



Evaluation Report

“Reintegration Support for Chadian Returnees from the Central African Republic”



Project Implemented by IOM and Funded by the Government of Japan



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I. Introduction

Context

Since the “coup d’état” in March 2013 in the Central African Republic (CAR), wide-spread violence had displaced, at the time, more than 1,000,000 persons both internally and to neighboring countries, with Chad being the country receiving the highest number of returnees,¹ refugees and Third Country Nationals (TCNs). As of 13 January 2015, IOM had registered over 113,000 evacuees who had entered Chad with the assistance of the Government of Chad (GoC) and IOM or by their own means.

IOM registered and profiled all evacuees in Chad (both in N’Djamena and in the South), and provided them with post-arrival assistance, consisting of Non Food Items (NFIs), emergency shelter, psychosocial support, emergency medical assistance/referrals, flood mitigation kits, and relocation of vulnerable migrants from transit sites to temporary sites. Out of the 63,000 Chadian returnees, IOM provided onward transportation assistance to 30,000 returnees to their preferred destination in Chad. The majority returned to Salamat and Sila regions, the latter region already having been impacted by large returns from Sudan (22,640).

The majority of Chadian returnees had to leave CAR suddenly and thus were not able to take their belongings and assets with them, thereby making it extremely challenging to start a new life in Chad, a country that is already experiencing high levels of poverty and minimum socio-economic infrastructure. Chad ranks 184 out of 187 on the UNDP Human Development Index (HDI) in 2014, with 62% of the population suffering from multi-dimensional poverty. The sudden arrival of large numbers of returnees in these already vulnerable communities severely aggravates their state of vulnerability, and can contribute to increased tensions with host communities and instability by adding further pressure on the already limited availability of resources, such as livelihoods and basic services. In addition, as per the IOM profiling exercise, women represent 58% of evacuees from CAR, and 12% are widows and heads of households, making them extremely vulnerable.

The regions of Sila and Salamat, which have experienced high numbers of returns, are some of the poorest regions in Chad, with little infrastructure and with a high proportion migrating to neighboring countries in search of better income. Moreover, compared to other regions in Chad, there is no other humanitarian agency operating in these regions addressing the direct needs of the returnees.²

¹ In the context of this project and report, “returnees” are defined as persons that are non-refugee nationals that have returned to their country of origin due to violence and/or conflict in the host country. In this case, returnees refer to Chadians who were living in CAR or Sudan and who had to flee back to Chad due to the ongoing instability, violence and conflict in CAR and Sudan.

² During the evaluation, it was confirmed that in Haraze, UNHCR is only providing assistance to CAR refugees and WFP is doing food distributions for CAR refugees and providing food vouchers for returnees (CFA 6,000 per person per month). In Tissi, there are two national NGOs (OPAD and CHORA) sponsored by UNICEF that are supporting education and access to water. Both NGOs are departing the region.

Project Description

In line with the Government of Chad’s “Plan de Réponse Global en Faveur des Retournés Tchadiens de la RCA,” IOM designed a project to address the socio-economic reintegration challenges faced by returnees, while at the same time, strengthening the absorptive capacities of communities of return in order to mitigate potential tension and strengthen community cohesion.

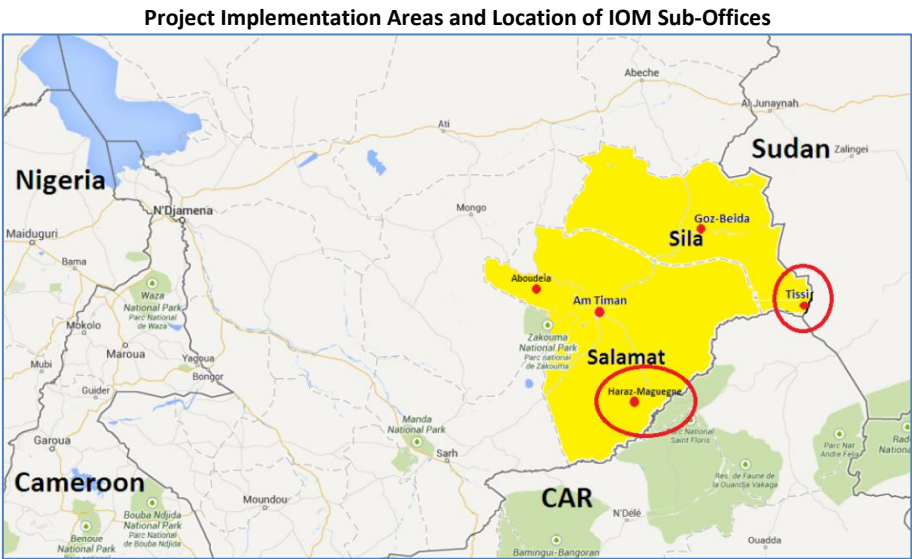
The “Reintegration Support for Chadian Returnees from the Central African Republic” is a 12-month reintegration project implemented by IOM Chad between 01 March 2015 and 29 February 2016. This project, funded by the Government of Japan’s Supplementary Budget for a total of USD 2,675,000 aimed to support the sustainable reintegration of Chadian returnees, who fled the crisis in CAR, in their communities of origin. More specifically, the project aimed to support the socio-economic reintegration of 1,000 vulnerable female returnees as well as support the absorptive capacities of six (6) communities of return in Sila and Salamat regions, identified as areas of high return and where no other agency was providing support for returnees.

In order to achieve the objective, the project was designed around two main complementary components:

- 1) **Rehabilitation of community-identified small infrastructure to promote community stability**
- 2) **Income generating activities (IGA) for female returnees to support their socio-economic reintegration**

The project is a second phase from a first project, “Reintegration of Female Returnees from Sudan and Central African Republic in Chad,” equally funded by the Government of Japan and implemented from March 2014 to February 2015.

IOM teams located in sub-offices in Haraze and Tissi were in charge of project implementation, with technical and managerial oversight by IOM N’Djamena.



Purpose of the Evaluation

The overall objective of this evaluation is to assess the **effectiveness, efficiency, impact, sustainability, relevance** and **coherence** of the “Reintegration Support for Chadian Returnees from the Central African Republic” project. The evaluation especially seeks to identify:

- Implementation challenges in order to better plan for future similar projects;
- Activities that had a strong positive impact and the reasons why, in order to replicate these;
- Activities that had a negative/unintended impact and reasons why, in order to improve planning/design of future similar activities;
- Best practices;
- Aspects promoting or inhibiting sustainability of activities.

As some of the sites had benefited from the first project (“Reintegration of Female Returnees from Sudan and Central African Republic in Chad”), some components from the first project were equally evaluated, especially in regards to sustainability and impact.

II. Evaluation Methodology

The evaluation of the project took place from 15 – 26 February 2016, and entailed a desk review, key informant interviews with project beneficiaries, local authorities, project partners and IOM staff as well as project site visits. Details on the schedule of the evaluation mission are in Annex 1.

DESK REVIEW

Prior to undertaking key informant interviews and project site visits, all of the program documents available were reviewed. This included the project proposal, logical framework, budget, work plan, expense report, notes from community meetings, and reports from project partners. The desk review provided information regarding the program design and the conditions of its implementation. It also helped to understand the nature of the project, thereby allowing to better frame the evaluation.

KEY INFORMANT INTERVIEWS (KIIs)

Twelve key informant interviews took place from 17-24 February, and were carried out as follows:

- 1) Interviews with **beneficiaries**:
 - a. Haraze: Association of returnees who were trained in fixing water pumps (11 men)
 - b. Massamagne: Village chief and farmers trained in establishing rice paddies (30 women; 5 men)
 - c. Tissi: beneficiaries trained in fixing water pumps (4 men); beneficiaries trained in producing solar panels (7 women); community members using water pump (8 children/youth)
 - d. Nabagaye: Village chief and women returnee association trained in traditional spaghetti production (3 men; 15 women)
 - e. Amzili: Community members (4 men; 8 women)
- 2) Interviews with **local authorities**:
 - a. Haraze Préfet and Secretary (2 men)
 - b. Tissi Sous-Préfet and Police (2 men)

- 3) Interviews with **IOM's partners**:
 - a. National Center for Agricultural Mechanization: 4 in Haraze and 2 in Tissi (6 men)
 - b. Solar-Net: 2 in Tissi (2 men)
- 4) Interviews with **IOM staff**:
 - a. Haraze team (3 men; 2 women)
 - b. Tissi team (4 men, 1 woman)
 - c. 1 Consultant (Water Pump Trainer; 1 man)

Seven KIIs with **beneficiaries** in Haraze, Massamagne, Tissi, Nabagaye and Amzili were carried out and were useful in understanding the beneficiaries (returnees and community members') background, what issues they faced prior to the project, what issues they were currently facing, the suitability of the assistance they are receiving from IOM, how they feel in their community, and whether they plan on staying in their current community or whether they intend to return to CAR or Sudan once the situation stabilizes.

Two KIIs with **local authorities**, one in each region, provided information on the situation of the community, dynamics between returnees and community members, the relevance of the IOM project, what are the main needs/issues in the community and the level of cooperation between IOM and the authorities.

Two KIIs with **IOM's partners** were carried out to understand their role and activities in the project, the main challenges they face, their opinions/view on the impact they are making and of the sustainability of the project, as well as ideas on improving impact.

Three KIIs with **IOM staff** were carried out in each region in order to collect information about program implementation. The interviews focused on impact, implementation challenges, roles and responsibilities of the team members, the level of coordination with authorities, and selection process for beneficiaries.

PROJECT SITE VISITS

14 project site visits were carried out from 17-24 February, as follows:

Project Activity	Salamat Region		Sila Region		
	Haraze	Massamagne	Tissi	Nabagaye	Amzili
Woman's Centre	X		X		
Rice Cultivation		X	X		X
Water Pump Rehabilitation			X	X	X
Solar Panel Light Installation			X	X	X
Traditional Spaghetti Production				X	
Vegetable Cultivation					X
Café Business set up by Woman's Association			X		

III. Evaluation Results

Component 1: Rehabilitation of community-identified small infrastructure to promote community stability

Needs assessment and Selection of 10 most vulnerable communities: 16 villages were profiled in Salamat region (18 villages were profiled in Sila region in the first phase of the project). Ten villages were selected in each region based on vulnerability criteria, including number of returnees and level of access to essential services and livelihood opportunities. The selected villages are listed in the table below.

Tissi, Sila Region					
#	Selected Village	Distance (km)	# of Population	# of Returnees	% Returnees
1	Hidjer	20	700	700	100
2	Amsissia	23	3300	2120	64
3	Nabagaye	9	869	782	90
4	Goza	67	998	851	85
5	Gadar	38	800	800	100
6	Tissi	0	5018	1800	36
7	Kided	63	218	165	76
8	Tadjou	7	755	355	47
9	Amzili	20	2500	2500	100
10	Rout-Rout	45	4646	2200	47
TOTAL			19804	12273	62

Haraze, Salamat Region					
#	Selected Village	Distance (km)	# of Population	# of Returnees	% Returnees
1	Al-nikhel	16	164	60	37
2	Amboussourougne	29	3425	60	2
3	Ardebe	32	1630	100	6
4	Bedji	7	1822	60	3
5	Goz-tougoula	15	699	70	10
6	Haraze	0	16715	834	5
7	Kar-dabou	49	758	350	46
8	Kouba-adimti	30	900	20	2
9	Massamagne	75	3009	350	12
10	Angato	49	2480	35	1
TOTAL			31602	1939	6

Although project start date was March 1, profiling was only able to start in June, as the Haraze office had to be set up and staff hired. This resulted in further delays as the rain season (June-November) began, during which access to certain areas become almost impossible due to bad road conditions and flooding. Profiling ultimately took over three months to complete.

Facilitation of discussions and identification of priority needs: Five (5) community meetings took place in each community. Participation was inclusive, involving men, women, returnees, community members, and local and traditional authorities. These meetings were strongly welcomed, as in many cases, this was the first time participants were able to interact with an agency like IOM.

Meeting notes are filed after each community meeting, reporting on attendance (names of person and gender) and topics discussed. Meeting notes could be improved if it also included the status of each person (e.g. village leader, returnee, community member, religious leader, etc.) to have on file the participatory nature of these community meetings.

Community Contribution: Community contribution has been identified as an essential component in promoting ownership and sustainability. Each activity under this project ensures that there is some level of community contribution. For example, for the rice cultivation activity, IOM agreed with the beneficiaries that IOM will provide training and tools/equipment, but that beneficiaries will provide the labour and the village leader will allocate land (formalized in an official document). Equally with the water pump repair activity, IOM agreed with the beneficiaries that they would provide the technical training and equipment, but that beneficiaries provide the labor and communities establish Water Management Committees in charge of collecting monthly fees to ensure maintenance of

water pumps. This approach mitigates aid dependency and ensures that beneficiaries are empowered and active agents within the project.

Rehabilitation of infrastructure: Eleven (11) men were trained in Haraze and were provided with the necessary materials and equipment, and to date, they have assessed 21 water pumps, out of which they repaired 18 (two were diagnosed as non-repairable). In Tissi, four (4) men were trained and provided with material, and have, to date, assessed 21 water pumps and repaired 16 (two are non-repairable and three are awaiting spare pieces from N’Djamena). As part of their contribution to this work, they are providing the labor.



Relevance: Priority needs identified by communities, returnees and local authorities are the following, in decreasing order of importance:

- 1. Access to water
- 2. Access to electricity
- 3. Need to generate income
- 4. Access to medicine and improved health care
- 5. Support to the local administration (office supplies)

The only assistance provided to returnees by the Government or World Food Programme (the only agency providing assistance to returnees) includes distribution of food/food vouchers in Haraze. No assistance is provided in Tissi area and no assistance have been provided to any of the communities of return.

Therefore, this component is very relevant to the priorities of returnees, community members and local authorities, responding priority needs 1 and 3 (priority 2 is addressed in component 2 of the project). Targeted villages had no access to potable water, with villagers oftentimes having to walk

several kilometers to either a river or a functioning water pump. It is clear that all repaired water pumps have been extremely beneficial as the project site visits to some of them confirm that at least a dozen villagers are at each functioning water pump, collecting water. Repair of other water pumps or constructions of new pumps have been requested in other villages.

The type of water pumps, which were initially constructed by UNICEF, is foot-operated. However, it has been indicated by various community members that this is difficult to operate, especially for pregnant women and the elderly, and that **they would prefer hand-operated water pumps**. In addition, it seems that it is easier and cheaper to repair hand-operated water pumps.

Training beneficiaries in the repair of water pumps have also responded to the need to generate income. In addition, beneficiaries appreciated the training in new technical areas, as they mentioned that *“if we had to flee/move again, we may lose our home, our assets or belongings, but we will always be able to take this knowledge with us.”* Additional similar IGA activities have been requested by returnees, with a requested focus on youth.

Impact: The 11 men who were trained in Haraze in water pump repair have resulted in their ability to earn, to date, of CFA 300,000 (USD 500), and they continue to receive requests from villages to come and repair their water pumps. Beneficiaries have indicated that they have used this earned money to buy food and pay for school supplies for their children. Their hope is to be able to save some of these earnings, and with materials provided by IOM, be able to start their own enterprise.



Beneficiaries trained in water pump repair open their new business in Tissi. They are pictured with their trainer, IOM Team Leader and Team Assistant.

In Tissi, the four (4) trained beneficiaries have already been able to establish their water pump repair store, and have had, to date, 12 requests to repair water pumps, outside of the zone of intervention.

Although the activity had a **strong impact on the beneficiaries that were trained** in water repair pump, overall, the **impact is insufficient**, as only 11 men were trained in Haraze (out of 834 returnees, or 1.3%), and 4 men were trained in Tissi (out of 5,018 community members, or 0.08%), benefitting only a very small portion of total population/returnees. The need to generate income has become a pressing issue for returnees, who have been back in Chad for two years now, and struggling to meet basic needs. Returnees have confirmed that ***if their economic situation does not improve soon, they intend to return to CAR.***

An **unintended impact** includes beneficiaries abandoning their current livelihoods in order to benefit from IOM’s vocational training. Beneficiaries of water pump construction/maintenance have mentioned that they have abandoned their former means of generating income, making it

challenging for them to feed their families and meet their basic needs. In addition, one main reason for other potential candidates turning down the opportunity in receiving training was for this reason, as they could not afford to undertake a free training that took them away from generating income from daily works. For others, on the other hand, undertaking IOM’s training provided them with relief and hope and an opportunity to learn a new skill.

Sustainability: In order to ensure that communities have sufficient funds to pay for the repair works, IOM teams have encouraged communities to form water management committees in each village. They are to collect CFA 1,000 (USD 1.7) per household per month that can be used for water pump maintenance and repair.

Component 2: Income generating activities (IGA) for female returnees to support their socio-economic reintegration

Beneficiary Selection: All women (returnees and host community members) were registered, and based on vulnerability criteria, were selected. Due to the need to operate heavy machinery for the rice cultivation, five men in each community was also selected based on criteria, such as unemployment, knowledge in agriculture, and willingness to work with the women cooperatives. 18 women cooperatives were created in Salamat Region and 14 in Sila Region.

Haraze, Salamat Region		
#	Selected Village	# of Selected Women for the Cooperative
1	Al-nikhel	47
2	Amboussourougne	102
3	Ardebe	111
4	Bedji	92
5	Goz-tougoula	49
6	Haraze	180
7	Kar-dabou	87
8	Kouba-adimti	48
9	Massamagne	170
10	Angato	114
TOTAL		1000

Tissi, Sila Region		
#	Selected Village	# of Selected Women for the Cooperative
1	Hidjer	59
2	Amsissia	64
3	Nabagaye	33
4	Goza	57
5	Gadar	61
6	Tissi	439
7	Kided	82
8	Tadjou	96
9	Amzili	59
10	Rout-Rout	71
TOTAL		1021

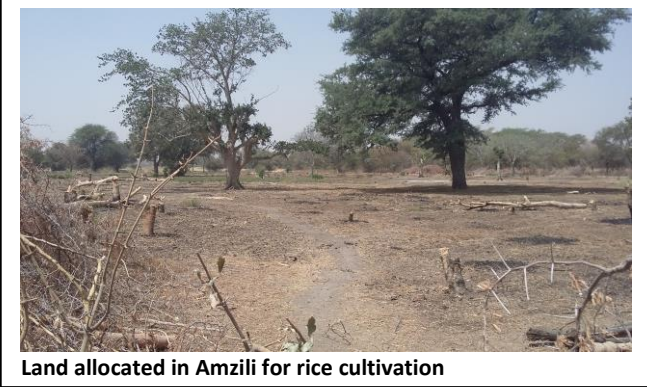
Facilitation of discussions and identification of priority needs: Women cooperatives meet and agree together on what IGA they would like to pursue. IOM then approves the activity, based on feasibility (e.g. one woman cooperative wanted to have a small rudiment business, however, when IOM asked them what would happen if the animals fell sick and there is no veterinary service nearby, they agreed that this was not a sustainable IGA to pursue). Once the IGA identified, IOM supports the women cooperatives to develop a budget, after which, IOM provides in-kind support, complemented with technical trainings.

2.1 Rice Farming

Prior to starting this component, IOM brought rice cultivation experts to assess soil quality to ensure that it is suitable for rice cultivation and to ensure that there are available water sources. IOM also discussed with communities whether this was an activity that they would be interested in, and if so, whether they would be able to contribute 1) land, and; 2) labor. IOM would then provide the technical training, through NCAM, as well as tools and equipment.

In Sila region, three rice cultivation projects were planned. To date, only one (Tissi) is under way, as the two others (Amzili and Gadar) are currently on hold, as the drilling machine to construct a water pump is yet to arrive and is necessary to start the rice cultivation.

Significant delays in the delivery of key equipment have delayed the implementation of activities. More specifically, the delay in the water drilling machine inhibits the start of establishing rice paddies in areas that do not have access to a water source, such as a river. In order to not further delay implementation, teams have, to date, focused on moving forward with rice paddies that have access to a river. The purchase of steel wheels for the power tillars has equally been significantly delayed, making the work difficult, as rubber tires are not appropriate for the type of land/mud.



Relevance: This activity is very relevant and meets the priority needs of female returnees. Prior to the project, to generate income, they carried out unsustainable and difficult works, such as brick making, wood cutting, gathering straw to make walls for the homes, or drying fish. **They are eager to learn a new skill and have a lot of hope to be able to cultivate rice to feed their families as well as to sell in the market to generate income.**

Impact: Although impact cannot yet be measured, as rice cultivation is still in the early phases of implementation, it is a new agricultural endeavor in both Salamat and Sila regions. Currently, communities are consuming rice, but have to purchase it in the market, where rice is being imported from either Sudan or South of Chad. Therefore, the introduction of rice cultivation would provide communities with an extra source of food, and as this activity further develops, it is envisaged that part of the rice cultivated can then be



Women farmers being trained in rice cultivation, Tissi

sold in the local market. In addition, **communities currently depend on rain-fed agriculture, whereas “Sawah Technology” rice cultivation enables the cultivation of rice during the dry season, thereby enabling communities to diversify their livelihoods.**

An **unintended impact**, as mentioned earlier, includes beneficiaries abandoning their current livelihoods in order to benefit from IOM’s training. Beneficiaries of rice farming have mentioned that they have abandoned their former means of generating income. This has been challenging for them to feed their families and meet their basic needs, especially as rice production takes at least three months for the first harvest. In order to support immediate needs and promote motivation, NCAM and IOM recently purchased food for beneficiaries working on the rice cultivation.



Meeting with women farmers and NCAM in Massamagne to discuss rice cultivation project

Sustainability: Rice cultivation in the two areas has strong potential for sustainability, as there are little agricultural endeavors in the region, especially during the dry season, and communities are very motivated. Initial discussion with the World Food Programme (WFP), who is present in Haraze and doing food distributions to CAR refugees may also pave the way to a partnership whereby communities would sell their rice surplus to WFP for their food distributions.

However, as rice cultivation is an entirely new type of activity in the region, in order to ensure



Training of woman farmer in usage of power tiller, Massamagne

sustainability, further trainings are necessary. According to NCAM, three years is the necessary timeframe to properly train beneficiaries in rice cultivation. In addition, **it is essential that a first harvest is completed prior to the rain season, otherwise, all efforts and resources would be lost, which may also impact communities' motivation to continue after the project ends.** It was also suggested that, rather than to halt activities during the rainy season, to find other parcels of land that are not affected by the rain/floods (higher altitude), in order to continue learning and practicing as well as have a harvest during the rainy season.

Equally with the rice production, there is a need for fertilizers, herbicides and insecticides. It needs to be verified if targeted communities can easily access these products (the communities are very isolated) and how much these products cost. It was suggested rice farmers can trade rice for inputs.

2.2 Solar Panel Production

Eleven (11) women were trained in 21 days in solar panel production under the first phase of the project in Tissi. The success of the solar panel production in Tissi has reached the Haraze returnee community, who have, as a result, requested for this activity to also take place in Haraze.



Solar-Net training beneficiaries and providing guidance to IOM team.

Relevance: Providing electricity in the targeted villages responds

to one of the main priority needs of community members, returnees and local authorities (please refer to top priority needs on page 9). As mentioned earlier, no assistance is provided to communities or returnees (besides very limited food voucher distributions) in the targeted areas, and the **targeted villages have no access to electricity**, inhibiting villagers from pursuing any type of activity at nighttime (e.g. keeping a shop open; holding a meeting; doing homework, etc.). In addition, the lack of lighting in the villages also increases the risks of crime as well as the perceptions of insecurity.

Impact: The installation of solar lamps in villages have made a significant impact, by enabling community/women meetings to take place at night, allowing children to do their homework, and improving overall community security.

Another impact worth mentioning is the plan to install solar panels to a water pump in Tissi that is currently functioning with a generator, which is only operating for three hours every evening. This results in **community members having to wait until nightfall to be able to collect water.** In



Solar light installed by IOM in Nabagaye. Pictured here with Village Chief and IOM Team Leader and Project Assistant.

addition, a generator requires fuel, which can be costly. IOM is therefore planning on connecting this water pump to a solar panel, so that water is available all day and does not require fuel. In addition, maintenance and repair of solar panels will be ensured through the IOM-trained beneficiaries.

The women producing the solar panels have not only acquired a new skill, but were also **able to generate income**, with which they opened a café that serves tea, doughnuts, grilled chicken and sells peanut oil. This café is located in the market and receives clients every day. They are also exploring the option of including a solar-powered cell phone charger in the café.

Sustainability: **The key materials for the solar panels are not available locally** (nor in neighboring countries such as Sudan), and must be imported from Japan, making it very costly. In addition, returnees do not have access to a computer or email, and therefore, do not have the capacity to make an order or look for alternative vendors, thereby the continuation of solar panel production after the project ends is questionable. In addition, solar panels have a lifespan of up to five years if well maintained.

IOM, however, is in discussion with state level government to lobby them to subsidize this activity and support the continuation of solar panel production. **This would allow the Government of Chad to strengthen its presence in Sila Region** (it is one of the most neglected areas, where the majority of the population live without electricity), which would not only **promote governance but also education, livelihoods and security**. Alternatively, IOM is planning on assisting the women’s cooperative to become a national NGO, with capacities to fundraise.

2.3 Traditional Spaghetti Production

Support to women cooperatives for traditional spaghetti production was implemented in the first phase of the project, and continues to be supported under this current project. IOM, through a local NGO, provided technical trainings as well as the equipment necessary to produce the spaghetti.



Community members have to wait until nightfall to collect water at a water pump in Tissi, which is powered for three hours per evening by a generator.



Café opened by women’s cooperative in Tissi Market with earnings from solar panel production.

Relevance: The activity is relevant as it **responds to one of the priority needs** of returnees and community members to generate income. In addition, it is an activity that is relatively **simple in terms of technical knowledge, time, and labor intensity, and the cost of inputs is low and their availability is high** (requiring only wheat and water). In light of these various variables, **traditional spaghetti production has been very relevant to female returnees.**



Traditional Spaghetti Production in Nabagaye

Impact: The impact of traditional spaghetti production has been high. They sell each bag for SDG³ 3 (USD 0.5), out of which they make a profit of SDG 1 (USD 0.16). The women engage in traditional spaghetti making two days a week, which complements their agricultural activities. In light of the success of this IGA, they have requested support for other IGA, such as soap making.

Sustainability: Traditional spaghetti production is clearly sustainable, as the first phase of the project ended in March 2015, yet production continues, and the women's association has confirmed that there is a local market demand for their product. They have not, however, been able to sell the spaghettis to the larger Tissi market, as **they do not have any means of transportation to the market** and therefore have requested additional support to facilitate access to markets in the region (e.g. through transportation assistance and/or improved packaging).

2.4 Vegetable Garden

As with the traditional spaghetti production, the establishment of vegetable gardens was also carried out in the first phase of the project, with others being set up in this second phase as well.

Relevance: Setting up vegetable gardens align with the IGA priorities identified by the women beneficiaries, and align with both their background in agriculture as well as with the



Abandoned vegetable garden in Amzili

³ Due to the proximity to Sudan, villages in the Tissi area all use Sudanese pounds (SDG).

traditional types of activities in the two regions.

Impact: Impact of the vegetable garden that was set up in Amzili was minimal. Beneficiaries confirmed that **output was very low, with many different seeds failing to produce vegetables** (it is not clear whether the seeds were defective or were not the appropriate ones for the soil in the region).

Sustainability: **The vegetable garden in Amzili was not sustainable, not only due to the low output, but also due to changing terms of land use after the project.** The terms negotiated for land use with the village leader was that the land would be allocated to the woman’s cooperative for the duration of the project, after which the terms for land use would have to be revisited. Once the project ended, the village leader requested that the woman’s cooperative pays rent for the land. As yields were low, the women had insufficient savings to be able to pay rent for the land.

2.5 Woman’s Centre

The woman’s centre in Haraze is currently under construction and should be finalized by mid-March. The local authorities have allocated 30m X 80m of land, on which a woman’s centre of 30m X 50m will be constructed. This will include a perimeter wall, main entrance, latrines, a conference room, a storage room, as well as a space for shops and a rice mill. The solar panels produced under this project will also be used to provide light in the woman’s centre.



Main entrance of woman’s centre, Haraze

Relevance: The woman’s centre was not an immediate priority for the women, however, it is indirectly relevant as it complements the IGA activities.

Impact: The impact of the women’s centre is noticeable, as it **reinforces the IGA activities, by providing a space to the woman cooperatives to meet as well as to undertake additional trainings. It also provides a space to sell the products produced and to host equipment**, such as the laminator for solar panel production or the rice mill for rice processing, for their IGA activities.



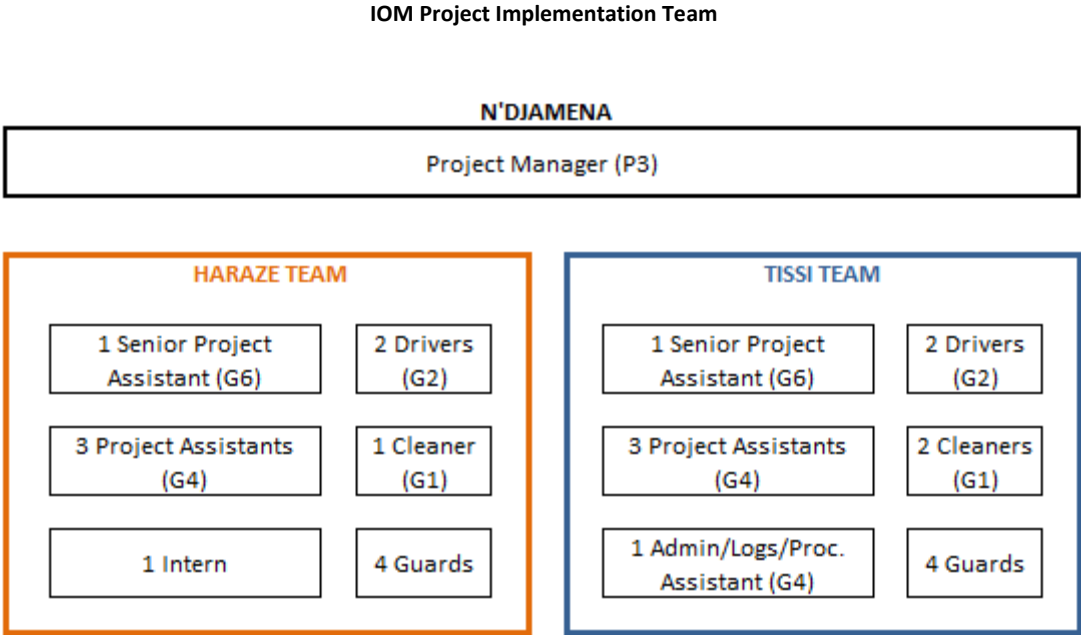
Woman’s centre in Tissi, still functioning one year after the project ended.

Sustainability: **The women earning revenue from the IGA have ensured that they will contribute a part of their earnings to ensure the maintenance of the woman’s centre.** The woman’s centre in Tissi, constructed under the first phase of the project, is still being used as the main training facility for solar panel production, as well as for trainings on topics such as administration, financial

management and leadership. It is also still being used as a storage facility for all solar panels being produced and equipment needed for solar panel production.

Project Efficiency

In order to implement the project activities, IOM had two main project teams, one based in Tissi (Sila Region), and one based in Haraze (Salamat Region), with the Project Manager as well as general support staff (resource management, finance, human resources, procurement/logistics, security, etc.), based in N’Djamena. Field missions from N’Djamena to project sites to support implementation and monitoring were also budgeted. Project implementation teams were set up as per the below chart.



The current set up of the teams was suitable to carry out the activities. Team members are excellent, have a lot of knowledge on reintegration (many had previously worked on IOM reintegration programmes for Chadian returnees from Libya), and are very motivated. They have the appropriate language skills, have very good relations with communities and local authorities, understand well the importance of participatory processes and community contribution, as well as are excellent in sensitization.

The Tissi team members’ roles and responsibilities also work well, with each project assistant focusing on one project component (Water Pumps; Women Cooperative IGA; Rice Cultivation). The same set up for the Haraze team is recommended.

The project has come to an end on 29 February, however, activities remain to be completed (rice cultivation; construction of new water pumps). It has been confirmed that there are sufficient funds from other projects to cover human resources in Tissi so that they can oversee the continuation of activities, however, **additional financial support is urgently needed to continue supporting and building on the ongoing activities in Haraze.**

IOM equally contracted the following partners to carry out the specific technical activities:

- **Solar-Net**, a Japanese company specializing in solar power;
- **National Center for Agricultural Mechanization (NCAM)**, a Nigerian company that was trained by a Japanese professor in “Sawah Technology” for rice production;
- **Société d’Etudes, de Conseil et d’Audit (SECA)**, a Chadian company that specializes in providing administrative and finance training.

All three implementing partners had **strong technical capacities in their respective areas, were highly motivated and engaging, and were able to perform well in a challenging context**. In addition, in light of the delays in procurement and delivery of equipment, NCAM was very proactive and flexible, and purchased tools and equipment directly in the community with their own funds (with the intention that IOM would pay them back). However, one partner was from Japan and the other from Nigeria, and neither had staff that spoke either French or Arabic, thereby experiencing large difficulties in communicating with beneficiaries, which is essential especially when this entails the transfer of knowledge. After the first visit of Solar-Net, however, they managed to ensure a French-speaking staff to deploy to Chad. For NCAM, however, language barriers still remain an issue.

Implementation Challenges

Rain season (June – November) makes most roads inaccessible. This resulted in:

- Delay in profiling the villages (it took 3 months to profile 16 villages);
- Delay in delivering equipment.

Language Barrier: Projects funded by the Government of Japan’s Supplementary Budget encourage partnerships with Japanese NGOs/companies. In this project, IOM selected Solar-Net and National Center



for Agricultural Mechanization (NCAM). Technicians from both that came to Chad did not speak the local language, creating frustrations with beneficiaries, and decreased the quality of some of the outputs (both for rice cultivation as well as for training in solar panel production).

Obstacles to Procurement Process have resulted in significant delays in the procurement of essential equipment, impacting the implementation of activities (some activities had to be put on hold), as well as slow burn rate.

Movements: organizing movements is complicated, due to requirement of having escorts. In Tissi, it was mentioned that IOM presence is dependent on the presence of the “Forces Mixtes,”⁴ and it is unclear whether their mandate has been extended and if so, for how long.

Internet connection in Haraze office: they are using a mobile internet connection, which is very unstable, sometimes resulting in three consecutive days of no internet connection. This results in delays in communicating with the Project Manager to move forward with purchase requests, etc. The team has been able to use internet from UNHCR (who are using VSAT).

⁴ “Forces Mixtes” is a special military unit comprised of militaries from Chad, Sudan and CAR, for the maintenance of security in the region.

Summary of Evaluation Results

"Reintegration Support for Chadian Returnees from the Central African Republic" Project			
Effectiveness	The project was effective in achieving its objective of supporting the sustainable reintegration of returnees through improved economic and social status of both direct and indirect beneficiaries. More specifically, the project achieved the outcomes of improving access to basic services and ability to generate income. Returnees have expressed satisfaction in their levels of integration in their communities of return and communities and local authorities have strongly welcomed the returnees and continue to share their resources with them.		
Coherence	The project was coherent with the following Government of Chad policies: <ul style="list-style-type: none"> - <i>Plan de Réponse Global en Faveur des Retournés Tchadiens de la RCA</i> - <i>Programme National de Sécurité Alimentaire</i> - <i>Plan National de Développement 2013-2015</i> 		
Efficiency	Project staff, consultants and implementing partners were excellent, motivated and with strong knowledge/expertise in their respective areas. The structure of the team worked well. Improvements should be made in the following: <ul style="list-style-type: none"> - Ensure swifter project start up - Address internal issues resulting in procurement delays - Improve burn rate - Ensure IPs speak local language 		
	Component 1 (Rehabilitation of small infrastructure to promote community stability)	Component 2 (socio-economic reintegration)	
		Income Generation Activities: (rice cultivation; solar panel production; spaghetti production; vegetable garden)	Establishment of a Woman's Centre
Relevance	Relevance is high: <ul style="list-style-type: none"> - Access to water was identified as the main priority need by all communities, returnees and local authorities. - Targeted villages had previously no access to potable water. - Training beneficiaries in the repair of water pumps responded to need to generate income. - Acquisition of new knowledge appreciated. 	Relevance is high , meeting the priority need of returnees and community members to generate income and to acquire new knowledge. Solar panel production also responds to the priority need for electricity (targeted villages have no access to electricity).	The woman's centre was not an immediate priority, however, it is indirectly relevant as it complements the IGA activities.

<p>Impact</p>	<p>Impact is high. Before the project, villagers:</p> <ul style="list-style-type: none"> - had to drink water from the river, exposing themselves to health risks; - had to walk for kilometers to closest river or functioning water pump; - had to wait until night time to access potable water (water pumps operating on generators) <p>Water pump repair trainees were able to start their own business, continue to have requests from different villages to repair water pumps, and are able to generate income.</p> <p>Unintended impact: beneficiaries abandoning their current livelihoods in order to benefit from the training.</p>	<p>Impact is mixed depending on type of activity:</p> <ul style="list-style-type: none"> - <u>Rice cultivation</u>: impact cannot be measured, as rice paddies are still being established and beneficiaries are still being trained. Impact could be significant, as rice cultivation will enable communities to diversify their livelihoods. - <u>Solar panel production</u>: solar lamps in villages have made a significant impact, enabling meetings to take place at night, allowing children to do their homework, and improving security. Trained women were able to generate income and opened a side business. - <u>Spaghetti production</u>: impact is strong; women are able to generate income. - <u>Vegetable garden</u>: low impact for Amzili - seeds failed, low output. <p>Unintended impact: beneficiaries abandoning their current livelihoods in order to benefit from the training.</p>	<p>Impact is high: woman's centre provides a space for meetings, to undertake training, to sell products and to host equipment (e.g. laminator for solar panel production or the rice mill for rice processing) reinforcing IGA activities.</p>
<p>Sustainability</p>	<p>Sustainability is high:</p> <ul style="list-style-type: none"> - Both beneficiaries and trainer confirmed they are able to continue repairing after the project ends. - There is continuous demand in the region for their services. - Water Management Committees were formed. 	<p>Sustainability is mixed depending on type of activity:</p> <ul style="list-style-type: none"> - <u>Rice cultivation</u>: Continued training is needed. If beneficiaries do not see a first harvest before the rain season (June-Nov), all efforts (and motivation) will be lost. If this activity is not further supported, this activity will most likely not be sustained after the project ends. - <u>Solar Panel Production</u>: Key inputs are not available locally. If activity is not further supported, this component will most likely not be sustained after the project ends. - <u>Spaghetti Production</u>: very sustainable activity; easy and cheap activity to pursue and high local demand; women are continuing to produce and sell spaghetti. - <u>Vegetable Garden</u>: not sustainable in Amzili. Terms of land use unfavorable, inhibiting women to continue. 	<p>Sustainability is medium:</p> <p>The women will contribute a part of their earnings for maintenance of the woman's centre. The woman's centre in Tissi continues to be used as a training and storage facility (but based on ongoing IOM activities).</p>

IV. Conclusions and Recommendations

The project was effective in achieving its objective of supporting the sustainable reintegration of returnees through improved economic and social status of both direct and indirect beneficiaries. More specifically, the project achieved the outcomes of improving access to basic services (water and electricity) and increasing the ability of beneficiaries to generate income, with many confirming they were also able to make savings. The project was coherent with Government policies, namely those focusing on promoting development, food security and durable solutions for returnees. Project components were relevant and made a significant impact on both returnees and communities of return in terms of responding to their priority needs to access water, electricity and income. Despite some implementation issues, especially delays in project start up and procurement as well as language barriers, teams were motivated and were able to overcome certain obstacles by being flexible, proactive and creative.

It is difficult to measure, however, how much the project contributed towards strengthening community stability and cohesion, as community members and returnees all indicated that they have already been and continue to cohabitate peacefully, despite limited access to resources. Unlike the case of Chadian returnees from Libya, returnees from CAR and Sudan have been greatly welcomed and easily accepted by local authorities and their communities of return, who have immediately shared resources with them (land, access to schools, etc.). They acknowledge that returnees are family members and, unlike the situation with Libya, returnees have maintained strong cultural and family ties with their communities of origin and shared very similar lifestyles in CAR and Sudan. With the implementation of this project, it can be said that the activities most likely maintained these positive dynamics, by clearly improving overall access to key priority resources (water, electricity, income) for both returnees and community members, and enhanced overall quality of life for everyone. Returnees have expressed satisfaction in their levels of integration in their communities of return and communities and local authorities continue to strongly welcome the returnees and to share their resources with them.

Key Conclusions

- 1. Repair of water pumps** have been essential, responding to the most important priority need (access to water) of returnees, community members and local authorities. All repaired water pumps are being highly used and made a significant impact as villagers previously had to walk for kilometers to the nearest river or functioning water pump to collect water. It has been indicated, however, that if it is foreseen to construct new water pumps, to change the type from foot-operated water pumps (currently the ones that exist in the region) to hand-operated water pumps, as this would be easier to use (especially for pregnant women and the elderly), and are easier and cheaper to repair/maintain.
- 2. Training in new technical skills and acquisition of new knowledge**, such as water pump repair, solar panel production/installation/maintenance, and rice cultivation are all highly appreciated. Beneficiaries indicated that *“if we have to flee/move again, we may lose our home, our assets or belongings, but we will always be able to take this knowledge with us.”* However, an unintended impact includes beneficiaries abandoning their current livelihoods in order to benefit from the project’s vocational training, making it challenging for them to

feed their families and meet their basic needs. This also influences the type of beneficiaries vocational trainings end up enrolling, as many potential beneficiaries are not able to consider the training opportunity, as this would pull them away from generating income from daily works. This is an issue to consider especially regarding initiatives that take longer to generate income, such as rice cultivation, which takes at least three months until the first harvest.

3. **Rice cultivation** has a strong potential to make a significant impact, as rice is currently being imported, and the type of rice cultivation introduced in this project is tailored for the dry season, which would complement the current agricultural activities of the region (primarily rain-fed agriculture) and thus allow communities to engage in agricultural activities throughout the year, rather than depending only on the rain season. It will be an additional source of food for communities while also having a large market potential, as rice is consumed throughout the region. However, as this is a new type of activity introduced to the region, in order to ensure sustainability, further trainings and technical support are necessary.
4. **IGA activities:** the majority have had a significant impact and met the key need of generating income of returnees and community members. Many beneficiaries have established their own businesses and have had requests for their services/products from various villages, outside of IOM's project. In light of this success, they have requested further IGA assistance, especially for returnees/community members that were not able to benefit from this project. In Haraze, the need to generate income has become a pressing issue for returnees, who have been back in Chad for two years now, and are struggling to meet basic needs, and thus have indicated that *if their economic situation does not improve soon, they intend to return to CAR*.
5. **Solar Panel production and installation of solar-powered light in villages** have made a significant impact, as targeted villages previously did not have access to electricity, and now are able to extend certain livelihood activities into the nighttime, meetings can take place at night and children can do their homework. However, the key inputs to continue production of solar panels are not available locally, putting into question the sustainability of the activity. To address this issue, IOM is in discussion with the government to see if they would subsidize this activity. This would allow the Government of Chad to strengthen its presence in the region (it is one of the most neglected areas, where the majority of the population live without electricity), which would not only **promote governance but also education, livelihoods and security**.

Best Practices

1. **Coordination with Local Authorities:** Project staff noted the importance of meeting with local authorities early in the project to clearly explain the activities. Ensuring their buy-in and their understanding of the project promoted their engagement in the different activities (socialization campaigns, community meetings, etc.). This was especially relevant for 1) facilitation of key administrative procedures, such as land allocation for rice cultivation or registration of the women cooperatives, and; 2) conveying key messages (e.g. peace,

reconciliation, importance of participation, etc.) to community members, as their messages have a stronger impact than if it came from IOM staff.

- 2. Community Contribution:** Community contribution (e.g. in the form of labor, land allocation, etc.) was identified as an essential component in promoting ownership and sustainability as it mitigates communities from becoming recipients of aid and ensures that beneficiaries are invested in the activity and therefore are more likely to ensure its success and its continuation after the project ends.
- 3. Continuous Sensitization:** Project teams engaged in continuous sensitization throughout the project in each targeted community, which proved to be essential for project success, especially in regards to mitigating misunderstandings and promoting ownership. Some examples include clarifying that 1) villages and beneficiaries will be selected based on set criteria (managing expectations); 2) importance of community contribution to complement IOM's contribution of in-kind grants and trainings, and; 3) importance of maintaining equipment/structures that benefit the whole community.
- 4. Linkage to Other Opportunities:** Project staff were excellent in identifying opportunities to link activities and promote impact and sustainability. Examples include the following:
 - Rice Cultivation: there will be a need for certain metal pieces (e.g. metal wheels for power tillers) to be made or repaired. Rather than importing them, IOM is planning to hire the labor of local blacksmiths, which would contribute to the local economy. Equally, it is envisaged to discuss with WFP to see if the rice being produced by the communities could be linked with their food distribution programme.
 - Solar Panel Production: IOM purchased many solar panels to generate power for both its Haraze and Tissi offices. It also facilitated the sales of the solar panels to power light in the camps in the South of Chad and is in discussion to sell more solar panels to other camps as well as to private companies. Variations of solar panels are also being tested, such as creating "charging outlets" where locals can pay to charge their cell phones and appliances and beneficiaries can generate income.
- 5. Ensuring Beneficiaries have the Right Skills/Education Background for Technical Vocational Trainings:** Beneficiaries trained in Tissi for water pump repair were selected based not only on status or vulnerability, but also on their educational/skills background (e.g. they all had a background in mechanics), and therefore, were able to easily and quickly learn the material from the training and thus were later able to continue carrying out this activity on their own. On the other hand, the women chosen for the solar panel production were previously farmers, and had no knowledge in the field of electricity, thereby, are not as easily absorbing the information.

Recommendations

Recommendations for Livelihoods Interventions

1. **Choose an appropriate activity to ensure sustainability** (especially if project duration is 12 months or less):
 - a. choose a realistic activity that is easy to carry out in terms of technical knowledge, time, and labor intensity, and in which the cost of inputs is low and their availability is high (e.g. spaghetti production requires only wheat and water and is quick and easy to make).
 - b. if choosing an activity that requires technical skills, consider educational/skills background and not only vulnerability, status and/or aspiration when selecting beneficiaries. Beneficiaries with a minimum level of understanding of the technical area will better absorb the information provided during the training, and will more likely be able to continue the activity after the project ends.
2. **Do No Harm:** In order to prevent potential beneficiaries from abandoning their livelihoods:
 - a. provide training on a part-time basis, allowing beneficiaries to continue with their regular livelihoods.
 - b. provide some support during the trainings (e.g. food is being provided for those engaged in farming). Cash is not advised, as this may become a pull factor.
 - c. target those that are already unemployed.
3. **Local Availability of Inputs:** It is essential that when planning to introduce a completely new type of livelihoods in a certain area that all inputs are available locally and are affordable, to ensure that beneficiaries can continue the activity after the project.
4. **Market Access:** Ensure that targeted villages, especially those that are very remote, are able to access markets to sell their products.
5. **Implementing Partners:** Chose an IP that can communicate in the local language otherwise, ensure that translation capacity is budgeted in the project. This is essential, especially when training entails the transfer of very technical knowledge.
6. **Agriculture Activities:**
 - a. Ensure **quality and/or appropriateness of seeds** for the type of soil
 - b. Ensure **appropriateness of soil and water access** for the type of agricultural activity to be undertaken
 - c. Ensure clear and beneficial **terms for land use**, formalized in an official document
 - d. Ensure a **first harvest is accomplished** prior to the rain season, otherwise, all efforts and resources would be lost, which may also impact communities' motivation to continue after the project ends. It was also suggested that, rather than to halt activities during the rain period, to find other parcels of land that are not affected by the rain/floods (higher altitude), in order to continue the trainings as well as have a harvest during the rain season.

Recommendations for Project Implementation

- 1. Project Start Up:** All projects funded by the Government of Japan's Supplementary Budget begin in March. Therefore, for the case of Chad where the rain period starts in June, the following recommendations for future projects should be considered to avoid delays in implementation:
 - a. Identify human resource needs, develop TORs and launch a call for curricula prior to final funding confirmation from the Government of Japan. This would allow for efficient recruitment when funding is confirmed and prevent delays in starting up activities.
 - b. If a sub office has to be set up, in order not to delay start up activities such as profiling/assessments, send staff from other sub offices on short term missions to start the profiling.
 - c. Project equipment must be identified immediately to ensure it is ordered and delivered prior to the rain season.

- 2. Identify and Troubleshoot Internal Obstacles to Procurement:** Significant delays in the procurement and delivery of essential equipment have impacted all aspects of the project, as many activities (water pump construction, establishment of rice paddies, trainings, etc.) depended on this equipment. It is recommended that the issues resulting in procurement delays are identified within the mission in order to suggest improvements to this process.

- 3. Reporting of Community Meetings:** Meeting notes are filed after each community meeting, which includes a summary of issues discussed as well as attendance (names of person and gender breakdown). It is recommended to also include in the meeting notes the status/role of each person (e.g. village leader, returnee, community member, religious leader, etc.) to have on file the participatory nature of these community meetings.

- 4. Coordination with Local Authorities:** Based on the meeting with the Préfet in Haraze, it is essential that local authorities are 1) informed of the various activities that IOM is implementing in their region; 2) that visits of project activities are organized, so that they can see the development/impact, can provide feedback, as well as provide key messages/motivation to community members.

- 5. Vehicle Equipment:** In light of the challenging road conditions, it is recommended that IOM vehicles should have shovels and sufficient water and food supplies in case the vehicle breaks down or gets stuck in an isolated area.

- 6. Armed Escorts:** It is against the humanitarian principles to have armed escorts travel inside IOM/UN vehicles. If escorts are necessary but do not have functioning vehicles, IOM can support them in repair/maintenance of their vehicles and/or provision of fuel. Alternatively, IOM should rent vehicles and have the escorts travel separately.

7. Best Practices from Tissi that should be replicated in Haraze (the Tissi office has longer experience in implementing the project having implemented the previous Japan-funded project 2014-2015):

- a. Ensure land allocation by the local authorities for rice production is formalized in an official document;
- b. Ensure women associations are officially registered;
- c. Ensure Water Management Committees are set up in the targeted villages to ensure that there are sufficient funds for water pump repair/maintenance;
- d. The Tissi team members' roles and responsibilities work well, with each project assistant focusing on one project component: 1) Water Pumps; 2) Women Cooperative IGA; 3) Rice Cultivation. The same set up for the Haraze team is recommended.

Annex 1: Schedule of the Evaluation Mission

Evaluation Mission Schedule		
Date	Place	Activity
15-16 Feb	N'Djamena	Arrival; Briefing; Preparations for Field Mission
17 Feb	Haraze	Flight to Haraze
		Courtesy Visit with local authorities (Préfet)
		Meeting with IOM Staff
		Meeting with Association of Returnees
18 Feb	Massamagne	Mission to Massamagne Village (70km)
		Meeting with the Village Chief and Members of the Community
		Site visit of rice fields
	Haraze	Site visit of the women centre of Haraze
19 Feb	Haraze/Tissi	Departure for Tissi by road (300km)
20 Feb	Tissi	Courtesy Visit with local authorities (Sous Préfet, Police)
		Meeting with IOM Staff
		Site visits in Tissi Town (women centre, water pumps, rice fields)
		Office
21 Feb	Nabagaye	Mission to Nabagaye Village (9km)
		Meeting with village chiefs
		Site visit of solar lamp and water pump
		Meeting with women cooperative & traditional spaghetti making
23 Feb	Amzili	Mission to Amzili Village (40km)
		Site visits (water pumps, solar panels, vegetable garden, rice cultivation)
		Meeting with community members
24 Feb	Tissi/ N'Djamena	Return to N'Djamena
25-26 Feb	N'Djamena	Meeting with Project Manager; Mission Debrief
27 Feb	N'Djamena/ Dakar	End of Evaluation Mission; Return to Dakar