

# Management Response from WFP Chad to the recommendations of the decentralized evaluation of Breaking Barriers for Girls' Education in Chad (DE/OSZ/2022/015) from 2019 to 2022



1. This document, finalized in September 2024 presents the management response to the recommendations of the evaluation of the "Breaking Barriers for Girls' Education" program in Chad 2019-2022.
2. The evaluation, which was conducted by the American Institute for Research (AIR), covered both project areas and assessed the relevance, coherence, efficiency, effectiveness, impact and sustainability of the program's interventions. It informed partner agencies (WFP, UNICEF, UNFPA) to draw lessons learned, identify good practices as well as areas for improvement.
3. The evaluation made six key recommendations with 14 actions. The matrix sets out whether WFP agrees, partially agrees or disagrees with the recommendations and sub-recommendations. It presents the planned (or taken) actions, responsibilities and timelines.

Recommendations and related Sub-recommendations (Deadline)	Recommendation and Sub-Recommendation Lead (Supporting Offices/Divisions)	Management Response	Actions to be taken	Action Lead (Supporting Offices/Divisions)	Action Deadline
<p><b>Priority: High</b></p> <p><b>Recommendation 1:</b> Set up a centralized coordination mechanism between the three UN agencies and their local subcontractors to enhance the joint implementation approach. The coordination unit should include representatives from each UN organization based in the country, and the unit should oversee the implementation of all activities and conduct regular follow-up missions to ensure the coherence of the joint approach.</p>	<p>WFP Chad Country Office</p>	<p><b>Partially agree</b></p> <p>The centralized coordination mechanism already exists and was appropriate and consistent with centralized funding and donor requirements. Country-level coordination between agencies, however, lacks dynamism.</p>	<p>1-Formalize collaboration and technical support between headquarters, the regional office and the country office, if necessary, within the framework of a new project.</p> <p>2-Develop a coordination mechanism between the agencies and the governance system in place in the country offices, including a schedule of biannual missions, etc.</p> <p>3-Strengthen the coordination mechanism with quarterly meetings between decentralised agencies (sub-offices), decentralised government entities and implementing partners.</p>	<p>WFP Country Office (School Feeding Unit) / Gender</p> <p>WFP Country Office (School Feeding Unit) [Country Offices MENPC/ UNFPA UNICEF]</p> <p>WFP Country Office / Sub-office manager / Provincial delegation</p>	<p>12/2025</p> <p>30/06/2025</p> <p>30/12/2025</p>

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			4-A work plan with the Ministry of Education to define the level of responsibility of the Ministry's entities to ensure proper accountability.	WFP Country Office (School Feeding Unit) / Country Office partners	12/2024
<p><b>Priority: High</b></p> <p><b>Recommendation 2:</b> Clarify the targeting of interventions among UN agencies and local subcontractors (for example, should boys receive interventions, as the evaluation showed?) and improve communication around targeting.</p>	WFP Chad Country Office	Agree	<p>5-Conduct an in-depth analysis to define the revision of the methodology and targeting in joint agreement with the agencies and the government.</p> <p>6-Define a standard targeting strategy for WFP school feeding activities</p> <p>7-Develop a communication plan based on community targeting for all involved stakeholders, including parents, school teachers and staff, children, etc.</p>	<p>WFP Country Office (School Feeding Unit/ Gender / RAM section) / provincial delegations [UNFPA, UNICEF]</p> <p>WFP Country Office /School Feeding Unit, Gender/ DANSS</p> <p>WFP Country Office /School Feeding Unit/ Protection and Accountability)</p>	<p>12/2025</p> <p>12/2025</p> <p>12/2024</p>

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			8-Integrate other WFP activities into the overall synergy (funding from BMZ and others)	WFP Country Office (School Feeding Unit and Resilience/Nutrition)	12/2025
<p><b>Priority: Medium</b></p> <p><b>Recommendation 3:</b> Improve the timeliness of the cash incentive kits supply. Ensure that financial incentives for girls are provided at the beginning of the school year to encourage appropriate and timely use of funds for girls' educational needs.</p>	WFP Chad Country Office	<p><b>Disagree</b></p> <p>Conditional transfers are done quarterly at the schools to encourage student attendance. It is not feasible to do the conditional transfers at the start of the school year as attendance not yet determined. The country office will maintain the frequency of distribution of excellence scholarships at the end of the school year.</p>			
<p><b>Priority: High</b></p> <p><b>Recommendation 4:</b> Improve punctuality and communication around the school meals supply. Identify bottlenecks in food delivery causing delays and set realistic expectations as to when school meals will be provided during the school year (i.e. will they start at the beginning of the</p>	WFP Chad Country Office [WFP Logistics]	<p><b>Agree</b></p>	<p>9-An analysis of bottlenecks has been carried out, and purchasing plans are reviewed every three months before the start of each quarter.</p> <p>10-The meals route project is underway with supply chain to improve</p>	<p>WFP Country Office / BPO / Supply Chain &amp; Logistics</p> <p>WFP Country Office (Supply Chain &amp; Logistics)</p>	<p>12/2024</p> <p>12/2025</p>

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school year or a few months later?).			the procurement of meals to schools. Schools will be supplied with meals from the first days of school.		
<p><b>Priority: Medium</b></p> <p><b>Recommendation 5:</b> Increase the duration and frequency of trainings on girls' education, SRH and GBV to target changes in entrenched norms and practices. Mobilize community, religious and health leaders to facilitate training and encourage participation. Include training on promoting a safe school environment and preventing harassment.</p>	UNFPA Chad Country Office	N/A	N/A	N/A	N/A
<p><b>Priority: High</b></p> <p><b>Recommendation 6:</b> The UN agencies should establish a clear sustainability plan for all programme activities with identified missions for the government, community leaders, and country office staff. For activities that require additional financial resources, the sustainability plan should</p>	WFP Chad Country Office [UNFPA & UNICEF Country Offices, and the government]	Agree	<p>11-Develop long-term projects with plans for sustainability and community ownership.</p> <p>12-Adopt a participative community participation approach to plan project activities at community and school level (CHILD approach).</p>	<p>WFP Country Office (School Feeding Unit, Resilience, MENPC)</p> <p>WFP Country Office (School Feeding Unit, Resilience, RBD-Resilience)</p>	<p>12/2028</p> <p>12/2025</p>

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identify elements that can be continued at little or no cost.			13- Develop an advocacy plan with the government and the community for the continuity of certain activities	WFP Country Office / Partnership Unit (RBD / HQ)	12/2025
			14- Raise awareness among donors of the need for more sustainable school feeding projects.	WFP Country Office (School Feeding Unit, Resilience, RBD-Resilience) [MENPC/WFP HQ/RBD]	12/2025