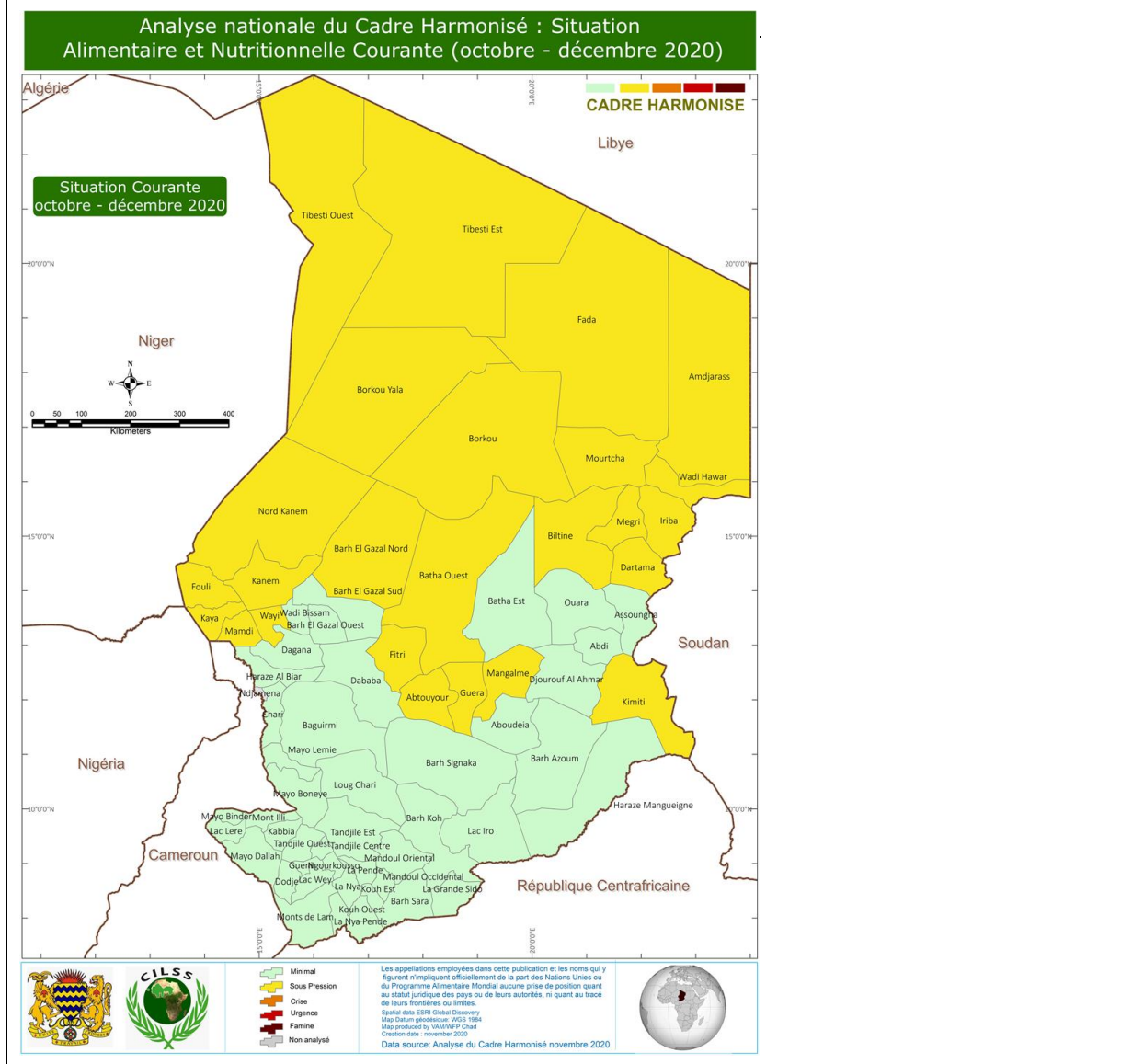
⁸ Global Hunger Index 2020, <https://www.globalhungerindex.org/chad.html>

⁹ Système d'information sur la Sécurité Alimentaire et d'Alerte Précoce au Tchad (SiSAAP) 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

¹⁰ WFP, Chad Country Strategic Plan 2019-2023

¹¹ WFP, Chad Country Brief December 2020

Figure 1: Chad, IPC acute food insecurity situation (Oct-Dec 2020)



Agriculture

11. 76 percent of the Chadian labour force work in the agriculture sector (including livestock, forestry and fisheries), which accounted for 43 percent of GDP and 80 percent of exports in 2019.¹² Security threats, natural disasters, limited connectivity to local and transborder markets, high transaction costs, weak credit systems, poor management of water resources and low adoption of modern farming techniques and tool use curtail smallholder productivity and incomes. The agriculture sector remains largely under-exploited in Chad.

Climate change and vulnerability

12. Chad is among the countries of the world most vulnerable to climate change. It is battling rapid desertification, soil erosion, sustained exposure to natural disasters, reduced land productivity, environmental degradation and a shift from extensive and nomadic pastoralism to settled livelihoods.

13. Given the fragility of its ecosystems, Chad continues to face challenges in developing and maintaining sustainable food systems with rural populations facing the highest vulnerability to natural disasters and the effects of climate change.¹³

¹² World Bank data, <https://data.worldbank.org> (accessed 25 January 2021)

¹³ WFP Country Strategic Plan Chad 2019-2023

14. Increasing pressure on natural resources in marginal areas is damaging fragile eco-systems and often causes conflict between settled farming communities and nomadic herders, increasing threats to development and livelihoods. These drive farming households to migrate to areas with greater potential, recreating the same dynamic elsewhere.¹⁴

Education

15. Compulsory education in Chad lasts 10 years from age 6 to age 15 with a marked gap in access to education between girls and boys. In 2019, the primary school net enrolment rate was at 64.7 percent for girls and 82.3 percent for boys. Enrolment drastically drops to 12.5 and 22.6 percent respectively for girls and boys in secondary school. Expected years of schooling are among the lowest in the world. While boys attend school for an average of 8.8 years, girls attend for three years less (2015).¹⁵ Fewer than half the boys finish primary school and for girls primary school completion rate is only one in three (2018).¹⁶ Just slightly over 6 percent of the population have completed secondary education. Poor education achievement is reflected in extremely low literacy rates among the over-15 population, especially for women and girls (14 percent in 2016) as compared to boys and men (31 percent).

16. In 2017, expenditures on education as a percentage of total government expenditures amounted to 16.4 percent.¹⁷

Gender

17. Chad ranks 160 out of 162 countries in the Gender Inequality Index (2019), with high maternal mortality rates, adolescent birth rates, and an extremely small share (1.7 percent) of women over the age of 25 with at least some secondary education.¹⁸ Obstacles to gender equality include widespread girl marriage - almost 70 percent of girls married before the age of 18 and almost 30 percent before the age of 15¹⁹ leading to early and closely spaced births.

18. According to UNWOMEN data, 38.4 percent of girls and women aged 15-49 years have undergone female genital mutilation and 17.5 percent of women and girls reported having been subjected to physical and/or sexual violence in the previous 12 months (2015). The HIV prevalence rate is also higher among women (1.5 percent) than among men (1.0 percent).²⁰

19. Women have restricted access to productive assets, credit, land ownership and the opportunity to rent land. Land inheritance customs often discriminate against women, and men decide on the use of harvested crops and income. Only 22.3 percent of women take part in decision-making about income-generating activities, 22.6 percent have access to credit and 26 percent have a bank account,²¹ while 14.9 percent of national parliamentarians are women.²²

20. The zero-hunger strategic review underlying the formulation of the Chad CSP identified gender inequalities attributable to traditional attitudes and structural discrimination as important barriers to progress.²³

Refugees, internally displaced people and humanitarian protection

21. Chad is affected by internal and external population displacements driven largely by insecurity in the region. According to UNHCR data, as of December 2020 the country hosts 478,651 refugees, of whom 25 percent

¹⁴ IFAD, <https://www.ifad.org/en/web/operations/country/id/chad>, (accessed February 2021)

¹⁵ UNESCO, <http://uis.unesco.org/en/country/td>

¹⁶ World Bank data, <https://data.worldbank.org>

¹⁷ UNESCO, <http://uis.unesco.org/en/country/td> (accessed February 2021)

¹⁸ UNDP, Human Development Report 2020

¹⁹ UNWOMEN, <https://data.unwomen.org/country/chad> (accessed February 2021)

²⁰ UNAIDS, <https://www.unaids.org/en/regionscountries/countries/chad> (accessed February 2021)

²¹ WFP, Chad Country Strategic Plan 2019-2023

²² UNWOMEN, <https://data.unwomen.org/country/chad> (accessed February 2021)

²³ Rapport de l'examen stratégique national faim zéro de la République du Tchad, 2017.

are female and 55 percent are children, including 368,205 Sudanese in the east, 97,345 Central Africans in the south and 16,456 Nigerians in the Lake region.²⁴ It hosts 401,511 internally displaced people (IDPs)²⁵ across the Lake region and 99,765 returnees, among those 69,343 from the Central African Republic living in camp-like conditions in the south.²⁶

22. Although faced with multiple challenges, Chad is the first country to have contextualized the Global Compact for Migration in line with its National Development Plan and has emphasized its commitment to the 2030 SDGs and African Union Agenda 2063 through initiatives that focus on engaging the diaspora, understanding and improving remittance management, developing and reviewing policy related to protection of migrants and improvement of migration-related data (including border management, flow monitoring etc.).²⁷

23. However, supporting refugee and IDP populations places a heavy burden on the country struggling with providing basic services to the resident population.

COVID-19

24. Since the first case was reported on 19 March 2020, COVID-19 continues to affect the livelihoods of poor households in urban and rural areas. The epidemiological situation as of 22 February 2021 showed a cumulative total of 3,849, with 134 deaths.²⁸ COVID-19 control measures, including border closures, restrictions on road traffic (limitation of the number of passengers and traffic schedules), continued curfew (from 9:00 p.m. to 6:00 a.m.), and an extension of the health emergency until March 2021 have led to higher transportation costs and lower volumes of internal and cross-border flows, among other effects, causing decreased incomes for poor households.²⁹

25. In late January 2021, airports had reopened for commercial flights with international travellers needing to present a negative COVID-19 PCR test certificate dated no more than 72 hours prior to arrival in Chad. Further persons arriving in Chad need to meet a 7 days quarantine requirement followed by a COVID test for a stay beyond seven days. Passengers coming from the UK are currently banned from entering Chad.³⁰

National policies and the SDGs

26. In "Vision 2030: The Chad We Want" the government has laid out its long-term strategic development framework, which is to be implemented through consecutive five-year national development plans. The framework is aimed at making Chad a united nation and an emerging regional power by 2030. The national development plan for 2017–2021 emphasizes social protection, the prevention of gender-based violence, economic empowerment and livelihood and capacity strengthening, as well as the formulation of a national gender strategy. The plan is aligned with most of the SDGs. Sectoral policies developed in recent years articulate the Government's broader set of priorities in key sectors.

27. A national gender action plan 2019-2023 operationalizes the national gender policy and aims at achieving gender equality between men and women to promote sustainable development in the country.³¹

²⁴ UNHCR 2020, Rappports statistiques de la population des personnes relevant de la compétence du HCR Tchad. <https://data2.unhcr.org/en/documents/details/84203>

²⁵ IOM March 2021, Displacement Tracking Matrix, Chad Lac Province. <https://dtm.iom.int/reports/chad-%E2%80%94-displacement-dashboard-14-february%E2%80%94march-2021>

²⁶ UNHCR 2020, Rappports statistiques de la population des personnes relevant de la compétence du HCR Tchad. <https://data2.unhcr.org/en/documents/details/84203>

²⁷ IOM, <https://www.iom.int/countries/chad> (accessed 26 January 2021)

²⁸ WHO, Covid-19 dashboard Chad, <https://covid19.who.int/region/afro/country/td> (accessed 23 February 2021)

²⁹ Fewsnet, Chad Food Security Outlook October 2020 <https://fews.net/west-africa/chad/food-security-outlook/october-2020>

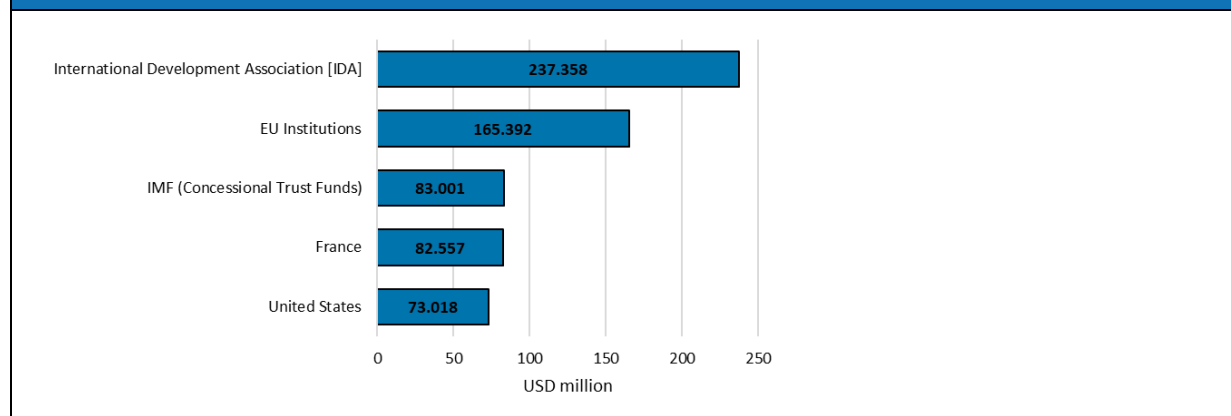
³⁰ [Ministry of Health/ OSAC Travel Advisories/ Foreign travel advice, Gov.UK/ US State Dept. COVID-19 Country Specific Information/](#)

³¹ Tchad - Plan d'Action Quinquennal 2019-2023 de la Politique National Genre

International development assistance

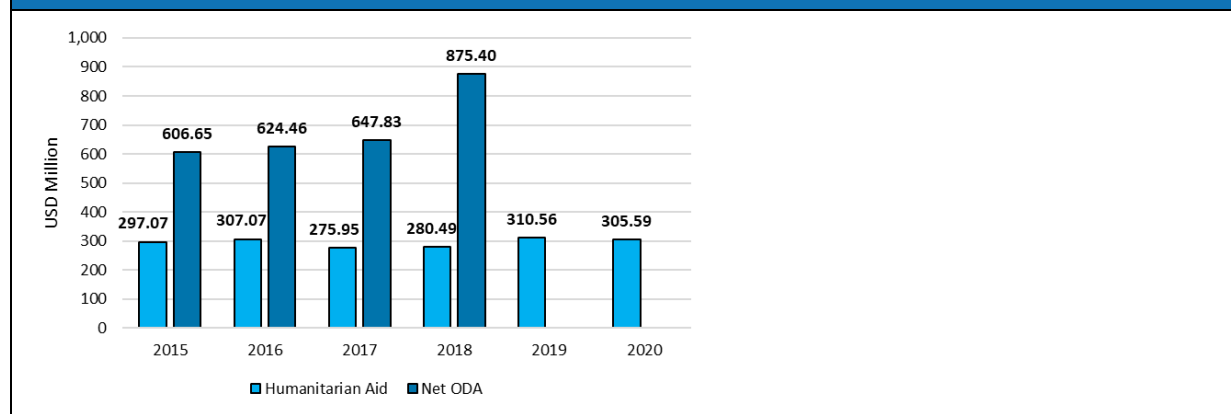
28. During the period 2015-2018³², Chad received a yearly average USD 688.6 million net Official Development Assistance (ODA). The proportion of net ODA per Gross National Income (GNI) increased from 6.3 percent in 2016 to 7.9 percent in 2018.³³ The top five average ODA funding sources between 2015-2018 are the International Development Association (IDA) followed by EU Institutions, the IMF, France and the United States (Figures 2 and 3).

Figure 2: Top five donors of Gross ODA for Chad, 2015-2019 average, USD million



Source: OECD website (data extracted on 11/12/20)

Figure 3: International Assistance to Chad 2015-2020



Source: OECD-DAC, UN OCHA – FTS (data extracted on 12/10/20)

Note: No ODA data available for 2019 and 2020

29. Between 2015 and 2020, humanitarian funding averaged USD 296 million (Figure 3). In 2020, main donors have comprised the United States (45.0 percent), the European Commission (14.3 percent), Germany (10.3 percent), Chad (8.1 percent) and the Central Emergency Response Fund (CERF) (6.8 percent).³⁴

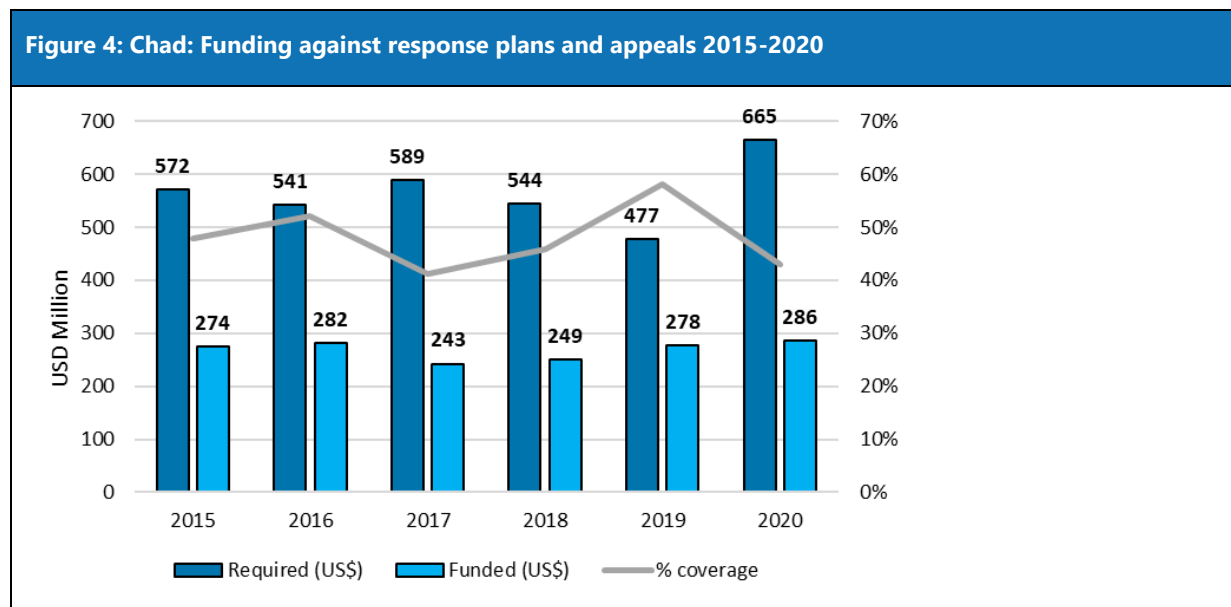
³² ODA cumulative figures for 2019 and 2020 are not currently available.

³³ OECD-DAC, Aid at a glance

³⁴ OCHA financial tracking service, <https://fts.unocha.org/countries/44/summary/2020>

30. Humanitarian funding in 2020 focused primarily on food security (30.1 percent) and nutrition (7.8 percent), with WFP being by far the largest UN recipient (47.6 percent of total funding) followed by UNHCR and UNICEF.³⁵

31. The funding level of response plans and appeals has been fluctuating between 2015 and 2020 ranging from slightly over 40 percent in 2017 to almost 60 percent in 2019 (Figure 4).



Source: OCHA FTS website (data extracted on 11/12/20)

Note: 2015, 2016 Chad received Humanitarian funding through the Sahel Humanitarian Response Plan

United Nations development assistance framework

32. The United Nations Development Assistance Framework (UNDAF) covers the period 2017-2021 and leverages the expertise, capacity and resources of the United Nations to support the priorities of the Government.

33. The UNDAF is aligned with the government’s strategic development framework “Vision 2030: The Chad We Want”. As such it advocates linking humanitarian response and development based on the recommendations of the 2016 World Humanitarian Summit, taking into consideration the root causes of the vulnerabilities that underpin humanitarian crises, which are themselves exacerbated by external shocks. This translates into three strategic results: development of human capital; social protection, crisis management and sustainability; and governance, peace and security.

34. The UNDAF is also aligned with the Global Alliance for Resilience Initiative, the priorities of the Group of Five for the Sahel and the United Nations Integrated Strategy for the Sahel. Its main areas of intervention are the establishment of stable democratic institutions with a high level of community involvement; peace and security; promotion of development for disadvantaged areas; basic infrastructure and services; food security and pastoralism; and human capital development.

³⁵ OCHA, financial tracking service, <https://fts.unocha.org/countries/44/summary/2020>

2. Reasons for the evaluation

2.1. RATIONALE

35. Country strategic plan evaluations (CSPEs) were introduced by the WFP Policy on Country Strategic Plans in 2016. The policy states that: “under the management of the Office of Evaluation, all CSPs, besides Interim CSPs, will undergo country portfolio evaluations towards the end of their implementation period, to assess progress and results against intended CSP outcomes and objectives, including towards gender equity and other cross-cutting corporate results; and to identify lessons for the design of subsequent country-level support”. These evaluations are part of a wide body of evidence expected to inform the design of country strategic plans (CSP). The evaluation is an opportunity for the country office (CO) to benefit from an independent assessment of its portfolio of operations. The timing will enable the country office to use the CSPE evidence on past and current performance in the design of the new country strategic plan – scheduled for Executive Board consideration in November 2022.

2.2. OBJECTIVES

36. Evaluations serve the dual objectives of accountability and learning. As such, this evaluation will: 1) provide evaluation evidence and learning on WFP performance for country-level strategic decisions, specifically for developing the future engagement of WFP in Chad; and 2) provide accountability for results to WFP stakeholders.

2.3. STAKEHOLDER ANALYSIS

37. The evaluation will seek the views of, and be useful to, a broad range of internal and external WFP stakeholders. It will present an opportunity for national, regional and corporate learning. The key stakeholders of this CSPE are the WFP country office, the Regional Bureau for Western Africa and headquarters technical divisions, followed by the Executive Board (EB), the beneficiaries, the Government of Chad, local and international non-governmental organizations (NGOs), the United Nations country team and the WFP Office of Evaluation (OEV) for synthesis and feeding into other evaluations. A matrix of stakeholders with their respective interests and roles in the CSPE is attached in Annex 4.

38. The evaluation will seek to engage with the affected populations, including beneficiary household members, community leaders, teachers, school personnel, health workers and other participants in WFP activities to learn directly from their perspectives and experiences. Special attention will be given in hearing the voices of women and girls, and vulnerable or marginalised population groups.

39. The Government of Chad is an important partner of WFP in the implementation of the CSP. The evaluation will seek to engage with the Ministries of Health, Agriculture, Planning, Education and Social Affairs, the National Office of Food Security (ONASA), the National Direction of Food Technology and Nutrition (DNNTA) and other relevant government bodies.

40. Other partners in country of WFP include civil society institutions such as the Chadian Network and Association of People Living with HIV and cooperating partners such as ICRC, IRC, Croix Rouge du Tchad, ACF and local NGOs; international development actors present in the country, including the United Nations Resident Coordinator, UNICEF, UNHCR, IOM, FAO, IFAD, OCHA, UNHAS, UNDP and UNFPA; international financial institutions; and key donors, such as the US, Germany, the EU and the UK. Selected informants from these institutions will be interviewed and consulted during the inception and data collection phases and be expected to participate in a learning workshop towards the end of the reporting phase.

3. Subject of the evaluation

3.1. SUBJECT OF THE EVALUATION

41. WFP has been operating in Chad since 1969. Until 2018, prior to the shift to the Country Strategic Plan framework, WFP's portfolio in Chad included five single country operations: a Protracted Relief and Recovery Operation (PRRO 200713), a Special Operation (201044), a Development project (DEV 200288), an Immediate-response Emergency Operation (IR-EMOP 201128) and a Special Preparedness Activity (PREP 201130). Operations covered a wide range of intervention areas, including unconditional food and cash-based transfers, food assistance for assets, school meals, nutrition interventions, and provision of UNHAS services. The assisted populations included vulnerable Chadians in targeted areas, refugees, returnees and host communities. Chad was further part of two Regional EMOPs focussing on support needs of households affected by insecurity in Northern Nigeria (Regional EMOP 200777) and preparedness activities to respond to draught impact in the Sahel (Regional IR-PREP 201188). Annex 6 provides an overview of ongoing WFP projects and programmes in 2018.

42. The current five-year Chad Country Strategic Plan (CSP) was approved by the Executive Board in November 2018 and covers the period January 2019 to December 2023. In order to align WFP planning in Chad with the UNSCF cycle and to be able to realign WFP's strategy to a changed context the country strategic plan will be shortened by one year to end in December 2022.

43. The country strategic plan articulates WFP's repositioning in Chad to support the country in its efforts to achieve zero hunger by 2030, with a focus on efforts at the humanitarian-development-peace nexus to deliver sustainable hunger solutions. Strategic shifts introduced in the country strategic plan included building in vulnerability-based assistance from the early stages of emergency response in line with effecting a transition from status-based to needs-based response. Further changes included providing an integrated multi-year portfolio of safety nets based on geographic convergence and complementarity with partners to achieve collective outcomes that contribute to resilient livelihoods and social cohesion.

44. This strategic shift was informed by the zero-hunger strategic review and evaluations of the Protracted Relief and Recovery Operation 200713 (2016), the Regional Emergency Operation 200777 (2016), a regional synthesis of 2013–2017 operations evaluations in West and Central Africa and a 2018 impact evaluation of WFP's programmes targeting moderate acute malnutrition in humanitarian situations in Chad. These evaluations indicated that strategies and design of WFP's interventions responded to Chad's humanitarian and development needs and that there was good alignment between the Government's sectoral policies and WFP's global and national policies and strategies.

45. However, the evaluations also revealed shortcomings in terms of implementation delays; gaps in malnutrition prevention and vulnerability-based targeting and monitoring; and the limited scope of interventions. According to the evaluations, contributions did not yet provide the flexibility required for the complex and sophisticated hunger solutions that are needed for Chad.

46. Specifically, as cited in the country strategic plan, the evaluations highlighted the need for WFP to:

- strengthen timing of activities and link them to the emerging Government-led shock-responsive and gender-transformative social protection system
- support multi-sectoral, long-term solutions addressing the underlying causes of malnutrition to strengthen government capacities
- play an upstream role with partners and communities to improve equity, effectiveness and efficiency of delivery, through capacity strengthening, coordination and payment mechanisms
- inform all interventions through gender analyses, protection assessments and conflict-sensitive tools and base modalities on the vulnerabilities, needs, interests and abilities of the various beneficiaries according to age, sex and disability, ensuring that capacity strengthening activities address gender equality issues and the sharing of responsibilities on nutrition-related roles
- support community-based participatory planning to tackle malnutrition, adapt nutrition assistance to the needs and capacities of communities, and encourage and promote the production and consumption of locally produced nutritious food

47. In response to these recommendations the current CSP focuses WFP’s work in Chad on three broad areas: emergency preparedness and response, efforts at the humanitarian-development nexus to deliver sustainable hunger solutions and strengthening of national capacities. These have been broken down into six inter-related strategic outcomes.

48. These strategic outcomes are operationalized through a portfolio of 10 activities that are linked to 21 outputs. Below Table 1 provides an overview of the CSP strategic objective and related activities. While strategic outcomes 1 and 6 focus on crisis response, strategic outcomes 2-5 are directed at resilience building. (See Annex 7 for a detailed Line of Sight).

Table 1: Chad CSP (2019-2023), overview of strategic outcomes and activities	
Strategic Outcomes	Activities
SO.1: Crisis-affected people in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises <i>(Crisis response)</i>	Activity 1: Provide an integrated assistance package to crisis-affected people, including food assistance (conditional and/or unconditional), school meals and specialized nutritious food, to children and PLWG and people living with HIV or tuberculosis for malnutrition prevention and treatment.
SO.2: Food-insecure people in targeted areas have access to adequate and nutritious food all year. <i>(Resilience building)</i>	Activity 2: Provide seasonal food assistance to targeted food-insecure people.
	Activity 3: Provide school meals to vulnerable children during the school year in a way that relies on and stimulates local production
SO.3: Vulnerable people in targeted areas have improved nutritional status all year. <i>(Resilience building)</i>	Activity 4: Provide a malnutrition prevention package of specialized nutritious food to children aged 6-23 months and PLWG; cash transfers to PLWG attending pre-/post-natal care; and SBCC measures for the latter and their communities.
	Activity 5: Provide a malnutrition treatment package of specialized nutritious food to children aged 6-59 months and PLWG and SBCC measures for the latter and their communities.
	Activity 6: Provide adapted support to targeted people for local fortified nutritious food production.
SO.4: Food insecure populations and communities in targeted areas have more resilient livelihoods and sustainable food systems all year. <i>(Resilience building)</i>	Activity 7: Provide livelihood and asset support, including the development or rehabilitation of natural and productive assets and infrastructure and local purchases, to food-insecure and at-risk people.
SO.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 all year. <i>(Resilience building)</i>	Activity 8: Provide training and technical support to national institutions on the design and implementation of a permanent response-planning scheme for food security and nutrition with consolidated early-warning and coordination mechanisms, as well as a shock-responsive, nutrition-sensitive and gender-transformative safety net (supporting strategic outcomes 1 and 2); training and communication schemes for improved nutrition and resilient agricultural practices (strategic outcomes 3 and 4); and improved food and nutrition coordination mechanisms.

<p>SO.6: Humanitarian and development partners in Chad have access to common services enabling them to reach and operate in targeted areas all year. <i>(Crisis response)</i></p>	<p>Activity 9: Provide supply chain, information and communications technology, information management and other logistical services to the humanitarian and development community.</p>
	<p>Activity 10: Provide UNHAS flight services to enable partners to reach areas of humanitarian intervention.</p>

49. WFP’s interventions in Chad are targeted at people affected by crisis, such as refugees, returnees, IDPs and host communities, mostly along the border areas and Lake Chad, and people living with HIV (strategic outcome 1), and chronically food-insecure and malnourished people, including pastoralists, mostly in the Sahel (strategic outcomes 2, 3 and 4). They are designed to strengthen national social protection, disaster management and early warning systems (strategic outcomes 5 and 6) so that the Government of Chad can over time take on increasing responsibility for managing humanitarian crises.

50. The main partners as identified in the CSP include the Government of Chad, international development actors, civil society organisations, the private sector for CBTs and the United Nations system including UNHCR, UNICEF, FAO, UNDP and UNFPA.

51. The CSP aims to provide support to 2.3 million beneficiaries³⁶, for an estimated average annual cost of USD 266 million. The total cost of the CSP was initially estimated at USD 1.33 billion.

52. A budget revision for the Chad CSP was approved in December 2019 to reflect an additional multiyear contribution of USD 10.6 million from the EU for the REACH initiative led by WFP; a request from the government, UN agencies and cooperating partners for WFP Chad to provide additional common ICT, Logistics and human resources services; and a strengthened engagement of WFP in capacity strengthening with respect to food fortification beyond logistical support. The budget revision led to an increase in the overall CSP budget by USD 33.3 million to USD 1.36 billion without changes to the strategic orientation or beneficiary targets.

53. As of January 2021, cumulative donor contributions received under the CSP amounted to USD 369 million, with over 90 percent of donor funds earmarked at activity level limiting the flexibility of the country office to shift funds between activities to even out temporary budget shortfalls (see Table 2).

Table 2: Chad country portfolio budget (2019-2023) summary by donor allocation level		
Donor earmarking level	Confirmed contributions (USD)	Percentage of total contributions
Country level	1,678,083	0.45%
Strategic outcome level	23,909,323	6.48%
Activity level	343,416,310	93.07%
Sum	369,003,716	100%

Source: IRM analytics - CPB Grants Balance Report (data extracted on 12/01/21)

Note: confirmed contributions values do not include indirect support costs

54. As illustrated by Tables 3 and 4 below, the majority of the funding was targeted at crisis response (strategic outcomes 1 and 6) in line with the CSP needs-based plan.

³⁶ See a detailed breakdown of beneficiaries by strategic outcome in Annex 8.

Table 3: Chad country portfolio budget (2019-2023) summary of allocated contribution by focus area		
Focus area	Confirmed contributions (USD)	Percentage of total contributions
Crisis response	230,399,140	62.44%
Resilience building	122,450,575	33.18%
Not assigned	16,154,001	4.38%
Sum	369,003,716	100%

Source: IRM analytics - CPB Grants Balance Report (data extracted on 12/01/21)

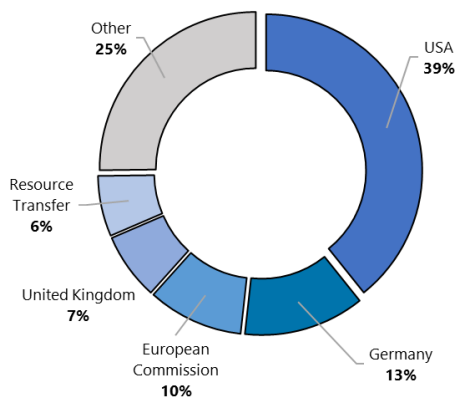
Note: confirmed contributions values do not include indirect support costs

Table 4: Cumulative financial overview (USD)				
Strategic outcome	Needs-based plan USD million (period covered)	Percentage of SO needs-based plan on total	Actual allocated resources USD million	Percentage of SO allocated resources on total
SO1	424,261,015	56.7%	207,100,020	56.5%
SO2	133,060,014	17.8%	54,364,532	14.8%
SO3	67,088,694	9.0%	35,073,268	9.6%
SO4	57,108,057	7.6%	23,699,571	6.5%
SO5	14,401,370	1.9%	13,649,332	3.7%
SO6	52,307,661	7.0%	31,171,536	8.5%
Non SO Specific	0	0.0%	1,611,952	0.4%
Total direct operational cost	748,226,811	100%	366,670,211	100%

Source: IRM analytics - ACR1 Standard Country Report (data extracted on 12/01/21)

Note: Figures do not include direct and indirect support costs

Figure 5: Chad CSP top 5 donors



Source: FACTory Situation Report - Chad CSP (extracted on 08/02/21)

55. The main donors for the CSP have been the US, followed by Germany, the EU and UK (see Figure 5).

56. The Chad country offices has a total of 447 staff, of which 28 percent are women, 88 percent are national staff and 60 percent hold short-term contracts. Staff are spread over 12 sub-offices, one field office and the country office in N'djamena. Annex 1 presents a map depicting the locations of WFP offices in country.

3.2. SCOPE OF THE EVALUATION

57. The evaluation will cover all of WFP activities (including cross-cutting results) under the CSP for the period 2019 to 2021. In addition, the evaluation will assess key activities implemented between 2015 and 2018 – in particular PRRO 200713 (resilience and nutrition), DEV 200288 (school feeding) and Regional EMOP 200777 (food assistance to refugees from Northern Nigeria). In doing this, the evaluation will look at key changes in the approach moving from project-based to country level strategic planning. Within this broader timeframe, the evaluation will look at how the CSP builds on or departs from the previous activities and assess if the envisaged strategic shift has taken place and what the consequences were. The unit of analysis is the Country Strategic Plan understood as the set of strategic outcomes, outputs, activities and inputs that were included in the CSP document approved by WFP Executive Board, as well as any subsequent approved budget revisions.

58. To be able to cover performance during 2021 as comprehensively as possible, the evaluation will take into consideration end-of-year data for 2021 as available through the Chad Annual Country Report 2021 at the beginning of 2022.

59. Connected to this, the evaluation will focus on assessing WFP contributions to country strategic plan strategic outcomes, establishing plausible causal relations between the outputs of WFP activities, the implementation process, the operational environment and the changes observed at the outcome level, including any unintended consequences, positive or negative. In so doing, the evaluation will also analyse the WFP partnership strategy, including WFP strategic positioning in complex, dynamic contexts, particularly as relates to relations with national governments and the international community.

60. The evaluation scope will include an assessment of how relevant and effective WFP was in responding to the COVID-19 crisis in the country. In doing so, it will also consider how substantive and budget revisions and adaptations of WFP interventions in response to the crisis have affected other interventions planned under the country strategic plan.

4. Evaluation approach, methodology and ethical considerations

4.1. EVALUATION QUESTIONS AND CRITERIA

61. The evaluation will address four main questions common to all WFP CSPEs. Within this framework, the evaluation team may further develop and tailor the sub-questions as relevant and appropriate to the country strategic plan and country context, including as they relate to assessing the response to the COVID-19 crisis.

EQ1 – To what extent is WFP’s strategic position, role and specific contribution based on country priorities and people’s needs as well as WFP’s strengths?	
1.1	To what extent is the country strategic plan relevant to national policies, plans, strategies and goals, including achievement of the national Sustainable Development Goals?
1.2	To what extent did the country strategic plan address the needs of the most vulnerable people in Chad to ensure that no one is left behind?
1.3	To what extent has WFP’s strategic positioning remained relevant throughout the implementation of the country strategic plan considering changing context, national capacities and needs – in particular in response to the Covid-19 pandemic?
1.4	To what extent is the country strategic plan coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in Chad?
EQ2 – What is the extent and quality of WFP’s specific contribution to country strategic plan strategic outcomes in Chad?	
2.1	To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?
2.2	To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender equality and other equity considerations)?
2.3	To what extent are the achievements of the country strategic plan likely to be sustainable?
2.4	In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development and, where appropriate, peace work?
EQ3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?	
3.1	To what extent were outputs delivered within the intended timeframe?
3.2	To what extent was coverage and targeting of interventions appropriate?
3.3	To what extent were WFP’s activities cost-efficient in delivery of its assistance?
3.4	To what extent were alternative, more cost-effective measures considered?
EQ4 – What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?	

4.1	To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues in the country to develop the country strategic plan?
4.2	To what extent has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?
4.3	To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?
4.4	To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results, in particular, as regards adaptation and response to the Covid-19 pandemic and other unexpected crises and challenges?
4.5	What are the other factors that can explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?

62. The evaluation will adopt standard UNEG and OECD/DAC evaluation criteria, namely: relevance, efficiency, effectiveness, coherence and sustainability as well as connectedness and coverage. Moreover, it will give attention to assessing adherence to humanitarian principles, protection issues and accountability to affected populations of WFP's response.

63. During the inception phase, the evaluation team in consultation with the Office of Evaluation will identify a limited number of key themes of interest, related to the main thrust of WFP activities, challenges or good practices in the country. These themes should also be related to the key assumptions underpinning the logic of intervention of the country strategic plan and, as such, should be of special interest for learning purposes. The assumptions identified should be spelled out in the inception report and translated into specific lines of inquiry under the relevant evaluation questions and sub-questions.

64. Themes of interest identified at TOR stage that would merit an in-depth analysis include:

- the relevance and extent of the intended shift under the country strategic plan from status based to needs based assistance for refugee populations
- the relevance and extent of the intended shift from short-term assistance to longer-term resilience building outcomes (including resilience to climate change and education) through integrating activities across different strategic outcomes for population groups in the Sahel who receive perennial lean season support
- gender responsiveness of programming, e.g. through using school feeding in promoting education for girls
- progress made in ensuring the provision of timely assistance (food and CBT), e.g. through preposition of food in anticipation of the lean season
- synergies between strategic outcomes and linked activities and areas for integration for the next CSP

4.2. EVALUATION APPROACH AND METHODOLOGY

65. The 2030 Agenda mainstreams the notion of sustainable development as a harmonious system of relations between nature and human beings, in which individuals are part of an inclusive society with peace and prosperity for all. In so doing, it conveys the global commitment to end poverty, hunger and inequality, encompassing humanitarian and development initiatives in the broader context of human progress. Against this backdrop, the economic, social and environmental dimensions of sustainable development cannot be addressed in isolation from one another. This calls for a systemic approach to development policies and programme design and implementation, as well as for a systemic perspective in analysing development change. WFP assumes the conceptual perspective of the 2030 Agenda as the overarching framework of its Strategic Plan (2017-2021), with a focus on supporting countries to end hunger (SDG 2).

66. It places emphasis on strengthening the humanitarian development nexus, which implies applying a development lens in humanitarian response and complementing humanitarian action with strengthening national institutional capacity.

67. To operationalize the above-mentioned systemic perspective, the CSPE will adopt a mixed methods approach; this should be intended as a methodological design in which data collection and analysis is informed by a feedback loop combining a deductive approach, which starts from predefined analytical categories, with an inductive approach that leaves space for unforeseen issues or lines of inquiry that had not been identified at the inception stage. This in turn would eventually lead to capturing unintended outcomes of WFP operations, negative or positive.

68. In line with this approach, data will be collected through a mix of primary and secondary sources with different techniques including: desk review, semi-structured or open-ended interviews, surveys, focus groups and direct observation. Systematic data triangulation across different sources and methods should be carried out to validate findings and avoid bias in the evaluative judgement. The evaluation approach should foresee for the evaluation team to visit at least half of the sub-offices and a minimum of 8-10 WFP intervention sites, covering an as diverse as possible range of WFP interventions and target population groups. The evaluation will foresee to the extent possible a participatory approach for engaging with country office staff with the aim of fostering learning throughout the evaluation process.

69. During the inception phase, the evaluation team will be expected to develop a theory of change based on the country strategic plan and a detailed methodological design, in line with the approach proposed in these terms of reference. The design will be presented in the inception report and informed by a thorough evaluability assessment. The latter should be based on desk review of key programming, monitoring and reporting documents and on some scoping interviews with the programme managers and relevant technical experts in the Regional Bureau for Western Africa.

70. Considering the on-going COVID-19 pandemic, the inception phase will be organized remotely, with briefings and interviews to be held on-line. Given the country context and related connectivity limits of stakeholders in country, in-country fieldwork during the main data collection phase is considered indispensable. In case of continued international travel restrictions, national or locally recruited evaluation team members will conduct in-person interviews and field visits, ensuring comprehensive safeguards against infection of all the involved persons are put in place.

71. To reflect this in the proposal the technical and financial offer should provide two different scenarios: a) a minimum 3-week in-country mission conducted by the full team, factoring in any quarantine requirements as needed; b) a hybrid approach with part of the team conducting primary data collection in-country, and those team members affected by international travel restrictions conducting interviews remotely and regularly checking-in with the in-country team.

72. A key annex to the inception report will be an evaluation matrix that operationalizes the unit of analysis of the evaluation into its different dimensions, operational components, lines of inquiry and indicators, where applicable, with corresponding data sources and collection techniques (see Annex 10 for a template of the evaluation matrix). The evaluation matrix will constitute the analytical framework of the evaluation. The key themes of interest of the evaluation should be adequately covered by specific lines of inquiry under the relevant evaluation sub-questions. The methodology should aim at data disaggregation by sex, age, nationality or ethnicity or other characteristics as relevant to, and feasible in, specific contexts. Moreover, the selection of informants and site visits should ensure to the extent possible that all voices are heard. In this connection, it will be very important at the inception stage to conduct a detailed and comprehensive stakeholder mapping and analysis to inform sampling techniques, either purposeful or statistical.

73. This evaluation will be carried out in a gender-responsive manner. For gender to be successfully integrated into this evaluation it is essential to assess:

- The quality of the gender analysis that was undertaken before the country strategic plan was designed
- Whether the results of the gender analysis were properly integrated into the country strategic plan implementation.

74. The gender dimensions may vary, depending on the nature of the country strategic plan outcomes and activities being evaluated. The evaluation team should apply the Office of Evaluation's Technical Note for Gender Integration in WFP Evaluations. The evaluation team is expected to use a method to assess the gender marker levels for the country office. The inception report should incorporate gender in the evaluation design, including gender-

sensitive context analysis. Similarly, the final report should include gender-sensitive analysis in findings, results, factors, conclusions, and where appropriate, recommendations, and technical annex.

75. The evaluation will give attention to assessing adherence to humanitarian principles, protection issues and accountability for affected populations in relation to WFP activities, as appropriate, and on differential effects on men, women, girls, boys and other relevant socio-economic groups.

4.3. EVALUABILITY ASSESSMENT

Evaluability is the extent to which an activity or a programme can be evaluated in a useful, reliable and credible fashion. It necessitates that a policy, intervention or operation provides: (a) a clear description of the situation before or at its start that can be used as reference point to determine or measure change; (b) a clear statement of intended outcomes, i.e. the desired changes that should be observable once implementation is under way or completed; (c) a set of clearly defined and appropriate indicators with which to measure changes; and (d) a defined timeframe by which outcomes should be occurring

76. Several issues could have implications for the conduct of the country strategic plan evaluation. Anticipated evaluability challenges may relate to:

- COVID-19 travel and movement restrictions in the country and their implications for the coverage of field visits during the main mission
- The absence of a theory of change (ToC) underlying the Chad Country Strategic Plan and a cluttered line of sight with large numbers of activities and outputs and limited information in the country strategic plan about cross-linkages. To address this the evaluation team would be expected to reconstruct a ToC in consultation with the country office as a basis for the evaluation work during the inception phase.
- The security situation of the country and its implications for the coverage of field visits during the main mission
- The time frame covered by the evaluation. To be on time to feed into the next country strategic plan, the CSPE is conducted during the penultimate year of the current country strategic plan, which excludes coverage of WFP performance during the last year or so of the country strategic plan. A related limitation is the limited period of implementation of certain new CSP activities, some of which did not start immediately with the new CSP and may not have reached much "maturity" at the time of evaluation. This will have implications for the completeness of results reporting and attainment of expected outcomes
- Inconsistencies in data between the period preceding the CSP (which uses the pre-CSP data format), 2019 and 2020 (reporting following the new corporate results framework and systems) and 2021 (for which no formally approved outcome and output data will be available during the data collection and analysis phase)
- Potential issues with the reliability of measurement and sufficient levels of representativity, in particular, for outcome and cross-cutting indicators

77. During the inception phase, the evaluation team will be expected to perform an in-depth evaluability assessment and critically assess data availability, quality and gaps to inform its choice of evaluation methods. This will include an analysis of the results framework and related indicators to validate the pre-assessment made by the Office of Evaluation, which has not revealed any major data gaps. (See Annex 5 for an overview of number of indicators included in the logframe and consistency of monitoring and reporting).

4.4. ETHICAL CONSIDERATIONS

78. Evaluations must conform to WFP and United Nations Evaluation Group (UNEG) ethical standards and norms. Accordingly, the evaluation firm is responsible for safeguarding and ensuring ethics at all stages of the evaluation cycle. This includes, but is not limited to, ensuring informed consent, protecting privacy, confidentiality and anonymity of participants, ensuring cultural sensitivity, respecting the autonomy of participants, ensuring fair recruitment of participants (including women and socially excluded groups) and ensuring that the evaluation results do no harm to participants or their communities.

79. The team and the evaluation manager will not have been involved in the design, implementation or monitoring of the Chad country strategic plan, nor have any other potential or perceived conflicts of interest. Proposals should explicitly mention whether any potential conflict of interest is present and if so, propose an

adequate mitigation strategy. All members of the evaluation team will abide by the [2020 UNEG Ethical Guidelines](#) and the [2014 Guidelines on Integrating Human Rights and Gender Equality in Evaluations](#). In addition to signing a pledge of ethical conduct in evaluation, the evaluation team will also commit to signing a Confidentiality, Internet and Data Security Statement.

4.5. QUALITY ASSURANCE

80. The WFP evaluation quality assurance system sets out processes with steps for quality assurance and templates for evaluation products based on quality checklists. The quality assurance will be systematically applied during this evaluation and relevant documents will be provided to the evaluation team. This quality assurance process does not interfere with the views or independence of the evaluation team but ensures that the report provides credible evidence and analysis in a clear and convincing way and draws its conclusions on that basis. The evaluation team will be required to ensure the quality of data (reliability, consistency and accuracy) throughout the data collection, synthesis, analysis and reporting phases.

81. The Office of Evaluation expects that all deliverables from the evaluation team are subject to a thorough quality assurance review by the evaluation company in line with WFP evaluation quality assurance system prior to submission of the deliverables to the Office of Evaluation.

82. All final evaluation reports will be subjected to a post hoc quality assessment (PHQA) by an independent entity through a process that is managed by the Office of Evaluation. The overall PHQA results will be published on the WFP website alongside the final evaluation report.

5. Organization of the evaluation

5.1. PHASES AND DELIVERABLES

83. The evaluation is structured in five phases summarized in Table 5 below. The evaluation team will be involved in phases 2 to 5 of the CSPE. Annex 3 presents a more detailed timeline. The country office and regional bureau have been consulted on the timeframe to ensure good alignment with the country office planning and decision-making so that the evidence generated by the CSPE can be used effectively.

Main phases	Timeline	Tasks and deliverables
1. Preparatory	27 April 2021 30 May 2021 30 April 2021	Final ToR Evaluation team and/or firm selection & contract Summary ToR
2. Inception	7-11 June 2021 11-22 June 2021 27 July 2021	HQ briefing Remote inception mission Inception report
3. Evaluation, including fieldwork	2 – 23 August 2021	Evaluation mission, data collection and exit debriefing
4. Reporting	24 August – 24 September 2021 October 2021 November 2021 December 2021 January 2021	Report drafting Comments process Learning workshop Final evaluation report Summary evaluation report editing
5. Dissemination	February 2022 February - November 2022	Management response and Executive Board preparation Wider dissemination

5.2. EVALUATION TEAM COMPOSITION

84. The CSPE will be conducted by a gender balanced team of three international (including a researcher) and two national or locally recruited consultants from the region (one man and one woman) with relevant expertise. The selected evaluation firm is responsible for proposing a mix of evaluators with multi-lingual language skills (French and English) who can effectively cover the areas of evaluation. The team leader should have excellent synthesis and evaluation reporting writing skills in French/English and be fluent in the other language. The evaluation team will have strong methodological competencies in designing feasible data capture and analysis as well as synthesis and reporting skills. In addition, the team members should have experience in humanitarian and development contexts, knowledge of the WFP food and technical assistance modalities and experience working in the Sahel/West Africa.

Table 6: Summary of evaluation team and areas of expertise required

Areas	Specific expertise required
Team Leadership	<ul style="list-style-type: none"> • Team management, coordination, planning, ability to resolve problems • Strong experience in evaluating implementation of strategic plans and CO positioning, including related to humanitarian assistance • Strong experience with evaluations in low income/conflict affected countries, and in humanitarian and development contexts • Relevant knowledge and experience in humanitarian contexts, preferably in west Africa/Sahelian region, and with key players within and outside the UN System; • Strong presentation skills and ability to deliver on time • Fluency and excellent writing skills in French, fluency in spoken English • Prior experience in WFP evaluations is strongly preferred
Humanitarian assistance, refugee assistance	Experience with evaluation of emergency responses, including humanitarian principles and protection, lean season support, refugee assistance, food security and nutrition information systems (such as early warning and nutrition surveillance). Technical expertise in cash-based transfer programmes.
School meals	Experience with evaluation of school-based programmes, including home-grown school feeding and links to rural economies.
Nutrition-specific interventions	Experience with evaluation of interventions related to treatment and prevention of moderate acute malnutrition.
Asset creation and smallholder farmers support	Technical expertise in asset creation and smallholder farmer support and training programs, proven track record of evaluation of such activities.
Institutional capacity strengthening and Social Protection	Experience with evaluation of interventions related to support to policy coherence and support to government, particularly in the fields of social protection and safety nets, early recovery support, national data and information systems.
Research Assistance	Relevant understanding of evaluation and research and knowledge of food assistance, ability to provide qualitative and quantitative research support to evaluation teams, analyse and assess M&E data, data cleaning and analysis; writing and presentation skills, proofreading, and note taking.
Other technical expertise needed in the team	<p>Additional areas of expertise requested are:</p> <ul style="list-style-type: none"> • Programme efficiency • Gender equality and empowerment of women • Accountability to Affected Populations <p><i>Note: all activities and modalities will have to be assessed for their efficiency and effectiveness and their approach to gender. For activities where there is emphasis on humanitarian actions the extent to which humanitarian principles, protection and access are being applied in line with WFP corporate policies will be assessed.</i></p>

5.3. ROLES AND RESPONSIBILITIES

85. This evaluation is managed by the WFP Office of Evaluation. Vivien Knips has been appointed as evaluation manager (EM). The evaluation manager has not worked on issues associated with the subject of evaluation. She is responsible for drafting the ToR; selecting and contracting the evaluation team; preparing and managing the budget; setting up the review group; organizing the team briefing; supporting the preparation of the field mission and the stakeholders learning in-country workshop; drafting the summary evaluation report; conducting the first-level quality assurance of the evaluation products and soliciting WFP stakeholders' feedback on draft products. The evaluation manager will be the main interlocutor between the team, represented by the team leader, and WFP counterparts to ensure a smooth implementation process.

86. Marie-Therèse El-Ajaltoni, Evaluation Analyst, will support WFP-level data collection and analysis, organization of briefings and meetings, and review and finalization of evaluation deliverables. Michael Carbon, Senior Evaluation Officer, will provide second level quality assurance. The Deputy Director of Evaluation, Anne-Claire Luzot, will approve the final evaluation products and present the CSPE to the WFP Executive Board for consideration in November 2022.

87. An internal reference group composed of selected WFP stakeholders at country office, regional bureau and headquarters levels will be expected to review and comment on draft evaluation reports, provide feedback during evaluation briefings; be available for interviews with the evaluation team. (See Annex 12 for ToR and Annex 13 for the suggested composition of the internal reference group).

88. The country office will facilitate the evaluation team's contacts with stakeholders in Chad; provide logistic support during the fieldwork (including local transport by land and by air) and organize an in-country stakeholder learning workshop. Raoul Balletto, Deputy Country Director, has been nominated the WFP country office focal point and will assist in communicating with the evaluation manager and CSPE team, and setting up meetings and coordinating field visits. To ensure the independence of the evaluation, WFP staff will not be part of the evaluation team or participate in meetings where their presence could bias the responses of the stakeholders.

5.4. SECURITY CONSIDERATIONS

89. As an "independent supplier" of evaluation services to WFP, the contracted firm will be responsible for ensuring the security of the evaluation team, and for making adequate arrangements for evacuation for medical or insecurity reasons. However, to avoid any security incidents, the evaluation manager will ensure that the WFP country office registers the team members with the security officer on arrival in country and arranges a security briefing for them to gain an understanding of the security situation on the ground. The evaluation team must observe applicable United Nations Department of Safety and Security rules including taking security training (BSAFE & SSAFE) and attending in-country briefings. Local transport will be provided by the country office using WFP vehicles.

5.5. COMMUNICATION

It is important that evaluation reports are accessible to a wide audience, as foreseen in the evaluation policy, to ensure the credibility of WFP – through transparent reporting – and the usefulness of evaluations. The dissemination strategy will consider from the stakeholder analysis whom to disseminate to, whom to involve and it will also identify the users of the evaluation, duty bearers, implementers, beneficiaries, including gender perspectives.

90. While the inception report may be produced in French or English, the main evaluation report should be produced in French and translated in English by the evaluation firm. As part of the international standards for evaluation, WFP requires that all evaluations are made publicly available. Should translators be required for fieldwork, the evaluation firm will make arrangements and include the cost in the budget proposal. A communication and knowledge management plan (see Annex 9) will be refined by the evaluation manager in consultation with the evaluation team during the inception phase. The summary evaluation report along with the management response to the evaluation recommendations will be presented to the WFP Executive Board in November 2022. The final evaluation report will be posted on the public WFP website and the Office of Evaluation will ensure dissemination of lessons through the annual evaluation report.

91. To support communication of evaluation results, the Evaluation Team is expected to take and collect pictures and other media (video and audio) in the field, respecting local customs, and to share those with OEV for

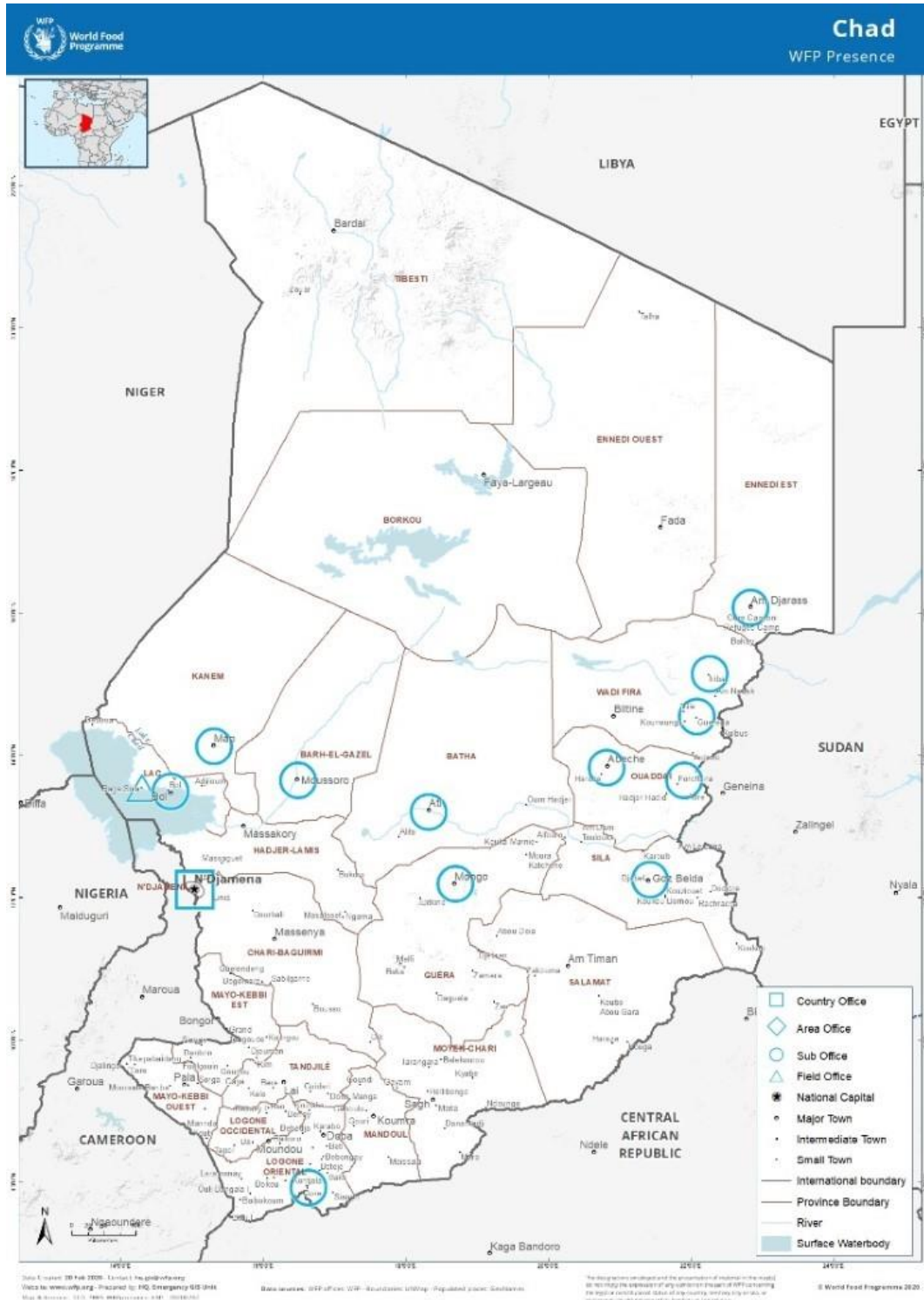
use in communication products such as evaluation reports, briefs, presentations and other means which can be used to disseminate evaluation findings, lessons and recommendations in an appropriate way to different audiences including WFP beneficiaries. The evaluation team is further expected to make concrete proposals on channels for feeding back evaluation findings to beneficiaries and communities involved in the evaluation.

5.6. BUDGET

92. The evaluation will be financed through the country portfolio budget.

Annexes

Annex 1: Chad, map with WFP Offices in 2020



Source: WFP OPweb

Annex 2: Chad fact sheet

	Parameter/(source)	2018	2019	2020	Data source	Link
General						
1	Human Development Index (1)	0.404 (2017)	0.401 (2018)	0.398 (2019)	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
2	Total number of people of concern (refugees, asylum seekers, others of concern)	626,324	616,706	919,112	UNHCR and United Nations - Department of Economic and Social Affairs Population Dynamics - World Population Prospects 2019 & UNHCR Personnes Relevant de la Competence du HCR au Tchad – December 2020	http://popstats.unhcr.org/en/persons_of_concern
Demography						
7	Population total (millions) (2)	15,477,75	15,946,876	16,425,859	World Bank	https://data.worldbank.org/country & https://population.un.org/wpp/Download/Standard/Population/
8	Population, female (% of total population) (2)	50.08	50.08	Not reported	World Bank	https://data.worldbank.org/country

9	Percentage of urban population (1)	22.9 (2017)	Not reported	Not reported	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
10	Total population by age (1-4) (millions) (6)	n.a.	n.a.	n.a.	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
11	Total population by age (5-9) (millions) (6)	n.a.	n.a.	n.a.	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
12	Total population by age (10-14) (millions) (6)	n.a.	n.a.	n.a.	UNSD	https://unstats.un.org/unsd/demographic-social/products/dyb/#statistics
14	Adolescent birth rate (births per 1,000 women ages 15-19)	179.4 (2013)	n.a.	n.a.	WHO	https://apps.who.int/gho/data/view.xgswcah.31-data
Economy						
15	GDP per capita (current USD) (2)	726	709	Not reported	World Bank	https://data.worldbank.org/country
16	Income inequality: Gini coefficient (1)	43.3 (2017)	Not reported	Not reported	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
17	Foreign direct investment net inflows (% of GDP) (2)	4.10	5.01	Not reported	World Bank	https://data.worldbank.org/country
18	Net official development assistance received (% of GNI) (4)	6.3 (2016)	6.6 (2017)	7.9 (2018)	OECD/DAC	https://public.tableau.com/views/OECDACaidataglacebyrecipient_new/Recipients?:embed=y&:display_count=yes&:showTabs=y&:toolbar=no&:showVizHome=no
19	SDG 17: Volume of remittances as a proportion of total GDP (percent) (9)	Not reported	Not reported	Not reported	SDG Profile	Country https://country-profiles.unstatshub.org

20	Agriculture, forestry, and fishing, value added (% of GDP) (2)	45.10	42.59	Not reported	World Bank	https://data.worldbank.org/country
Poverty						
22	Population near multidimensional poverty (%) (1)	9.8	9.9	Not reported	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
23	Population in severe multidimensional poverty (%) (1)	66.2	66.1	66.1	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
Health						
21	Maternal mortality ratio (%) (lifetime risk of maternal death: 1 in:) (3)	18 (2015)	15 (2017)	Not reported	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
22	Healthy life expectancy at birth (2)	53.71 (2017)	53.97 (2018)	Not reported	World Bank	https://data.worldbank.org/country
23	Prevalence of HIV, total (% of population ages 15-49) (2)	1.3	1.20	Not reported	World Bank	https://data.worldbank.org/country
Gender						
28	Gender Inequality Index (1)	158 (2017)	160 (2018)	Not reported	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
29	Proportion of seats held by women in national parliaments (%) (2)	15.25	14.88	15.43	World Bank	https://data.worldbank.org/country
30	Labour force participation rate, total (% of total population ages 15+) (modelled ILO estimate) (2)	63.95	63.94	63.94	World Bank	https://data.worldbank.org/country

31	Employment in agriculture, female (% of female employment) (modelled ILO estimate) (2)	75.25	74.88	74.45	World Bank	https://data.worldbank.org/country
Nutrition						
32	Prevalence of moderate or severe food insecurity in the total population (%) (7)	Not reported (2016-2018)	Not reported	Not reported	The State of Food Security and Nutrition report 2019 and 2020	http://www.fao.org/publications/sofi/en/
33	Weight-for-height (Wasting - moderate and severe), prevalence for < 5 (%) (3)	13 (2011-2016)	13 (2013-2018)	Not reported	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
34	Height-for-age (Stunting - moderate and severe), prevalence for < 5 (%) (3)	41 (2011-2016)	40 (2013-2018)	Not reported	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
35	Weight-for-age (Overweight - moderate and severe), prevalence for < 5 (%) (3)	3 (2011-2016)	3 (2013-2018)	Not reported	UNICEF SOW 2017 and 2019	https://www.unicef.org/sowc/
36	Mortality rate, under-5 (per 1,000 live births) (2)	117.7	113.8	Not reported	World Bank	https://data.worldbank.org/country
Education						
37	Adult literacy rate (% ages 15 and older) (1)	22.3 (2016)	Not reported	Not reported	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
38	Population with at least secondary education (% ages 25 and older) (1)	5.8 (2017)	6.0 (2018)	6.1	UNDP Human Development Report 2018 & 2019	http://www.hdr.undp.org/en/content/human-development-indices-indicators-2018-statistical-update
40	Adjusted primary school enrolment, net percent of primary school-age children, 2017	Not reported	Not reported	Not reported	World Bank	https://data.worldbank.org/country

41	Secondary school enrolment, net percent of secondary school-age children, 2017	Not reported	Not reported	Not reported	World Bank	https://data.worldbank.org/country
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Source: (1) UNDP Human Development Report – 2016 and 2018; (2) World Bank. WDI; (3) UNICEF SOW; (4) OECD/DAC; (5) UNHCR; (6) UN stats; (7) The State of Food Security and Nutrition report - 2019; (8) WHO; (9) SDG Country Profile; (10) UNFPA

Annex 3: Timeline

Phase 1 – Preparation			
	Draft ToR cleared by DDoE and circulated for comments to CO and to LTA firms	DDoE	26 March 2021
	Comments on draft ToR received	CO	12 April 2021
	Proposal deadline based on the draft ToR	LTA	9 May 2021
	LTA proposal review	EM	10 - 15 May 2021
	Final revised ToR sent to WFP stakeholders	EM	April 2021
	Contracting evaluation team/firm	EM	30 May 2021
Phase 2 - Inception			
	Team preparation, literature review prior to HQ briefing	Team	June 2021
	HQ & RB inception briefing	EM & Team	7-11 June 2021
	CO inception briefings	EM + TL	11-22 June
	Submit draft inception report (IR)	TL	6 July 2021
	OEV quality assurance and feedback	EM	7-12 July 2021
	Submit revised IR	TL	16 July 2021
	IR review and clearance	EM	19 July 2021
	IR clearance	DDoE	27 July 2021
	EM circulates final IR to WFP key stakeholders for their information + post a copy on intranet.	EM	28 July 2021
Phase 3 – Data collection, including fieldwork ³⁷			
	In country data collection	Team	2-23 August 2021
	Exit debrief (ppt)	TL	23 August 2021
	Preliminary findings debrief	Team	2 September 2021
Phase 4 - Reporting			
Draft 0	Submit high quality draft ER to OEV (after the company's quality check)	TL	24 September 2021
	OEV quality feedback sent to TL	EM	1 October 2021
Draft 1	Submit revised draft ER to OEV	TL	7 October 2021
	OEV quality check	EM	8-13 October 2021
	Seek clearance prior to circulating the ER to CO and IRG	DDoE	14-21 October 2021
	OEV shares draft evaluation report with IRG for feedback	EM/IRG	22 October 2021
	Learning workshop (in country or remote)		November 2021
	Consolidate WFP comments and share with team	EM	9 November 2021
	Submit revised draft ER to OEV based on WFP comments, with team's responses on the matrix of comments.	ET	19 November 2021
Draft 2	Review D2	EM	22 - 26 November 2021
	Submit final draft ER to OEV	TL	2 December November 2021
Draft 3	Review D3	EM	3 – 9 December 2021
	Seek final approval by DDoE	DDoE	10 – 17 December 2021

³⁷ Minimum 6 weeks should pass between the submission of the inception report and the starting of the data collection phase.

	Draft summary evaluation report	EM	January 2022
	Seek DDoE clearance to send SER	DDoE	21 - 28 January 2022
	OEV circulates SER to WFP Executive Management for information upon clearance from OEV's Director	DDoE	January 2022
	Phase 5 - Executive Board (EB) and follow-up		
	Submit SER/recommendations to CPP for management response + SER to EB Secretariat for editing and translation	EM	February 2022
	Tail end actions, OEV websites posting, EB round table etc.	EM	February - October 2022
	Presentation of summary evaluation report to the EB	DDoE	November 2022
	Presentation of management response to the EB	D/ CPP	November 2022

Annex 4: Preliminary stakeholder analysis

	Interest in the evaluation	Participation in the evaluation	Who
Internal (WFP) stakeholders			
Country Office	Primary stakeholder and responsible for country level planning and implementation of the current CSP, it has a direct stake in the evaluation and will be a primary user of its results in the development and implementation of the next CSP	CO staff will be involved in planning, briefing, feedback sessions, as key informants will be interviewed during the main mission, and they will have an opportunity to review and comment on the draft ER, and management response to the CSPE	Senior management and staff from technical sectors as relevant, including Programme, VAM, M&E, Partnership
Senior Management and Regional Bureau	WFP Senior Management and the Regional Bureau for Western Africa (RBD) have an interest in learning from the evaluation results because of the strategic and technical importance of Chad in the WFP corporate and regional plans and strategies	Selected RBD staff will be key informants and interviewed during the inception and main mission. They will provide comments on the Evaluation Report and will participate in the debriefing at the end of the evaluation mission. They will have the opportunity to comment on draft ER and management responses to the CSPE	Regional bureau senior staff from Programme, Monitoring, Evaluation and other technical areas as relevant
HQ Divisions	WFP technical units such as programme policy, protection, gender, nutrition, school feeding, resilience, vulnerability analysis, performance monitoring and reporting, EPR, capacity strengthening, partnerships, supply chain, safety nets and social protection and governance have an interest in lessons relevant to their mandates.	The CSPE will seek information on WFP approaches, standards and success criteria from these units linked to main themes of the evaluation (involved in initial virtual briefing of the evaluation team) with interest in improved reporting on results. Selected HQ divisions will have an opportunity to review and comment on the draft ER, and management response to the CSPE.	Appointed focal points from HQ divisions

Executive Board	The Executive Board members have an accountability role, but also an interest in potential wider lessons from Chad's evolving contexts and about WFP's role, strategic positioning and performance	Presentation of the evaluation results at the November 2022 session to inform Board members about the performance and results of WFP activities in Chad.	Executive board delegates
External stakeholders			
Affected communities/ Beneficiary groups	The ultimate recipients of food/cash and other types of assistance, including training and technical assistance, have a stake in determining whether the assistance is timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent.	They will be interviewed and consulted during the data collection phase. In case remote approach is required, they will be reached out virtually. Special arrangements may have to be made to meet children.	Beneficiaries disaggregated by gender and age groups (women, men, boys and girls), ethnicity, status groups, smallholder farmers, training activity participants, other vulnerable groups such as people with disabilities, parent-teacher associations and others to be further specified during the inception phase.
National and local government institutions	As key partners of WFP, they have a stake in WFP determining whether its assistance is in line with national priorities, policies and strategies, timely, relevant to their needs and appropriate to for their cultural and social context, efficient, effective, sustainable and coherent in addition to enhancing the cooperation between the national institutions and WFP	Focal points from the government will be consulted and interviewed during the inception phase and the data collection phase. Interviews will cover policy and technical issues and they will be involved in the feedback sessions.	Ministries of Health, Agriculture, Planning, Education and Social Affairs. government counterparts: Délégation Sanitaire Régionale, Ministry of Education, Office National de Sécurité Alimentaire (ONASA) National Direction of Food Technology and Nutrition (DNNT) Unified Social Registry (Registre Social Unifié, RSU) Food Commodities Quality Control Centre (CECOQDA) National Agency for Rural Development (ANADER) National Institute of Economic Studies and Statistic (INSEED) Chadian National Network and Association of People Living with HIV and the National AIDS Control Council

<p>UN Country Team and other International or Regional Organizations</p>	<p>UN agencies, particularly Rome based Agencies and other partners in Chad have a stake in this evaluation in terms of partnerships, performance, future strategic orientation, as well as issues pertaining to UN coordination.</p> <p>UN Resident Coordinator and agencies have an interest in ensuring that WFP activities are effective and aligned with their programmes. This includes the various coordination mechanisms such as the (protection, food security, nutrition etc.)</p> <p>The CSPE can be used as inputs to improve collaboration, co-ordination and increase synergies within the UN system and its partners.</p>	<p>The evaluation team will seek key informant interviews with the UN and other partner agencies involved in nutrition and national capacity development.</p> <p>The CO will keep UN partners, other international organizations informed of the evaluation's progress.</p>	<p>United Nations: UN Resident Coordinator, UNICEF, UNHCR, IOM, FAO, IFAD, OCHA, UNHAS, UNDP, UNFPA</p> <p>International NGOs:</p> <ul style="list-style-type: none"> • ICRC • SISAAP • International Rescue Committee • Croix Rouge du Tchad • Agency of Technical Cooperation and Development (ACTED) • World Concern • Action contre la Faim (ACF) • Solidarités International • CARE • Secours Islamique France <p>Regional Centre of Excellence against Hunger and Malnutrition of Abidjan (CERFAM)</p>
<p>Donors</p>	<p>WFP activities are supported by several donors who have an interest in knowing whether their funds have been spent efficiently and if WFP's work is effective in alleviating food insecurity of the most vulnerable.</p>	<p>Involvement in interviews and feedback sessions as applicable, and report dissemination.</p>	<p>USAID Germany (Federal Ministry of Economic Cooperation Development, German Federal Foreign Office), Switzerland and Republic of Korea, DFID, EU, UN Peace Building Fund</p>
<p>Cooperating partners and NGOs</p>	<p>WFP partners in Chad have a stake in this evaluation in terms of implementing general food distribution, school meals livelihoods, and nutrition activities. partnerships, performance, future strategic orientation.</p>	<p>Staff of selected cooperating partners and NGOs will be interviewed and will be informed of the evaluation's progress and results.</p>	<p>Local NGOs:</p> <ul style="list-style-type: none"> • BCI • Action pour la Promotion de l'Élevage et de la Sécurité Alimentaire (APESA) • Association Sahélienne de Recherches Appliquées pour le Développement Durable • Action Humanitaire pour le Développement (ACHUDE) • Hebrew Immigrant Aid Society (HIAS)

			<ul style="list-style-type: none"> • ATEKOR • Union des groupements des femmes pour le développement de l'artisanat • ABBASSIA • Groupement Nekom Meedog Espoir • ATEKOR • Association femmes en marche • Union des femmes en action pour le développement de la NYA • Hôpital Notre de Dame des Apôtres • BOKADJI • Projet Evangélique pour le Développement Communautaire (PEDC) • Secours Catholique et Développement, Initiative humanitaire pour le développement local (IHDL) • AL-BIR • Ecocitoyen • Association pour le Développement Durable (ADD) • Association pour le développement régional du Batha • Centre de Développement de Moustagbal • Association Tchadienne de Volontaires de Progrès (ATVP) • Centre de Support en santé internationale • Organisation Humanitaire pour le développement • Association d'Appui aux Initiatives de Développement Rural (AIDER) • SOS Sahel International France • ACHDEV
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			<ul style="list-style-type: none"> • APPRODIF • Association d'Action pour la Recherche et le Développement du Kanem ARDEK • Union des femmes pour le développement UFAD • Association d'Appui pour le Développement Communautaire (ASSADEC) <p>CBO: Association pour le Développement Economique et Sociale</p>
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Annex 5: Evaluability assessment

Table 1: Country Strategic Plan Chad (2019-2023) logframe analysis				
Logframe version		Outcome indicators	Cross-cutting indicators	Output indicators
v 1.0 April 2018 (Original version)	Total nr. of indicators	45	6	45
v 2.0 April 2019 (revised version)*	New indicators	10	3	20
	Discontinued indicators	-	-	-
	Total nr. of indicators	55	9	65
Total number of indicators that were included across all logframe versions		45	6	45

Source: COMET report CM-L010 (data extracted on 21/12/20)

*revision of the logframe necessary due to a revision of the Corporate Results Framework (CRF)

Table 2: Analysis of results reporting in Chad annual country reports (2019)		
		ACR 2019
Outcome indicators		
	Total number of indicators in applicable logframe	55
Baselines	Nr. of indicators with any baselines reported	43
	Total nr. of baselines reported	173
Year-end targets	Nr. of indicators with any year-end targets reported	49
	Total nr. of year-end targets reported	265
CSP-end targets	Nr. of indicators with any CSP-end targets reported	49
	Total nr. of CSP-end targets reported	265
Follow-up	Nr. of indicators with any follow-up values reported	49
	Total nr. of follow-up values reported	265
Cross-cutting indicators		
	Total number of indicators in applicable logframe	9


Baselines	Nr. of indicators with any baselines reported	4
	Total nr. of baselines reported	40
Year-end targets	Nr. of indicators with any year-end targets reported	7
	Total nr. of year-end targets reported	62
CSP-end targets	Nr. of indicators with any CSP-end targets reported	7
	Total nr. of CSP-end targets reported	68
Follow-up	Nr. of indicators with any follow-up values reported	7
	Total nr. of follow-up values reported	68
Output indicators		
	Total number of indicators in applicable logframe	65
Targets	Nr. of indicators with any targets reported	54
	Total nr. of targets reported	146
Actual values	Nr. of indicators with any actual values reported	50
	Total nr. of actual values reported	126

Source: COMET report CM-L010 (data extracted on 21/12/20), ACR 2019



*ACR 2020 data forthcoming in March 2021

Annex 6: WFP Chad presence in years pre-country strategic plan

		2018	2019	2020
Chad relevant events		<p>Worst lean season in six years: pluvial agricultural yields were scarce, and the drying of pasturelands and water sites caused a premature transhumance.</p> <p>Around 30,000 people arrived in Chad as a result of clashes between rebel groups in the north of CAR.</p>	<p>Food insecurity and malnutrition, population displacement and health emergencies resulted in more than 7 million people being in acute or chronic vulnerability.</p> <p>In the Lake Chad area, attacks increased by 35% in compared to the previous years and violence forced and influx of some 10,000 Nigerian refugees and 40,000 civilians to leave their communities. Clashes between government troops and non-state armed groups lead to the declaration of the state of emergency the provinces of Tibesti (North), Ouaddai and Sila</p>	COVID-19 Pandemic
	Chad PRRO 2007 13 - Building Resilience, Protecting Livelihoods and Reducing Malnutrition of Refugees, Returnees and other Vulnerable	<p>General Distribution</p> <ul style="list-style-type: none"> - Food-Assistance-for-Assets - Treatment of Moderate Acute Malnutrition - Prevention of Acute Malnutrition - Prevention of Stunting - Therapeutic Feeding <p>Total requirements: USD 567,611,003</p> <p>Total contributions received: USD 329,954,375</p> <p>Funding: 58.1%</p>		



	People, 2015-2018 ³⁸ 				
	Chad IR-PREP 201130 - Special Preparedness Activities in Chad, 2018	<ul style="list-style-type: none"> - Implementation of Nutrition and food security rapid assessment - Deployment of the rapid response team for three months to support the coordination of activities and the capacity building of the parties involved in the response - Acquisition of equipment for the optimal management of the program 			
	Chad Single Country Special Operation 201044 - Provision of Humanitarian Air Services in	<ul style="list-style-type: none"> - Provide NGOs, UN agencies, donor organizations and diplomatic missions in Chad with safe, effective and efficient access to beneficiaries and project implementation sites - Transport light cargo - Provide adequate capacity for evacuations of humanitarian staff 	Total requirements: USD 300,000 Total contributions received: n.a. Funding: n.a.		

³⁸ The project duration was initially 2015-2016 and it was extended twice with different budget increases (increase in number of beneficiaries, food, cash and vouchers and their related costs and capacity development and augmentation)



	Chad, 2017-2018 ³⁹ 	Total requirements: USD 29,035,101 Total contributions received: USD 26,108,621 Funding: 89.9%		
	Chad DEV 200288 - Support to Primary Education and Girls' Enrolment, 2012-2018 ⁴⁰ 	<ul style="list-style-type: none"> - School meals - Take-home rations Total requirements: USD 55,284,725 Total contributions received: USD 24,291,489 Funding: 43.9%		
	Chad IR-EMOP 201128 - Emergency Nutrition	<ul style="list-style-type: none"> - Nutrition surveillance for early detection of malnutrition cases to be referred to the health centres - Provision of specialized nutrition food for the treatment of moderate acute malnutrition through the health facility platform for under children 5 and PLW - Food assistance to caregivers to support the adherence to SAM treatment - A one-off food assistance through CBT to households where children U5 are targeted for MAM and SAM treatment programme to protect specialised 		



³⁹ The project period was initially [2017] only and it was extended one time for 2018 with one budget increase to continue the provision of air services

⁴⁰ The project period was initially [2012-2015] and it was extended 3 times with 3 budget increases (increase in number of beneficiaries, food, cash and vouchers and their related costs and capacity development and augmentation)

	Response in Ndjamena, 2018	nutritious food distributed to MAM children - Promotion of essential family practices for nutrition including Infant and young child feeding practices that will be integrated across all components of the response		
		Total requirements: USD 1,499,749 Total contributions received: n.a. Funding: n.a.		
	Regional EMOP West Africa 200777 – Providing life-saving support to households in Cameroon Chad and Niger directly affected by insecurity in northern Nigeria, 2015-2018 ⁴¹	- Food assistance - Blanket supplementary feeding		
		Total requirements: USD 1,329,631,751 Total contributions received: USD 870,282,352 Funding: 65.5%		

⁴¹ The project duration was initially January - December 2015 but it was extended 3 times with 10 budget increases (increase in number of beneficiaries, food, cash and vouchers and their related costs and capacity development and augmentation)

	Regional IR- Prep EMOP 201118 - Special Preparedness activities in the Sahel Region, 2018	<ul style="list-style-type: none"> - Limited HR costs to temporarily engage dedicated emergency expertise to support WFP and national partners to develop a nutrition scale-up and lean season response plan, to be integrated in government-owned national response - Costs to train frontline WFP, partner and government responders on emergency response, with specific attention to observed challenges: CBT readiness; geographic and households targeting; malnutrition prevention at scale; and real-time context monitoring 		
		<p>Total requirements: USD 82,000</p> <p>Total contributions received: n.a.</p> <p>Funding: n.a.</p>		
Outputs at Country Office Level	Food distributed (MT) 	59,542	-	-
	Cash distributed (USD) 	29,471,365	-	-
	Actual beneficiaries (number)	1,646,426	--	

Chad CSP	Chad Country Strategic Plan TD01, 2019-2023		<ul style="list-style-type: none"> - Integrated assistance package to crisis affected people - Seasonal food assistance targeting food insecure people - School meal to vulnerable children - Malnutrition prevention package of specialized nutritious food - Livelihood and asset support - Training and technical support to national institutions - Supply chain, ICT, information management and other logistical services to the humanitarian and development communities - UNHAS flight services 	
			Total requirements: USD 1,362,494,492 Total contributions received: USD 395,703,720 Funding: 29.04%	
	Food distributed (MT) 	-	55,826	-
	Cash distributed (USD) 	-	23,303,583	-
	Actual beneficiaries (number)	-	1,649,040	-

Source: WFP Operations Database, ACRs, SPRs

Annex 7: Line of sight

Country strategic plan Chad 2019-2023, line of sight (source: SPA)

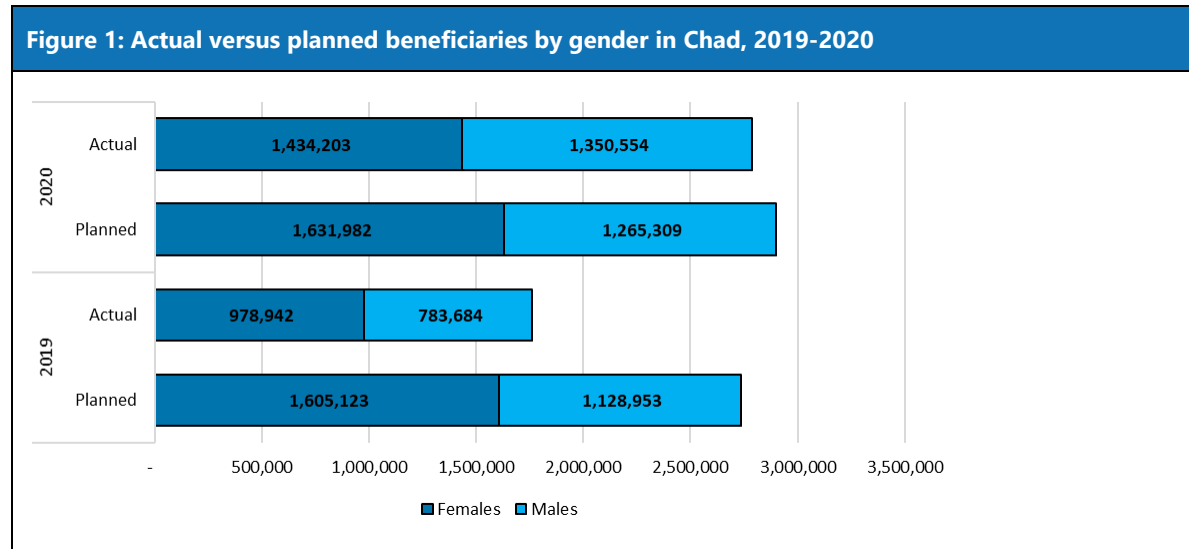
DRAFT LOS CHAD					
SR 1 – Everyone has access to food (SDG Target 2.1)	SR 2 – No one suffers from malnutrition (SDG Target 2.2)	SR 4 – Food systems are sustainable (SDG Target 2.4)	SR5- Countries strengthened capacities (SDG target 17.9)	SR 8- Global partnership support (SDG Target 17.16)	
CRISIS RESPONSE	RESILIENCE BUILDING	RESILIENCE BUILDING	RESILIENCE BUILDING	RESILIENCE BUILDING	CRISIS RESPONSE
<p>OUTCOME 1: Crisis-affected people in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises (category 1.1)</p>	<p>OUTCOME 2: Food-insecure people in targeted areas have access to adequate and nutritious food all year-round (category 1.1)</p>	<p>OUTCOME 3: Vulnerable people in targeted areas have improved nutritional status all year-round (category: 2.1)</p>	<p>OUTCOME 4: Food insecure populations and communities in targeted areas have more resilient livelihoods and sustainable food systems all year round (category 4.1)</p>	<p>OUTCOME 5: National institutions have strengthened capacities to manage food-security, nutrition, and social protection policies and programmes, including programmes which support social cohesion and stability all year round (category: 5.1)</p>	<p>OUTCOME 6: Humanitarian and development partners in Chad have access to common services to access and operate in targeted areas all year-round (category 8.1)</p>
<p>OUTPUTS:</p> <ul style="list-style-type: none"> ➢ 1.1 Crisis-affected beneficiaries (T1) receive timely and adequate unconditional food assistance (catA1) to meet their food and nutrition requirements (SR1) and support stability ➢ 1.2 Crisis-affected beneficiaries (T1) receive timely and adequate conditional food assistance for assets or trainings (catA2) to meet their food requirements (SR1) while improving their livelihoods ➢ 1.3 Crisis-affected children aged 6-59 months, PLW/Gs, and people living with HIV or TB (T1) receive adequate and timely specialized nutritious food assistance (catB) to treat and prevent malnutrition and meet their food requirements (SR2) ➢ 1.4 Crisis-affected children attending school (T1) receive timely and adequate school meals (catA1) to meet their food requirements (SR1) ➢ 1.5 Crisis-affected beneficiaries (T1) receive nutrition messaging (catE) to improve nutrition-related practices (SR2) 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> ➢ 2.1 Targeted beneficiaries (T1) receive timely and adequate food assistance (catA1) to meet their food and nutrition needs (SR1) ➢ 3.1 Children attending school (Tier 1) receive timely and adequate school meals (catA1) to meet their food requirements (SR1) and support school attendance 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> ➢ 4.1 Targeted children aged 6-23 months and PLW/Gs (T1) receive adequate and specialized nutritious foods (catB) to prevent malnutrition (SR2) ➢ 4.2 Targeted PLW/Gs attending pre/post-natal care (T1) receive timely and adequate cash (catA2) to access maternal services and prevent infant malnutrition (SR2) ➢ 4.3 Targeted beneficiaries (T1) receive nutrition-related messaging (catE) to improve nutrition-related practices, preventing malnutrition (SR2) ➢ 5.1 Targeted children aged 6-59 months and PLW/Gs (T1) receive adequate and specialized nutritious foods (catB) to treat malnutrition (SR2) ➢ 5.2 Targeted beneficiaries (T1) receive nutrition-related messaging (catE) to improve nutrition-related practices, preventing malnutrition (SR2) ➢ 6.1 Communities (T3) benefit from the availability of locally-produced fortified nutritious food products to improve diets (SR2) 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> ➢ 7.1 Targeted populations (T2) benefit from assets built or restored (catD) to improve their resilience to natural shocks and adaptation to climate change (SR4) ➢ 7.2 Targeted beneficiaries (T1) receive timely and adequate food assistance for asset creation (catA2) to meet their short-term food needs (SR1) ➢ 7.3 Targeted smallholders and other actors along the value chain (T1) benefit from strengthened technical capacities (catC) to improve their livelihoods and their access to structured markets, including in relation to home-grown school feeding (SR3) 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> ➢ 8.1 Food-insecure people (T3) benefit from strengthened Government-led response, early warning, coordination and social protection capacities (catC), to receive timely, adequate, equitable, consistent and predictable assistance from the Government, WFP and partners (SR5) ➢ 8.2 Wider communities (T3) benefit from improved governance and coordination (catC) in awareness raising and advocacy to improve their nutrition and resilience (SR5) ➢ 8.3 Wider communities (T3) benefit from improved coordination (catM) of food and nutrition policy (SR5) 	<p>OUTPUTS:</p> <ul style="list-style-type: none"> ➢ 9.1 Affected populations (T3) benefit from supply chain, ICT, information management and other logistical services provided (catH) by WFP to partners to receive timely and effective assistance (SR8) ➢ 10.1 Affected populations (T3) targeted by humanitarian partners using WFP timely and cost-saving services (SR8) are served to address their needs (catH)
<p>ACTIVITY 1: Provide an integrated assistance package to crisis-affected people, including food assistance (conditional and/or unconditional), school meals and specialized nutritious food to children, PLW/Gs and people living with HIV or TB for malnutrition prevention and treatment (Activity category 1, modalities: food, Cash and Voucher, capacity strengthening)</p>	<p>ACTIVITY 2: Provide seasonal food assistance to targeted food insecure people (Activity category 2, modalities: food, Cash and Voucher)</p> <p>ACTIVITY 3: Provide nutritious school meals to vulnerable children during the school year, in a way that relies on and stimulates local production (Activity category 4: food, Cash and Voucher, capacity strengthening)</p>	<p>ACTIVITY 4: Provide a malnutrition prevention package of (i) specialized nutritious food to children aged 6-23 months and PLW/Gs; (ii) cash transfers to PLW/Gs attending pre/postnatal care; and (iii) SBC-measures to them and their wider communities (Activity category 6: food, Cash and Voucher, capacity strengthening)</p> <p>ACTIVITY 5: Provide a malnutrition treatment package of (i) specialized nutritious food to children aged 6-59 months and PLW/Gs; and (ii) SBC-measures to them and their wider communities (Activity category 5: food, capacity strengthening)</p> <p>ACTIVITY 6: Provide adapted support for local fortified nutritious food production to targeted people (Activity category 7: food, capacity strengthening)</p>	<p>ACTIVITY 7: Provide asset support to food-insecure and at-risk people, including the development or rehabilitation of natural and productive assets and infrastructure, and local purchases (Activity category 3: food, Cash and Voucher, capacity strengthening)</p>	<p>ACTIVITY 8: Provide training and technical support to national institutions on the design and implementation of (i) a permanent response planning scheme for food security and nutrition with consolidated early warning and coordination mechanisms, as well as a shock-responsive nutrition-sensitive and gender-transformative safety-net (supporting SO1-SO2), (ii) training and communication schemes to improve nutrition and agricultural, resilient practices (SO3-SO4); (iii) improved food and nutrition coordination mechanisms (Activity category 9: capacity strengthening)</p>	<p>ACTIVITY 9: Provide supply chain, ICT, information management, and other logistical services to the humanitarian and development community (Activity category 10: service provision; administrative services)</p> <p>ACTIVITY 10: Provide UNHAS flight services for partners, to access areas of humanitarian interventions (Activity category 10: service provision)</p>

Annex 8: Key information on beneficiaries and transfers

Table 1: Actual beneficiaries versus planned (2019-2020) by year, strategic outcome, activity category and gender												
Strategic Outcome/Activity Category	2019						2020					
	Planned		Actual		Actuals as a % of planned beneficiaries		Planned		Actual		Actuals as a % of planned beneficiaries	
	F	M	F	M	F	M	F	M	F	M	F	M
SO1: Crisis-affected people in targeted areas are able to meet their basic food and nutrition needs during and in the aftermath of crises												
URT: Unconditional resource transfers to support access to food	679,579	446,114	466,247	337,602	68.61%	75.68%	674,672	510,666	812,977	766,617	120.50%	150.12%
Subtotal SO1	679,579	446,114	466,247	337,602	68.61%	75.68%	674,672	510,666	812,977	766,617	120.50%	150.12%
SO2: Food-insecure people in targeted areas have access to adequate and nutritious food all year-round												
SMP: School meal activities	144,437	102,560	55,316	82,970	38.30%	80.90%	122,198	139,299	110,305	163,164	90.27%	117.13%
URT: Unconditional resource transfers to support access to food	327,107	314,279	141,658	136,103	43.31%	43.31%	343,462	329,994	192,777	185,217	56.13%	56.13%
Subtotal SO2	471,544	416,839	196,974	219,073	41.77%	52.56%	465,660	469,293	303,082	348,381	65.09%	74.24%
SO3: Vulnerable people in targeted areas have improved nutritional status all year-round												
NPA: Malnutrition prevention activities	190,000	60,000	117,047	55,678	61.60%	92.80%	215,500	69,000	50,378	21,121	23.38%	30.61%
NTA: Nutrition treatment activities	150,000	100,000	127,561	105,279	85.04%	105.28%	154,500	103,000	178,125	141,988	115.29%	137.85%
SMS: Smallholder agricultural market support activities	12,000	8,000	5,321	5,321	44.34%	66.51%	12,000	8,000	46,505	31,003	387.54%	387.54%
Subtotal SO3	352,000	168,000	249,929	166,278	71.00%	98.98%	381,000	180,000	275,008	194,112	72.18%	107.84%
SO4: Food insecure populations and communities in targeted areas have more resilient livelihoods and sustainable food systems all year round												

CAR: Climate adaptation and risk management activities	102,000	98,000	65,792	63,731	64.50%	65.03%	109,650	105,350	43,136	41,444	39.34%	39.34%
Subtotal SO4:	102,000	98,000	65,792	63,731	64.50%	65.03%	109,650	105,350	43,136	41,444	39.34%	39.34%
Total	1,605,123	1,128,953	978,942	783,684	60.99%	69.42%	1,631,982	1,265,309	1,434,203	1,350,554	87.88%	106.74%

Source: COMET report CM-R020 (data extracted on 25/01/21)



Source: COMET report CM-R020 (data extracted on 25/01/21)

Figure 2: Actual beneficiaries by transfer modality in Chad (2019-2020) by strategic outcome

Strategic Objective	Activity	Total number of beneficiaries receiving food	Actual vs Planned beneficiaries receiving food (in %)	Total number of beneficiaries receiving CBT	Actual versus Planned beneficiaries receiving CBT (in %)	
2019	Total SO1	URT	558,289	73.42%	245,561	67.23%
	Total SO2	SMP - URT	414,165	67.30%	1,882	0.68%
	Total SO3	NPA - NTA - SMS	416,207	84.08%	0	0%
	Total SO4	CAR	0	0%	126,523	126.52%
	Grand Total		1,388,661	70.46%	373,966	49.00%
2020	Total SO1	URT	1,235,934	153.26%	343,658	90.70%
	Total SO2	SMP - URT	500,003	76.52%	151,459	53.80%
	Total SO3	NPA - NTA - SMS	469,119	87.48%	0	0%
	Total SO4	CAR	0	0%	84,580	76.89%
	Grand Total		2,205,056	104.95%	579,697	72.81%

Source: COMET report CM-R002b (data extracted on 25/01/21)

Table 3: Actual beneficiaries by residence status and year

Residence Status	Number of beneficiaries 2019	Planned vs actual % 2019	Number of beneficiaries 2020	Planned vs actual % 2020
Residents	887,852	79.55%	1,676,054	118.50%
IDPs	124,454	66.34%	185,230	75.30%
Refugees	577,137	127.66%	566,140	98.10%
Returnees	56,326	103.27%	58,432	74.07%

Source: COMET report CM-R001b (data extracted on 25/01/21)

Annex 9: Communication and knowledge management plan

Phase	What	Which	How & where	Who	Who	When	When
Evaluation stage	Communication product	Target audience	Channels	Creator lead	Creator support	Publication draft	Publication deadline
Preparation	Comms in ToR	<ul style="list-style-type: none"> • Evaluation team 	<ul style="list-style-type: none"> • Email 	EM/CM		February 2021	Mar 2021
Preparation	Summary ToR and ToR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo; WFP.org 	EM		Mar 2021	April 2021
Inception	Inception report	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email • WFPgo 	EM		July 2021	July 2021
Reporting	Exit debrief	<ul style="list-style-type: none"> • CO staff & stakeholders 	<ul style="list-style-type: none"> • PPT, meeting support 	EM/ET		Sep 2021	Sep 2021
Reporting	Stakeholder workshop	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Workshop, meeting • Piggyback on any CSP formulation workshop 	EM/ET	CM	Jan 2022	Jan 2022
Dissemination	Summary evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Executive Board website (for SERs and MRs) 	EM/EB	CM	Mar 2022	Mar 2022

Dissemination	Evaluation report	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Email • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation network platforms (UNEG, ALNAP) • Newsflash 	EM	CM	Apr 2022	Apr 2022
Dissemination	Management response	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society/peers/networks 	<ul style="list-style-type: none"> • Web (WFP.org, WFPgo) • KM channels 	EB	EM	Jun 2022	Jun 2022
Dissemination	ED memorandum	<ul style="list-style-type: none"> • ED/WFP management 	<ul style="list-style-type: none"> • Email 	EM	DE	Mid-2022	Mid-2022
Dissemination	Talking points/key messages	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	From mid-2022	From mid-2022
Dissemination	PowerPoint presentation	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP technical staff/programmers /practitioners • Donors/countries 	<ul style="list-style-type: none"> • Presentation 	EM	CM	From mid-2022	From mid-2022
Dissemination	Report communication	<ul style="list-style-type: none"> • Evaluation management group (EMG) • Division Directors, country offices and evaluation specific stakeholders 	<ul style="list-style-type: none"> • Email 	EM	DE	From mid-2022	From mid-2022
Dissemination	Newsflash	<ul style="list-style-type: none"> • WFP EB/governance/ management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Email 	CM	EM	From mid-2022	From mid-2022

		<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 					
Dissemination	Business cards	<ul style="list-style-type: none"> • Evaluation community • Partners/civil society /peers/networks 	• Cards	CM		From mid-2022	From mid-2022
Dissemination	Brief	<ul style="list-style-type: none"> • WFP EB/governance/management • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media, KM channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	EM	CM	From mid-2022	From mid-2022
Dissemination	Presentations, piggybacking on relevant meetings	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • WFP country/regional office/local stakeholders • WFP staff 	Presentation	EM		From mid-2022	From mid-2022
Dissemination	Info sessions/brown bags	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers/practitioners • WFP evaluation 	Presentation	EM		From mid-2022	From mid-2022
Dissemination	Targeted 1-page briefs	<ul style="list-style-type: none"> • WFP Technical staff/programmers /practitioners • WFP governance/management • WFP country/regional office/local stakeholders 	<ul style="list-style-type: none"> • Presentations • Email • WFP webpages 	EM/CM		From mid-2022	From mid-2022
Dissemination	Lessons learned feature	<ul style="list-style-type: none"> • WFP technical staff/programmers /practitioners • Partners/civil society /peers/networks 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Evaluation Networks 	CM	EM	From mid-2022	From mid-2022

			(UNEG, ALNAP, EvalForward) • Newsletter				
Dissemination	Infographics & data visualisation	<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	CM	EM	From mid-2022	From mid-2022
Dissemination	Social media Twitter campaign	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Social media (Twitter) 	CM	CAM	From mid-2022	From mid-2022
Dissemination	Video presentation	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • WFP technical staff/programmers /practitioners • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter • Presentation 	EM/CM		From mid-2022	From mid-2022
Dissemination	Blog	<ul style="list-style-type: none"> • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) • Newsletter 	EM	CM	From mid-2022	From mid-2022

Dissemination	Digital report (Sway)	<ul style="list-style-type: none"> • Donors/countries • Partners/civil society /peers/networks • CAM/media • General public 	<ul style="list-style-type: none"> • Web and social media, channels (WFP.org, WFPgo, Twitter) • Evaluation Networks (UNEG, ALNAP, EvalForward) 	CM	EM	From mid-2022	From mid-2022
Dissemination	Story pitch for local media	<ul style="list-style-type: none"> • WFP country/regional office • CAM/media • Affected populations 	<ul style="list-style-type: none"> • Email 	CM	CAM/CO	2022	2022
Dissemination	Press release/news story for regional/country office	<ul style="list-style-type: none"> • WFP country/regional office/local stakeholders • Donors/countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels 	CM	CAM/CO	2022	2022
Dissemination	Poster/public announcement/cartoon/radio/drama/video	<ul style="list-style-type: none"> • Affected populations • WFP country/regional office/local stakeholders • Donors/countries • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels 	EM/CM	CO	2022	2022
Follow up	1 year later video/feature	<ul style="list-style-type: none"> • Affected populations • WFP country/regional office/local stakeholders • Donors/countries • WFP technical staff/programmers /practitioners • General public • CAM/media 	<ul style="list-style-type: none"> • Web and social media channels (WFP.org, WFPgo, Twitter) • Local media channels • EvalForward 	EM/CM		2023	2023
Follow up	Review of MR	<ul style="list-style-type: none"> • WFP technical staff/programmers/practitioners • WFP management 	<ul style="list-style-type: none"> • Internal channels 	RMP	EM/CM	20323	2023

KEY

Main content (mandatory)

Knowledge management products (optional)

Associated content (optional)

Annex 10: Template for evaluation matrix

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 1: To what extent is WFP's strategic position, role, and specific contribution based on country priorities and people's needs as well as WFP's strengths?					
1.1 To what extent is the country strategic plan relevant to national policies, plans, strategies, and goals, including achievement of the national Sustainable Development Goals?					
<p>EXAMPLE TEXT</p> <p>1.1.1 Alignment of strategic objectives to national policies, strategies and plans</p>	<p>The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to national priorities as expressed in national policies, strategies and plans</p>	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and national objectives outlined in government policies, strategies and plans • Degree of matching of CSP activities and proposed interventions set out in government policies, strategies and plans • Degree of involvement of Government in the preparation of the CSP • Perception of senior government officials on the degree of alignment of WFP objectives and interventions with national policies, strategies and plans 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • Zero Hunger Review • Government policies, plans and programmes including, among others: i) ... • ... <p>Senior government officials</p>	<p>Document review</p> <p>Semi-structured interviews</p>	
<p>1.1.2 Alignment to national SDGs</p>	<p>The extent to which the strategic outcomes outlined in the CSP were aligned with government SDG goals and targets</p>	<ul style="list-style-type: none"> • Degree of matching between CSP strategic outcomes and national SDG goals and targets • Explicit reference is made in CSP to national SDG Frameworks 	<ul style="list-style-type: none"> • WFP CSP and consecutive budget revision documents • National SDG Framework 	<p>Document review</p>	

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
1.1.1 Alignment of strategic objectives to subnational strategies and plans	The extent to which the strategic outcomes and proposed activities outlined in the CSP were relevant to subnational priorities as expressed in subnational strategies and plans	<ul style="list-style-type: none"> Degree of matching between CSP strategic outcomes and subnational objectives outlined in subnational government strategies and plans Degree of matching of CSP activities and priority interventions set out in subnational government strategies and plans Degree of involvement of subnational governments in the preparation of the CSP Perception of senior subnational government officials on the degree of alignment of WFP objectives and interventions with subnational strategies and plans 	<ul style="list-style-type: none"> WFP CSP and consecutive budget revision documents Zero Hunger Review Subnational government strategies, plans and programmes including, among others: i) Senior subnational government officials 	<p>Document review</p> <p>Semi-structured interviews</p>	
1.2 To what extent did the country strategic plan address the needs of the most vulnerable people in the country to ensure that no one is left behind?					
1.3 To what extent has WFP's strategic positioning remained relevant throughout the implementation of the country strategic plan in light of changing context, national capacities, and needs?					
1.4 To what extent is the country strategic plan CSP coherent and aligned with the wider United Nations and include appropriate strategic partnerships based on the comparative advantage of WFP in the country?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 2: What is the extent and quality of WFP's specific contribution to country strategic plan strategic outcomes in the country?					
2.1 To what extent did WFP deliver expected outputs and contribute to the expected country strategic plan strategic outcomes?					
2.2 To what extent did WFP contribute to achievement of cross-cutting aims (humanitarian principles, protection, accountability to affected populations, gender and other equity considerations)?					
2.3 To what extent are the achievements of the country strategic plan likely to be sustained?					
2.4 In humanitarian contexts, to what extent did the country strategic plan facilitate more strategic linkages between humanitarian, development, and (where appropriate) peace work?					
Evaluation Question 3: To what extent has WFP used its resources efficiently in contributing to country strategic plan outputs and strategic outcomes?					
3.1 To what extent were outputs delivered within the intended timeframe?					
3.2 To what extent was coverage and targeting of interventions appropriate?					
3.3 To what extent were WFP's activities cost-efficient in delivery of its assistance?					
3.4 To what extent were alternative, more cost-effective measures considered?					

Dimensions of analysis	Lines of inquiry	Indicators	Data sources	Data collection techniques	Data analysis
Evaluation Question 4: What are the factors that explain WFP performance and the extent to which it has made the strategic shift expected by the country strategic plan?					
4.1 To what extent did WFP analyse or use existing evidence on the hunger challenges, the food security and nutrition issues, in the country to develop the country strategic plan?					
4.2 To what extents has WFP been able to mobilize adequate, predictable and flexible resources to finance the country strategic plan?					
4.3 To what extent did the country strategic plan lead to partnerships and collaborations with other actors that positively influenced performance and results?					
4.4 To what extent did the country strategic plan provide greater flexibility in dynamic operational contexts and how did it affect results?					
4.5 What are the other factors that can explain WFP performance and the extent to which is has made the strategic shift expected by the country strategic plan?					

Annex 11: Approved country strategic plan document

https://docs.wfp.org/api/documents/72007f24e1184f4fb8d6501405f70d52/download/?_ga=2.120676808.1763349290.1613037256-1213119126.1574936447

Annex 12: Terms of reference for the country strategic plan evaluation's internal reference group (IRG)

1. Background

The internal reference group (IRG) is an advisory group providing advice and feedback to the evaluation manager and the evaluation team at key moments during the evaluation process. It is established during the preparatory stage of the evaluation and is mandatory for all CSPEs.

2. Purpose and guiding principles of the IRG

The overall purpose of the IRG is to contribute to the credibility, utility and impartiality of the evaluation. For this purpose, its composition and role are guided by the following principles:

93. **Transparency:** Keeping relevant stakeholders engaged and informed during key steps ensures transparency throughout the evaluation process
94. **Ownership and use:** Stakeholders' participation enhances ownership of the evaluation process and products, which in turn may impact on its use
95. **Accuracy:** Feedback from stakeholders at key steps of the preparatory, data collection and reporting phases contributes to accuracy of the facts and figures reported in the evaluation and of its analysis.

3. Roles

Members are expected to review and comment on evaluation deliverables and share relevant insights at key consultation points of the evaluation process.

The IRG's main role is as follows:

- Participate in face-to-face or virtual briefings to the evaluation team during the inception phase and/or evaluation phase
- Suggest key references and data sources in their area of expertise
- Participate in field debriefings (optional)
- Review and comment on the draft evaluation report and related annexes, with a particular focus on: a) factual errors and/or omissions that could invalidate the findings and change the conclusions; b) issues of political sensitivity that need to be refined in the way they are addressed or in the language used; and c) recommendations
- Participate in national learning workshops to validate findings and discuss recommendations
- Provide guidance on suggested communications products to disseminate learning from the evaluation.

IRG members, particularly those nominated as country office evaluation focal points are responsible for gathering inputs to evaluation products from their colleagues.

4. Membership

The IRG is composed of selected WFP stakeholders from mainly country office and regional bureaux. IRG members should be carefully selected based on the types of activities being implemented at country level, the size of the country office and the staffing components at the regional bureau level. Selected headquarters staff may also be

included in the IRG, depending on the CSPE context and the availability of expertise at the regional bureau level⁴² (where no technical lead is in post at the regional bureau level, headquarters technical staff should be invited to the IRG).

The table below provides an overview of IRG composition that allows for flexibility to adapt to specific country activities. The IRG should not exceed 15 active members.

Country office	Regional bureau	Headquarters (optional as needed and relevant to country activities)
<ul style="list-style-type: none"> • Evaluation Focal Point (nominated by CD) • Head of Programme • Deputy Country Director(s) • Country Director (for smaller country offices) 	<p>Core members:</p> <ul style="list-style-type: none"> • Regional Supply Chain Officer • Senior Regional Programme Advisor • Regional Head of VAM • Regional Emergency Preparedness & Response Unit Officer • Regional Gender Adviser • Regional Humanitarian Adviser (or Protection Adviser) • Regional Monitoring Officer <p>Other possible complementary members as relevant to country activities:</p> <ul style="list-style-type: none"> • Senior Regional Nutrition Adviser • Regional School Feeding Officer • Regional Partnerships Officer • Regional Programme Officers (Cash-based transfers/social protection/resilience and livelihoods) • Regional HR Officer • Regional Risk Management Officer <p>Keep in copy: REO and RDD</p>	<ul style="list-style-type: none"> • Technical Assistance and Country Capacity Strengthening Service, OSZI • School Based Programmes, SBP • Protection and AAP, OSZP • Emergencies and Transition Unit, OSZPH. • Cash-Based Transfers, CBT. • Staff from Food Security, Logistics and Emergency Telecoms Global Clusters <p>A broader group of senior stakeholders should be kept informed at key points in the evaluation process, in line with the OEV Communication Protocol</p>

⁴² An example would be members from the Emergencies Operations Division where there is a level 2 or level 3 emergency response as a CSPE component. Or a HQ technical lead where there is an innovative programme being piloted.

5. Approach for engaging the IRG:

The Office of Evaluation Regional Unit Head will engage with regional bureau (DRD) ahead of time to prepare for the upcoming evaluation, and to agree on the types and level of engagement expected from IRG members.

While the IRG members are not formally required to provide feedback on the terms of reference (ToR), the Office of Evaluation Regional Unit Head and Office of Evaluation evaluation manager will consult with the regional programme advisor and the regional evaluation officer at an early stage of terms of reference drafting, particularly as relates to: a) temporal and thematic scope of the evaluation, including any strategic regional strategic issues; b) evaluability of the country strategic plan; c) the humanitarian situation; and d) key donors and other strategic partners.

Once the draft terms of reference are ready, the Office of Evaluation evaluation manager will prepare a communication to be sent from the Director of the Office of Evaluation to the Country Director, with a copy to the regional bureau, requesting comments on the terms of reference from the country office and proposing the composition of the IRG for transparency.

The final version of the CSPE terms of reference will be shared with the IRG for information. IRG members will be given the opportunity to share their views on the evaluation scope, evaluability, partnerships etc. during the inception phase. The final version of the inception report will also be shared with the IRG for information. As mentioned in Section 3 of this terms of reference, IRG members will also be invited to comment on the draft evaluation report and to participate in the national learning workshop to validate findings and discuss recommendations.

Annex 13: Proposed members of the internal reference group - Chad

Chad Country Office	
Country Director	Claude JIBIDAR
Deputy Country Director / CSPE focal point	Raoul BALLETO
Deputy Country Director – Operations Support	Eric PERDISON
Head of Programme	Pascal DIRO
Head of VAM and M&E	Edgar WABYONA
Regional Bureau for Western Africa	
Senior Regional Programme Advisor	Muriel CALO
Programme Policy Officer (Project Cycle)	Marekh KHMALADZE
Sr Regional VAM Officer	Olo SIB
Regional Monitoring Advisor	Moustapha TOURE
Sr Regional Livelihoods/Resilience Officer	Volli CARUCCI
Regional School Feeding Officer	Abdi FARAH
Sr Regional Nutrition Adviser	Katrien GHOOS
Sr Regional Emergency Preparedness and Response Officer	Alexandre LECUZIAT
Sr Regional Supply Chain Officer	Isabelle MBALLA
Regional CBT Advisor	Natasha FROSINA
Regional Gender Officer	Ramatoulaye DIEYE
Regional Humanitarian Protection Officer	Rachida AOUAMEUR
Regional Partnerships Officer	Jennifer JACOBY
Regional Social Protection Advisor	Ana OCAMPO
HQ	
Country Capacity Strengthening Unit	Maria LUKYANOVA
Country Capacity Strengthening Unit	Katri KANGAS

Annex 14: Bibliography/e-library

1. National Policies, Frameworks, Plans and Statistics (Government and UN)

1.1 COVID-19

CHAD Stratégie SNU C-19 Tchad-version finale 20

UNDP Chad Enabling and Accelerating the National Response to the Impact of COVID-19

UNDP-rba-COVID-assessment-Chad

1.2 UNDAF

2017 UNDAF Guidance

Compte Rendu CNP en date du 29 Mars 2018-draft

Feuille de Route Validée UNCT 2015

PND 2017-2021 (VF complet) 8 août 2017

Tchad UNDAF 2017-2021 Version Signée

2016 UNDP MDGs-to-SDGs - 15 years of practice

2017 Rapport de l'Examen Stratégique National Faim Zéro de la République du Tchad

2019 UNSDG DTF report

UNSDG-SDG-primer-companion-piece

Vision 2030 - the Chad we want

2. WFP Intervention in Chad

2.1 Chad CSP

2018-07-16 Chad Budget Explanation

2018-07-25 Chad CPB 2019-2023 Overview by SO

2019 Chad Annual Country Report

CHAD CN CSP 2019 - 2023

Chad country strategic plan (2019–2023)

CHAD CSP BR1 budget approved NBP 06 12 2019 3

CHAD CSP BR1 budget approved NBP 06 12 2019 3

Chad CSP BR1 Narrative 02122019

Chad CSP EB Comments Responses matrix OMS FINAL osz

Chad CSP e-PRP comments and responses

Chad Resource Situation

Chad Line of Sight

CPB - Plan vs Actuals Report v2

CPB Grant Balances Report v2

CPB Resource Situation 4

Line of sight review incl food for Act 6

2.2 Chad Operations

200288-Support to Primary Education and Enrolment of Girls

2020-04-27 Resource Situation

Project Budget Revision for Approval by the Deputy Executive Director

Project Budget Revision for Approval by the Regional Director

Project Budget Revision for Approval

Projects for Executive Board Approval - Budget Increases to Development Activities-Chad Development Project 200288

Projects for Executive Board Approval-Support to Primary Education and Enrolment of Girls

2015-2018 Standard Project Reports

200713 -Building Resilience Protecting Livelihoods and Reducing Malnutrition of Refugees Returnees and other Vulnerable People

2020-04-06 Resource Situation

Budget increase for Chad protracted relief and recovery operation 200713

Budget Increase No. 2 to Chad Protracted Relief and Recovery Operation 200713

Budget Increase to Protracted Relief and Recovery Operation-Chad PRRO 20

Projects for Executive Board Approval - Protracted Relief and Recovery Operation

2015-2018 Standard Project Reports

200777-Providing life-saving support to households in Cameroon, Chad, and Niger directly affected by insecurity in northern Nigeria

Resource Situation

Project Budget Revision for Approval by the Deputy Executive Director

Operation Document

Budget Revision for The Approval of Regional Director

Budget Increase to Emergency Operation - Regional EMOP 200777BR14

Budget Increase to Emergency Operation - Regional EMOP 200777BR12

Budget Increases No. 2-9

2015-2018 Standard Project Reports

201044-Provision of Humanitarian Air Services in Chad

Operation Document

Project Budget Revision for Approval by the Deputy Executive Director

2019-01-28 Resource Situation

2017-2018 Standard Project Reports

201118-IR-PREP RBD Special Preparedness activities in the Sahel Region

Proforma for requesting an IRA allocation for preparedness activities

Standard Project Report 2018

201128-Chad IR-EMOP Emergency Nutrition Response in Ndjamen

Format for Information Note of IR-EMOP Project Document-Delegation of Authority to the Director of Emergencies

Project Budget Revision for Approval by The Director, Emergency Preparedness and Response Division

Standard Project Report 2018

201130-IR-PREP Special Preparedness Activities in Chad

2018-08-9 Proforma for requesting an IRA allocation for preparedness activities

Standard Project Report 2018

2.3 Assessment Reports

2018-02 Republic of Chad EFSA South 2018 following new refugees' influx from Central African Republic-February 2018

2018-02 République du Tchad EFSA Sud 2018 suite à l'afflux de nouveaux réfugiés centrafricains—Février 2018

2018-04 Evaluation de la sécurité alimentaire en situation d'urgence

suite à l'afflux de nouveaux réfugiés centrafricains au sud du Tchad

2018-06 Evaluation de la Sécurité Alimentaire des Ménages Ruraux des Départements de la

Bande Sahélienne Affectés par les Anomalies Pluviométriques

2018-06 Republic of Chad Emergency Food Security Assessment (EFSA) in Sahelian Departments Affected by Rainfall Anomalies

2018-06 Summary Republic of Chad Emergency Food Security Assessment (EFSA) in Sahelian Departments Affected by Rainfall Anomalies

2018-10 Tchad Evaluation rapide de la sécurité alimentaire des ménages dans la ville de N'Djamena

2018-12 Regional Supply and Market Outlook

Chad MaFA Microfinancial Assessment

2018-04 Chad MaFA Microfinancial Assessment

2020-09 Chad MaFA Microfinancial Assessment

2.4 Evaluations, Reviews, Audits, Operational research

2.4.1 Audit

2019-08 Internal Audit of WFP Operations in Chad

2019-08 Internal Audit WFPs Level 3 Emergency Response for the Sahel

2019-11 Management comments to the Internal Audit Report of WFP Operations in Chad

2.4.2 Evaluations

2018-01 Impact Evaluations Synthesis Four Evaluations of the Impact of WFP Programmes on Nutrition in Humanitarian Contexts in the Sahel

2018-02 IMPACT EVALUATION Targeting Moderate Acute Malnutrition in Humanitarian Situations in Chad Summary Evaluation Report

2018-07 Impact evaluation of WFP's programs targeting moderate acute malnutrition in humanitarian situations in Chad

2020-01 Evaluation of the WFP People Strategy 2014-2017 Evaluation Report - Volume I

2020-12 Internal Evaluation in WFP West and Central Africa region RBD info bulletin on Evaluation

Evaluation D'Opération Opération Régionale d'urgence Reg EMOP Afrique

de l'Ouest 200777 Fournir un soutien salvateur aux ménages au Cameroun au Tchad et au Niger directement affectés par l'insécurité dans le nord

Operation Evaluations Series Regional Synthesis 2013-2017 West and Central Africa Region

2.4.3 Annual Country Reports

2019 Chad Annual Country Report

2.5 Monitoring & Reporting

2.5.1 Country and Internal Situation Reports

2019 Chad Annual Country Report-CSP

Country Briefs

2018 Monthly County Briefs

2019 Monthly County Briefs

2020 Monthly County Briefs

2.5.2 COVID-19

ECOWAS Report COVID-19 Pandemic Impact of Restrictions Measures in West Africa Report Impact des mesures de restriction en Afrique de l'Ouest

HungerMap LIVE Hunger and COVID-19 Weekly Snapshot

2020-10-30 HungerMap LIVE – Hunger and COVID-19 Weekly Snapshot

2020-11-27 HungerMap LIVE – Hunger and COVID-19 Weekly Snapshot

WFP Chad COVID-19-Crisis Management Team Weekly Report

2020-04-27 WFP Chad COVID-19-Crisis Management Team Weekly Report

2020-05-25 WFP Chad COVID-19-Crisis Management Team Weekly Report

2020-06-22 WFP Chad COVID-19-Crisis Management Team Weekly Report

2.5.3 Output and outcome monitoring reports or data

CM-L010 Detailed Logframe in table v1.04 21.12.2020

Annex 5, Table 2 Analysis of results reporting in Chad CSP ACR 2019

Annex 5 Table 1 Chad CSP (2019) logframe analysis

2.5.4 Regional Level Reports

2020-05 Sahel 6 Hotspot Exercices Overview

2020-12 WFP Food Security Highlights-West and Central Africa

COVID-19

2020-03 Economic and Market Impact analysis of COVID-19 on West and Central Africa

2020-04 Economic and food security implications of the COVID-19 outbreak
2020-06 Needs analysis informing WFPs Global Response Plan to COVID-19
2020-11 Populations at risk - Implications of COVID-19 for hunger, migration and displacement
2020-12-09 COVID-19 Emergency Internal Situation Report #19
2020-12-09 COVID-19 Level 3 Emergency External Situation Report #18
COVID-19 Pandemic Impact of restriction measures in West Africa
Pandémie de la COVID-19-Impact des mesures de restriction en Afrique de l'ouest

West Africa Seasonal Monitor

2020 Weekly West Africa Seasonal Monitor Reports

Season West Africa Seasonal Monitor

2018-2020 West and Central Africa WFP Regional Markets Update Reports

2.6 CO Maps

2020-02 WFP Presence in Chad

WFP HungerMap LIVE

3. External Documents

3.1 OCHA

2020-12-11 OCHA Chad - Quick Alerts

2020-12-11 Quick Alert Chad

2020-12-25 Rapport de situation - Chad

2021-01 Situation Report - Chad

2021-01-08 Rapport de situation - Chad

2021-01-22 Quick Alert Chad

2021-02-05 Quick Alert Chad

3.2 UNHCR

2020-12 UNHCR TCHAD Rapports statistiques de la population des personnes relevant de la compétence du HCR Tchad

2020-Dashboard Prévention Apatridie Année 2020

2021-01-15 UNHCR Chad Emergency External update

2021-01-26 UNHCR Chad Emergency Update East

2021-02-01 UNHCR Chad Emergency External update

2021-02-02 UNHCR Chad Emergency update East

3.3 UNDP

UNDP-Global Multidimensional Poverty Index 2020

UNDP-Human Development Report 2020

3.4 UNICEF

1 September - 31 October UNICEF Chad Humanitarian Situation Report No

2020 UNICEF IYCF-Programming-COVID19-Brief

2021-HAC-Chad

3.5 IOM

2020-Q3 TCD FMR FMS CHAD ENG

2021-02-05 ETT 93 FR

Q4 2020 TCD FMR FMS ENG

3.6 acaps

2019 acaps Crisis in Sight Risk Analysis

2019-10 acaps humanitarian Access Overview

3.7 SISAAP

2020-11_Cadre Harmonisé d'identification des zones à risque et des populations en insécurité alimentaire et nutritionnelle au Sahel et en Afrique de l'Ouest
2021-03_Cadre Harmonisé d'identification des zones à risque et des populations en insécurité alimentaire et nutritionnelle au Sahel et en Afrique de l'Ouest
2020-October-November_SISAAP_Bulletin d'information sur la situation alimentaire et nutritionnelle

3.8 FEWS NET

2020-12 Chad PB EN
2020-12 TD FSOU
2020-12-30 Chad - Food Security Outlook Update
2021 01 Chad PB EN
2021-01-29 Tchad - Key Message Update
Chad 2020 11 PB EN

3.9 World Economic Forum

World Economic Forum-Global Gender Gap 2020

3.10 Other

2018-Global Report on Food Crises 2018
2020-10 Inter-Agency Humanitarian Evaluation on Gender Equality and the Empowerment of Women and Girls
2020-World Economic Forum-Global Gender Gap
CHS Alliance-Renforcement de la redevabilité au Tchad - Logone Oriental, Cinquième phase, janvier 2020

4. WFP Corporate Documents

4.1 Analysis, assessment and monitoring activities

2009 WFP Comprehensive Food Security & Vulnerability Analysis Guidelines

4.2 Annual Performance Reports

2015, 2016 & 2017 WFP Annual Performance Reports
2018 Beyond APR Snapshot Series AVI
2018 Beyond APR Snapshot Series CCS
2018 Beyond APR Snapshot Series PEACE
2018 Beyond APR Snapshot Series SAMS
2018 Beyond APR Snapshot Series SBP
2018 WFP Annual Performance Report
2019 Beyond the Annual Performance Report
2019 Beyond APR Snapshot Series Digital
2019 Beyond APR Snapshot Series QCPR
2019 Beyond APR Snapshot Series SSTC
2019 WFP Annual Performance Report

4.3 Anti-fraud and anti-corruption

2015 WFP Policy on WFP anti-fraud and anti-corruption

4.4 Asset creation and livelihood support activities

2016 WFP FFA Annexes manual
2016 WFP FFA core manual
2017 WFP FFA Guidance Updates
2017 WFP FFA Key Aspects to Consider when evaluating FFA Programmes
2017 WFP Infobit - FFA women's empowerment and nutrition
2017 WFP Pro-Smallholder Food Assistance Background Paper
2017 WFP Pro-Smallholder Food Assistance Paper
2017 WFP The potential of FFA to empower women and nutrition Synthesis Report
2017 WFP The potential of FFA to empower women and improve women's nutrition

2017 WFP the potential of FFA to empower women and nutrition page summary
2019 OSZPR brief on 3PA - v150519
2019 OSZPR brief on FFA - v150519
2019 OSZPR brief on the CBPP - v150519
2019 OSZPR brief on the ICA - v150520
2019 OSZPR brief on the SLP - v150521
2019 OSZPR brief on resilience v150519

4.5 Climate adaptation and risk management activities

2015 WFP Climate Services report
2017 WFP Policy Climate Change Policy
2018 OSZIR Capacity Development Strategy 18June
WFP CSP Guidance Note for Climate Change Adaptation & Disaster Risk Reduction

4.6 COVID-19 related guidance and key documents

2020 WFP cash-based transfers essential needs approach
2020 WFP climate change disaster risk reduction
2020 WFP COVID-19 Response – Guidance to Country Offices on national engagement
2020 WFP Gender and COVID-19
2020 WFP General Guidelines for Food and Nutrition Assistance
2020 WFP Guidance - targeting and prioritization
2020 WFP Protection AAP disability conflict sensitivity
2020-04 WFP Economic and Food Security Implications of COVID-19 Outbreak
2020-07 WFP Economic and Food Security Implications of COVID-19 Outbreak
2020-11 WFP IOM Population at Risk - Implications of COVID-19 for Hunger Migration and Displacement

4.7 Emergency preparedness activities

2003 WFP Food aid and livelihoods in emergencies strategies for WFP
2004 WFP Transition from relief to development
2005 WFP Definition of emergencies
2006 WFP Targeting emergencies
2014 WFP Exiting emergencies
2014 WFP Operations Management Directive on Emergency Preparedness Package
2014 WFP Emer Prep Response Package Simulation Guidance Manual
2015 WFP Lessons Learned Toolkit for L3 Emergency Response
2017 WFP Emergency Preparedness Policy
2018 OED INTERIM WFP EMERGENCY ACTIVATION PROTOCOL for Level 2 and Level 3 Emergencies
2020 OEV Strategic Evaluation of WFP's Capacity to Respond to Emergencies V1
2020 OEV Strategic Evaluation of WFP's Capacity to Respond to Emergencies V2
2020 WFP Strategic Evaluation of WFP's Capacity to Respond to Emergencies MR

4.8 Gender

2009 WFP WFP Gender Policy Corporate Action Plan
2009 WFP Gender policy
2014 RBC Gender Implementation Strategy
2015 RBD Gender Implementation Strategy
2015 RBP Gender Implementation Strategy
2015 RBJ Gender Implementation Strategy
2015 RBN Gender Implementation Strategy
2015 WFP Gender Policy

2016 RBB Gender Implementation Strategy
2016 WFP WFP Gender Action Plan
2017 WFP Gender & Evaluation quick guide
2017 WFP Gender and Age Marker presentation December
2017 WFP Gender and Evaluations full guide
2017 WFP Gender Social Protection for zero hunger in RBP
2018 Gender and Age Marker guidance DRAFT January
WFP gender resources (useful links to guidances)
WFP Cash and gender – Concepts evidence and gaps
WFP WFP's Gender Transformation Programme
WFP The Potential of Cash Based Interventions to Promote Gender Equality and Women's Empowerment 2018

4.9 Humanitarian Access & Principles

2004 WFP Policy on Humanitarian Principles
2006 WFP Policy on Humanitarian Access and its Implications
2014 WFP Humanitarian Protection Policy Update
2017 OSZPH Humanitarian Access - Operational guidance manual
2018 OEV Evaluation of WFP Policy on Humanitarian Protection Vol I
2018 OEV Evaluation of WFP Policy on Humanitarian Protection Vol II
2018 OEV-OSZ Humanitarian Principles WFP Decision-Making Case Studies
2018 WFP Evaluation of WFP Policy on Humanitarian Protection MR

4.10 Individual capacity strengthening activities

2009 WFP Capacity Development Policy - An Update on Implementation
2010 WFP Operational Guide to strengthen capacity of nations
2014 WFP National Capacity Index (NCI)
2017 OEV Evaluation of Capacity Development Policy
2017 WFP Guidance on Capacity Strengthening of Civil Society
WFP 2015 Guidelines on Technical Assistance and Capacity Development

4.11 Malnutrition prevention activities

2017 WFP Malnutrition in all its forms Definition and WFP strategies
2018 WFP Acute Malnutrition Time for a Fresh Approach
2018 WFP WFP Specialized Nutritious Foods Sheet Treating MAM
2019 WFP Fill the Nutrient Gap Flyer 2 pager

4.12 Monitoring & Third-Party Monitoring

2002 Guidance Note on Beneficiary Definition and Counting
2013 WFP Beneficiary counting in COMET
2013 WFP SOPs for project ME
2014 WFP Corporate Monitoring Strategy 2015-2017
2014 WFP Third Party Monitoring Guidelines
2016 WFP Corporate monitoring strategy 2017-2021
2016 WFP Minimum Monitoring Requirements
2019 WFP Guidance Note on Estimating and Counting Beneficiaries
2020 WFP COVID-19 Interim Guidance T2 and T3 Beneficiaries

COMET

WFP COMET and Integrated Road Map PPT
WFP COMET Design Modules logframes design and results
WFP COMET Map and integration with other systems

4.13 Nutrition treatment activities

2012 WFP Nutrition Policy 2012

2016 Supporting national priorities on nutrition through multiple platforms in RBP

2017 WFP Nutrition Policy

2017 WFP Building the Blocks for Nutrition-Sensitive Social Protection systems in Asia

2017 WFP Guidance for nutrition-sensitive programming

2017 WFP Policy Note Improving Social Protection Targeting for Food Security and Nutrition an Asian Perspective

2018 WFP Overarching CN Nutrition sensitive programmes

2019 OSN Expanding WFP Nutrition engagement in SSTC Vision 2019-2021

WFP Scaling Up Rice Fortification in Latin America and the Caribbean

4.14 Partnerships

2014 WFP Corporate Partnership Strategy (2014 - 2017)

2017 OEV Evaluation of the WFP Corporate Partnership Strategy (2014-2017) Vol I

2017 OEV Evaluation of the WFP Corporate Partnership Strategy (2014-2017) Vol II

2017 WFP Evaluation of the WFP Corporate Partnership Strategy (2014-2017) MR

2019 PGG Partnership Action Plan Lessons Learned Exercise - ER and RECs

2019 PGG Partnership Action Plan Lessons Learned Exercise

2019 PGG Partnership Action Plans Guidance

4.15 Protection & AAP

2012 WFP Protection Policy

2016 AAP Strategy

2016 Guide to Personal Data Protection and Privacy

2016 OSZPH Protection Guidance Manual

2017 OSZPH AAP Guidance Manual

2018 OEV Evaluation of WFP Policy on Humanitarian Protection Vol I

2018 OEV Evaluation of WFP Policy on Humanitarian Protection Vol II

2018 WFP Evaluation of WFP Policy on Humanitarian Protection MR

4.16 Risk Management

2012 WFP Circular on Corporate Risk register

2012 WFP Paper Linking Risk Register and EPR

2015 WFP Risk management definitions

2015 WFP Enterprise Risk Management Policy

2016 WFP Circular Critical Incident & Crisis management

2016 WFP Corporate WFP Risk register

2016 WFP Global Risk Profile report

2016 WFP Risk appetite statement

2016 WFP EB PPT on Risk appetite statement

2017 WFP Corporate Risk Register

2017 WFP EB Informal Consultation PPT Enterprise Risk Management

4.17 Resilience

2015 WFP Building Resilience for Food Security and Nutrition policy

2018 OEV Strategic Evaluation of WFP Support for Enhanced Resilience Vol I

2018 OEV Strategic Evaluation of WFP Support for Enhanced Resilience Vol II

2018 WFP Strategic Evaluation of WFP Support for Enhanced Resilience MR

4.18 Safety Net and Social Protection

2012 WFP Update of WFP's Safety Nets Policy

2014 WFP Guidelines

2014 WFP Module A Safety Nets and Social Protection basics and concepts

2014 WFP Module B Engagement with Government and Partners

2014 WFP Module C Design and implementation

2014 WFP WFP Safety Nets Guidelines Annexes

2016 WFP Social Protection ToC

2016 WFP WFPs Role in SP in LAC with Annex

2017 WFP WFP and Social Protection - Options for Framing SP in CSPs

2017 WFP Guidelines

2017 WFP WFP Guidelines and Social Protection

2018 WFP RB Work plan on SP

2018 WFP RBP Social Protection Presentation

2019 OEV Evaluation of the Update of WFP's Safety Nets Policy

WFP SP SSN draft regional concept paper

4.19 School meal activities

2009 WFP School Feeding Policy 2009

2012 WFP Guidelines for developing national school feeding strategy

2013 WFP School Feeding Revised Policy

2013 WFP The State of School Feeding Worldwide

2014 WFP SABER School Feeding Brief

2014 WFP SABER

2014 WFP SABER School Feeding Manual

2016 WFP RBP Strengthening National Safety Nets – School Feeding

2016 WFP School Meals A Quick Guide

2017 WFP Evidence of the Benefits of School meals

2017 WFP School Meals Monitoring Framework and Guidance

WFP WFP Centre of Excellence's M&E Strategy

4.20 Security

2011 WFP Guidelines for Security Reporting

2015 WFP UN Security Risk Management SRM Manual

2016 WFP Brief Field Security

2017 WFP EB Report WFP Field Security

4.21 Smallholder agricultural market support activities

2016 WFP Purchase for Progress (P4P) Supporting Smallholder Farmers' Access to Markets in LAC

2019 WFP Brochure Enhancing smallholder market access

2019 WFP Local and regional food procurement policy

4.22 Supply chain

2019 WFP Capacity Enhancement Catalogue Supply Chain Capacity Enhancement

4.23 Unconditional resource transfers to support access to food

2019 WFP CBT glossary

WFP Cash-Based Transfers Frequently Asked Questions

4.24 WFP Management Plans

2015-2019 WFP Management Plans (2016-2022)

4.25 WFP Strategic Plan (2014-2017) and related docs

2012 Fit for Purpose - WFP's New Organizational Design

2013 Management Results Framework (2014-2017)
2013 Strategic Plan (2014-2017)
2013 Strategic Results Framework (2014-2017)
2015 Indicator compendium 2014-2017
2015 WFP Orientation Guide
2016 Evaluability Assessment of WFP's Strategic Plan 2014-2017
2016 Mid-term review - Strategic Plan (2014-2017)
2018 CRF Indicators' mapping and analysis

4.26 WFP Strategic Plan (2017-2021) (IRM) and related docs

2016 Corporate Results Framework 2017-2021
2016 Financial Framework Review 2017-2021
2016 WFP Policy on Country Strategic Plans
2016 WFP Strategic Plan 2017-2021
2018 CRF Indicator Compendium
2018 WFP Corporate Results Framework 2017-2021 Revised
2019 WFP CRF Indicator Compendium Revised
2020 WFP CPB Guidelines
2020 WFP Mid-Term Evaluation of WFP Strategic Framework (2017-2021)

Annex 15: Acronyms

ANADER	National Agency for Rural Development
BMZ	Federal Ministry of Economic Cooperation Development
CAR	Climate adaptation and risk management
CBT	Cash Based Transfers
CECOQDA	Food Commodities Quality Control Centre
CERF	Central Emergency Response Fund
CERFAM	Regional Centre of Excellence of Abidjan
CO	Country Office
CPB	Country Portfolio Budget
CPP	Corporate Planning and Performance
CSP	Country Strategic Plan
CSPE	Country Strategic Plan Evaluations
DEV	Development project
DDoE	Deputy Director of Evaluation
DNTA	National Direction of Food Technology and Nutrition
DoE	Director of Evaluation
EB	Executive Board
EM	Evaluation Manager
EMOP	Emergency Operation
ER	Evaluation Report
EU	European Union
FAO	Food and Agriculture Organization
FEWS NET	Famine Early Warning Systems Network
FTS	Financial Tracking Service
GAM	Global Acute Malnutrition
GDP	Gross Domestic Product
GFFO	German Federal Foreign Office
GNI	Gross National Income
HQ	Headquarters
HR	Human Resources
ICT	Information Communications Technology
IDA	International Development Association
IDPs	Internally Displaced Persons
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
INSEED	National Institute of Economic Studies and Statistic
IOM	International Organization for Migration
IPC	Integrated Phase Classification
IR	Inception Report
IRG	Internal Reference Group
LTA	Long Term Agreement
MAM	Moderate Acute Malnutrition
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organization

NPA	Malnutrition prevention activities
NTA	Nutrition Treatment Activities
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
ODA	Official Development Assistance
OECD/DAC	Organization for Economic Co-operation and Development/Development Assistance Committee
OEV	Office of Evaluation
ONASA	Office National de Sécurité Alimentaire
PHQA	Post Hoc Quality Assessment
PLWG	Pregnant Lactating Women or Girls
PREP	Special Preparedness Activity
PRRO	Protracted Relief and Recovery Operation
PTA	Parent-Teacher Association
RB	Regional Bureau
RBD	Regional Bureau for Western Africa
SAM	Severe Acute Malnutrition
SBCC	Social and Behavioural Change Communication
SDG	Sustainable Development Goal
SISAAP	Système d'information sur la Sécurité Alimentaire et d'Alerte Précoce
SMP	School meal activities
SMS	Smallholder Agricultural Market Support activities
SO	Strategic Outcome
SSAFE	Safe and Secure Approaches in Field Environments
RSU	National Unified Social Registry
TL	Team Leader
ToR	Terms of References
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNHAS	United Nations Humanitarian Air Service
UNHCR	United Nations High Commissioner for Refugees
UNISS	United Nations Integrated Strategy for the Sahel
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations International Children's Emergency Fund
UNPBF	UN Peacebuilding Fund
UNSD	United Nations Statistics Division
UNWOMEN	The United Nations Entity for Gender Equality and the Empowerment of Women
URT	Unconditional resource transfers
USD	United States Dollar
VAM	Vulnerability Analysis and Mapping
WFP	World Food Programme
WHO	World Health Organization

Office of Evaluation

World Food Programme

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