



INDEPENDENT  
Evaluation Office

United Nations Development Programme

# INDEPENDENT COUNTRY PROGRAMME REVIEW

# CHAD

# ANNEXES

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# ANNEX 1. TERMS OF REFERENCE

## INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)”, previously known as “Assessments of Development Results (ADRs),” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.<sup>1</sup> The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership.

This is the first country programme evaluation conducted in Chad. The evaluation will focus on UNDP’s work during the ongoing programme cycle 2017-2021 and will evaluate the work up to mid-2020. The ICPE will be conducted in collaboration with the national authorities, with the UNDP Chad Country Office (CO), and with the UNDP Regional Bureau for Africa (RBA). The results of the evaluation are expected to provide a set of forward-looking recommendations as input to the new country programme document.

## NATIONAL CONTEXT

Chad is a fragile low-income country, landlocked in the Sahel region. Its population was 16.9 million in 2018, of which 77 percent reside in rural areas. With population growth of 3 percent per year, 47 percent of the population is under 14.<sup>2</sup> It has more than 200 different ethnic and linguistic groups.<sup>3</sup>

Since its independence in 1960, Chad experienced significant political instability until 1990, when the current president took power. It started a decentralization process in 1993 with the National Sovereign Conference, organized the national elections in 1996 and the first local elections in 2012.<sup>4</sup> The political space has remained limited and, since 2005, armed opposition groups attempted several times to take the capital. These internal conflicts were exacerbated by the escalation of the Darfur conflict in Sudan and the arrival of hundreds of thousands of Sudanese refugees and Darfur rebels in 2003. The president’s support of Darfur rebels in 2005 led to Sudan’s support of government opposition armed groups. In 2010, both countries normalized their relations, stopping support for cross-border movements of armed rebel factions.<sup>5</sup> However, several peace accords between the Chad government and the different opposition

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<sup>1</sup> See UNDP Evaluation Policy: [www.undp.org/eo/documents/Evaluation-Policy.pdf](http://www.undp.org/eo/documents/Evaluation-Policy.pdf). The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group ([www.uneval.org](http://www.uneval.org)).

<sup>2</sup> World Bank data as of December 2019.

<sup>3</sup> See: <https://minurcat.unmissions.org/background>

<sup>4</sup> The next legislative and municipal elections were postponed several times but are expected to be organized in 2020

<sup>5</sup> The Chad-Sudan rapprochement led to the withdrawal in December 2010 of the MINURCAT, deployed in March 2009.

movements have failed and social cohesion mechanisms for inter- and intra-community conflicts remain limited. In 2015, the country's internal conflicts were exacerbated by the rise of Boko Haram in the Lake Chad region and other extremist groups in the north, and the related rise of youth radicalization in a context characterized by lack of employment opportunities. The country has faced these last years increasing security concerns with escalating intercommunal violence, a rise in terrorists attacks and rebel movements. In August 2019, the state of emergency was decreed in several provinces and borders closed with the Central African Republic, Libya and the Sudan.

The "Vision 2030: The Chad We Want" is the country's long-term strategic development framework, expected to be implemented through five-year national development plans. It aims to create a united nation and an emerging regional power, exercised through its military diplomacy and oil production. A new constitution promulgated in 2018 allows the President to run for two additional 6-years terms. However, governance institutions are fragile as noted in the 2018 Mo Ibrahim Index, which rates Chad as 43<sup>th</sup> out of 54 sub-Saharan African countries.<sup>6</sup> There is just over 45 percent of the population who trusts the government and 44 percent the judicial system.<sup>7</sup> The country experiences limited citizenship participation and civil society oversight of decision-making; only 5 percent of the population has access to internet.<sup>8</sup> Challenges in terms of access to justice and corruption are still very important.

Since 2003, the country's economy is heavily dependent on oil, which has increased significantly the country's GDP and the state's budget, from \$220 per capita GDP growth in 2002 to \$730 in 2018. However, oil income has been mainly invested in the military<sup>9</sup> and it has not translated into poverty reduction and human development gains. When the oil prices dropped in 2014, the country went into a recession, with higher external commercial debt, and the security situation deteriorated, prompting structural reforms in 2017. The agricultural sector, particularly subsistence farming and cattle herding, is also central to the country's economy with 87 percent of the population and 40 percent of the GDP dependent on it.<sup>10</sup> In the Lake Chad region, Boko Haram has significantly hampered agricultural activities, livelihoods and access to markets. Challenges in transport, energy, access to justice and corruption are still very important in all the country, which ranks 182 out of 190 countries in the Doing Business report.<sup>11</sup>

Chad human development index (HDI) is among the bottom five in the world, positioning the country 185 out of 188 countries. When adjusted to inequality, the HDI falls 38 percent.<sup>12</sup> Over 85 percent of the population is considered multi-dimensional poor and 46 percent lives below the national poverty line. The limited access of the population to basic goods and services has led to a low life expectancy (53 years); challenges to access education, with an overall literacy rate of 22 percent and eight years of expected schooling; and food insecurity.<sup>13</sup> In the 2019 Global Hunger Index, Chad ranked 115th out of 117 countries, with alarming levels of hunger.<sup>14</sup> Malaria is the leading cause of death and there is no social security system in place. Wide gaps exist in terms of age and sex, with significant child labour and youth unemployment and under-employment.

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<sup>6</sup> See: [http://s.mo.ibrahim.foundation/u/2018/11/27173840/2018-Index-Report.pdf?\\_ga=2.91277018.1989544098.1548941645-1329949972.1548941645](http://s.mo.ibrahim.foundation/u/2018/11/27173840/2018-Index-Report.pdf?_ga=2.91277018.1989544098.1548941645-1329949972.1548941645)

<sup>7</sup> Source: UNDP Human Development Report 2018.

<sup>8</sup> Source: UNDP Human Development Report 2018.

<sup>9</sup> GDP per capita (current US\$). Source: World Bank data as of December 2019.

<sup>10</sup> Source: UNDP Human Development Report 2018 and World Bank data as of December 2019.

<sup>11</sup> See: <https://www.doingbusiness.org/content/dam/doingBusiness/country/c/chad/TCD.pdf>

<sup>12</sup> See: [http://hdr.undp.org/sites/default/files/2018\\_human\\_development\\_statistical\\_update.pdf](http://hdr.undp.org/sites/default/files/2018_human_development_statistical_update.pdf)

<sup>13</sup> Source: UNDP Human Development Report 2018

<sup>14</sup> See: <https://www.globalhungerindex.org/chad.html>

The country faces significant challenges in terms of gender equality which exacerbate women vulnerabilities and risks of poverty. Women's participation in the formal economy is low and they have restricted access to assets, credit and land. Child marriage and adolescent pregnancies are common in Chad, which has a fertility rate of 5.8 among adolescents and high maternal mortality rates. Many women are victims of physical and sexual violence and female genital mutilation is accepted as a traditional practice.<sup>15</sup>

The country is also vulnerable to climate change and natural disasters, particularly droughts. With most of the population depending on agriculture and livestock, deforestation and desertification are significantly affecting their livelihoods, particularly in the Lake Chad region with the drying up of the lake which lost 90 per cent of its original surface area.<sup>16</sup> Human pressure also contributes to the fragility of the country's ecosystems and escalates social tensions, particularly between herders and farmers. Energy access for the population remains low and based mainly on wood.

### UNDP PROGRAMME STRATEGY IN CHAD

Relations between the Government of Chad and the United Nations system were formalized in 1977. The work of UNDP in the country for the period 2017-2021 is guided by the United Nations Development Assistance Framework (UNDAF), which is aligned with the priorities identified by the Government in its five-year national development plan and with the humanitarian response plans. The UNDAF, developed by the UN country team, focused on seven priorities and promotes the linkages between humanitarian and development responses, taking into consideration the root causes of the vulnerabilities. This is framed under three strategic results: development of human capital; social protection, crisis management and sustainability; and governance, peace and security.

UNDP committed in its Country Programme Document 2017-2021 to support the following four programme priorities:

- i. Inclusive growth and sustainable development, with a focus on access to finance and value chain-related job creation, particularly for youth and women, as well as development policy and planning;
- ii. Participatory governance and social cohesion, including support to legislative, electoral, and local government institutions for improved accountability, participation, representation, inclusive political dialogue and anti-radicalization;
- iii. Environmental resilience and disaster risk reduction, with a focus on ensuring management and prevention of floods and droughts and protecting the country's biodiversity; and
- iv. Human capital, including the strengthening of public administration and decentralized institutions to deliver improved basic services, particularly anti-malarial services.

The country programme is "premised on the understanding that strong, credible governance institutions that manage development and conflict successfully are the foundation for robust and inclusive economic progress, and that growth cannot be sustained without diversification of the economy and appropriate management of natural resources, including through extractive industries". It is also framed under the New Deal for engagement in fragile states which presents key peacebuilding and statebuilding goals to transition out of fragility.<sup>17</sup>

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<sup>15</sup> See: <https://news.un.org/en/story/2019/02/1033822>

<sup>16</sup> See: <https://news.un.org/en/story/2018/11/1026651>

<sup>17</sup> See: <https://www.pbsbdialogue.org/en/new-deal/about-new-deal/>

UNDP also supported the Regional Stabilization Facility for Lake Chad, a sub-regional facility launched in 2015 by the African Union And the Lake Chad Basin Commission to operationalize a Multi-National Joint Task Force to scale up stabilization interventions.<sup>18</sup> In this regard, the CO started to pilot more recently an integrated package of services on local development, rural development and inclusive finance, an approach tested previously by the UNDP Regional Bureau for Africa in Senegal and Togo.

<b>Table 1: Country Programme outcomes and indicative resources (CPD 2017-2021)<sup>19</sup></b>			
<b>Country Programme Outcome</b>	<b>Country Programme Output</b>	<b>Planned resources</b>	<b>Expenditures to date</b>
<b><u>Outcome 1: Inclusive growth and sustainable development</u></b> <b>By 2021, the State of Chad puts in place a national development policy generating inclusive growth and job creation opportunities, particularly for youth and women, including refugees.</b>	1.1. Legal and institutional frameworks are in place for budgeting and management of extractive resources 1.2. Sustainable value chains are developed and create employment. 1.3. National and decentralized institutions are able to achieve structural transformation and create better living conditions and sustainable employment	CPD: 5,825,000  Received to date: 11,266,415	6,344,516
<b><u>Outcome 2: Participatory governance and social cohesion</u></b> <b>By 2021, national and local institutions apply more best practices of inclusive governance, promoting democracy, rule of law, social cohesion, and equitable use of quality public services including for refugees</b>	2.1. Governance institutions at the central and local level enabled to perform core functions for improved accountability, participation and representation 2.2. Frameworks and procedures for dialogue in place for effective and transparent engagement of civil society 2.3. National institutions and communities enabled to prevent and address violent extremism and radicalization	CPD: 20,642,500  Received to date: 17,588,464	12,106,699
<b><u>Outcome 3: Environmental resilience and disaster risk reduction</u></b> <b>By 2021, farms, fishing communities and small producers, notably youth and women, in targeted regions, use sustainable production systems that allow them to meet their needs, bring food to market and adopt a living environment that is more resilient to climate change</b>	3.1. Capacities of national institutions and communities enabled to ensure conservation and management of natural resources in line with international conventions and national legislation 3.2. Inclusive and sustainable solutions adopted to achieve energy efficiency and universal modern energy access (especially off-grid sources of renewable energy) for specific needs of women and men 3.3. National/local institutions and target populations in urban and rural areas enabled to sustainably manage floods and drought 3.4. The institutional, legal and strategic frameworks (national and sub-national) for disaster risk reduction (DRR) are operational and include women's specific needs	CPD: 32,130,500  Received to date: 13,014,537	8,234,970

<sup>18</sup> See: [https://www.undp.org/content/undp/en/home/news-centre/news/2019/UNDP\\_Launches\\_Regional\\_Stabilization\\_Facility\\_for\\_Lake\\_Chad.html](https://www.undp.org/content/undp/en/home/news-centre/news/2019/UNDP_Launches_Regional_Stabilization_Facility_for_Lake_Chad.html)

<sup>19</sup> Resources received to date and indicative expenditure to date include data on regional and global projects in Chad. Source: UNDP Chad Country Programme Document 2017-2021 and UNDP data extracted from Atlas / PowerBi as of 30 November 2019.

and other environmental challenges			
<b>Outcome 4: Human capital</b> By 2021, the most vulnerable communities, including women, teenagers and children under 5 years and refugees in targeted areas, use high-quality integrated health, nutrition, HIV and malaria prevention and care services	4.1. Population has increased access to preventive and treatment services for malaria 4.2. National institutions, systems, laws and policies enabled for equitable, accountable and effective delivery of malaria and related services 4.3. Capacity of public administration at national and decentralized levels enabled to deliver improved basic services and respond to community's priorities	CPD: 30,907,563  Received to date: 79,090,028	49,171,358
<b>Total (to date)</b>		Planned: 57,407,194 Received: 121,059,444	75,857,543

## SCOPE OF THE EVALUATION

ICPEs are conducted in the penultimate year of the ongoing UNDP country programme to contribute to the process of developing the new country programme. Thus, the ICPE will focus on the current programme cycle (2017-2021), covering the period of 2017-mid 2020, to provide forward-looking recommendations as input to UNDP Chad's formulation of its next country programme. It will also examine the degree of adoption and follow-up of the recommendations of the 2012-2015 CPD decentralized evaluation.

The evaluation aims to provide an account of results achieved against the expected targets set in the CPD. The ICPE will also look at both positive and negative factors that have driven performance, including cooperation with national authorities and partnerships. The scope of the ICPE includes the entirety of UNDP's development programmes in the country, including those projects running from the previous cycle into the current one and spanning through two different UNDP Strategic Plans. The interventions under review are funded by all sources, including those from UNDP's regular resources, donors, and the Government. The efforts supported by UNDP's regional and global programmes will also be included. At the same time, special attention will be paid to assess how interlinked interventions strengthen the humanitarian-development-peace nexus and stabilization. Climate change adaptation and the fight against malaria will also be areas carefully assessed in terms of the necessary linkages with peacebuilding agenda.

## METHODOLOGY

The ICPE will address the following key evaluation questions.<sup>20</sup> These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?

<sup>20</sup> The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.



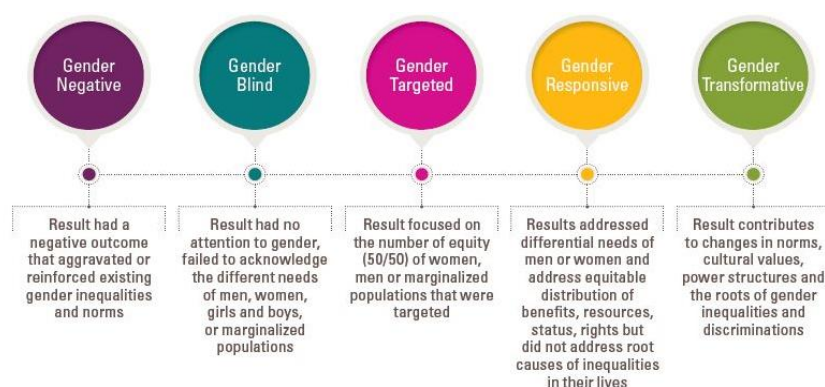
3. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

The ICPE is conducted at the outcome level, and its methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.<sup>21</sup> To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context, respond to national development needs and priorities and reposition itself to respond to the new Strategic Plan will also be looked at.

The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the progress achieved towards the planned outputs at the time of the evaluation and the extent to which these outputs are contributing to the intended CPD outcomes, taking into account the ongoing nature of the programme. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 3. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation), and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question. The adjustments implemented to respond to the change of UNDP's Strategic Plan in 2018 in terms of partnership management, elevating UNDP integrator role or developing a new role through an accelerator lab would also be assessed.

Special attention will be given to integrate a gender-responsive evaluation approach to data collection methods. The evaluation will analyse the extent to which UNDP (country) support was designed to and did contribute to gender equality and will consider the gender marker<sup>22</sup> and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative.



<sup>21</sup> <http://www.uneval.org/document/detail/1914>

<sup>22</sup> A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).



## DATA COLLECTION

**Data collection methods.** The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. All information and data collected from multiple sources and through various means will be triangulated to ensure its validity before the evaluation reaches conclusions and recommendations. The evaluation will rely on the triangulation of the following data sources:

- A portfolio analysis and desk review of all programme documents, including UNDP Results Oriented Annual Reports (ROARs) and corporate monitoring of programme results; project documents and project progress reports; quality assurance reports and risk assessments; project, outcome and CPD evaluations; audit reports; financial data and background documents on the national context.
- Interviews with key informants using semi-structured interviews and focus group discussions, including government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, UNDP country office, RBA and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the CO to identify relevant UNDP partners to be consulted during the main data collection phase of the evaluation.
- Direct observation of project activities to assess the achievements of some key projects. These projects and locations were selected through a review of project documents and in discussions with the CO programme managers.
- A pre-mission self-assessment questionnaire will be administered to the CO and expected to be completed at least two weeks prior to the arrival of the evaluation team in Chad for the data collection mission. It will focus on programme results and the CO internal management.
- A presentation of preliminary findings at the end of the data collection mission in the country to validate initial findings with the CO staff.

In line with UNDP's gender equality strategy, the ICPE will examine the level of gender mainstreaming across all the CO programmes and operations. Gender-related data will be collected by using corporately-available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of documents and interviews), where available, and assessed against its programme outcomes.

The criteria for selecting projects for field visits will include:

- Programme coverage (trying to cover the areas of work that represent CO's priorities and where significant resources have been invested);
- Geographic concentration (looking at areas where field visits would allow us to cover multiple projects);
- Maturity (looking at projects that are expected to have already produced results);
- Security considerations (taking into account the ability to travel);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Learning opportunity (based on the interest to learn from new approaches).

**Assessment of data collection constraints and existing data.** A preliminary assessment was carried out to identify the evaluable data available as well as potential data collection constraints and opportunities. The Evaluation Resource Center (ERC) information indicates that eleven evaluations were planned as part of the current programme cycle, but at the time of this TOR preparation, four project evaluation had been

completed. Six additional evaluations are planned before the end of 2020. Eight evaluations were conducted during the previous programme cycle.

With respect to indicators, the CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR) and the corporate planning system (CPS) associated with it provide indicators, baselines from 2017 and targets for 2021. However, there is no data on progress on the indicators over time and the source of verification is not enough specific. Previous evaluations already highlighted weaknesses in project management, reporting, monitoring and evaluation. To the extent possible, the ICPE will use these indicators and data, as well as other alternative indicators which may have been used by CO, to interpret the UNDP programme goals and to measure or assess progress toward the intended outcomes. However, the CPD indicators try to assess aspects of performance that are well-outside of UNDP's direct sphere of control, and for which the programme has limited influence. To mitigate these limitations, the evaluation will work with Theories of Change to try to estimate goals and map assumptions against the expected and achieved results.

In addition, primary data collection could be constrained by the security level which is considered moderate. The security situation is threatened by violent crimes, particularly carjacking's outside N'Djamena city, terrorism and minefields. There are armed attacks targeting foreigners, local security forces, and civilians, recurrent intercommunal violence and violent anti-government demonstrations. Some areas present Explosive Remnants of War and substantial terrorism threats with continued Boko Haram attacks, particularly in the Lake Chad Region but also in the capital N'Djamena. Road movements under armed escorts is mandatory in specific parts of the country.

Data collection could be also challenged by the rainy season, from mid-June to mid-September, when many roads become impassable; and the dry season, from November to April due to desert dust storms and very high temperatures. In response to all the above constraints, the evaluation team will jointly identify with the CO an appropriate time for the evaluation mission and different locations for field missions to remain flexible and be able to adapt to the security and weather situation as needed.

## MANAGEMENT ARRANGEMENTS

**Independent Evaluation Office of UNDP:** The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

**UNDP Country Office in Chad:** The Country Office will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP's programmes, projects and activities in the country, and provide factual verifications of the draft report on a timely basis. The CO will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries; assistance for the project site visits). To ensure the anonymity of interviewees, the Country Office staff will not participate in the stakeholder interviews. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with RBA. It will support the use and dissemination of the final ICPE report at the country level.

**UNDP Regional Bureau for Africa:** The UNDP Regional Bureau for Africa will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, RBA is also responsible for monitoring the status and progress of the

country office's implementation of the evaluation recommendations, as defined in its management response.

**Evaluation Team:** The IEO will constitute an evaluation team to undertake the ICPE. A senior IEO staff will be designated to the evaluation to oversee the overall implementation, as required, and provide guidance. The IEO team will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall technical responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the Country Office.
- **Associate Lead Evaluator (ALE):** IEO staff member responsible for supporting the LE, as required, the preparation of terms of reference, data collection and analysis and the final report.
- **Consultants:** external consultants will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women's empowerment. Under the guidance of the LE and ALE, they will conduct preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection in the field, prepare sections of the report, and contribute to reviewing the final ICPE report.
- **Research Assistant:** a research assistant based in the IEO will provide background research and will support the portfolio analysis.

The roles of the different members of the evaluation team can be summarised in Table 2.

<b>Table 2: Data collection responsibilities (tentative)</b>		
<b>Area</b>	<b>Report</b>	<b>Data collection</b>
Outcome 1 - Inclusive growth and sustainable development	ALE	
Outcome 2 - Participatory governance and social cohesion	ALE (governance) + Social cohesion and conflict prevention expert	
Outcome 3 - Environmental resilience and disaster risk reduction	LE + Climate change and resilience expert	
Outcome 4 – Human capital	LE	
Strategic positioning	LE	
Gender equality and partnerships	All	

## EVALUATION PROCESS

The ICPE will be conducted according to the approved IEO process in the Charter of the Independent Evaluation Office of UNDP. There are five key phases to the evaluation process, as summarized below, which constitute the framework for conducting the evaluation.

**Phase 1: Preparatory work.** Following the initial consultation with the Country Office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions. Once the TOR is approved, additional evaluation team members, comprising international and/or national development professionals with relevant skills and expertise will be recruited if needed. The IEO, with the support of the Country Office, collects all relevant data and documentation for the evaluation.

**Phase 2: Desk analysis.** Evaluation team members will conduct desk review of reference material and identify specific issues. Further in-depth data collection will be conducted, by administering a pre-mission questionnaire to the Country Office. Based on this, detailed questions, gaps and issues that require validation during the field-based phase of the data collection will be identified.

**Phase 3: Field data collection.** The evaluation team undertakes a mission to the country to engage in data collection activities. The estimated duration of the mission will be 2.5 weeks. The timing of the mission will be closely discussed and coordinated with the Country Office. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the mission, the evaluation team holds a debriefing presentation of the key preliminary findings at the Country Office. By the end of the mission, all additional data gaps and areas of further analysis should be identified for follow-ups.

**Phase 4: Analysis, report writing, quality review and debrief.** Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft of the report will be subject to peer review by IEO. It will then be circulated to the Country Office and the UNDP Regional Bureau for Africa for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP Chad Country Office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau for Africa. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be produced.

**Phase 5: Publication and dissemination.** The ICPE report, including the management response, and evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of the approval of a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Chad Country Office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau for Africa will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

## TIMEFRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively<sup>23</sup> as follows:

<b>Table 3: Timeframe for the ICPE process going to the Board in 2021 (tentative)</b>		
<b>Activity</b>	<b>Responsible party</b>	<b>Proposed timeframe</b>
<b>Phase 1: Preparatory work</b>		
TOR – approval by the IEO	LE	January 2020
Selection of other evaluation team members	LE/ALE	January/ February 2020
<b>Phase 2: Desk analysis</b>		
Preliminary analysis of available data and context analysis	Evaluation team	April 2020
<b>Phase 3: Data collection</b>		
Data collection and preliminary findings	Evaluation team	Early / Mid-June 2020
<b>Phase 4: Analysis, report writing, quality review and debrief</b>		
Analysis and Synthesis	LE	June/ July 2020
Zero draft ICPE for clearance by IEO	LE	August 2020
First draft ICPE for CO/RB review	CO/RB	September 2020
Second draft shared with the government	CO/GOV	October 2020
Draft management response	CO/RB	November 2020
Final debriefing with national stakeholders	CO/LE	November/December 2020
<b>Phase 5: Production and Follow-up</b>		
Editing and formatting	IEO	December 2020
Final report and Evaluation Brief	IEO	December 2020
Dissemination of the final report	IEO/CO	January 2021
Presentation to the Executive Board	IEO	2021 (TBD)

<sup>23</sup> The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.

## ANNEX 2. EVALUATION FRAMEWORK

Key questions	Sub-questions
EQ1. What did the UNDP country programme intend to achieve during the period under review?	1.1 What are UNDP's outcomes as defined in the CPD?
	1.2 If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?
EQ2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?	2.1 To what extent and with which results did UNDP achieve its specific objectives (CP outputs) as defined in the CPD and other strategies (if different)?
	2.2 To what extent did the achieved results contribute to the outcome?
	2.3 Were there positive or negative, direct and indirect unintended outcomes?
EQ3. What factors contributed to or hindered UNDP's performance and eventually, to the sustainability of results?	3.1 What programme design and implementation-related factors have contributed to or hindered results?
	3.2 How have the key principles of the Strategic Plan been applied to the country programme design <sup>24</sup>
	3.3 What mechanisms were put in place at the design and implementation stage to ensure the sustainability of results, given the identifiable risks?
	3.4 How did UNDP design to scale up coverage and efforts of its interventions (including scaling-up of pilot activities)? <sup>25</sup>

<sup>24</sup> As the CPDs under review may be based on the previous Strategic Plan (2014-2017), we should select a set of key principles reflected in both old and new Strategic Plan for our purpose, to examine how they have been reflected in programme design and used to enhance the results). For example, in the **new Strategic Plan 2018-2021**, the key issues include: (1) 'Working in partnership': i) Within UN System; and ii) Outside UNS (South-South; civil society; private sector; and IFIs); (2) 'Helping to achieve the 2030 Agenda'; (3) '6 Signature Solutions': i) Keeping people out of poverty; ii) Strengthen effective, accountable, inclusive governance; iii) enhance prevention and recovery for resilient society; iv) promote nature-based solutions for sustainable plant; v) close the energy gap; and vi) strengthen gender equality; (4) 'Improved business models (Performance; and Innovation)

<sup>25</sup> See the UNDP Guidance Note on Scaling-Up Development Programmes (2013)

## ANNEX 3. PEOPLE CONSULTED

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## ANNEX 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The evaluation team also consulted many websites, including of the government of Haiti and its partners and international development agencies.

National Development Plan 2017-21

UNDP, Human Development Report, 2019

United Nations Development Assistance Framework (UNDAF) Chad, 2017-2021

African Economic Outlook, African Development Bank, 2020

Stratégie Nationale de lutte contre les Changements Climatiques au Tchad, octobre 2017

Green Climate Fund, Country Programme, Republic of Chad, 2019

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Global Fund, Audit Report Global Fund Grants to the Republic of Chad, 2018

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PNUD Chad, 2019 Quel Bilan, Bulletin information / N. 001/Janvier 2020

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Oxford Poverty and Human Development Initiative (OPHI), OPHI Country Briefing 2017: Chad, June 2017

Tower, Amali, 2017, Shrinking options The nexus between climate change, displacement and security in the Lake Chad Basin, Climate Refugees

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République du Tchad, Stratégie nationale de développement du secteur privé au Tchad

République du Tchad, Stratégie nationale de lutte contre les changements climatiques au Tchad, 2017

Banque Mondiale, Mettre fin à l'extrême pauvreté : Promouvoir une prospérité partagée, Rapport annuel 2017

UN Country Snapshot – Chad, 2019

République du Tchad, Plan d'action national de renforcement des capacités pour la réduction des risques de catastrophes, la préparation et la réponse aux urgences 2015-2020

UNDP, UNDP Support framework for the implementation of the United Nations integrated strategy for the Sahel: Towards sustainable and inclusive human development

## ANNEX 5. STATUS OF COUNTRY PROGRAMME ACTION PLAN (CPAP) OUTCOME INDICATORS

Indicator	Baseline	Target (2021)	Status/Progress			
			2017	2018	2019	2020
Outcome 1: By 2021, the State of Chad puts in place a national development policy generating inclusive growth and job creation opportunities, particularly for youth and women, including refugees.						
Indicator 1.1 Poverty rate (urban/rural)	Total: 46.7% Rural: 49% Urban: 43.7%	Total: 38% Rural: 38% Urban: 38%	Regression	Progress	Regression	Progress <sup>26</sup>
			Total: 47% Rural: 49% Urban: 45%	Total: 46% Rural: 47% Urban: 46%	Total: 46.5% Rural: 47% Urban: 41%	Total <sup>27</sup> : 40% Rural: 42% Urban: 40%
Indicator 1.2 Under-employment rate among young people (sex, age, vulnerable groups, areas)	Total: 34% Young women: 38% Young men: 30%	Total: 25% Young women: 30% Young men: 20%	No change	No change	Regression	Progress <sup>28</sup>
			Total: 34% Young women: 38% Young men: 30%	Total: 34% Young women: 28% Young men: 30%	Total: 32% Young women: 34% Young men: 30%	Total <sup>29</sup> : 28% Young women: 35% Young men: 28%
Indicator 1.3 Proportion of youth (aged 15-24) not in education, employment or training (formal or informal), disaggregated by sector, subsector, sex, age and excluded groups	Total: 85% Young women: 90% Young men: 80%	Total: 80% Young women: 84% Young men: 76%	No change	No change	Progress	Progress <sup>30</sup>
			Total: 84% Young women: 89% Young men: 80%	Total: 84% Young women: 89% Young men: 80%	Total: 83% Young women: 84% Young men: 76%	Total <sup>31</sup> : 80% Young women: 85% Young men: 75%
Indicator 1.4 Percentage of population with connection to electricity	Total: 5% Rural:1% Urban:4%	Total: 20% Rural:5% Urban:10%	Progress	Progress	Progress	Progress
			Total: 9% Rural:3% Urban:6%	Total:11% Rural:3% Urban:8%	Total:13.5% Rural:4% Urban:11%	Total <sup>32</sup> : 16% Rural: 5% Urban: 13%

<sup>26</sup> CO Comments: L'enquête sur les ménages prévues en fin 2019 n'a pas encore eu lieu. Les données présentées ici ne sont que des projections / estimations de l'INSEED.

<sup>27</sup> Source:- Rapport national sur le développement humain- Rapport de mise en œuvre du Plan National de Développement 2017 - 2021- Projections INSEED

<sup>28</sup> CO Comments: Estimations / projections de l'INSEED et du Ministère de la jeunesse et de l'emploi

<sup>29</sup> Source: - Rapport national sur le développement humain- Rapport de mise en œuvre du Plan National de Développement 2017 - 2021- Projection INSEED

<sup>30</sup> CO Comments: L'enquête sur les ménages prévues en fin 2019 n'a pas encore eu lieu. Les données présentées ici ne sont que des projections / estimations de l'INSEED.

<sup>31</sup> Source: - Rapport nationale sur le développement humain- Rapport de mise en œuvre du Plan National de Développement 2017 - 2021- Ministère de la Promotion des Jeunes, des Sports et de l'Emploi

<sup>32</sup> Source: - Rapport de mise en œuvre du Plan National de Développement 2017 – 2021 - Rapport d'exploitation et statistiques de la Société Nationale d'Electricité - Rapports du Ministère du pétrole et de l'énergie



Indicator	Baseline	Target (2021)	Status/Progress			
			2017	2018	2019	2020
Indicator 1.5 Percentage of population with access to non-solid fuels	Total: 5% Rural:0.5% Urban: 4.5%	Total:15% Rural:4% Urban:11%	No change	No change	No change	Progress <sup>33</sup>
			Total:5% Rural:0.5% Urban:4.5%	Total:5% Rural:0.5% Urban:4.5%	Total:5% Rural:0.5% Urban:4.5%	Total: 7% Rural: 2% Urban: 7%
Outcome 2: By 2021, national and local institutions apply more best practices of inclusive governance, promoting democracy, rule of law, social cohesion, and equitable use of quality public services including for refugees.						
Indicator 2.1 Election participation rate	Total:76% Women: 52.3% Men: 47.7%	Total:85% Women: 63% Men: 56%	No change	No change	No change	No change <sup>34</sup>
			Total:76% Women: 52.3% Men: 47.7%	Total:76% Women: 52.3% Men: 47.7%	Total:76% Women: 52.3% Men: 47.7%	Total <sup>35</sup> : 76% Women: 52.3% Men: 47.7%
Indicator 2.2 Rate of female parliamentarians	15%	50%	No change	No change	No change	No change <sup>36</sup>
			15%	15%	15%	15%
Indicator 2.3 Percentage of women elected at the local level (elected in 42 communes)	14%	30%	No change	No change	No change	No change <sup>37</sup>
			14%	14%	14%	14%
Indicator 2.4 Level of satisfaction among users of the judicial system and for human rights	Total: 50% Judicial system:33% Human rights: 17%	Total: 60% Judicial system:38% Human rights:25%	No change	No change	No change	No change <sup>38</sup>
			Total: 50% Judicial system: 33% Human rights: 17%	Total: 50% Judicial system: 33% Human rights: 17%	Total: 50% Judicial system: 33% Human rights: 17%	Total: 50% Judicial system: 33% Human rights: 17%
Indicator 2.5 Number of competencies transferred to decentralized territorial councils by the Government (health, education)	0	13	No change	No change	No change	No change <sup>39</sup>
			0	0	0	0
Outcome 3: By 2021, farms, fishing communities and small producers, notably youth and women, in targeted regions, use sustainable production systems that allow them to meet their needs, bring food to market and adopt a living environment that is more resilient to climate change and other environmental challenges.						
Indicator 3.1 Penetration rate of microfinance institutions (MFIs)	Total: 2% Women: 4%	Total: 7% Femmes:18%	No change	No change	Progress	Progress <sup>40</sup>
			Total: 2%	Total: 2%	Total: 3%	Total: 7%

<sup>33</sup> CO Comments : Les enquêtes et études qui devaient permettre d'obtenir ces données n'ont pas été réalisées depuis plus de cinq ans (pas d'enquête non plus en 2019). Il est donc impossible de renseigner les indicateurs ci-dessous. C'est pourquoi nous avons maintenu la Baseline.

<sup>34</sup> CO Comments: Il n'y a pas eu d'élections ni de recensement électoral depuis 2016. Baseline maintenue.

<sup>35</sup> Source: Rapports d'activités annuels de l'Assemblée nationale - Rapports d'activité de la Commission Electorale Nationale Indépendante - Rapport des missions d'observation électorale

<sup>36</sup> Source: -Rapports de la Commission Electorale Nationale Indépendante - Rapport de l'Assemblée Nationale

<sup>37</sup> Source: - Rapports de la Commission Electorale Nationale Indépendante- Rapports de l'Assemblée Nationale

<sup>38</sup> CO Comments: Les données n'ont pas pu être collectées depuis 2017 (pas d'enquête)

<sup>39</sup> Source: - Rapport de la mise en œuvre du Plan National de Développement 2017 - 2021

<sup>40</sup> CO Comments: Données de l'année 2018. Les données de 2019 ne sont pas disponibles. Données estimées.

Indicator	Baseline	Target (2021)	Status/Progress			
			2017	2018	2019	2020
	Men: 6%	Men: 20%	Women: 4% Men: 6%	Women: 4% Men: 6%	Women: 5% Men: 7%	Women: 12% Men: 14%
Indicator 3.2 Percentage of households with access to renewable energy	2%	10%	No change	Progress	Progress	Progress <sup>41</sup>
			2%	3%	5%	7%
Indicator 3.3 Number of existing protected areas	Parcs: 3 Natural reserves:7	Parcs: 5 Natural reserves: 10	No change	No change	No change	No change <sup>42</sup>
			Parcs: 3 Natural reserves: 7	Parcs: 3 Natural reserves: 7	Parcs: 3 Natural reserves: 7	Parcs: 3 Natural reserves: 7
Indicator 3.4 Mortality rate due to natural risks	0.01%	0%	No change	No change	No change	No change <sup>43</sup>
			0.01%	0.01%	0.01%	0.01%
Indicator 3.5 Economic losses from natural disasters (e.g. geophysical and climatic) per year	38,000,000	30,000,000	Progress	Regression	No change	No change <sup>44</sup>
			37,000,000	37,710,000	37,710,000	37,710,000
Outcome 4: By 2021, the most vulnerable communities, including women, teenagers and children under 5 years and refugees in targeted areas, use high-quality integrated health, nutrition, HIV and malaria prevention and care services.						
Indicator 4.1 Proportion of households having access to treated nets (LLINs) (MILD)	77%	NA	No change	Progress	Progress	NA <sup>45</sup>
			77%	78%	80%	NA
Indicator 4.2 Proportion of estimated malaria cases (suspected and confirmed) receiving first-line antimalarial treatment in public health facilities	64.6%	98%	Regression	Target reached and surpassed	Regression	Regression <sup>46</sup>
			62%	107%	82%	70.42%

Source: UNDP Corporate Planning System

<sup>41</sup> Source: - Rapports de l'agence national pour l'environnement et le développement des énergies renouvelables (Ministère de l'Environnement, de l'Eau et de la Pêche) - Rapport de mise en œuvre du Plan National d'Adaptation ((Ministère de l'Environnement, de l'Eau et de la Pêche) - Stratégie nationale de promotion des sources d'énergie nouvelles et renouvelables (Ministère du Pétrole et de l'énergie) ; CO Comments : Données de 2019 non disponibles (il n'y a pas eu d'enquête). Données 2020 estimées.

<sup>42</sup> Source: - Rapports de la Direction des parcs nationaux, des réserves de faune et des chasses (Ministère de l'Environnement, de l'Eau et de la pêche) ; CO Comments : Même nombre qu'il y a quelques années. Il n'y a pas eu de progrès dans le domaine des aires protégées (parcs et réserves).

<sup>43</sup> Source: - Plan National d'Adaptation (Ministère de l'Environnement, de l'Eau et de la Pêche), CO Comments : Aucune donnée n'a pu être collectée en 2018, 2019 et 2020. La target est de 0% parce qu'il s'agit du taux de mortalité (on cherche à le faire baisser et non l'augmenter)

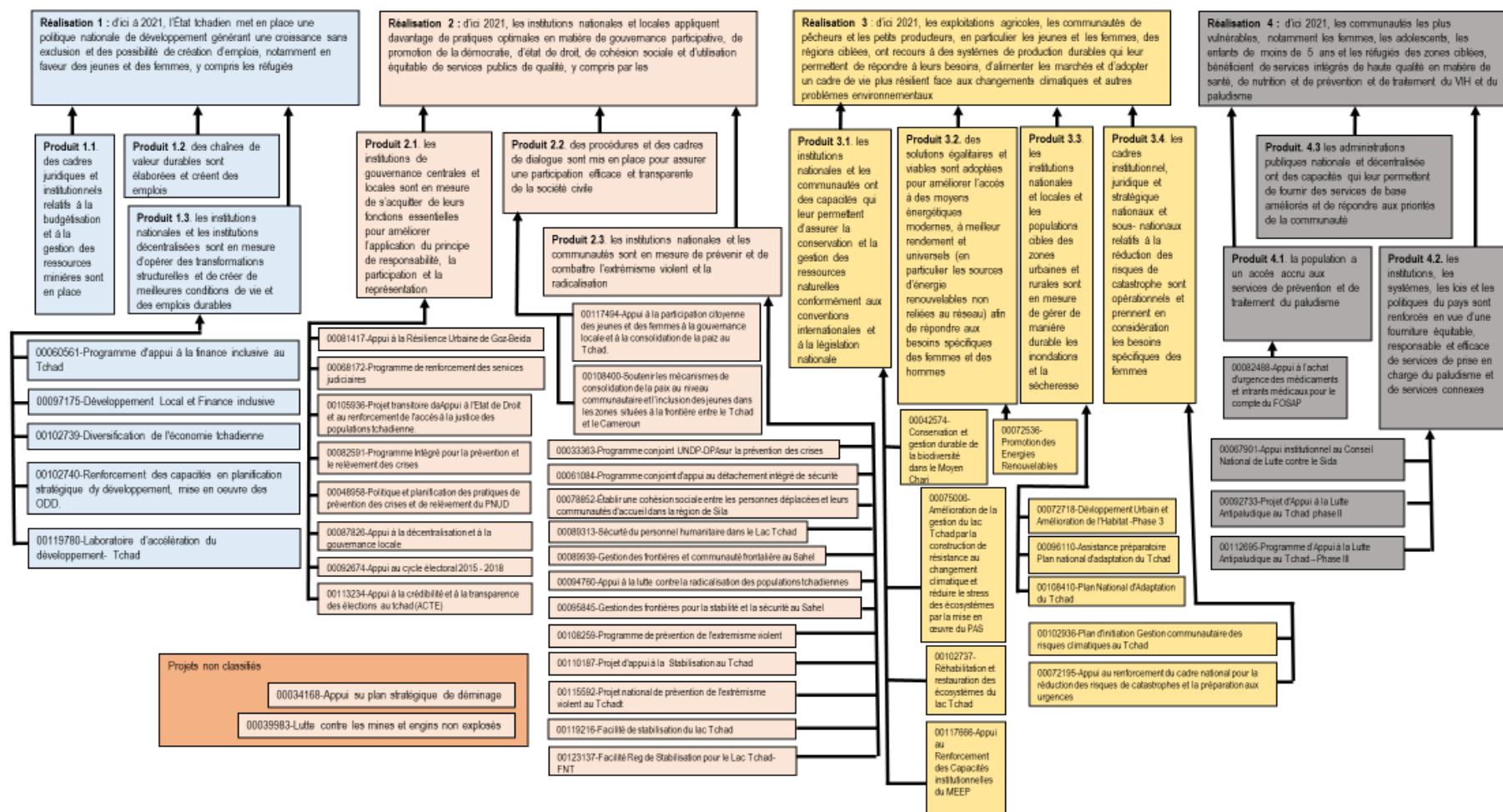
<sup>44</sup> Source: - Global database on disasters ; Il n'y a pas de dispositions précises et efficaces prises pour réduire les pertes économiques. C'est pourquoi il est à penser que lesdites pertes économiques iront en augmentant. Toutefois, on peut espérer une baisse à partir de 2021 (les montants sont exprimés en dollars USD). Pas de données en 2019. Le rapport "Global database on disasters" 2020 n'est pas encore disponible.

<sup>45</sup> CO Comments: La méthode de collecte retenue est l'enquête MICS. Les résultats de la prochaine enquête EDS-MICS ne seront disponibles qu'en 2021

<sup>46</sup> Source: - Enquête en grappes à indicateurs multiples et sectoriels - Enquêtes de l'Institut National des Statistiques et des Etudes Economiques et Démographiques (INSEED) - Rapports du Programme National de Lutte contre le Paludisme (PNLP) - Système national d'information sanitaire. CO Comments : Données du 1er semestre 2020 uniquement.

Les données de l'année 2020 entière ne sont pas encore disponibles.

## ANNEX 6. PROGRAMME PORTFOLIO





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