

EBD/13/51

July 26, 2013

To: Members of the Executive Board

From: The Secretary

Subject: **Chad—Poverty Reduction Strategy Paper**

Attached for the **information** of Executive Directors is the poverty reduction strategy paper prepared by the government of Chad.

It is intended to post this paper on the Fund's external website after Friday, August 2, 2013.

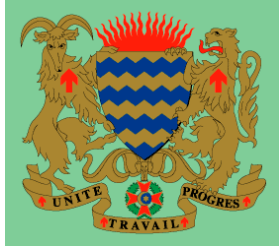
Questions may be referred to Mr. Villafuerte (ext. 37167) and Mr. Nachega (ext. 35972) in AFR.

Unless the Documents Section (ext. 36760) is otherwise notified, the document will be transmitted, in accordance with the procedures approved by the Executive Board and with the appropriate deletions, to the WTO Secretariat on Monday, August 5, 2013; and to the African Development Bank, the European Commission, the Food and Agriculture Organization, the Islamic Development Bank, and the Organisation for Economic Cooperation and Development, the United Nations Development Programme, and the World Food Programme.

This document will shortly be posted on the extranet, a secure website for Executive Directors and member country authorities.

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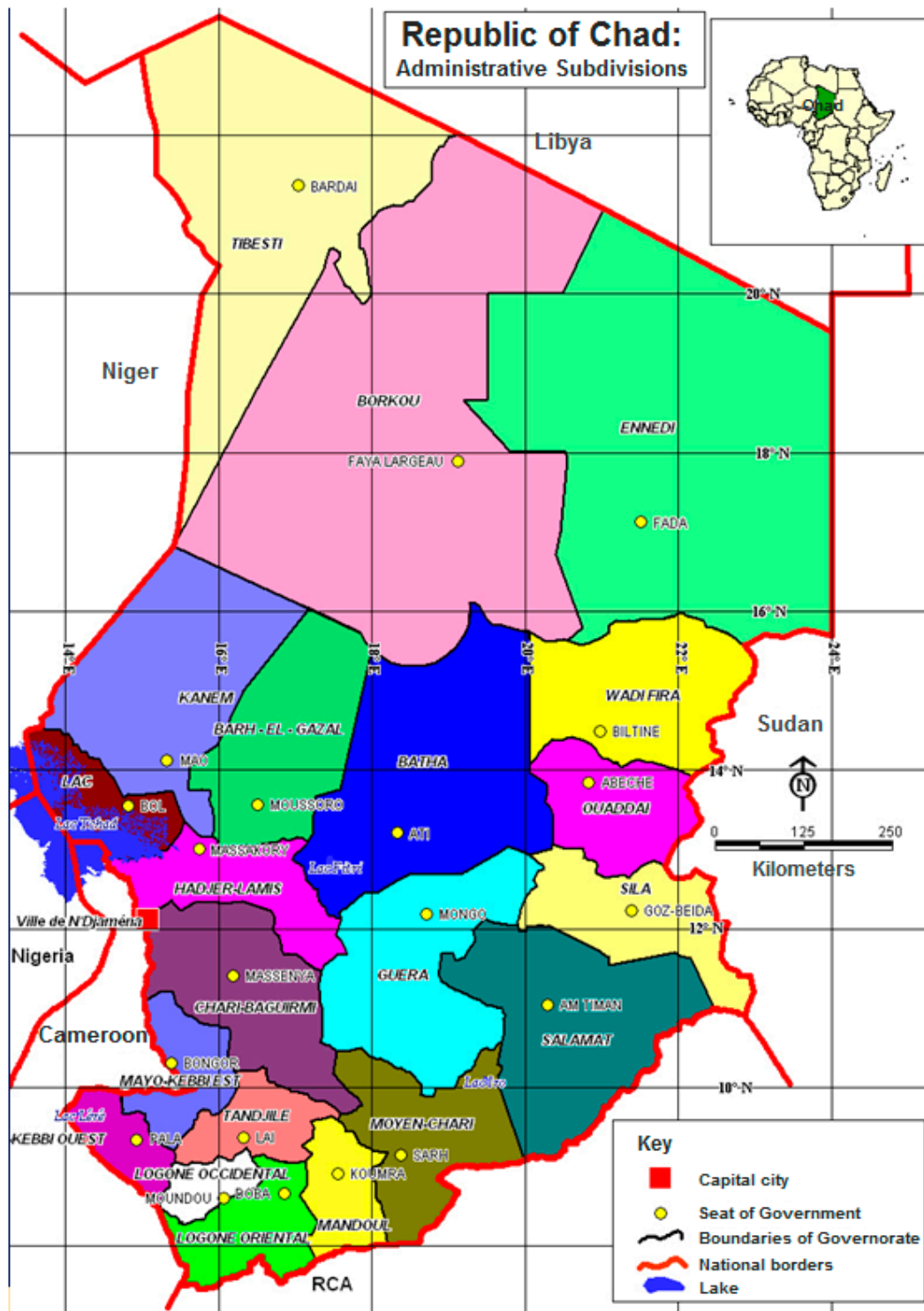
National Development Plan 2013–2015



April 2013

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LIST OF ACRONYMS AND ABBREVIATIONS

ADB	African Development Bank
AFD	<i>Agence française de développement</i> (French Development Agency)
APE	<i>Association des Parents d'Élèves</i> (school parents' association)
BEAC	<i>Banque des États de l'Afrique Centrale</i> (Bank of Central African States)
CAB	Central African Backbone (high-speed telecommunications network in Central Africa)
CCP	<i>Centres de Chèques Postaux</i> (Postal Check Centers)
CCSRP	<i>Collège de Contrôle et de Surveillance des Revenus Pétroliers</i> (Oil Revenues Control and Monitoring Board)
CELTEL TCHAD	Cellphone provider in Chad
CEMAC	<i>Communauté Economique et Monétaire de l'Afrique Centrale</i> (Central African Economic and Monetary Community)
CESRAP	<i>Cellule de Suivi des Réformes de l'Administration Publique</i> (Public Reform Monitoring Unit)
CFA	<i>Communauté Financière d'Afrique</i> (Financial Community of Africa)
CID	<i>Circuit Intégré des Dépenses</i> (integrated system for tracking and reporting expenditure)
CILSS	<i>Comité permanent Inter-États de Lutte contre la sécheresse dans le Sahel</i> (Permanent Interstate Committee for Drought Control in the Sahel)
CMIFD	<i>Comité National d'Intégration de la Femme au Développement</i> (National Committee for Mainstreaming Women in Development Projects)
CNC	<i>Centre National des Curricula</i> (National Center for Curriculums)
CNR	<i>Comité National de Réinsertion</i> (National Committee for Reintegration)
COGES	<i>Comité de Gestion des Etablissements Sanitaires</i> (Health Facilities Management Committee)
COJO	<i>Commission d'Ouverture et de Jugement des Offres</i> (National Tender Board)
CPA	Complementary package of activities
CSO	Civil Society Organization
CRS	<i>Comité régional de suivi</i> (Regional Monitoring Committee)
CSP	<i>Catégories Socio Professionnelles</i> (classification of socioprofessional categories)
CTP	<i>Comité Technique de Pilotage</i> (Technical Steering Committee)
DAI	Digital Access Index
DURAH	<i>Projet du Développement Urbain et de l'Amélioration de l'Habitat</i> (urban development and housing improvement project)
ECOSIT	<i>Enquête sur la Consommation des Ménages et le Secteur Informel au Tchad</i> (Survey of Household Consumption and the Informal Sector, Chad)
ECOWAS	Economic Community of West African States
EDST	<i>Enquête Démographique et de Santé au Tchad</i> (Demographic and Health Survey in Chad)
EFA	Education For All
IDB	Islamic Development Bank
IMF	International Monetary Fund
kWh	Kilowatt hours
LLIN	Long-lasting insecticidal mosquito nets
LMD	<i>Licence-Maitrise-Doctorat</i> (Bachelor's/Master's/Doctorate)
MDG	Millennium Development Goal

MOP	Manually-operated pump
MPA	Minimum package of activities
MPNTC	<i>Ministère des postes et de nouvelles technologies de la communication</i> (Ministry of the Postal Service and New Communication Technologies) (Chad)
MTEF	Medium Term Expenditure Framework
PND 2013-2013	<i>Plan National de Développement</i> – National Development Plan 2013-2015
NFSP	National Food Security Program (<i>Programme National de Sécurité Alimentaire</i>)
NHP	National Health Policy
NICT	New Information and Communication Technology
NIEC	National Independent Electoral Commission
NPRS	National Poverty Reduction Strategy
OANET	<i>Organisation des Acteurs Non Etatiques</i> (Organization of Non-State Actors in Chad)
OHADA	Organization for Harmonization of Business Laws in Africa
OHDU	<i>Observatoire de l'Habitat et du Développement Urbain</i> (Housing and Urban Development Observatory)
OTRT	<i>Office Tchadien de Régulation de Télécommunication</i> (Chad Office for Telecommunications Regulation)
OVC/AIDS	Orphans and other Vulnerable Children due to AIDS
PAEF	<i>Programme d'Appui à l'Education et à la Formation</i> (Education and Training Support Program)
PAMFIP	<i>Plan d'Action pour la Modernisation des Finances Publiques</i> (Action Plan for the Modernization of Public Finances)
PAP	Priority Action Program
PARSET	<i>Programme d'Appui à la Reforme du Secteur de l'Education au Tchad</i> (Chad Education Sector Reform Support Program)
PNLS	<i>Programme national de lutte contre le sida</i> (National HIV/AIDS Program)
PNSA	<i>Programme national du secteur agricole</i> (National Agricultural Program)
PRGF	Poverty Reduction and Growth Facility
RFL	Revised Finance Law
STI/AIDS	Sexually Transmitted Infections/AIDS
TFPs	Technical and Financial Partners
TIGO	Name of cell phone provider
UNDP	United Nations Development Programme
WFP	World Food Programme
WTO	World Trade Organization

PREFACE

The Government's vision is to promote economic growth successfully in the medium and long terms in order to reduce poverty and vulnerability. The imperative to bring urgent responses to the profound aspirations of the Chadian people in matters of health and life expectancy, education, well-being, and freedom highlights three major challenges: first, an ecological challenge or the prerequisite to protect the environment, without which the asset of abundant resources in land, water, and animals, still insufficiently exploited, would be compromised; then the political challenge of firmly implanting democracy and consolidating peace and security without which no dynamic of development is conceivable; and finally, the economic challenge involved in the imperative of sustainable growth.

The opportunity resulting from the petroleum era adds a development challenge to this picture: by 2015, the public sector, private sector, civil society, and the people should combine their efforts to reduce poverty by half in relation to its 2003 level, which was 55%, and consolidate the foundations of a sufficiently diversified economy with a view to contain the shock of the post-petroleum era.

To respond effectively to the principal issues facing our country, the Government is firmly committed to equip itself with a political, economic, and social instrument that is simultaneously dynamic, ambitious, proactive, and commensurate with the magnitude of the challenges identified. A complete break with the past in managing development and governance is necessary. The 2013-2015 National Development Plan (PND) is built on the basis of this major concern.

Chad has truly renewed the task of economic planning after several decades of deterioration in the planning, programming, and budgeting function. This choice expresses the desire of the Government to reconcile the imperatives of economic and financial management focused on the search for solutions to primarily short-term concerns with the imperatives of defining coherent long-term development strategies more capable of developing natural and human resources.

Based on the profound ambitions of the ruling coalition—the Alliance for the Renaissance of Chad (ART)—the PND 2013-2015, which is one of the main instruments for its implementation in the short term, totally integrates the strategic orientations of the Government's political program.

The process of preparing the PND was participative, governed by the search for a strong consensus around its broad guidelines in order to guarantee adoption by all actors and facilitate its implementation. This process thus offered a new occasion to strengthen the dialogue between the administration, civil society, and development partners on the sectoral policies and strategies to implement. Consequently, the PND is the sole framework for reference and dialogue concerning economic and social development over the period in question, for the Government as well as the technical and financial partners (TFPs).

The proposed guidelines are underpinned by a projected macroeconomic framework that will provide an impetus to development through an average rate of 9.8% in the GDP and an inflation rate of 3%, offering optimal conditions for attaining the agreed objectives in keeping with the program of the ruling alliance, thereby laying down the bases for an emergent economy in 2015.

As for effective implementation of the PND, it is not immune to certain risks likely to hinder the attainment of the expected results in terms of improving the level of economic and social development. This is why, beyond designing an economic policy document and efforts at mobilizing resources, particular attention is accorded to the effective and efficient use of available resources and to the implementation of an appropriate management mechanism for evaluation.

To that end, the monitoring and evaluation mechanism is a means for ongoing dialogue and cooperation among the parties involved, and is focused on seeking and gathering consensual solutions to the obstacles encountered. That requires an anticipatory and proactive attitude on the part of the various actors as well as a participative approach that makes possible an assessment of the achievement levels of the sectoral effects of each of the PND's programs. In particular, it is a question of undertaking frequent and regular monitoring of the execution so as to avoid mistakes likely to call into question the political and strategic orientations as well as the adopted programs.

Finally, beginning in 2013, the plan is to define the stage and program objectives required to achieve the long-term vision. That should be done on the basis of the vision clearly laid out by His Excellency, the President of the Republic, IDRIS DEBY ITNO, when he stipulated that it is necessary to:

- a. Make Chad a middle-income country based on diversified and sustainable sources of growth that create added values and employment;
- b. Carry out social development allowing each Chadian to have easy and ongoing access to healthy and abundant food, good quality basic social services, decent housing, and adequate education.

The 2013-2015 National Development Plan strives first and foremost to achieve this vision.

Prime Minister and Head of Government

Joseph Djimrangar Dadnadji

EXECUTIVE SUMMARY

Recent development planning in Chad is marked by two successive poverty reduction strategies: the first National Poverty Reduction Strategy (SNRP1) for 2003 to 2006, and the second Growth and Poverty Reduction Strategy (SNRP2) covering the period from 2008 to 2011. The present National Development Plan 2013-2015 (PND 2013-2015) is a first step which, over the next three years, will enable the country to strengthen the bases for economic and social growth, prior to completing the design and programming strategies launched in 2013 that aim to make Chad an emerging country in 2025, in accordance with the vision of the President of the Republic, and Head of State, His Excellency IDRIS DEBY ITNO.

The approach taken in developing this plan was participatory. Work was conducted in four phases, by an interministerial group under the leadership of the Ministry of Planning, Economy, and International Cooperation, which consisted in reviewing sector strategies, establishing new strategic directions for the PND for 2013-2015, drafting the priority action plan and the macroeconomic and financial framework, and organizing regional consults with the stakeholders of the regions and rural areas, the technical and financial partners of Chad, the Parliamentary Planning Commission, and organizations in the private sector and civil society. Several interministerial workshops were organized during important phases of the Plan's development.

The document is divided into four Chapters: i) the Introduction; ii) a Diagnostic Analysis of the Economic and Social Situation in Chad from 2000 to 2011; iii) The National Development Program 2013-2015; iv) the Mechanism for Implementing and Monitoring Evaluation of the PND 2013-2015[sic]; with a subparagraph relating to the period following PND 2013-2015. Four annexes are attached to it and relate, among other things, to: i) costs per sector; ii) the Priority Action Plan (PAP); iii) the Logical Framework for Priority Actions; iv) the linkage between the PAP to the General State Budget.

The diagnostic assessment of the socioeconomic situation in Chad over the course of the 2000-2011 decade, a period during which two poverty reduction strategies were implemented, tracked the strengths, weaknesses, opportunities, and threats that have impeded sustainable development in Chad. It is important to note the erratic nature of the growth resulting primarily from fluctuations in agricultural and oil production, which are related to vagaries of the weather and international oil prices.

Implementation of the SNRP2 was marked by endogenous and exogenous events (rebel attacks on the capital and the economic crisis), which were not conducive to achieving the established objectives. Between 2004 and 2005, petroleum development resulted in a near doubling of the GDP, which went from 1.732 billion CFAF in 2004 to 3.101 billion CFAF in 2005. Public finances, tax revenue mobilization, and budgetary control remain weak. The oil-induced expansion of the budget resulted in rapid growth of capital expenditures financed from domestic resources, which rose from 2.1% of the non-petroleum-related GDP in 2003 to 12.6% in 2008-2010. Chad's major macroeconomic issue is a sustained high population growth of 3.5% per year, which does not enable the country's per capita GDP to increase quickly. Food and nutrition security continue to be a concern despite a sharp improvement.

An evaluation of this period should, however, include cases of outstanding performance, which cannot be measured by the OMD indicators and others. It is more a matter of the peace and stability that have been established in Chad after decades of war, thanks to the vision and exceptional actions taken by the President of the Republic, who has mobilized and guided Chadians in this direction. At the same time, Chad must confront an environment of neighboring countries experiencing turmoil and even war. This means that the International Community must incorporate this dimension into their aid to Chad and assist the country in strengthening peace and stability, managing the increasing stream of

refugees, quickly implementing the plan to reintegrate demobilized troops, and supporting the security measures necessary to confronting the various threats surrounding Chad.

The diagnostic analysis of the socioeconomic situation in Chad reveals constraints and salient points on which the Government intends to focus its efforts over the next three years, so as to accelerate growth and promote sustainable development. The 2015 horizon thus focuses on the priorities of sustained economic growth and aspirations for an improved quality of life for the population and a reduction in poverty, especially in the rural areas and among women and young people. To that end, eight priority objectives have been set, namely:

- i. Sustained growth
- ii. Food security
- iii. Job creation and access to employment
- iv. Development of human capital
- v. Private sector development
- vi. Development of ICTs (Information and Communication Technologies)
- vii. Environmental protection and adaptation to climate change
- viii. Improved governance.

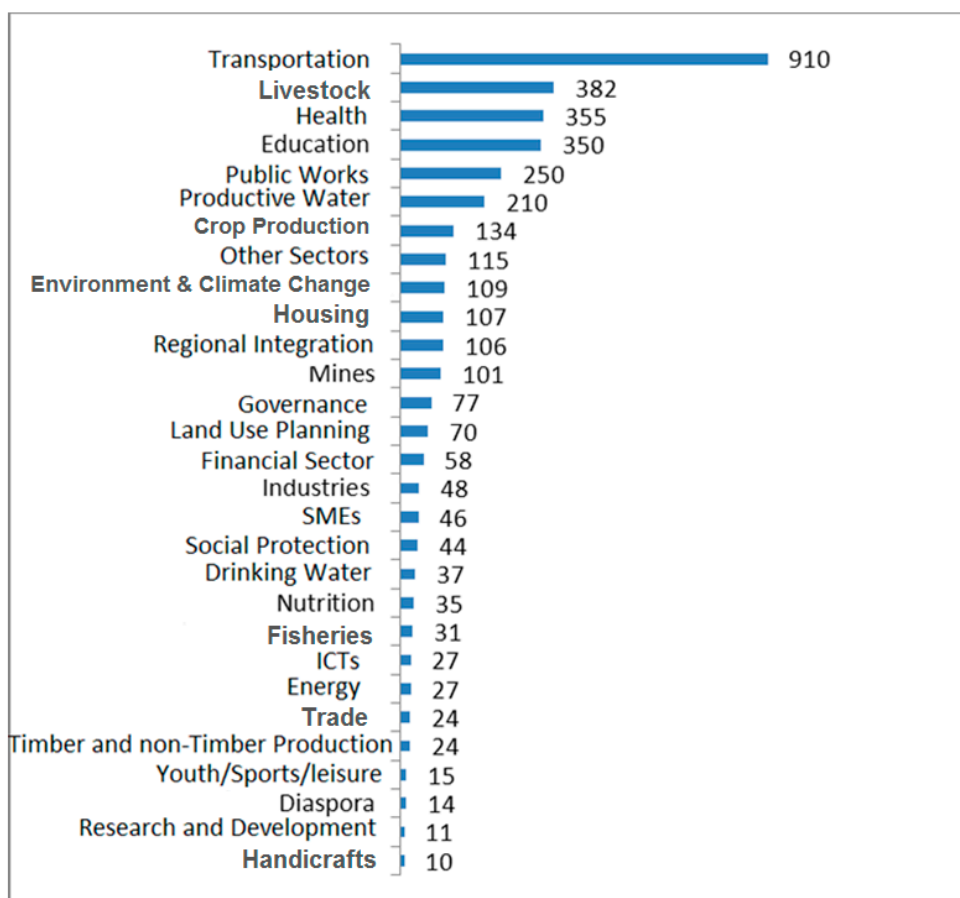
In order to achieve the above objectives, and taking into account the fact that the Bank focal areas intersect, the operational strategies and programming are articulated along four pillars:

- 1) **Increasing Output and Decent Employment Opportunities;** Bank operations aim to ensure economic growth, thereby creating and ensuring decent employment, encouraging private investment, and improving competitiveness of the economy by providing the basic infrastructures, improving productivity and seeking innovative ways of financing the economy, including mobilizing the diaspora.
- 2) **Mobilizing and Developing Human Capital and the Battle Against Inequalities, Poverty and Social Exclusion;** labor force qualifications, skills, education, and health are a prerequisite to optimized management of the human capital of a country, so as to promote and improve economic performance and make businesses more dynamic.
- 3) **Environmental Protection and Adaptation to Climate Change;** an effort will be made to manage natural resources at the national level, promote renewable sources of energy, combat desertification, protect Lake Chad, and manage global warming-related disasters. An entire sustainable development strategy will be drafted, which is based on communities and their involvement.
- 4) **Improved Governance.** This involves reforms aiming to introduce performance-based standards into the government, proper management of the budget and expenditures, and the implementation of authoritative texts that ensure transparency, in order to clean up the justice system, maintain and strengthen the policy of social dialogue, and implement a decentralization policy that strengthens the role of the citizens in the decision-making process at the local level.

Priority sectors were developed for each of the strategic pillars. Sector-specific strategies were defined, as well as the activities and projects required for implementation, the results' indicators, and the costs. The list of projects includes ongoing projects with activities continuing in the coming years.

The overall indicative cost of the PND 2013-2015 is estimated to be **3,726,785,173,408 CFAF**, or approximately **USD 74,535,970,347**. The details of the costs and amounts accrued and to be received are given in Annexes 1 and 2 of the document. The graph below indicates these costs per sector.

Cost of the PND 2013-2015 per sector (in billions of CFAF)



Source: PND 2013-2015

N.B.: The other sectors include the extractive industries, tourism, hygiene and sanitation, civil rights, other industries, culture, and key product sectors (the costs are detailed in the attached Priority Action Plan).

Three scenarios were created to frame the evolution of the macroeconomic aggregates relative to the ability to mobilize financial resources according to the plan's time horizons. These three scenarios consist of the core scenario, the pessimistic scenario, and the ambitious scenario. The core scenario adopted anticipates an average growth rate of 8.9% per year for the next three years. The GDP per capita growth rate will increase by an average of 4.3% over the 2013-2015 period.

As concerns monitoring and evaluation, the observation that was made is that the steering and monitoring/evaluation arrangements for SNRPs 1 and 2 provided mixed results. Learning from this experience, the Government intends to deploy a permanent tool for observing and analyzing the evolution of the PND 2013-2015 implementation. The monitoring/evaluation system will be founded on the principle of Results-Based Management (RBM), and will be based on binding action matrices, in terms of results, responsibilities, and deadlines. Each ministry will be responsible for drafting its PND 2013-2015 implementation report on a regular basis. Ministry-level reports will be aggregated

and summarized by the Planning Ministry. The summaries will be reviewed on a regular basis by a High Interministerial Committee chaired by the Prime Minister, for the purpose of providing assessments and guidelines. Human resources and financial means will be allocated to this task. Upon completion of the National Development Plan in 2015, a report will be prepared to assess its implementation and to draw lessons learned for the next development plan.

With a view to implementing the President of the Republic's vision to make Chad an emerging country by 2025, the milestones and programs required to carry out this vision will be defined over the course of 2013. The President of the Republic, His Excellency IDRIS DEBY ITNO defined his future vision for Chad as follows:

- a. To make Chad a middle-income country, supported by diversified and sustainable growth sources, creating added value and employment;*
- b. To achieve permanent social recovery enabling each Chadian to have easy and permanent access to healthy and abundant food, basic high-quality social services, decent housing, and an adequate supply of available training.*

INTRODUCTION

Recent development planning in Chad is marked by two successive strategies for reducing poverty. The first is the 2003-2006 Poverty Reduction Strategy (SNRP1) and the second is the 2008-2011 Poverty Reduction and Growth Strategy (SNRP2). Taking into account the requirements for running the economy and the recent commitments and political orientations of the President of the Republic, which consist of “**promoting rural development**” and making Chad “**an emerging regional power by 2025, supported by diversified and sustainable sources of growth that create added values and employment and assure each Chadian adequate access to basic social services, decent housing, and an adequate opportunity for education,**” the Government decided to prepare a strategy aimed at achieving this objective.

The 2013-2015 National Development Plan (NPD) is the first step for the next three years, allowing the country to strengthen the foundations for economic and social growth. Over the course of 2013, the Government is going to begin work to define the strategies and programs aimed at making Chad an emergent country in 2025.

The 2013-2015 PND capitalizes on the gains from SNRP.1 and SNRP.2 by taking into consideration new advantages resulting from the peace recently achieved in the country, potential sources of growth, and observed bottlenecks for attaining the Millennium Development Goals (MDG). This document will thus serve, at the same time, as a means to achieve the MDGs during the 2013-2015 period.

The strong interest in preparing a development plan is also dictated by the necessity of rapidly filling the programmatic void and providing the country with a reference framework that will allow Chad’s technological and financial partners to define their medium-term intervention strategies.

The decision to prepare the Plan was the subject of a Communication of the Council of Ministers. His Excellency the Prime Minister, Head of Government, officially launched the process in April 2012. A High Interministerial Committee chaired by the Prime Minister provided direction for preparing the plan.

Under the general supervision of the Minister for Planning, the Economy, and International Cooperation, an interministerial committee, led by the Secretary General of the Ministry of Planning, the Economy, and International Cooperation, and including senior management staff in charge of planning from all the sectoral Ministries, managed the implementation of the process. A technical team, made up mainly of staff from the Ministry of Planning, the Economy, and International Cooperation and the Ministry of Finance and Budgeting, were given responsibility for preparation of the document, with the support of national consultants from different fields. Several workshops took place with the sectoral Ministries to standardize the data and adopt sectoral priorities. Activities were financed mainly by the State budget, but also by a contribution from the UNDP, which was most welcome.

A participative approach was used to prepare the plan. Work was undertaken in four phases:

- The first phase was devoted to making an inventory, notably a review of sectoral strategies, a review and examination of certain questions that were inadequately developed in SNRP.2 (effectiveness of government spending, employment, sources of growth, and social protection and gender) or that merit particular attention

(governance, the private sector, and demography) and, finally, an overall evaluation of SNRP.²

- The second phase was focused on the formulation of new strategic orientations for the 2013-2015 PND. The process was based on the development objectives for Chad advocated by the Head of State, on conclusions from forums on rural development, employment, and renewable energy, and on the conclusions from recent deliberations on sectoral strategies, particularly in the area of small and medium businesses.
- The third phase included preparing a priority action plan and the finalization of the macroeconomic and financial framework of the strategy. Considering the rather short period covered by the 2013-2015 PND, priority is accorded to strengthening current achievements and policies as well as certain priority sectors such as rural development and food security, growth of the private sector and employment, and development of human capital and information and communication technologies (ICTs), particularly taking into account mobilization of internal resources.
- The fourth phase was devoted to organizing consultations with actors from various regions and rural areas, Chad's technical and financial partners, the Parliament's Planning Committee, private sector organizations, and civil society. The search for a strong consensus around the broad guidelines and concern for increasing ownership of the strategy by the various actors involved justify this approach.

The Plan is organized into four chapters. The first chapter is focused on a diagnosis of Chad's economic and social situation from 2000 to 2011. The second chapter presents the strategy and the 2013-2015 National Development Plan. The strategic guidelines adopted should make it possible, in terms of results, to meet the challenge of steady growth and sustainable development.¹ The third chapter presents the different growth scenarios and the macroeconomic and financial framework of the 2013-2015 PND. Finally, the fourth chapter deals with the mechanism for implementing, monitoring, and evaluating the 2013-2015 PND. This refers to all of the mechanisms and bodies that enable monitoring and evaluation of the effective execution of the 2013-2015 PND. One paragraph is reserved for the post-2013-2015 PND period that broaches the question of the 2025 vision and its preparation.

¹ Within the context of this exercise, the following definition of sustainable development is adopted: "Sustainable development is a process of continual improvement in the quality of life. It implies open-mindedness and often requires behavioral changes that aim at reconciling economic, social, and environmental dimensions within policies, strategies, and development projects in order that the needs and aspirations of each person do not prejudice those of others in the country's population, either today or tomorrow." This definition takes into account the basic aim of development, which is to improve the quality of life and well-being of the nation through consideration of standard of living (economy), lifestyle (society), and living conditions (environment). It also requires governance for the purpose of reconciling the three basic poles (environment, economy, and society).

CHAPTER I. DIAGNOSTIC ASSESSMENT OF THE DECADE 2000–2011

Over the last twenty years, the Chadian economy has shown strong growth. The average rate of economic growth stood at 7% per annum over the period 1995–2010. This diagnostic assessment of the socioeconomic situation in Chad during the decade 2000–2011, a period which has seen the implementation of two poverty-reduction strategies, outlines the strengths, weaknesses, opportunities, and threats that hamper sustainable development in Chad. The erratic nature of the growth should be noted, mainly due to fluctuations in agricultural and oil production linked to climate contingencies and oil prices.

1.1 SUMMARY OF THE RESULTS OF THE PRSPs (NATIONAL POVERTY REDUCTION STRATEGIES)

1.1.1 The first-generation *Stratégie Nationale de Réduction de la Pauvreté* (SNRP1, National Poverty Reduction Strategy), implemented from 2003 to 2006, set itself five main goals: 1) promoting good governance, 2) ensuring high and sustained levels of economic growth, 3) improving human capital, 4) improving the living conditions of vulnerable groups, and 5) restoring and protecting ecosystems.

1.1.2 The main points of the report prepared at the end of the SNRP1 are:

- In terms of good governance, the achievements were in the areas of institutional audits of key ministries, the revision of the specific regulations of the civil service, the introduction of new instruments for programming and managing public finances, the redistribution of the territory in preparation for decentralization, holding a justice summit, and strengthening arrangements for combating corruption.
- With regards to economic growth, GDP was maintained at an average growth rate of 14% over the 2002–2006 period, and non-oil GDP 6.6%. Finally, 70% of expenditure was directed towards priority sectors for poverty reduction.
- Significant efforts were made in the areas of rural development and basic infrastructure. This resulted in increased rates of mechanization of farms (from 24 to 26%), a 50% increase in the surface area of farm irrigation schemes and an 80% increase in the asphalt-paved road network.
- In terms of human capital, there was a noticeable improvement in educational indicators (gross enrollment rate increased from 72% to 84%), while in health, the infant/child mortality rate and that of the prevalence of HIV/AIDS decreased respectively from 194 to 190 per thousand and from 7 to 5%. In addition, there were significant investments in education and health infrastructure and in staff training.

1.1.3 Regarding the *Stratégie Nationale de Croissance et de Réduction de la Pauvreté* (SNRP2, National Poverty Reduction and Growth Strategy), which covered the period from 2008 to 2011, the goals revolved around five (5) pillars, namely:

-
- Promoting good governance to strengthen social cohesion and the effectiveness of policies,
 - Creating an environment favorable to robust and diversified economic growth,
 - Enhancing the growth potential of the rural sector,
 - Developing infrastructure as a driver of growth,
 - Promoting human resources, the key platform for the process of socioeconomic development.

1.1.4 The implementation of the SNRP2 was marked by endogenous and exogenous events (rebel attacks on the capital and the economic crisis) that were not very favorable to the achievement of the set goals. Nevertheless, its implementation report showed encouraging signs of action: i) peace-seeking efforts have enabled massive numbers of compatriots in the armed opposition to return to a state of legality, which bodes well for the climate of peace and stability required for development; ii) the initiation and continuation of political dialogue through the political Agreement of August 13, 2007 and the establishment of structures of social dialogue have created an environment that is conducive to the tranquility and serenity of citizens; iii) strategies have been implemented to improve food security, even though famine is still far from being eradicated; iv) significant efforts have been made in the areas of road and economic infrastructure and access to safe drinking water; v) increased enrollment rates for girls in primary education; and vi) support is provided for people living with HIV/AIDS and aid for vulnerable groups affected by crises and natural disasters, etc.

1.1.5 While progress has certainly been made in terms of growth, employment, and the improvement of public services, most of the strategy's goals were not met and apart from access to safe drinking water, which is 45%, the social indicators are among the lowest in the world.

1.1.6 The major difficulties in implementing the SNRP2 were, among other things, inadequate financial resources allocated to priority sectors, the lack of access to resources linked to meeting HIPC initiative criteria and the non-organization of the roundtable to mobilize additional resources.

1.1.7 In addition was the weakness of the arrangements for implementing, monitoring and evaluating the strategy: definitions of core indicators and targets were not clear enough, insufficient human and financial resources were allocated to monitoring, and there was also a discrepancy between the government's investment program, its budgeting, and the absorptive capacities of the country.

1.2 ECONOMIC AND SOCIAL TRENDS

1.2.1 Between 2004 and 2005, oil production has led to a near doubling of GDP, which has increased from 1.732 billion FCFA in 2004 to 3.101 billion FCFA in 2005. For the 2003–2009 period, oil GDP was on average 36% of GDP, compared to 21% for the agriculture and

livestock sectors, 13% for trade and 29% for all other sectors. The contribution of agriculture to GDP for the 2005–2008 period was 12.5%, which can be compared to the Congo, Gabon, and Equatorial Guinea, other oil-producing countries in the region, where it was only 3% to 4% in 2009–2010. The table below shows the evolution of the contribution of different sectors to GDP from 1960 to 2008.

Evolution of the Contribution of Different Sectors of Activity to GDP (%)

Sectors/periods	1960–1969	1970–1979	1980–1989	1990–1999	2000–2008	2005–2008
Agriculture	39.9	38.2	36.9	36.7	25.6	12.5
Industry	11.5	13.9	13.5	13.7	37.3	56.0
Services	48.5	47.8	49.6	49.6	37.1	31.4

Sources: Étude Dividende démographique (demographic dividend study), N'Djamena 2012+

1.2.2 From 2009 to 2011, the average per capita income at current prices and the official exchange rate stood at nearly 328,435 FCFA per annum, or 900 FCFA per day, equivalent to about USD1.87 per day in Chad. Over the same period, the average final consumption expenditure per capita was 319,658 FCFA, or about 876 FCFA, equivalent to USD1.81 per day. This means that each Chadian had an average of only 24 FCFA (USD0.05) dollars a day to devote to private capital formation, public investment in infrastructure and the operation of essential public services such as health, education, administration, and law enforcement.²

1.3 PUBLIC FINANCES

1.3.1 Despite the difficult international context, the growth dynamic recorded over the past decade has favored generally satisfactory budgetary management. As part of the *Programme d'Appui pour la Modernisation des Finances Publiques* (PAMFIP, Support Program for the Modernization of Public Finances), the budgetary cycle and cash flow management have been improved to ensure the quality of public investment and funding of social services, and limit the high proportion of extra-budgetary spending (25% of the budget). More recently, in November 2012 the *Loi organique relative aux Lois de finance* (the Act governing Budget Laws), which dates from 1962, was fine-tuned and adopted by the Government, with the aim of modernizing and strengthening the performance of the management of public finances. However, there are still weaknesses in mobilizing tax revenue, and in budget control.³

1.3.2 In terms of budgetary resources, oil revenue accounts for an annual average of nearly 80% of the government's budget revenue. Currently, non-oil revenue represents only 13% of GDP and at most covers the wage bill. The low tax burden, which is nearly 8%, down ten points on the CEMAC (*Communauté Economique et Monétaire de l'Afrique Centrale*, Central African Economic and Monetary Community) standard, explains this situation. Similarly, foreign aid, the other source for funding growth, has declined over the past three years. According to the OECD,⁴ the total net programmable ODA (Official Development Assistance) for Chad during the 2009–2011 period, all donors combined, was 251 million US

² Figures calculated using data from the IMF report on Chad, June 2011 and IMF-Chad aggregates, April 2009 Mission.

³ The proportion of spending using extra-budgetary procedures (*dépenses avant ordonnancement*, DAO) in 2010 represented ¼ of domestically financed spending, or 9.3% of non-oil GDP, and the share of OTC markets was 49% in 2010, against 85% in 2009.

⁴ UNCTAD, 2010 Report on MPAs.

dollars in 2009 (actual figure), 212 million in 2010 and 200 million in 2011, in other words a variation index of 84 in 2010 and 80 in 2011 (2008 = base 100).

1.3.3 In 2011, the country chapter on Chad prepared for the Paris Declaration (2005) revealed this weakness of official development assistance (ODA) in Chad (USD50/head) compared to other similar African nations such as Sierra Leone (USD128/head), Ivory Coast (USD112/head) and Liberia (USD89/head). The low share of foreign funding in Chad is due to the limited number of technical and financial partners (TFPs) in Chad, but also to Chad not achieving the completion point of the HIPC Initiative.

1.3.4 The budgetary expansion enabled by oil explains the rapid growth of capital expenditure financed from domestic resources, which increased from 2.1% of non-oil GDP in 2003 to 12.6% in 2008–2010. The impact of oil mining on the government budget is also illustrated by the surge in some of the primary current expenditure, which increased from 10.3% of non-oil GDP in 2003 to 29.4% in 2008–2010.⁵

1.3.5 The primary non-oil balance (excluding grants, on a commitment basis) showed a decline from 2009 to 2011: -601 billion FCFA in 2009, or about 18% of nominal GDP; -805 billion FCFA in 2010 (19% of GDP) and -604 billion FCFA in 2011 (13% of GDP).

1.3.6 In terms of budget control, the 2012 IMF report observes:

“The lack of progress in the area of fiscal restraint and the management of public finances remains a concern.

“From one year to another, the budgetary act (the LFI, *loi de finances initiale*, legislation presenting the budget approved by parliament) does not accurately reflect the government’s economic policy vision: in its execution, the budget does not fulfill its role due to significant extra-budgetary spending. The lack of a cash flow plan leads to the increase in domestic debt, entailing substantial financial costs.

“The lack of progress in implementing a transparent public tendering system leaves a large share to OTC markets and increases the cost of public investment and purchases of goods and services for current needs.”

1.4 PRICE TRENDS

In 2011, inflation accelerated due to soaring international food prices. The rate stood at 6.5%, compared to -2% in 2010. It is expected however that inflationary pressure will ease and stabilize at a rate of 3% per annum on average for the 2012–2015 period, a level equivalent to the convergence criterion of 3% used by the CEMAC.

⁵ The wage bill as a percentage of non-oil GDP increased from 5.4% in 2003 to 9% in 2008–10, according to the 2011 IMF report

1.5 MONETARY SITUATION

1.5.1 Due to the increase in net foreign assets and public spending, the monetary growth rate stood at 25.4% in 2010, the same rate as nominal GDP. Credit to the economy grew by 19%, the same rate as nominal non-oil GDP. As highlighted in the 2011 IMF report, “Compared to other low-income sub-Saharan African countries, monetization and credit to the private sector are low in Chad. The financial sector is underdeveloped, with eight commercial banks, two insurance companies, and two pension funds.”⁶

1.5.2 Currently, out of the eight local banks, two—the Banque Commerciale du Chari (BCC) and the Commercial Bank of Chad (CBT)—are for sale and one, the Banque Agricole et Commerciale (BAC), is being recapitalized. Moreover, the decision of the COBAC (Commission bancaire de l’Afrique central, the Central Africa Banking Commission) to bring the capital of all local banks to 10 billion FCFA from the year 2013 will undoubtedly disrupt the Chadian banking landscape.

1.6 EMPLOYMENT AND RESOURCES

1.6.1 In the area of investment, the Government has provided impetus to the process of industrialization in recent years, especially through international cooperation. An oil refinery able to cover domestic needs and in due course export to CEMAC countries has been in operation since June 2011 in Djermaya. An industrial park, which will produce oil byproducts such as non-woven textiles, tubes and plastics, and liquid gas, is under construction in the same locality. A first cement plant began production in March 2012 in Baoré. An assembly plant producing about 2,800 tractors per year opened in N’Djamena in November 2009. A fruit juice factory is operating in Doba. A textiles factory producing cotton yarn and simple clothing has been renovated in Sarh. A pharmaceutical plant is under construction in N’Djamena.

1.6.2 The Government anticipates producing rebar, assembling bicycles, progressing the textile mill from spinning to weaving, and producing veterinary pharmaceuticals. The sugar company plans to expand its plantations. A project to build a world-class airport is being considered, as well as a factory for producing animal feed and a modern abattoir. A sub-regional project for a fiber-optic network connecting Chad with the Central African Republic, Sudan, and Nigeria is being prepared. An intercity fiber-optic network is also being planned.

1.6.3 These new investments will be in addition to older ones implemented earlier by national and international companies in the areas of cell phones, hospitality, beer and soft drinks, cigarettes, sugar production, and the cotton industry with the creation of the Cotontchad company.

1.6.4 Despite these advances, Chad continues to suffer from a constant decline in investment flow, illustrated by the rate of investment, whose upper limit in the 2009–2011 period was around 18.6% GDP, about 10% of which was for public investment and 8.6% for private investment, outside the oil sector.

⁶ IMF Report 2011 (Article 4)

1.7 EXTERNAL ACCOUNTS

1.7.1 Concerning the balance of payments, which benefited from soaring oil prices, the average current account deficit, which represented -34.6% of GDP in 2010, moved to -23.9% in 2011. The strong growth of goods exports (21.6%), combined with the stabilization of imports at their 2010 level, has resulted in a significant improvement in the overall balance of payments: 2.3% of GDP in 2011, compared to 0.5% in 2010.

1.7.2 The export industries that existed before oil mining, dominated by agro-pastoral products, in particular livestock (51% of exports), cotton-fiber (30% of exports), and gum arabic (4% of exports), have today been supplanted by oil, whose share stands at 88%, compared to 6% for livestock, 2% for cotton fiber and 4% for other products.⁷ This export behavior and the domination of oil over agriculture and livestock shows that this model is not creating jobs. This is why the Government intends to take active measures to redirect activity towards agriculture, livestock and the processing industry in order to promote wealth and job creation.

1.7.3 In 2011, goods exports accounted for 36.4% of GDP. Of these exports, 91.2% were oil exports. The 21.3% growth recorded during the period under review is mainly due to the increase in the prices of crude and cotton-fiber exports, which have more than doubled in a year and are holding up well, the result of the cotton industry being picked up by Cotontchad.

1.7.4 Goods imports have stabilized at a level close to that of 2010, or 21.3% of GDP in 2011. Similarly, imports of services rose moderately in 2011, with a growth rate of 2.6% from 28.7% of GDP in 2010.

1.7.5 The surplus in the overall balance of 126 billion FCFA consolidated Chad's foreign reserves, which are on the rise from a level of 1.8 months in 2010 to 2.4 months of imports of goods and services in 2011.

1.8 DEBT SITUATION

The total debt of the country represents on average 30.9% of GDP over the period 2009–2011. External debt stands at 24% of GDP and domestic debt at 6.9%. The net present value of external debt represents nearly 40.7% of goods and services exports during the period under review. The conditions of debt relief under the enhanced HIPC Initiative and the Multilateral Debt Relief Initiative (MDRI) would allow external debt to be reduced by half in nominal terms (more than a billion US dollars), which could reduce the debt servicing cost by about 40 million US dollars per year over 30 years. It should be noted that this analysis of the sustainability of the debt does not factor in the medium and long-term impact of the debt connected to the framework agreement with Eximbank China, which is being reviewed by the *Commission Nationale d'Analyse de la Dette* (CONAD – National Debt Analysis Committee).

⁷ Data taken from the Ministry of Planning's Chad Report 2025 – Vision and Orientations.

1.9 GOVERNANCE

1.9.1 After the various crises experienced by the country, in particular the events of February 2008, which almost undermined the institutions of the Republic, the prospect of a return to peace has encouraged progress, though this is still slow in the areas of economic and political governance: the business environment, which is a significant determining factor for investment, has been relatively strengthened with the creation of the *Agence Nationale des Investissements* (ANIE – National Investment Agency), and the implementation of measures to make it easier to conduct business in Chad. The World Bank/IFC's Doing Business report, which ranks countries according to performance criteria related to the business environment, ranks Chad 184th out of 185 in 2012, highlighting the fact that policies implemented to meet the challenges of competitiveness in Chad should focus more on structural measures aimed at attracting more foreign and domestic investors.⁸

Table 1: Chad's Ranking According to the Doing Business Criteria.

Years	2008	2009	2010	2011	2012	2013
Ranking	173/178	175/181	183/183	183/183	183/183	184/185

Source: Doing Business

1.9.2 The most important projects implemented in the context of this policy of creating a healthier and more favorable business environment are:

- The development and adoption of a code for public tenders and related procedures;
- The creation of a ministry in charge of justice, overhauling the public system and the promotion of good governance, and the preparation and implementation of an action plan against corruption;
- Justice reform, including, among other things, establishing a commercial court system, providing training to the stakeholders involved (judges, private sector, civil servants), and improving the functioning of labor courts to reduce the time it takes for cases to move through the courts;
- Audits and reorganization plans for key ministries;
- Reform of the public service;
- Political dialogue between the government and civil society through the Agreement of August 13, 2007, which led to the holding of presidential, legislative, and municipal elections;
- Policies for mobilizing the diaspora to participate in the country's development efforts;

⁸ The ranked categories are: starting a business, dealing with construction permits, getting electricity, registering property, getting credit, protecting investors, paying taxes, trading across borders, enforcing contracts, and resolving insolvency.

- Reform of the security sector, through the PAFSI project (*Projet d'appui à la réforme des forces de sécurité intérieure*, Support Project for the Reforming of Internal Security Forces) and the soldier demobilization and reintegration program.

Despite the difficulties, some of these reforms are beginning to bear fruit, without any guarantee of sustainability existing yet.

1.9.3 The Competitiveness Index prepared by the World Economic Forum in 2010 ranks Chad last on the list of the least competitive economies in the world (139th out of 139),⁹ probably due to the features of its uncompetitive economy, with very high service costs (such as energy and international transport), a lack of effective ICT services, a shortage of skilled labor, and rules and practices for guaranteeing competition that are poorly regarded and insufficiently reassuring.

1.9.4 Finally, in terms of Transparency International's Corruption Perceptions Index, Chad is ranked 168th out of 183 in 2011–2012. It was also ranked 52nd out of 53 in 2011 by the Mo Ibrahim Index, due to the magnitude and persistence of governance problems in the country. Whether we consider the index of civic participation and respect for human rights, the index of security and rule of law, the index of human rights, or the index of sustainable economic development, Chad's performance still calls for considerable work.

1.9.5 We can clearly conclude that the good governance challenge remains a major challenge to overcome in order to create the foundations for a competitive and growing economy, but also to improve the poor perception of Chad that negatively impacts the country risk and the desire to invest in Chad.

1.10 POPULATION GROWTH

The last notable fact in the Chadian macroeconomic context is the maintenance of a high population growth rate of 3.5% per year, which does not allow the country's per-capita GDP to increase at any speed. Based on a hypothesis of an economic growth rate of 5% per year, per capita GDP would only double in 46 years. We can only dream of Chad being an emerging nation by 2025. The high population growth implies a continuous increase in the number of births and numbers of young people, and thus an increase in the support costs borne by the working population and the government budget, and an increase in the difficulty of finding a good job, resulting in higher training costs.

1.11 MAIN SECTORIAL CONSTRAINTS

The situation described above suggests a satisfactory trend, but one that is still destabilized by the severe constraints the country must address. Apart from the abovementioned difficulties connected to the business environment, the Chadian economy suffers from the low productivity and high cost of factors of production (labor and capital), as well as the weakness of basic infrastructure (energy, water, transport, telecommunications) and private investment in growth sectors. The following paragraphs summarize the sectorial constraints.

⁹ The competitiveness of a country is based on a scale that includes twelve (12) factors, such as the institutional capacity of the country, the level of infrastructure development, macroeconomic stability (balance of trade, inflation, public debt, etc.), education and health.

1.11.1 The Rural Sector

1.11.1.1 In the rural development sector, the most significant bottlenecks, whether in relation to agriculture, livestock, or fishing outputs, as well as other growth areas, concern weaknesses at the level of access to inputs, water management, labor productivity and yields, zootechnical parameters, transport and warehousing infrastructure facilitating the access of outputs to the market, and support and development services for producers.

1.11.1.2 In addition to these are the difficulties of access to land for young people and women, despite the Government's passing of Decree No. 215/PR/MES/2001, creating a Land Observatory in Chad. Solving this problem will offer significant leverage, particularly for the security of persons and goods and the prevention and resolution of conflicts.

Box 1: Forum on Rural Development, January 2012, N'Djamena

Over the 2003-2011 period, 79 programs and projects were implemented with the financial and technical support of development partners acting in the rural sector, giving an overall total estimated at 1,569 billion FCFA. Despite these resources, the country still finds it difficult to curb hunger, especially in rural areas where the vast majority of the Chadian population lives.

It was in order to address this situation that, on the instruction of His Excellency **Idriss Deby Itno**, President of the Republic and Head of State, the Government held the *Forum sur le développement du monde rural* (Rural Development Forum) in N'Djamena, January 24-27, 2012.¹⁰ The proposed priority actions are as follows, broken down by agro-climatic zone:

Saharan Zone

Action 1: Development of ecotourism;

Action 2: Regeneration and development of palm groves;

Action 3: Development of oasis crops (market gardening, fruit trees, fodder crops);

Action 4: Continuation of de-mining operations in the area.

Sahel Zone

Action 1: Rehabilitation and development of rural, pastoral and agricultural water supplies;

Action 2: Development of transhumance corridors;

Action 3: Promoting the development of fishery resources and non-timber forest products;

Action 4: Support for the development of subsistence, market, and tree crops.

Action 5: Strengthening support services for human and animal health.

Sudan Zone

Action 1: Establishment of joint management arrangements for rural areas (integration of agricultural/livestock activities);

Action 2: Development of agricultural and pastoral water resources;

Action 3: Intensification of agriculture (mechanization and input supply);

Action 4: Revival of the cotton sector and diversification of food crops (rice, sesame, corn, soy, root and tuber plants, etc.).

Action 5: Promotion of animal and plant-based products.

Trans-zone Actions

- Access to drinking water, construction of structures in the main water courses; combatting the silting of wadi and stream beds, protection of the banks of the Chari and Logone rivers
- Improvement of pastoral areas, adoption and application of the pastoral code
- Human and animal health,
- School education, in particular for girls, enrollment of children of nomadic herders
- Combating bush fires, improving soil fertility, rehabilitation of seed and livestock farms, defense and protection of areas covered by conventions,
- Boosting the mechanisms for preventing and managing conflicts linked to natural resources.
- Development of the information system for the agricultural, cattle and fish markets;

- Strengthening support services for micro-finance.
- Strengthening agricultural research and outreach services;
- Promotion of growth sectors: beekeeping, fish farming, spirulina, natron and salt mining, poultry farming, arboriculture, market gardening.

1.11.2 Food Security and Nutrition

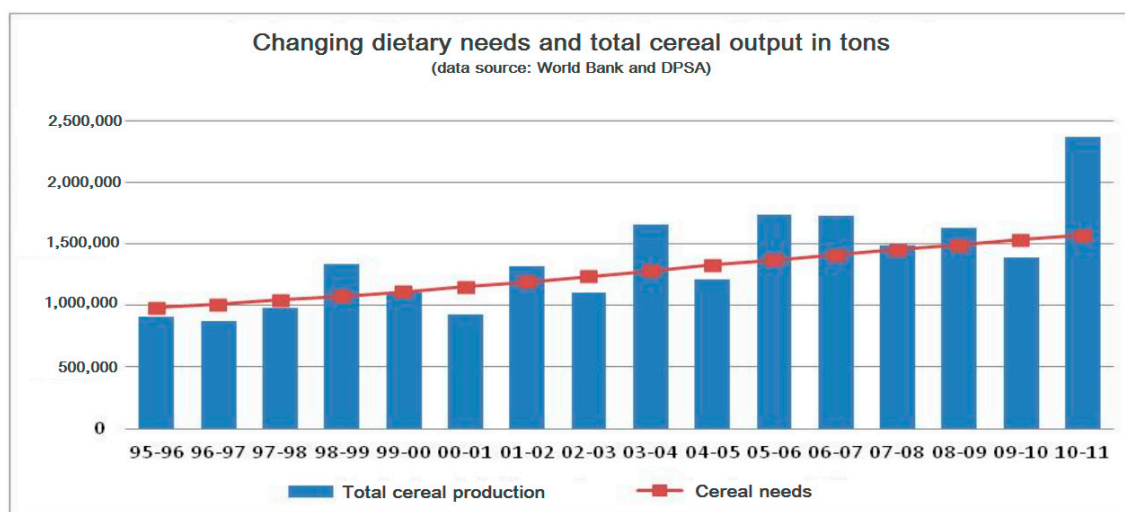
1.11.2.1 In the field of food security and nutrition, the situation in Chad is a cause for concern. It is characterized by low energy supplies per person and per day. According to the 2009 *Enquête de Sécurité Alimentaire et de Vulnérabilité Structurelle* (EVST 2009 – Survey on Food Security and Structural Vulnerability), the prevalence of undernourishment as defined by the FAO is 31% in Chad, which means that 1 in 3 do not have access to the minimum energy supply needed for good health and normal physical activity. The minimum energy intake for Chad was calculated at 1,715 calories per person per day, and requires a budget of 238 FCFA. The average national energy intake for Chad, however, is 2,280 calories per person per day, requiring a budget of 320 FCFA.

1.11.2.2 This prevalence of malnutrition is much higher in rural than in urban areas. On average, over 35% of children in rural areas, compared to 23.6% in urban areas, suffer from chronic general malnutrition, and the prevalence of acute general malnutrition is 17% in rural areas and 10% in urban areas. Malnutrition, which is due to both an inadequate food supply and inadequate sanitation, contributes to increased maternal and child mortality. The proportion of the population below the energy supply threshold was 33% in 1996 compared to 31% in 2009 (EVST 2009). There are plans to reduce this figure to 22.1% in 2015 in order to achieve MDG 1, target C, which aims to halve the proportion of the population who suffer from hunger.

1.11.2.3 As for food insecurity in Chad, this affects 44.2% of the population, 64% of whom live below the poverty line. The most vulnerable social groups are children, women, the elderly, and small producers. The EVST–2009 mentioned above highlights the key variables that influence the level of food insecurity. These are: (i) poverty; (ii) sources of food consumed; (iii) the region of residence (rural households in the regions of Batha, Biltine, Mayo-Kebbi, Ouaddaï, Moyen-Chari, Chari-Baguirmi, and Kanem seem to be the most prone to food insecurity); (iv) the inadequate level of household cereal production; (v) the number of household members engaged in income-generating activities; (vi) the practice of agriculture; (vii) livelihood group; (viii) the survival strategy; and (ix) the level of education of the head of household.

1.11.2.4 The global food crisis of 2008 has exacerbated the vulnerability of households at risk from recurring disasters, as they are highly dependent on the exploitation of natural resources that are difficult to control.

Figure 1: Changing Dietary Needs and Total Cereal Production in Tons (data source: World Bank [population] and DPSA/Directorate of Production and Statistics [production])¹¹



1.11.2.5 Chad has considerable natural resources, however: 39 million hectares of arable land, of which 5.6 million are irrigable. It also has significant ground and surface water resources, with an annual volume of between 263 and 455 billion m³ per year. Livestock is estimated at over 19 million head (all species) (DESP–MERA [Ministère de l’Elevage et des Ressources animales/Ministry of Livestock and Animal Resources] 2009), not including poultry, abundant and varied wildlife, and fish resources of between 186,000 and 373,000 tonnes per year. Pastures cover an area of 84 million hectares. Ligneous crops are not well known, although the *Acacia senegalensis* or gum-tree occupies an area of about 380,000 square kilometers and puts Chad among the leading producer countries of gum arabic.¹²

1.11.2.6 Over the last ten years, Chad has used oil revenue to finance several development projects in the rural sector, in particular the Programme National de Sécurité Alimentaire (PNSA – National Food Security Program) which is the largest program in the Programme Triennal d’Investissement Public (PTIP – Triennial Public Investment Program). The aim is “to help overcome hunger and combat food insecurity at the national level by 2015 through the sustained increase in productivity and output levels, combined with measures to ensure the access of populations to food in both quantitative and qualitative terms, while maintaining the natural resource base and achieving the MDGs in 2015.”

¹¹ Cereal needs are assessed by population group (0–4 years, 4–9 years, 10–19 years and 20 years and older), based on the specific needs of each category. Output data are calculated by the DPSA (*Direction des Études, des Statistiques et de la programmation*) based on plantings and average yields.

¹² PNSA (*Programme National de Sécurité Alimentaire*/National Food Security Program) Document, 2011.

1.11.2.7 Costing 103.1 billion FCFA for the first five-year phase (2006–2010), compared to 340.1 billion FCFA for the second 2010–2015 phase, the priority funding of the PNSA is promoted as a means of achieving some of the MDGs in 2015.

1.11.2.8 Currently the program is striving to strengthen food security and increase the income of farming families and livestock keepers in a country where only 10 to 15% of arable land is used and less than 3% of irrigable land is developed.

1.11.2.9 In keeping with these efforts, Chad's technical and financial partners (TFP) have offered support in order to develop the acceleration framework for achieving the MDGs, in particular Target C of MDG 1 (halving the proportion of people who suffer from hunger). To achieve this, the following strategies have been identified:

- Developing small-scale irrigation and other facilities for small farmers and producers, and providing inputs and equipment;
- Improving the outreach of information concerning adaptation to climate change and promoting the diversification of output;
- Promoting processing, preservation, and marketing activities;
- Facilitating access of vulnerable groups to food (safety nets);
- Treatment and prevention of acute malnutrition among children under five and pregnant and lactating women;
- Strengthening and enhancing the durability of systems for managing information and inventory structures and systems;
- Promoting general support measures: development of micro-finance, land regulation, gender integration, and good governance in programs and projects.

1.11.2.10 The supply of fishing resources in Chad is mainly based on the inland fisheries output of Lake Chad. But due to overfishing, population pressure, and climate change, output is in significant decline and no longer meets the needs of the population. Per capita consumption dropped from 6.8 kg per capita per annum in 2003 to 5.3 kg per capita per annum in 2007.¹³ Chad has the assets and opportunities to develop aquaculture due to a favorable natural and geographical environment, and a promising economic environment characterized by growing demand for fish products.

¹³ FAO Food Balance Sheets, 2007.

1.11.2.11 A number of constraints remain to be overcome in order to enable the full development of the fishing industry:

- A significant shortfall in human resources, whether in terms of outreach, training, or research;
- A lack of knowledge of the technical itineraries suited to the natural, economic, and social conditions in Chad;
- The very low number of commercial fish farms;
- A legal framework in need of upgrading.

1.11.2.12 The government has expressed a strong desire to develop fishing resources by implementing the *Projet de Développement de la Pêche* (PRODEPECHE, Fisheries Development Project), and adopting a strategic framework for the development of aquaculture. PRODEPECHE aims to improve fishery management by boosting the output level to 60,000 tonnes per annum. The expectation of the contribution of aquaculture is that it will compensate for the deficit caused by population growth. The goal is to increase fish consumption to match the African average of 8.5 kg per capita per annum.

1.11.3 SMEs and Microfinance

1.11.3.1 The often-informal sector of micro, small and medium enterprises represents over 70% of jobs in Chad in urban areas. For many years, economic policies in Chad have focused on promoting large public companies and subsidiaries of foreign companies for import substitution. Very little attention was paid to small and medium enterprises.

1.11.3.2 The creation in 2011 of a Ministry of Small and Medium Enterprises and a Ministry of Microcredit marked the beginning of awareness on the part of the authorities of the importance of this category of private sector agents in wealth creation, economic diversification, job creation, and poverty reduction.

1.11.3.3 In the area of public access to local credit systems, the Government has adopted a national microfinance strategy revised in 2012. The aim of this strategy is to provide support to Micro Finance Institutions (MFIs) through:

- An institutional framework that favors the promotion and development of micro-finance;
- The increase in the number of beneficiaries (500,000 active poor and low-income persons) in 2015;
- The development of strategic partnerships between banks and MFIs and the availability of quality local service partners is established.

1.11.3.4 In 2010, the microfinance sector, which represents 213 institutions, offered products and services to about 150,890 persons, or a penetration rate of 3% of the potential market, which is still low. The Ministry of Microcredit for the Advancement of Women and Youth is striving to ensure the implementation of the strategy in compliance with the legal and institutional framework, as well as the overhaul of the MFI¹⁴ sector so that it can fully and effectively play its role of providing financial services that are local, viable, and long-lasting for people excluded from the traditional banking system.

1.11.3.5 The constraints faced by SMEs and, more broadly, by the private sector in Chad are twofold: structural constraints involving problems concerning the physical security of people and property, and inadequate support infrastructure (communications networks, information and communication technology, energy, water, serviced industrial zones, etc.); as well as weak public support institutions (the judiciary and tax, customs and trade authorities) and the weakness of the public tendering system. However, in order to grow, companies of all sizes need a favorable legal environment, bank finance, and high-quality human resources.

1.11.3.6 The banking and financial landscape in Chad is very limited and contributes very little to the growth and development of SMEs. But growth requires investment and the latter, in turn, implies savings.

1.11.3.7 The distrust of savers vis-à-vis the banking sector continues to weigh down the potential for mobilizing internal savings. Fiat money represents nearly 80% of the money supply, and credit to the economy, dominated by short-term finance, does not encourage investment. The breakdown of credit to the economy according to its duration over the past five years shows that more than 95% of loans are short-term (40% seasonal loans, 55% other), compared to only 5% medium-term (1%) and long-term (4%) loans. The conditions of accessing credit are difficult for SMEs to meet.

1.11.3.8 Added to these bottlenecks is the recurring obstacle of the cost of money, which is very high for the trading sector and even more for investment. With interest rates at around 22%, bank finance becomes largely inaccessible for SMEs and micro-enterprises.

1.11.3.9 The lack of appropriate structures and specialized credit lines for financing SMEs, and the lack of guarantee and mutual guarantee societies for loans to SMEs, is another constraint on investment.

1.11.3.10 In addition to these structural problems are ones more specific to the SME sector in Chad: the low capacity of financial and non-financial support services for SMEs, and their low capacities in terms of market supply and self-financing. In addition are certain

¹⁴ Out of the two hundred known MFIs, barely 13 comply with EU regulations. Source: BDEAC (*Banque de développement des États de l'Afrique centrale*/Central African States Development Bank)

shortcomings due the failure by managers of SMEs to understand product standards, quality and specifications.

1.11.3.11 Other economic agents in the industrial, handicraft, tourism, trade, transportation, telecommunications, construction, and public works sectors suffer from the same bottlenecks. Energy constraints are a burden for the population and all business sectors, including the ICT sector, which cannot develop without having prior control over the cost and supply of electricity. The weakness of the transport infrastructure and its high cost limit the free circulation of goods and people and holds back the accumulation of wealth.

1.11.3.12 The weakness of private and public support institutions—particularly justice—does not help to improve the overall productivity of the economy.

1.11.3.13 The major challenge is to establish conditions that will allow the business climate to improve, strengthen the capacity of agents to act, and ensure the competitiveness of the Chadian economy. Hence the Government's commitment to implement the reforms suggested by the White Paper of the Conseil National du Patronat Tchadien (CNPT – National Council of Employers in Chad) and take measures to mitigate or minimize other stresses.

1.11.4 Employment: An Important Human Resource Pool to Develop

1.11.4.1 An analysis of the labor market in Chad reveals that the country has high human resource potential for boosting economic growth and helping reduce poverty. The high population growth during recent years has effectively led to a sharp increase in the number of young people seeking employment. The population of working age, which is to say the segment of 15- to 65-year-olds, accounted for 5,288,000 people in 2010, or 46.2% of the total population. About 170,000 young people of working age currently come into the labor market each year, without finding decent employment opportunities. Over the next 10 and 20 years, 1.7 million jobs need to be found or created between 2010 and 2020, and 2.5 million jobs between 2020 and 2030, or, proportionally, provisions for 7,746,000 job-seekers in 2020, compared to 11,414,000 in 2030.

1.11.4.2 This strong labor pool can be absorbed if the country manages to adopt a well-organized and coordinated strategy to boost the economy by integrating the employment dimension. One of the major challenges is not only to provide training that is tailored to the needs of the market, but also and especially to ensure quality training that puts the professional skills on the market to satisfy those needs.

1.11.4.3 It is true that agriculture and livestock still occupies the majority of the working population in Chad, mainly young people and women with generally low levels of education and income. However, those who work outside of the agricultural sector are most often employed in the informal sector, where productivity is low. It is estimated that at least three quarters of total non-agricultural employment in the country, as well as jobs performed by women, fall overwhelmingly into the informal category. The percentage of the population

of working age is close to 50%, and 65% of workers operate independently, compared to only 5% employees and 28% social workers.

1.11.4.4 The number of jobs in the modern private sector remains low. In 2007, the number of jobs in the modern private sector was estimated at 27,000, compared to nearly 30,000 in the public service, of which 10,000 were contract-based. The gender breakdown shows that women account for only 8% of senior and middle management and 27% of manual workers and subordinate employees. These figures should be compared with the 170,000 young people who come into the labor market every year.

1.11.4.5 The level of unemployment seems to be underestimated, with only 22% of the working population recorded as unemployed in 2003. If the observed trends in the population segments persist and growth statistics are confirmed, unemployment is expected to be much higher than that observed in 2003.

1.11.4.6 The majority of people identified as unemployed are young people aged 15 to 30 (54%), male (82%), and mainly living in the city. They have significant levels of education and many hold qualifications, but they do not have vocational skills.

1.11.4.7 This finding is an eloquent plea for the establishment of a youth job-training program with a vocational dimension, to improve the employability of this segment of the labor force, but also to create businesses.

1.11.4.8 In this context, the main challenge is to improve the job-creation capacity of the national economy, in particular through the organisation of the informal sector, the development of Micro, Small and Medium Enterprises, the modernization of the rural sector, the promotion of labor-intensive commercial and non-commercial products, and the rationalization and modernization of the subsistence economy, with the aim of raising levels of individual well-being. High job-creation sectors such as building should receive special attention.

1.11.5 Poverty

Monetary Poverty in Decline

1.11.5.1 The strong growth recorded in recent years was not “inclusive,” which is to say it did not benefit the country in the same way across all economic sectors, regions, and categories of the population. In particular, this growth has not been of much benefit to young people, who continued to face unemployment and significant underemployment.

1.11.5.2 Poverty in Chad is both monetary and non-monetary. Results from the *Troisième Enquête sur la Consommation et le Secteur Informel au Tchad* (ECOSIT3 – Third Survey on Consumption and the Informal Sector in Chad) of 2011 show that a little less than half of the Chadian population (46.7%) lives in a state of extreme monetary poverty,¹⁵ with a

¹⁵ The poorest populations live in a constant state of insecurity and are not resilient to external shocks.

daily consumer spending threshold of 652 FCFA, compared to 55% in 2003,¹⁶ with a considerable gap between urban and rural areas: 25% compared to 59%. Thus, between 2003 and 2011, poverty fell a little more than 8 points.

1.11.5.3 By way of comparison, the available data for the major oil-producing countries in the sub-region show highly variable percentages of people living on less than 1.25 Purchasing Power Parity (PPP) dollars per day: 4% in Gabon, but 54% in the Congo in 2005, 54% in Angola as well in 2000, 68% in Nigeria in 2010, and, among other countries: 10% in Cameroon in 2007, 63% in the Central African Republic in 2008, and 88% in the Democratic Republic of Congo in 2006.

1.11.5.4 An analysis of the regional situation of poverty in Chad (Table 3) shows that the regions where the incidence of poverty is lowest are: N'Djamena (11.0%), Ouaddaï (34.8%), and the Kanem (34.8%). In contrast, the incidence of poverty is much higher than the national average in Mandoul (70.9%), Guéra (66.5%), Logone Occidental (66.4%), and Tandjilé (65.3%).

1.11.5.5 In areas where the incidence of poverty is very high, social inequalities also seem to be significant.

Table 2: Incidence, Depth, and Severity of Poverty by Region

Region	Incidence	Depth	Severity	Region	Incidence	Depth	Severity
Barh el Gazel	42.6	15	7.3	Mandoul	70.9	30.8	16.1
Batha	45.6	10.8	4.1	Mayo-Kebbi Est	38.2	13	6.1
Borkou-Ennedi-Tibesti	41.8	12.9	5.4	Mayo-Kebbi Ouest	47.4	13.8	5.9
Chari-Baguirmi	41.1	13.6	5.7	Moyen-Chari	61.4	24.4	12.6
Guéra	66.5	29.8	16.7	N'Djamena	11	2.4	0.8
Hadjer-Lamis	45.7	17.4	9.2	Ouaddaï	34.8	10.1	4.2
Kanem	34.8	11.6	5.8	Salamat	48.4	15.5	7.1
Lac	46.3	12.7	5.1	Sila	36.7	10.1	3.8
Logone Occidental	66.4	27.7	15.2	Tandjilé	65.3	24.2	11.7
Logone Oriental	48.6	16.1	7.4	Wadi Fira	38.4	12.1	5.2
Chad	46.7	16.5	8				

Incidence represents the percentage of the poor population (living below the poverty line) compared to the total population

Depth measures the relative difference between the average consumption of the poor and the poverty line; this indicator is used to evaluate the amount of resources needed to lift the poor out of their situation, to ensure that the level of consumption of each poor household is at least equal to the poverty line.

¹⁶ International estimates for Chad in 2003 suggest the percentage of people living on less than 1.25 PPP dollars per day (a situation of so-called "extreme poverty" in 2008) is slightly higher: 62%, and they suggest that more than four out of five Chadians (83%) were living on less than 2.00 PPP dollars per day.

Severity measures (roughly) the standard deviation (average distance) of the consumption expenditure of the poor in relation to the average level of this expenditure; this index shows whether poverty is uniformly distributed or not.

Source: INSEED (*Institut National de la Statistique, des Etudes Economiques et Démographiques*/National Institute of Statistics, Economic and Demographic Research), ECOSIT3 2011

1.11.5.6 From a dynamic perspective, poverty has declined in all regions of Chad from 2003 to 2011, but to varying degrees, as shown in the table below, with the exception of parts of Logone Occidental (increase in incidence from 57.6% to 66.4%) and Tandjilé (from 62.1% to 65.3%). The capital N'Djamena has shown a sharp decline in poverty, incidence dropping from 20.8% in 2003 to 11.0% in 2011.

Table 3: Dynamics of Poverty from 2003 to 2011

	Incidence of poverty		Depth of poverty		Severity of poverty	
	2003	2011	2003	2011	2003	2011
Batha	48.4	45.6	15.5	10.8	6.6	4.1
BET/Biltine	55.2	39.4	19.3	12.3	8.2	5.3
Chari-Baguirmi	49.6	43.5	16.6	15.6	7.8	7.5
Guéra/Salamat	62.8	59.8	23.1	24.5	11.1	13.2
Kanem/Lac	54.1	40.6	22.6	12.5	12	5.7
Logone Occidental	57.6	66.4	22.7	27.7	10.9	15.2
Logone Oriental	64.7	48.6	29.4	16.1	16.2	7.4
Mayo-Kebbi	71.7	42.5	31.2	13.4	16.4	6
Moyen-Chari	69.3	67	30.4	28.1	16.4	14.6
Ouadaï	34.4	35.3	9.8	10.1	3.9	4.1
Tandjilé	62.1	65.3	25	24.2	12.7	11.7
N'Djamena	20.8	11	6.1	2.4	2.7	0.8
Chad	55	46.7	21.6	16.5	10.8	8

Source: INSEED, ECOSIT3 2011

1.11.5.7 Poverty is closely linked to the economic activity and activity sector of the household head. Most Chadian households are in an environment that limits the opportunities for economic and social advancement. The vast majority live in rural areas and few heads of household are educated, so they do not have access to jobs in the modern sector. More than half of the population lives in households where the main activity of the head is an agricultural activity; a quarter live in households where the head is unemployed and a tenth in households where the head works in the non-agricultural informal sector.

1.11.5.8 In total, less than 10% of the population lives in households where the head has a salaried job. The situation is different in urban areas, especially in N'Djamena, where nearly half the population lives in households where the head receives a salary.

1.11.5.9 Households whose head works in the service sector, including activities such as transport and communications, have higher standards of living than households whose head works in the primary and secondary sectors. We can also observe that the heads of

households who work in the tertiary sector are more educated than those in the primary sector, which once again confirms the importance of education for both the socioeconomic empowerment of individuals and for the reduction of poverty.

Persistent Non-Monetary Poverty

1.11.5.10 Poverty also refers to the inability of an individual to find a decent job and access to basic social services. According to several sources,¹⁷ the most common forms of poverty in Chad are linked to the vulnerability of human existence, lack of infrastructure, lack of basic comforts and equipment, lack of good governance, inaccessibility of health care, the isolation of the country, lack of safe drinking water, undernourishment, low levels of primary school enrollment, and poor distribution of resources. This form of poverty is more difficult to measure, and its evolution often shows contrasting trends. In the absence of a performance indicator to measure non-monetary poverty, use is often made of the UNDP's Human Development Index (HDI).¹⁸ As indicated in the table below, for a decade Chad has been among the countries occupying the last 10 places of the HDI world ranking, without showing any strong positive variations.

Table 4: HDI Ranking 2008–2011

Year	2008	2009	2010	2011
Chad's HDI ranking	170/177	178/182	163/169	183/187

Source: UNDP 2008, 2009, 2010, 2011.

1.11.6 Access to Basic Social Services in Progress¹⁹

Access to basic social services is another relevant criterion for assessing the performance of the nation's economy and its ability to reduce poverty, because maintaining a strong and sustainable economic growth requires the building of quality human capital, meaning the totality of the knowledge and skills that an individual possesses and that makes him potentially productive. Building quality human capital is achieved through education and experience. It also requires a healthy population. But, with respect to both education and health, considerable efforts are still needed in Chad to reach levels comparable to those observed today in emerging nations.

¹⁷ Ministry of Economy (2000), "Perception Survey" and ECOSIT 2 (2003)

¹⁸ The HDI is calculated by combining three other indicators: life expectancy at birth, access to education and GDP per capita

¹⁹ Reference indicators and achievement level indicators can be found at the end of subchapter I.4

1.11.7 Education

1.11.7.1 With respect to education, despite the remarkable progress achieved since the nation's independence, two-thirds of the Chadian population still did not know how to read and write in 2009. The percentage of the adult population (15 and over) able to read and write went from 11% in 1993 to 34% in 2009. Among young people ages 15 to 24, 46% were literate in 2009, compared to 17% in 1993,²⁰ which is a significant improvement, but still not enough. However, in the area of schooling, progress is visible, as shown by the data in the table below.

Table 5: A few results from the education sector

	2000 (in %)	2010 (in %)
Percentage of the literate adult population	25.7	33.6 (2009)
Percentage of the literate population ages 15 to 24	37.6	46.3 (2009)
Primary education		
Gross enrollment rate	67.7	99.99
Net enrollment rate	54.5	67.4
Rate of completion	22.9	47.8
Student-teacher ratio	69	62
Secondary education		
Gross enrollment rate	10.8	24.6
Net enrollment rate	7.3	10.8 (2003)
Higher education		
Gross enrollment rate	0.8	2.2
Public funding of education		
In % of the GDP	2.6	2.8
In % of government budget	12.8	10.1

Sources: *Étude Dividende démographique* (Demographic Dividend Study), 2012, MDG decennial report 2010

1.11.7.2 These results can largely be explained by the intense mobilization on the part of the government and its partners in recent years, and show that the five-fold increase since 1960 of the primary school-age population and the four-fold increase in gross enrollment figures (from 20% to 80%) have led to a twenty-fold increase in the number of students in school. At the high school level, the four-fold increase of the school-age population and going from a gross enrollment rate of 2% in 1971 to 25% in 2010 led to a fifty-fold increase in the number of students. In higher education, going from an enrollment rate of 0.6% in 1989 to 2.2% in 2010, applied to a population that has nearly doubled in 20 years, translates into a student body that is 6 or 7 times larger.

²⁰ Sources: *Étude Dividende démographique* (Demographic Dividend Study), N'Djamena, 2012

1.11.7.3 The human and financial resources that had to be mobilized to achieve these results were significant, yet insufficient with respect to need. According to data from the World Bank, the total amount of public funds spent on education rose from 26 billion CFAF to nearly 120 billion in 2010, representing a 4.5-fold increase, which was close to the 4.3-fold GDP increase in current value during that period.

1.11.7.4 Despite these efforts, the Chadian education system still faces the following constraints:

- Nursery schools and kindergartens have relatively modest coverage. In 2009, Chad only had 356 preschool establishments, 52 of which were in the public sector, 61 in the private sector, and 243 in the community sector;
- Only 37% of Chadian children complete primary school because of the lack of schools or the incomplete aspect of the cycle at the school to which they have access. The fact that 51% of the schools throughout the nation are community schools also contributes to that situation;
- The gross enrollment rate in secondary education in 2010/2011 was only 29.2%. This is due, among other things, to the lack of qualified teachers (45% teachers are temporary staff, volunteers, or primary school teachers), and to inadequate host structures;
- Vocational education is behind compared to other segments of the educational system. It represents only 1.4% of enrollment in general secondary education. Although it has been on the rise over the past 20 years, it suffers from a lack of resources (budget allocation) that are vital to its growth;
- At the higher education level, the major weakness is still that literary studies (social sciences and humanities, legal and economic sciences) attract the largest number of students (61%) at the expense of scientific colleges or departments, and that the capacity of higher education to meet the needs of the economy is weak. Also of note is an increasing disparity between girls and boys;
- Illiteracy rates are still high despite concerted efforts. Eighty-six percent of women and 69% of men are illiterate. The main causes are the large number of children with no schooling over the past fifteen years, the low completion rate along with a high population growth, resulting in a large school-age population;
- The precarious working conditions seriously hamper the quality of teaching and learning. The problem of poor quality occurs at all levels, in all forms, particularly in the training of teachers, curricula, teaching/learning content, methods, and evaluation;
- Chad is still far from the rate of 20% of the state budget recommended by Fast Track for funding of the education sector.

1.11.8 Health

1.11.8.1 The satisfactory health status of the population as a whole, especially among the labor force, but also among mothers and children, is a positive factor that promotes their productivity and their contribution to the economy. For children, it is also a positive factor that helps them do well in school. Low mortality and morbidity rates thus represent an essential element of the quality of the nation's human capital. Assessments of the implementation of the National Health Policy (1998-2005 and 2007-2012) point to the system's insufficient response to these health problems.

1.11.8.2 The population's access to health services and the quality of the latter remain poor. The epidemiological profile of Chad is characterized by a high prevalence of endemic diseases such as malaria, diarrhea, and acute respiratory infections, which are the leading causes of medical visits; and epidemic diseases, such as cholera, measles, and meningitis. It is noted that "one in five children dies before reaching his or her fifth birthday," most from preventable causes. Despite significant efforts in the field of immunization, vaccine-preventable diseases are still regularly reported by the Department of Epidemiological Monitoring.

1.11.8.3 In terms of maternal mortality, Chad is among the African countries that fair the worst in maternal health. The maternal mortality rate (MMR) was 827 per 100,000 live births in 1997 (EDST1) and 1,099 in 2004 (EDST2).

1.11.8.4 Data from the Ministry of Health points to a continuous rise in the percentage of pregnant women receiving prenatal care (12% in 2001 and 26% in 2006); and a sharp decline in births attended by qualified personnel: 39% in 2008 compared to 22.33% in 2010. In addition, only 4% of mothers received postnatal consultations in 2004 (the only data available). These rates indicate that a large majority of Chadian women do not benefit from the most effective prevention measures for reducing maternal mortality.

1.11.8.5 According to the results of the SONU (Emergency Obstetrical and Neonatal Care) survey, Chad has 23 health facilities offering SONU, including 20 with comprehensive care (SONUC) and three with basic care (SONUB). The standard is five SONU health facilities per 500,000 inhabitants, meaning four SONUBs and one SONUC. The 2011 ratio between the actual number of SONU health facilities and the population size for Chad was 0.9 SONUC health facilities and 0.1 SONUB health facilities per 500,000 inhabitants. One hundred and seventeen (117) SONU health facilities, including at least 23 SONUC health facilities, are required, meaning there is a gap of 94 SONU facilities, including 91 SONUB health facilities to provide.

1.11.8.6 With respect to HIV/AIDS, of particular note is a sharp increase in the rate of ARV treatment for HIV/AIDS patients: 10% in 2006 and 49% in 2009. More than 150 health centers were built and delivered between 2008 and 2010.

1.11.8.7 Since 2005, according to data from the Department of Statistics and Health Information (DSIS), 65% of health facilities are reported as being in good condition and 22%

are reported as being in poor condition. One Health Center (CS) out of ten (10) lacks refrigeration for vaccine storage, either because it is a new facility or because the equipment is old.

Human Resources

1.11.8.8 The Ministry of Health has experienced relative reinforcement of its personnel in recent years via the recruitment of medical and paramedical staff. Nevertheless, the sector has a personnel shortage that is both quantitative and qualitative. To address the situation, the government has opted for several years now to increase the number of training schools in order to increase the capacity of health workers. In 2012, the Department of Health had 4,858 practitioners in all categories (including 429 doctors, 2,040 qualified nurses, and 359 midwives) for a population of 12,212,224. In other words, there is one doctor per 28,466 inhabitants instead of the WHO standard of one doctor per 1,221; one state-certified nurse per 5,986 inhabitants, whereas the WHO standard is one qualified nurse per 2,442 inhabitants; one midwife for 7,537 women of childbearing age, whereas the WHO recommends a ratio of one midwife per 545 women of childbearing age.

1.11.8.9 Training structures must be strengthened beyond their current capacity to fill the gap. Indeed, at the Faculty of Medicine, 522 students are in training, of which 39 are in the process of completing their doctoral dissertation. Regarding the other types of health workers (in all categories), 417 are in training, of which 78 are in their last year.

1.11.9 Water, Hygiene, and Sanitation

1.11.9.1 Despite the significant progress made by the authorities towards the achievement of the Millennium Development Goals, by increasing the access to safe water from 21% in 2000 to 46% rate in 2011, against forecasts of 60% for 2015, the sector continues to suffer many obstacles: inadequacy and poor maintenance of the structures, dilapidated network, questionable water quality, etc.

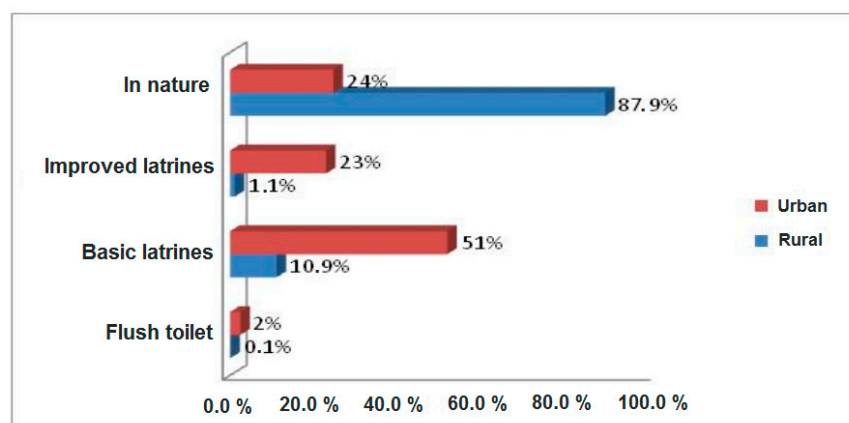
Table 6: Growth of the gross rate of access to drinking water

Year	2000	2004	2005	2006	2007	2008	2010	2011
Rate of access	21	29	31	34	35	40	42.9	46

Source: Ministry of Water 2012

1.11.9.2 In terms of hygiene and sanitation, the results achieved are poor. The second General Census of Population and Housing (RGPH.2) shows that the largest percentages of both the housing units (73.8%) and the population (73.5%) in Chad use Mother Nature as their sanitation facilities. In 1993, more than three out of four households (79.0%) used nature to relieve themselves. This leads to many cases of parasite-borne diarrheal diseases that cause a high rate of infant mortality.

Percentage of Housing Units per Type of Sanitation Facilities, by Living Environment



Source: ECOSIT 3, INSEED

1.11.9.3 For the country as a whole, in 70.9% of households, household waste is discharged into the surrounding area. In addition, nearly one in five households (19.5%) discharge their household waste along the street. Barely two percent of households (2.2%) use modern means of waste disposal (city-issued bins or garbage bags) throughout the nation. The percentage of households using other means of waste disposal is 4.7%.

1.11.9.4 Currently, the 2000 access to sanitation rate of 7% rose to 12% in 2010. Reaching the MDG rate of 35% by 2015 will therefore be difficult, as the gap to be filled is significant.

1.11.10 Social protection, Equity, and Gender

1.11.10.1 Progress had been made between 2006 to 2009, particularly in the protection and development of young children and adolescents; in the protection and advancement of people with disabilities; in the advancement of women and the integration of gender issues; in the protection and advancement of the family (vulnerable sectors); and in the building of institutional and human resources capacities.

1.11.10.2 Finally, in order to improve efficiency, the sector must overcome the major constraints that follow below, which still stand in the way of human development in the nation:

- At the institutional level: the absence of a national policy on social development;
- At the structural and operational level: poor functional organization charts and methods, poor data and basic infrastructure;
- At the human resources level: poor staff motivation (lack of career plans);
- At the financial level: the low level of allocation of public resources (0.7% of the GDP and 1.9% of the budget in 2005).

1.11.10.3 Also noteworthy are the problems of gender discrimination that persist and the failure to finalize the Family Code, which would strengthen women's rights.

1.11.11 Access to Housing

1.11.11.1 The housing sector is underdeveloped and suffers from constraints tied to the lack of a policy for the reinforcement and financing of public housing, to the obsolescence of laws regulating public land and private property (1967), and to construction regulations (1970) whose procedure is very long and not appropriate for the population. This situation is made worse by the shortage of architectural firms, surveyors, qualified building technicians, and, more importantly, real estate developers. Statistics also need to be developed to provide a solid basis for planning.

1.11.11.2 In the absence of housing finance institutions, what should be noted is do-it-yourself construction and rental housing, which come from the informal sector par excellence. There is an average of 2,000 to 3,000 housing units per year. These houses are often built without the help of professionals and without building permits. The monopoly of this sector by non-professionals and the prohibitive cost of building materials account for the poorly developed state of housing, of which 90% is of the traditional variety.

1.11.11.3 To meet the housing challenge, the government formulated in 1999, with the support of UNDP and UN-Habitat, the National Housing Strategy (NLS), which fundamentally aims for access to decent, viable, and lasting housing, as well as basic services for all social classes, especially those with low or middle incomes.

Box 2: Urban Planning and Housing Policy

The Government, through the Urban Development and Housing Improvement Project (DURAH), has plans to service three urban areas in order to produce 6,000 plots with sanitation, of which 60% will be sold to low- or middle-income households. It is also planning a pilot operation in Goudji Hamaral Goz (Patte d'Oie), an area of 54.6 hectares located at the northern end of N'Djamena and on which 1,000 plots with sanitation will be allocated to the most vulnerable population sectors, and 100 housing units will be constructed and put up for rent-sale, and where there will also be support for do-it-yourself construction. The renovation of two old neighborhoods via the installing of basic infrastructure and real estate regularization for housing concessions will be implemented: a pilot project will be conducted in Farcha Madjorio west of N'Djamena. In addition to the Society for the Promotion of Land and Properties (SOPROFIM), there are plans to create institutions that are missing in the production chain for housing for many, including the Fund for the Promotion of Housing (FPH). If carried out in full and extended throughout the nation, these efforts will undoubtedly help to achieve the goal.

1.11.12 Culture, Sport, and Recreation

1.11.12.1 Chad is a plural country of great diversity, boasting enormous and often undervalued cultural and sporting potential. In the cultural field, there are several sites that are likely to be included on UNESCO's List of World Heritage Sites. They are:

- The Ennedi and Tibesti cave paintings and engravings;
- The Begon II metallurgical site in Eastern Logone;
- The strange iron mines of Tele-Nugar in Guera;
- The ruins of Ouara in Waddai;
- The Zakouma nature park in Salamat;
- The Lakes of Ounianga in the BET;
- Lake Chad in the Lake region;
- The ancient hominid sites (Toumaï and Abel) of Djourab in the BET;
- The village of Gaoui, known for the work of women in the drawing of murals and pottery crafts;
- The Archei region: its cultural and natural landscape, and its cave art in the BET;
- The Sena-Oura Park in the region of West Mayo-Kebbi;
- Lake Léré and Gauthio falls;
- The sultan of Léré palaces;
- Manda National Park.

1.11.12.2 In other areas of culture, such as film, the visual arts, music, theater, painting, literature, etc., Chad is starting to develop a reputation, with numerous awards received at the continental and international levels in the fields of film, photography, choreography, dance, and song. To sustain and build on these achievements, it is therefore necessary to study the issue of inclusion and training of these disciplines within the nation's educational and training systems.

1.11.12.3 Chad can reap significant cultural benefits if there is a development strategy that integrates the cultural and artistic dimension in the overall development plan. The government's 2012 development and adoption of the program to support the cultural sector fits into this framework.

1.11.12.4 In the area of sports, youth, and recreation, enthusiasm among the people, especially young people, for participation in various types of sports is considerable. Soccer, for example, is very popular in Chad, but does not perform well at the level of the national team and athletic clubs involved in regional and international competitions. Other sports such as handball, basketball, martial arts, athletics, etc., are very popular. One of the major hindrances to their growth is a shortage of modern facilities to accommodate youth all across the country.

1.11.12.5 There is an effort underway to promote recreational activities, which include the sociocultural activities of the National Library, the National Museum of N'Djamena and the regional museums of Sarh, Moundou, and Abéché, the French Institute of Chad which provides public access to a collection of 27,000 books, the cultural centers of N'Djamena and

major cities, the bookstores in N'Djamena and provinces that offer books in French, Arabic, and English. Still, supply remains inadequate and not geographically close enough to help young people and offer them healthy alternatives for keeping busy.

1.11.12.6 There is great potential in terms of the national parks of Manda, Zakouma, and Sena-Oura in the south, and the historic and unique sites in the Saharan zone. Many tourist sites remain undeveloped due to minefields caused by multiple conflicts that the nation endured. Their development is dependent on the continuation of the demining program.

1.11.12.7 Making the most of this cultural, athletic and recreational potential can improve the quality of people's lives and contribute to the generation of revenue for the fight against poverty.²¹

1.11.13 Transportation and ICTs

A- Transportation

1.11.13.1 Considerable investment efforts have been made in road transportation infrastructure. The table below illustrates the government's efforts with respect to roads.

Table 7: Achievements in the Area of Road Maintenance

Description	2000-2011 period										
	00/01	01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10 /11
Programmed Distance (km)	1,380	1,924	2,958	2,241	2,731	3,083	3,395	3,422	3,547	3,483	3,145
Distance Achieved (km)	823	1,498	1,481	1,423	1,790	1,972	2,541	2,562	2,389	2,118	2,355
Completion Rate (%)	59.64	77.86	50.07	63.50	65.54	63.96	74.85	74.87	67.35	60.81	74.88

Source: DGR

This table shows that the annual growth rate of road maintenance is above 50%.

1.11.13.2 The implementation of the 2000-2010 National Transportation Strategy was characterized by considerable extension of the paved network, bringing the total distance of paved roads to 1,602 km in 2011, up from 557 km in 2002. It is expected to reach 1,925 linear kilometers of paved roads by the end of 2013.

1.11.13.3 Capital expenditures in the area of public works and transportation during the period (2000-2010) averaged over 30% of overall investment expenditures by the state.

1.11.13.4 A major constraint remains the opening up of Chad with respect to the international market at competitive prices. The need to develop railways remains a pressing one in order to provide a solution to this issue.

²¹ Access for all to sports and holidays, to recreation and culture, contributes to the development, balance and socialization of underprivileged populations.

B- ICTs

1.11.13.5 Telephony. In the area of telephony, 59.5% of households own at least one mobile phone in urban areas and 3.0% at least one landline phone. In rural areas, one in five households own a mobile phone and barely one out of a hundred households own at least one landline. The growth of landline telephony rates remained constant from 2005 to 2009 and experienced a slight increase beginning in 2010, while mobile phone telephony has exploded since 2008, going from 15.2% in 2008 to 30.6 % in 2011. Similarly, the penetration rate of landline and mobile phone telephony has increased from 15.4% in 2008 to 31.1% in 2011. From 2005 to 2011, the growth rate of mobile phone subscription was on average 166% per year, far beyond the set objectives. For the same period, the growth rate of landline subscription was 69% per year, below the objective set by the National Strategy for the Development of Communications Technologies, due to poor performance in the sector.

1.11.13.6 Internet. The National Telecommunications Company, Sotel Chad, offers to date access to more than six Internet service providers. About two dozen Internet cafes serve as the access points for these services. A very slight increase, as shown in Table 9 below, which began to improve in 2007 thanks to two mobile phone providers.

Table 8: Growth in the Number of Internet Subscribers

Year	2001	2005	2007	2009	2010	2011
Number	1,500	3,585	45,500	68,000	79,800	562,469
Penetration rate	0.02	0.04	0.5	0.6	0.7	4.7

Sources: MPTIC, OTRT

1.11.13.7 In the absence of adequate infrastructure and appropriate regulatory texts, Internet growth is still slow despite the existence of an international fiber optic cable that goes through Cameroon. The lack of broadband networks is a major constraint that affects the nation's development. The Government of the Republic of Chad has initiated a project to build broadband infrastructure in fiber optics, to cover domestic needs as well as international ones (interconnections with the CAR, Sudan, and Nigeria).

1.11.14 Energy

1.11.14.1 Generally speaking, 96.6% (RGPH.2, 2009) of the households, or 96.9% of the population, use products related to wood for cooking, either in the form of firewood or charcoal, or derived from plant materials. This high demand for wood reflects the growing pressure that the population exerts on vegetation. Other cooking energy sources include oil (1.8%) and gas (0.6%). According to the same census, the main mode of lighting is the oil lamp (50.7%). Flashlights and power grid electricity come in second place with 38.8% and

2.6% of households, respectively. In 2009, other light sources emerged: battery lamps (38.8%), solar panels (0.1%), generators (1.0%), and gas lamps (0.5%). To remedy this situation, the government has developed a Chad energy policy through the “Strategy Plan for Improving the Management and Governance of Energy.”

1.11.14.2 The National Electricity Company (SNE), the main institutional provider of electricity, presents a situation characterized among other things by the antiquated power grid, financial imbalance, and commercial underachievement. SNE infrastructures are concentrated in N'Djamena, where the distribution network is obsolete and only covers a third of the city's current surface area. Networks in the provinces, which were built recently, do not pose too many problems for the time being. However, they need to be expanded in order to meet demand.

1.11.14.3 The SNE faces huge problems with the commercialization of its product given the low billing and collection rates and the lack of profits caused by fraudulent connections. The company is also experiencing a huge operating deficit due to the low amounts of clean resources and a high level of its expenses generated in large part by the purchase of fuel and lubricants, which represents 80% of operating expenses.

1.11.14.4 Recognizing the importance of energy to the nation's development, the Government installed a 60 MW power station in N'Djamena that is currently operational. In addition, the refinery in Djarmaya will supply 20 MW to the city of N'Djamena. The immediate need is to resolve the issue of the N'Djamena network, so as to allow users to take advantage of this production capacity. In addition, the state has decided, as part of its support for the social sector and for energy providers, to reduce the cost of KWH to 125 CFA francs, which represents a decrease of 49%.

1.11.14.5 Putting the oil refinery in Djarmaya into service and providing access to reasonably priced stoves on the market are major factors that will contribute to the eventual substitution of wood with butane gas.

Box 3: International Forum on Renewable Energies, 2012

<p>In the interest of addressing the growing energy needs of the populations, in 2012 the Government organized an international forum on renewable energy in Chad, whose main recommendations were: i) the devising of a national strategy for the development of renewable energies; ii) the adoption of a framework law for renewable energies; iii) the establishment of an Agency for Renewable Energies; iv) the introduction of a tax and financial incentive framework and a dedicated fund for this sector; v) the development of a training program capable of supporting the growth of the sector; and vi) the strengthening of national structures in order to allow for better access to opportunities for clean energy development and carbon funds.</p>

1.11.15 Protection of the Environment and Adaptation to Climate Change

1.11.15.1 The gradual disappearance of vegetation, soil degradation, the gradual encroachment of the desert (at a rate of 3 km/year), the drying up of rivers and lakes, the

variation in groundwater levels, the disturbance in the cycle of the seasons, and the disappearance of certain animal and plant species are tangible manifestations of environmental and ecosystem degradation.

1.11.15.2 To these phenomena should be added the persistent drought that has accelerated desertification and reduced agro-pastoral areas; anthropogenic pressures and inadequate farming practices that led to an expansion of grazing areas to the south at the expense of agricultural land, creating conflicts between farmers and herders; and inappropriate use of mining resources: bushfires and uncontrolled consumption of wood fuels like wood and coal, which represent 90% of Chad's total energy consumption.

1.11.15.3 The political determination to take charge of the situation became manifest in 1999, during sectoral consultation on rural development, where it was noted that the management and development of natural resources, guarantees of sustainable production, should be conducted in a coordinated framework and focus on the following objectives:

- Ensuring the reliability of the population's access to natural resources;
- Conserving and protecting natural resources;
- Fighting against desertification;
- Promoting rational management and use of natural resources;
- Involving resource consumers in the cost of preservation and replacement after destruction.

1.11.15.4 In 2002, the Government developed and adopted the National Action Plan for the Environment (NEAP), which resulted in the Program of Community Ecosystem Management, whose objectives are the following: (i) to ensure the integrated management of the nation's main fragile ecosystems by empowering communities to better fight against desertification and protect biodiversity; (ii) to improve the living conditions of the populations; (iii) to strengthen the increased self-organization and self-definition capacities of communities; and (iv) to preserve ecosystems and biodiversity.

1.11.15.5 The National Action Program to Combat Desertification was implemented and covers the entire national territory. The Program aims to: (i) protect, restore, and reinforce the productive potential and (ii) strengthen national capacities in the fight against desertification. In the area of regulations to restore and preserve the environment, Chad is an integral part of the Agenda 21 that came out of the 1992 Rio Conference on the Environment. Also in terms of regulation, Chad has signed and ratified several conventions, including the three conventions on climate change, biodiversity, and desertification, and the 1991 Bamako Convention.²²

1.11.15.6 As part of monitoring the environmental effects of the Oil Project, the government established a National Technical Committee for Monitoring and Inspecting the Environmental Aspects of Oil Projects (CTNSC). The CTNSC program, which operates in the

²² 2010 UN Program in Chad.

Doba oil field, builds on other implemented programs, such as sustainable management; the hydraulics program; the fishing program; and the national strategy for waste management and biodiversity conservation.

1.11.15.7 Finally and more recently, the Government, in order to address the consequences of the continuous drying up of Lake Chad—a source of human sustenance, of animal, fish, and plant life, and where more than 30 million people live off the mining of its resources—organized in 2010 a World Forum on Sustainable Development around the theme "Saving Lake Chad," in order to meet the challenges at hand, namely:

- Finding hydrologic solutions focused on combating the shrinking of the Lake, reducing poverty, and improving the living conditions of the population;
- The sustainable use of water resources by all communities of consumers and other beneficiaries at the local, national, and regional levels;
- Empowering basin stakeholders, including local communities, for the development and the environmentally sound management of the basin's natural resources.

1.11.15.8 In 2012, the Head of State went in person to defend the Lake Chad safeguard program at the World Water Forum in Marseilles and at the Rio Summit on Sustainable Development.

1.11.15.9 In order to increase resilience, the government set up a system of crisis analysis and management for issues that regularly affect Chadians: floods, crop enemies, food and nutrition security, epidemics, etc.

1.11.16 Mitigated Progress Towards the MDGs

1.11.16.1 In summary, the diagnosis of the implementation of development strategies from 2003 to 2011 shows that significant progress is being made towards achieving the MDGs, but many of the objectives can only be met in 2015. As shown in the table below, it will be difficult for the nation to achieve most of the objectives within the timeframe of the MDGs. However, given the efforts made by the government in agricultural development, in the fight against HIV/AIDS, and in rural and pastoral hydraulics, and the tendency of certain indicators observed lately, it is possible that the following MDG objectives will be achieved:

- **Objective 1.3:** Reduce by half, between 1990 and 2015, the percentage of the population suffering from hunger;
- **Objective 6.1:** By 2015, succeed in having put an end to the spread of HIV/AIDS and begin to reverse the current trend;
- **Objective 6.2:** By 2015, succeed in having controlled malaria and other diseases and begun to reverse the current trend;
- **Objective 7.2:** By 2015, reduce the percentage of the population that lacks lasting access to safe drinking water and basic sanitation.

1.11.16.2 It is befitting to delay the above assessments, which do not include outstanding performances prior to development that cannot be measured by MDGs or other indicators. This refers to the peace and the stability that now exist in Chad after decades of

war, thanks to the vision and outstanding efforts on the part of the President of the Republic, who was able to mobilize and guide Chadians in that direction. At the same time, Chad will have to cope with an environment of neighboring countries experiencing unrest and even wars. This means that the international community will need to incorporate this element in their support for Chad and help the nation strengthen that peace and stability, manage the increasing flow of refugees, quickly implement the plan for reintegration of demobilized soldiers, and support, if not understand, the security measures necessary to deal with different threats from areas surrounding Chad.

Table 9: Status of the MDGs in Chad

OBJECTIVES	1990 rates	Recent rates	2015 objectives	Likelihood of achievement by 2015
1. 1.1 Reduce by half, between 1990 and 2015, the percentage of people who earn less than one dollar a day.	53 %	2011: 46.7 % 2003: 55%	27,5 %	Difficult
1.2 Provide productive and decent employment to all, including women and young people.	ND	2003-2004: 2%	100%	Difficult
1.3 Objective 3: Reduce by half, between 1990 and 2015, the percentage of the population suffering from hunger. An indicator of the rate of underweight children under five.	42 %	2010: 30% (MICS report)	21 %	Possible
2. By 2015, provide all children, boys and girls alike, with the means to complete a full course of primary education.	ND	2009: 38%	100%	Difficult
3. Eliminate gender disparity in primary and secondary education by 2005 if possible, and at all levels of education no later than 2015.	Primary education: 0.41	Primary/2009: 0.7 Secondary/2008: 0.3 University /2008: 0.15	Primary education: 1	Possible for primary, difficult for secondary and university
4. Reduce the mortality rate of children under five by two-thirds between 1990 and 2015.	201‰ (MDG)	2008: 209‰ (OMS) 2010: 180‰ (MICS, 2010)	67 ‰	Difficult
6. Reduce maternal mortality rate by three-fourths between 1990 and 2015.	820 (per 100,000)	827 per 100,000 live births in 1997 1,084 in 2010 (MICS)	205 (per 100,000)	Difficult
7. Fight against HIV/AIDS, malaria, and other diseases. 7.1. By 2015, succeed in having put an end to the spread of HIV/AIDS and begin to reverse the current trend.	<u>ND</u>	2005: 7% 2010: 3.3% (OMS)	<u>0.5%</u>	Possible
7.2. By 2015, succeed in having controlled malaria and other diseases and begun to reverse the current trend.	Malaria: Prevalence: 12% in 1990 (PNLP) Tuberculosis: ND	Malaria: Prevalence: 22 % in 2005 (DSIS) Tuberculosis: 5% (2005) 6% (2007)	Malaria: 15% Tuberculosis: 3%	Possible
8. Ensure environmental sustainability 8.1. Integrate the principles of sustainable development into national policies and reverse the loss of environmental resources.	ND	ND	ND	Difficult
8.2. By 2015, reduce the percentage of people who lack lasting access to safe drinking water and a sanitation system.	19% (access to drinking water)	2011: 46%	60%	Possible for water Difficult for sanitation

OBJECTIVES	1990 rates	Recent rates	2015 objectives	Likelihood of achievement by 2015
8.3 By 2020, succeed in significantly improving the lives of at least 100 million slum dwellers.	ND	90% of households live in homes made out of traditional materials (RGPH.1) 71.8% of households live in homes made out of traditional materials in 2009 (RGPH.2)	ND	Difficult
9. Institute a global partnership for development. 9.1 In conjunction with the private sector, make available to all the benefits of new technologies, especially information and communications technology.	ND	Telephony penetration rate: 3.7% (2005) (MPTIC) 31.1% (2011) (MPTIC) Internet penetration rate: 0.04% (2005) (MPTIC) 4.7% (2011) (MPTIC)	-	Possible

Source: MDG Follow-Up Report September 2010, MICS December 2010

1.12 THE MAIN CHALLENGES

1.12.1 The above diagnostic analysis of the nation's socioeconomic situation reveals the constraints and main issues on which the government intends to focus efforts over the next three years in order to accelerate growth and boost sustainable development. The government will need to address the following key challenges:

- Promoting production supply and decent employment;
- Combatting inequality, poverty, and social exclusion;
- Protecting the environment and combatting climate change;
- Staying the course on good governance.

1.12.2 In terms of economic growth, the challenge must be met, by bringing the rate of growth to at least 7% per year over the period 2013-2015 in order to boost GDP growth per capita to more than 3% per year, putting Chad on the trajectory of emergence and sustainable development.

1.12.3 This requires the mobilization of internal and external financial resources; the skills and capacity to diversify the economy and develop and modernize agriculture and livestock farming; SME development; facilitating the growth of the oil and mining sectors. These efforts should make it possible to improve productivity, develop a range of goods and value-added services, invest in research and development (R&D), promote traditional skills among young people, provide adapted training for trades and skills improvement, support and strengthen the food processing industry, continue efforts to build basic infrastructure (roads, power, water, ICT, land settlement, etc.), and initiate unwavering policies for controlling population dynamics.

1.12.4 In the social area, the challenge is to succeed, within the established timeframe, in meeting the basic needs of current and future Chadian populations, improving the quality of life, and ensuring social equity.

1.12.5 The programs and projects implemented across the nation or at the local level as part of efforts in support of employment, food and nutrition security, income generating activities, water and sanitation, social housing, education, health, sports and recreation, culture, and social protection, including the status of women in Chadian society, must be implemented and developed as a priority. The implementation of these priorities requires the taking into account of demographic variables in order to assess the need to comply with the timeframe of the PND 2013-2015.

1.12.6 In the area of environmental protection and adaptation to climate change, the challenge is to improve the living environment of the people of Chad, in particular through the continued struggle to save Lake Chad, and the prevention and management of risks and disasters, particularly those related to climate change. To this end, the adoption and implementation of a roadmap based on objectives and actions associated with substantial budget forecasts will make it possible to achieve more advanced results towards greater improvement of the populations' living environment.

1.12.7 In terms of governance, the challenge is to engage the Chadian people in decisions about the nation's development and to strengthen the institutional capacity of the state. Solutions need to be found for key issues such as decision-making equality between men and women; citizens' access to basic, quality social services; citizen participation in policy making and the development of the community at the decentralized level; citizen management of civil society organizations; a business environment that supports the activities of economic agents, etc.

CHAPTER II. NATIONAL DEVELOPMENT PLAN 2013-2015

2.13 2025 VISION

The President of the Republic has set a course for 2025. He is determined to make Chad “**an emerging regional power by 2025, supported by diversified and sustainable sources of growth, creating added value and jobs and ensuring that every Chadian has adequate access to basic social services, decent housing and suitable educational provision.**”

Serious reflection on this vision will start at the beginning of 2013. The aim is to adopt a visionary document that can guide the transformation of Chadian society in the medium- and long-term, with a clearly stated schedule, together with indicators for each stage, result and impact, to be sure that the objectives that have been set have are achieved. There must be a participatory process to develop a joint vision for Chad’s strategic development by 2025, a vision which the Chadian population supports, particularly its young people, who will for the most part be responsible for implementing it.

2.14 STRATEGIC GUIDELINES AND THEMES

2.14.1 Since the end of SNRP2 (National Poverty Reduction Strategy) in December 2011, the country has not had a coherent plan to respond to its many challenges and ensure that it can provide a response equal to the country’s ambitions. The 2013-2015 National Development Program responds to the program vacuum that has been created since the end of the SNRP2, and allows us to lay the foundations for short-term development over the next three years, based on the 2000-2011 diagnostic analysis. The aim is to define a realistic but ambitious program.

2.14.2 Taking as a starting point the long-term vision of development that has been established, taking into account the priority cross-cutting questions for its development, and learning the lessons from the record of a decade of fighting poverty, Chad has decided to adopt a National Development Plan which eventually aims to provide the basis for a strong economy by relying on catalysts for growth.

2.14.3 The focus for the target date of 2015 is the priority of sustained economic growth and the population’s aspirations for a better quality of life, reducing poverty, particularly in rural areas, for women and young people. To achieve this eight priority objectives have been set, namely:

- 1) Sustained growth
- 2) Food security
- 3) The creation of, and access to, jobs
- 4) The development of human resources
- 5) The development of the private sector
- 6) The development of ICTs (Information and Communication Technologies)
- 7) Environmental protection and adapting to climate change
- 8) Improvements in governance

Sustained Growth

2.14.4 Sustainable growth is the essential condition for social progress and for fighting poverty. This means the diversification of sources of economic growth so that this provides individuals, companies and the State with the means to achieve other basic objectives in socioeconomic sectors, etc.

2.14.5 For the period 2013-2015, the specific growth indicators are to maintain a minimum 8.9% real annual growth rate in GDP, and to ensure a growth rate for investments of at least 6.7%.

2.14.6 Significant modernization of livestock farming and agriculture is planned, as well as new oilfields, growth in the industrial and service sectors, and a substantial increase in investment in the private sector. There will be further development in economic infrastructure, particularly in transport, TICs and energy, including infrastructure for regional integration which promotes economic competitiveness.

Food Security

2.14.7 Conditions should be established so that the population always has physical and economic access to enough healthy and nutritious food to allow it to satisfy its energy needs and food preferences, in order to successfully lead an active life. This objective has a cross-cutting dimension and involves intervening in several areas, as follows:

- Ensuring the management of water
- Making agricultural equipment available and accessible, improving inputs and seeds
- Stimulating growth sectors: production – processing –marketing
- Promoting irrigated crops
- Improving systems for livestock farming
- Building the capacity of livestock farming support services
- Strengthening mechanisms to manage food crises
- Providing adequate transport to move products and for trade

The Creation of, and Access to, Decent Jobs

2.14.8 The proportion of the working population in Chad is estimated to be 82% and is mainly concentrated in agriculture and livestock farming. In general, this population finds it hard to live from its activities, with a high level of poverty. It is essential to increase the status and improve the life conditions of this population and their activities. In urban areas, most people who are identified as unemployed are young people with a certain level of education. The basic data on employment must be improved and goals must be set which aim to solve this problem, which is likely to threaten social order if it is not solved in a sustainable way. The specific areas of activity cover the following fields:

- Creating or strengthening specialized institutions to support business start-up initiatives
- Continuing to promote grassroots groups with an economic dimension
- Ensuring an increase in productivity in the agriculture and livestock farming sectors

- Taking measures aimed at organizing and protecting rural producers from speculators
- Developing job opportunities in favor of young people and women
- Strengthening the role of women in the development process.

The Development of Human Resources

2.14.9 Health. The indicators are reducing maternal and infant-child mortality, the level of improvement in combating HIV/AIDS, malaria and other diseases. The areas of activity are extending health centers to the whole of the country, staff training, improving the quality of care and access to medicines, with particular attention to maternal and infant health.

2.14.10 Education: Results were much more satisfactory in the education sector: the gross school enrollment ratio (TBS) in fact increased from 32% in 1993 to 98.5% in 2010. However, the primary school completion rate stagnated, at 38% from 2000 to 2009. The indicators will aim to increase the significant ratios in the sector. The areas of activity will be infrastructure, training, educational tools, working conditions for teachers and pupils, improving the quality of public and private teaching, etc..

2.14.11 Decent Housing. In the next three years, make the Société de Promotion foncière et immobilière (the state housing company) operational; establish a housing bank in the country, and implement the first fifteen *Plans Urbains de Référence* (Urban Reference Plans).

2.14.12 Sport, Leisure and Culture: Actions will be aimed at ensuring that people fulfill their potential, in particular young people, by developing sport, leisure and cultural activities. Chad's natural and historical heritage and the richness of its diversity will be promoted.

Development of the Private Sector

2.14.13 Measures will be taken to increase investment in the private sector, to increase its role in economic growth, and to create jobs and wealth. The areas of activity will be the effective implementation of the Employers/Government action plan, managed by the *Agence Nationale de l'Investissement* (ANIE) (National Investment Agency). Chad should achieve a better international ranking for its business environment. Efforts will be made to resolve the question of Energy and other infrastructure, in particular the TICs, which are an obstacle to the development of the private sector in Chad.

Development of ICTs

2.14.14 In the first three years, the foundations should be laid for information and technology services which ensure the minimum requirement for the efficient and effective development of the private sector, of knowledge and understanding, opening to the global market, and in general the modernization of society in Chad. The availability of broadband networks should be assured.

Environmental Protection and Combatting Climate Change

2.14.15 Measures should be taken to protect the fragile Chadian ecosystem and in favor of sustainable development. Chad's environmental protection remains a major challenge to be completed, and efforts should be made to promote the Lake Chad conservation program, as presented at the Rio World Summit in 2012.

Good Governance

2.14.16 The areas of activity aim to:

- Improve the transparent management of resources and their optimal use
- Strengthen the fight against corruption
- Improve administrative governance at central and decentralized level
- Improve the performance of the judicial system
- Strengthen citizens' participation in managing the State

Strategic Pillars for Activity and Planning

2.14.17 To achieve the objectives above, given that the areas of activity overlap, the strategic areas for activity and planning are grouped together so as to cover several sectors, which together contribute towards achieving the development goal that has been set. These areas are as follows:

- 1) **Promoting Production Supply and Decent Jobs;** the sectors of activity targeted relate to rural sector development, the creation of employment and training, the development of the private sector, continuing the development of basic economic infrastructure, energy, TICs, public works, research and development, regional integration programs and mobilizing the diaspora.
- 2) **Mobilizing and Enhancing the Value of Human Capital and Combatting Inequality, Poverty and Social Exclusion;** Education; health; nutrition; clean drinking water, hygiene, and sanitation; social protection, promoting equity, and gender equality; population; housing; culture; sport, youth and leisure.
- 3) **Environmental Protection and Combatting Climate Change;** the priorities will be the fight to save Lake Chad and other ecosystems; land management in rural, urban, and suburban areas; the prevention and management of natural risks and disasters; and the fight against desertification and to conserve biodiversity.
- 4) **Improving Governance.** The priorities will be the modernization of the State and the reform of public administration; strengthening decentralization /deconcentration; the promotion of human rights, peace, and social cohesion; continuing the reform of the justice system, and promoting good governance.

2.14.18 In this way, priority sectors have developed for each of the strategic areas of activity; the specific strategy for activity has been defined for each sector, as well as the actions/projects and programs to be carried out, indicators of outcomes, and costs. The list of projects and programs is in the appendix. For the requirements of the macroeconomic

framework it includes current projects, whose activities will continue in the years to come, as well as new projects to be funded in the next 3 years.

2.15 PROMOTING PRODUCTION SUPPLY AND DECENT EMPLOYMENT

Productive capacity must be developed to achieve the Millennium Development Goals and to succeed in creating job opportunities and making significant reductions in poverty, hunger and social inequalities in the country. The growth sectors for production that can contribute towards achieving the objectives of food security and the fight against poverty are, in the short- and medium-term, agriculture, livestock farming, fishing, and timber and non-timber forest production. The sector priorities selected by the government to develop the capacity of production and jobs are as follows:

- 1) Rural sector development and food security;
- 2) Employment creation and training;
- 3) Private sector development;
- 4) Development of basic economic infrastructure;
- 5) Research and development (R&D);
- 6) Regional integration;
- 7) Mobilizing the skills and abilities of the diaspora.

All these sectors make a strong contribution to economic growth, and the creation of wealth and jobs. It is therefore important to define the actions/projects and programs likely to create the necessary synergy for each of these, and to make changes in the next 3 years.

2.15.1 Rural Sector Development and Food Security

2.15.1.1 Rural development is the cornerstone of the 2013-2015 PND. The desired objective is the modernization and development of agriculture, livestock farming, as well as other growth sectors in the rural sector. It will help to strengthen economic diversification and poverty reduction, which affects people in the rural world more, particularly women and vulnerable groups.

The priorities for activity are as follows:

- Productive water;
- Crop production;
- Livestock production.

2.15.1.2 Productive Water

2.15.1.3 Water is at the heart of agricultural production, livestock farming, and fishing. Variations in the climate and droughts have an immediate effect on agricultural production and livestock farming, concern most of the population, and drastically reduce GDP growth. Water management must be controlled in order to address this risk, and to make it a priority.

2.15.1.4 The strategies selected are:

- Reducing the impact of variations in climate by making water permanently available, over space and time, for all society's needs.
- Controlling and managing water to irrigate crops;
- Improving pastoral water;

2.15.1.5 The actions/projects and programs selected for the next 3 years are:

a) Water Management for Agricultural Irrigation;

Current Projects

- Development Project of 1000 ha in N'gouri

New Projects

- Development of hydro-agricultural improvements and equipment
- Construction of water dams for off-season crop irrigation and livestock water
- Development of a channel to supply the perimeters of the polders of Lake Chad
- Educating farmers on the maintenance of water management equipment
- Barh Linia Agricultural Water Development Project

b) Livestock Water Supply

Current Projects

- *Programme d'Hydraulique Pastorale* (Pastoral Water Program) in Central Chad, phase 2, AL AFIA)
- *Projet d'Hydraulique Pastorale* (Pastoral Water and Resource Project) in the Sahelian Zone (PROHYPA)

New Projects

- Construction, development and/or reconstitution of pastoral water sources
- Establishment and/or reconstitution of thermal, solar, or wind-powered pastoral pumping stations and agrometeorological and hydraulic stations
- Water resource user awareness and training of management committees

c) Increasing Water Resources

Current Projects

- Mapping water resources in Chad (RésEau 1)

2.15.1.6 Expected Outcomes

- Water management and its rational distribution for society's needs
- Greater availability of water to irrigate crops and for livestock farming;
- Understanding of water resources is improved.

2.15.1.7 Indicators and Targets

Indicators	2011 level	2015 target
a) Agricultural water		
Surface area developed per year	9,400 ha	33,400 ha
b) Pastoral water		
Number of water points for water for livestock	1,296	2,386

The cost for the sector amounts to **209,607,815 360 CFAF**

2.15.1.8 Crop Production

2.15.1.9 The strategies selected are to take action simultaneously to:

- Restore soil fertility; and
- Intensify and diversify crop production.

2.15.1.10 Actions/projects and programs to be implemented in this context are:

a) Restoration of Soil Fertility

New Projects

- Awareness of techniques for re-establishing soil fertility
- Development of educational tools and fact sheets
- Capacity building of government and non-government agencies on the reconstitution of soil
- Education of producers on soil reconstitution techniques
- Promoting agroforestry

b) Intensification and Diversification of Crop Production

b-1) Production of Cereal, Oilseed, and Pulses

Current Programs and Projects

- Programme Aide Alimentaire et Humanitaire (Food and Humanitarian Aid Program)
- Projet d'Appui d'Urgence à la Production Agricole (PAPAT) (Agricultural Production Crisis Support Project) (PAPAT)
- Chad-WFP Program
- *Programme développement rural (et sécurité alimentaire)* (Rural development [and food security] program)
- Programme divers projets (animation du réseau et assistance technique) (various projects [network management and technical assistance])
- Projet d'appui au développement rural du Guéra (PADER-G) (Project for Rural Development in Guéra [PADER-G])
- FAO Cooperation Program- Chad

New Projects

- Supporting the creation of a national supply of fertilizer and crop-protecting products
- Creating a national supply of seeds
- Developing quality seed production and multiplication
- Supporting the creation of an agricultural equipment supply center
- Training of tractor drivers and local farmers for the manufacturing of production tools
- Building agricultural capacities on arrangement of principle crops

b-2) Roots and Tubers

New Projects

- Production of improved vegetal crops
- Supervisor and producer capacity building

b-3) Market Gardening

New Projects

- Market Gardening zones land use and equipment
- Creating an outreach center for the retail of market gardening inputs
- Capacity building of overseeing institutions (public services, NGO's, private organizations) in the market gardening sector
- Educating producers on the arrangement of market garden crops

b-4) Fruit Trees

New Projects

- Strengthening the availability of improved and adapted vegetable material
- Aborioculturist capacity building
- The actions selected are in the Programme Multinational d'amélioration de la compétitivité de la filière Coton Textile (PAFICOT) (Multinational Program to Improve the Competitiveness of the Cotton Textile Sector [PAFICOT]).

2.15.1.11 Expected Outcomes

- The governance of the agricultural sector is improved;
- The capacity of stakeholders in agricultural development is strengthened;
- Agricultural sectors are developed;
- Agricultural productivity in Chad and its capacity to pay producers enough is strengthened.

2.15.1.12 Indicators and Targets

Indicators	2011 level	2015 target
Production of grains per hectare	20 tons	15% increase

The cost for the sector is **123,858,106,916 CFAF**

2.15.1.13 Livestock Production

2.15.1.14 The strategies selected are:

- The development of the animal industry
- The supply of veterinary and animal health products for livestock
- Building the capacity of stakeholders

2.15.1.15 The actions/projects and programs to be implemented are:

a) Livestock Sector Development

Current Projects

- Projet d'Appui au Développement de l'Industrie Animale au Tchad (PADIAT) (Project to Support the Development of the Livestock Industry in Chad)
- Projet action bétail (Cattle Stock Project)
- Projet d'Appui à la Filière Bovine - Viande, Cuire (PAFIB) (Project to Support the Cattle Industry –Meat, Cooking)
- Projet Recensement Général de l'Elevage (General Inventory Project of Livestock Farms)
- Projet d'Infrastructures Rurales, Pastorales et de Transhumance (PIRPT) (Rural, Pastoral, and Migratory Infrastructure Project)

New Projects

- Supporting the establishment of familial poultry production units
- Supporting the establishment of rabbit-breeding units
- In support of developing small sheep and goat farms
- Support pork production start-up units
- Construction, equipment and operation of the Center to Improve Breeds of Animal in Chad
- Support project to strengthen resilience and to develop livestock farming in the oasis regions
- Project in support of developing the camelina industry
- Project for the development of the equine industry
- Project for the construction of slaughter buildings
- Support project for the livestock-meat subsector
- Projet d'Appui au centre de la Contrôle de la Qualité des Denrées Alimentaires (CECOQDA) (Project to support the center of quality control of foodstuffs)
- Project to support the development of ranches
- Projet de Construction et d'équipement d'une firme pharmaceutique vétérinaire (Project to Build and Equip a Veterinary Pharmaceutical Firm)
- Projet de Construction et d'équipement d'une usine d'aliments pour bétail (Project to Build and Equip a Livestock Feed Factory)
- Projet de Construction et d'équipement de 50 Boucheries modernes (Project to Build and Equip 50 Modern Butcheries)

b) Supplying Veterinary and Animal Health Products for Livestock

New Projects

- Production capacity building and distribution of livestock feed
- Livestock farmer capacity building in feed preparation and the use of agro-industrial by-products
- Project for a veterinary pharmaceutical plant

c) Building the Capacity of Stakeholders

Current Program:

- Projects to build the capacity of stakeholders, technical management and research

New Projects:

- Projet de construction et d'équipements des délégations régionales du département pastoral et des productions animales (Project to Build and Equip Regional Offices for the Herding and Livestock Department).
- Projet de renforcement des capacités du centre de contrôle de qualité des denrées alimentaires (Capacity-building for the Center for Quality Control of Foodstuffs)
- Projet de construction des centres des services (Project to Build Service Centers)

2.15.1.16 Expected Outcomes

- Livestock production subsectors are developed and their capacity is increased, in quantity and quality.

2.15.1.17 Indicators and Targets

Indicators	2011 level	Target 2015
Share of livestock farming in GDP	3.9%	4.1%
Herding	80%	70%
Non-nomadic livestock farming	20%	25%
Creation of mixed farms	0%	3%
Large farms	0%	2%
Vaccination coverage rate: - Contagious peripneumonia	-	75%
Vaccination coverage rate: Newcastle Disease	-	75%

The cost for the sector amounts to **369,875,441,962 CFAF**

2.15.1.18 Fishing Production

2.15.1.19 The strategy selected is the improvement, intensification and diversification of fishing production.

2.15.1.20 The actions/projects to be implemented are:

a) Improvement, Intensification and Diversification of Fishing Production

Current Programs

- Projet de Promotion de la Pêche Continentale et de l'Aquaculture en zone CEMAC(PPCA) (Project to Promote Inland Fisheries and Aquaculture in the CEMAC [PPCA] Zone)
- Projet de Développement de la Pêche (PRODEPECHE) (Project to Develop Fisheries [PROFISH])

New Projects:

- Sustainable fishing awareness
- Creating a fish breeding center
- Support for the development of aquaculture
- Development of aquaculture in ponds and rice paddies
- Training of fish farmers
- Building the production of spirulina

2.15.1.21 Expected Outcomes

- Development of the fishing subsector and increase in per capita consumption per habitation

2.15.1.22 Indicators and Targets

Indicators	2011 level	2015 target
Number of catches per year	90,000 t	120,000t
Amount of spirulina produced per year	100t	150t

The cost for the sector amounts to **31,205,100,000 CFAF**

2.15.1.23 Timber and Non-Timber Production

2.15.1.24 The strategy selected is the development of forestry products (timber and non-timber) and wildlife. The actions/projects to be implemented are:

Current Program

- Projet d'Appui à la Filière Gomme arabique (PAFGA) (Project Supporting the Gum Arabic Industry)

New Projects

- Strengthening the gum harvest
- Support for the preservation and restoration of Shea and Néré [tree of the genus Parkia] plantations
- Creating Shea processing units
- Creating Néré processing units
- Shea Tree and Néré Product Processing Techniques Training
- Strengthening the potential of date palms
- Creating date processing units
- Date processing training
- Awareness/information on hunting regulations and the role of wildlife resources in food security
- Rational wildlife management

2.15.1.25 Expected Outcomes

- Development of timber and non-timber production subsectors

2.15.1.26 Indicators and Targets

Indicators	2011 level	2015 target
Amount of Gum Arabic produced per year	25,000t/year	45,000t/year
Amount of Shea and Néré produced per year	500,00t/year	800,000t/year
Amount of dates produced per year	15,000t/year	25 000t/year

The cost for the sector amounts to **24,012,950,000 CFAF**

2.15.1.27 Growth Subsectors

2.15.1.28 The strategy selected is support to develop beekeeping. The actions/projects to be implemented are:

New Projects

- Establishing honey processing units
- Training beekeepers on the production of improved or semi-modern hives (Kenyan hives)
- Beekeeper capacity building

2.15.1.29 Expected Outcomes

- Growth sectors are developed and are a source of revenue for farmers.

The cost for the sector amounts to **315,000,000 CFAF**

2.15.2 Employment Creation and Training

2.15.2.1 A strong economy cannot be built without enough jobs for each citizen, wherever they live, in order to support themselves financially.

2.15.2.2 The objective is to contribute to the increase in opportunities for decent jobs, thanks to strong, inclusive and equitable growth. Four strategic objectives are pursued, namely:

- Place jobs at the heart of macroeconomic and sector policy, to gradually reduce the level of unemployment in urban and rural areas through a better cross-sector approach to jobs;
- Develop local jobs and slow down the rural exodus by drastically reducing unemployment and underemployment, by creating decent jobs through the revitalization and overhaul of the informal sector, and by developing private enterprise and self-employment;
- Improve the employability of the labor force of the target populations, reform the basis of professional and technical training, to increase the competences and productivity of the national economy;
- Improve the Governance of the labor market and establish a good system of social welfare and social dialogue.

2.15.2.3 The strategies to be implemented are:

- Improving the legislative, institutional, organizational and social employment environment;
- Establishing an information and management system for the labor market;
- Promoting jobs for young people in rural and urban areas;
- Developing human resources, employability and professional training;
- Integrating gender into development policies and programs.

2.15.2.4 The actions/projects and programs to be implemented are:

Current Programs:

- Decent Work Country Program Youth Employment Program in Chad

New Projects

- *Projet d'Appui à la Formation Professionnelle et au FONAP* (Support Project for Professional Training and for FONAP)

-

2.15.2.5 Expected Outcomes:

- Improvement in the governance of the employment and labor sector
- Young people can easily access work
- Improvement in job productivity

2.15.2.6 Indicators and Targets

Indicators	2012 level	2015 target
Reduction in the rate of youth unemployment	15%	50%
Number of young people trained for an	150	700

occupation per year		
Proportion of institutions and organizations whose capacities are strengthened to promote decent jobs	25%	100%
Proportion of the population covered by social security	4%	15%

The cost for the sector amounts to **28,707,000,000 CFAF**

2.15.3 Private Sector Development

2.15.3.1 The private sector is the main source of productive employment and economic growth. It includes transnational enterprises, small- and medium-sized businesses, and the informal sector. Its development is hindered by inadequate infrastructure and the high cost of transactions incurred by economic operators. The intra-sector priorities of the private sector are as follows:

- 1) Promotion of SMEs
- 2) Development of the extractive industries
- 3) Industrial development
- 4) Promotion of trade
- 5) Development of artisanal businesses
- 6) Promotion of tourism
- 7) Development of the financial sector

2.15.3.2 Promotion of Trade and Industry

2.15.3.3 The general objective of the policy of developing SMEs in Chad is to increase their share in Chad's economy, both at the level of job creation and wealth creation, and thus to contribute to poverty reduction, and economic growth in Chad.

2.15.3.4 The strategies selected are to create a favorable environment for SMEs, and to support them, in particular by:

- Promoting incentivizing and regulatory fiscal measures;
- Creating/strengthening the infrastructure of financial and non-financial support for SMEs;
- Building the capacity for investment in professional training institutions and intermediary support organizations in the SME sector.
- Developing and managing the infrastructure to support business, industry and services

2.15.3.5 Actions/projects and programs to be implemented:

New Programs

- *Programme amélioration du cadre général des affaires au Tchad*²³; (Program to Enhance the General Business Climate in Chad)
- *Programme renforcement du dispositif institutionnel d'appui à la création et au développement des PME* (Program for the Strengthening of SMEs Creation and Development Institutions);
- *Programme amélioration des performances techniques, économiques et financières des PME.* (Enhancement Program for Technical, Economic, and Financial Performance of SME);
- *Programme d'élaboration d'une Stratégie Nationale d'Investissements et d'Exportations* (Program for the Development of a National Promotion Strategy for Investments and Exports);
- *Programme d'amménagement et de construction des infrastructures portuaires et structures des régions* (Program for Integration and Construction of Port Infrastructure and Regional Structures)

2.15.3.6 Expected Outcomes

The outcomes below are expected by implementing the above strategies:

- Implementation of the matrix of action resulting from the employers' White Paper
- Improvement in the business environment
- Companies have been developed and are competitive
- Private investment is supported
- Building the capacity of support institutions
- Improvement in access to non-financial and financial services
- Strengthening the dialogue between the public sector and the private sector
- Increase in fiscal revenue

2.15.3.7 Indicators and Targets

Indicators	2011 level	2015 target
Number of reforms made to improve the business environment	1	9
Chad's Doing Business ranking	184/185(2013)	173/185
Number of SMEs to have benefited from upgrading	0	500
Number of SMEs created per year	2,935(2012)	4,000
Number of days lead time to export	75	30

The cost for the sector amounts to **45,476,448 801 CFAF**

²³ This program takes into account the concerns of the entire private sector, expressed in the second edition of the White Paper of the CNPT (Chad Employers Association), and in the recent strategy document of the CCIAMA (Chad Chamber of Commerce) on the development of the Chadian private sector.

Development of the Extractive Industries

2.15.3.8 The development of extractive industries concerns the oil and mining sectors, which today are the backbone of Chad's economy. These sectors' development needs must be taken into account to encourage strong and sustained economic growth. The overall objective to be pursued aims at developing the oil and mining sector to boost growth and improve the population's living conditions.

Oil Subsector

2.15.3.9 In the **oil (and gas) subsector**, the specific objectives are to:

- Ensure the steady development of the country's hydrocarbon resources;
- Strengthen the sector's institutional and legal framework;
- Take incentivizing fiscal measures to increase the flow of direct foreign investment in the sector;
- Strengthen the capacity for the sector's national stakeholders to intervene;
- Promote sedimentary basins.

2.15.3.10 The strategies selected are:

- To build the management, planning and orientation capacity of the sector's activities;
- The steady development of the country's oil resources;
- Improvements in the investment environment;
- Continuing efforts to inform elected representatives and civil society about the sector's activities;
- Efficient monitoring of amounts produced and marketed;
- Monitoring regulation and environmental protection measures.

2.15.3.11 The actions/projects and programs to be implemented are:

Current Programs

- *Projet d'appui à la mise en place d'une base de données de toutes les opérations pétrolières* (Project in Support of the Establishment of a Petroleum Operation Database);
- *Projet d'appui au suivi technique et administratif de toutes les activités pétrolières de différents consortiums* (Project in Support of Technical and Administrative Oversight of all Oil Activities of Different Consortia);
- *Projet d'appui à la formation des agents en technique de forage et en anglais* (Project Supporting the Training of Agents in English and Drilling Techniques);
- *Projet d'étude de la cartographie de l'exploration du pétrole* (Research Project for Map-based Oil Exploration);
- *Projet d'inspection des puits pétroliers en exploitation* (Inspection Project of Operational Oil Wells);
- *Projet d'appui à la Société des Hydrocarbures du Tchad* (Support Project for the SHT)

Projet d'appui à l'Initiative pour la Transparence dans les Industries Extractives (ITIE) (Support Project for the Initiative for Transparency in the Extractive Industries).

2.15.3.12 Expected Outcomes

The outcomes below are expected by implementing the above strategies:

- More effective and efficient management of the oil subsector
- Better monitoring of oil revenues and production
- Support for private investment
- Building the capacity of support institutions

2.15.3.13 Indicators and Targets

Indicators	2011	2015 target
Oil revenue raised per year (billions of CFAs)	106,165	980,930
Amount of oil (barrels) produced and exported per year	40,000,000 barrels	60,000,000 barrels

The cost for the sector amounts to **8,580,000,000 CFAF**

2.15.3.14 Mining Sector

2.15.3.15 Specific objectives are to:

- Increase research and make an inventory of resources in the mining sector's subsoil
- Introduce new techniques for artisanal gold mining
- Modernize natron mining
- Establish a buying office for minerals
- Build the capacity of small operators (artisans) with a view to improving their production
- Build the infrastructure, equipment capacity of central and devolved government
- Build the Ministry's human resources capacity.

2.15.3.16 The strategies selected are aimed at improving the institutional environment, promoting the sector and attracting investors, thanks to the good management of mining potential. This means:

- Improving the legal framework
- Developing geological research
- Promoting the mining sector
- Improving the management of the sector

2.15.3.17 The actions/projects and programs to be implemented are:

New Programs

- Revitalization of the legislative and regulatory framework
- Quantifying mineral and industrial resources
- Completion of geological maps
- Pilot cultivation of natron
- Training gold miners
- Purchasing centers
- Construction of a second cement factory

2.15.3.18 Expected Outcomes

The outcomes below are expected by implementing the above strategies:

- Effective and efficient management of the mining sector
- Support for private investment
- Building the capacity of support institutions

Indicators and Targets

Indicators	2011 level	2015 target
Amount of minerals (gold)	25,492 g(2010)	50,000/year
Amount of Natron per ton/year	4,000 to 6,000	10,000

The cost for the sector amounts to **19,364,357,630 CFAF**

2.15.3.19 Industry (2.15.3.19)

2.15.3.20 The general objective is to realize the potential of the country's natural resources with a view to reducing poverty. The strategic objectives pursued in order to develop the range of value-added goods and services in industry are to:

- Strengthen the operational capacity of the Ministry of Trade and Industry;
- Prepare an Industrialization Master Plan;
- Support the establishment of SMIs oriented around agrifood processing and around the exploitation of mineral and other natural resources;
- Upgrade existing industries, bringing about a qualitative improvement in their various functions and production systems, so that they gradually acquire the ability to produce in conformance with international technological and quality standards;
- Put in place support infrastructure.

2.15.3.21 The strategies selected are to ensure the processing of national products and to undertake capacity-building in the areas of:

- Processing products of plant origin;
- Processing products of animal origin;
- Processing products from fisheries;
- Providing institutional support to the Ministry of Trade and Industry;
- Strengthening support infrastructure for industry.

2.15.3.22 The actions/projects and programs to be implemented are:

a) Processing of plant products

New projects

- Creating grain, peanut, and cassava processing units
- Training processing unit management committees;
- Creating fruit and vegetable drying units;
- Training on fruit and vegetable processing techniques and on the management of units.

b) Processing of animal products

New projects

- Supporting the restoration or reparation of slaughter buildings
- Training on product standards and hygiene conditions in slaughter buildings
- Supporting dried meat producers;
- Training dried or smoked meat producers and store management committees;
- Supporting milk processors;
- Training of dairy processors and the management committees of production facilities.

c) Processing Fisheries and Animal Products

New projects

- Awareness and training for dried or smoked fish producers;
- Construction of production platforms, storage, and conservation;
- Training on enhanced processing and conservation techniques;
- Training for processing unit management committees.

d) Institutional support Industry Ministry

New projects

- Institutional support to the Ministry of Trade and Industry;
- Strengthening support infrastructure to industry.
- Review of Investment Policy in Chad;
- Development project for an industrialization blueprint;

e) Reinforcing support infrastructure

New projects

- Project for the creation of an industrial zone in Chad;
- Project in support of establishing a standardization, legal metrology, and quality control institution.

2.15.3.23 Expected outcomes

- The processing industry in Chad is developed and its share in GDP and the creation of value added and jobs has increased.

The costs for this sector amount to **48,555,700,000 CFAF**

2.15.3.24 Trade

2.15.3.25 Trade is an essential tool for reducing poverty. It plays a significant role, because imports and export facilitate economic growth, the development of production capacity, an increase in employment opportunities, and the creation of sustainable livelihoods.

2.15.3.26 The general objective is to promote trade with a view to supporting economic growth and to contribute to the fight against poverty. The specific objectives are:

- To enhance the marketing of local products;
- Undertake capacity-building among those involved in trade;
- To facilitate sub-regional, regional, and international trade;
- To strengthen the country's ability to formulate and implement trade policies, and its ability to negotiate and benefit from international trade agreements and facilities;
- To strengthen the institutional capacity of the Ministry of Trade and Industry.

2.15.3.27 The strategies selected are to support competitive sectors and the actors concerned, and to create an appropriate framework for national and international trade that can support the country's economy and create jobs. In this connection, the following are planned:

- Improvement of support infrastructure to trade;
- Storage and preservation of plant, animal, or fisheries products;
- The marketing of plant, animal, and fisheries products;
- The reinforcement of the business community's skills with regard to trade and the facilitation of the framework for foreign trade in order to allow these entrepreneurs to profit from the various trade agreements (WTO, EPAs, AGOA, etc.) and to overcome technological barriers to trade.

2.15.3.28 The selected actions/projects and programs are:

b) Enhancing trade support infrastructures

Programs currently underway

- The support project *Projet Soutien à l'Unité de Mise en œuvre du Cadre Intégré* (UMOCI/T – Project in Support of the Integrated Framework Implementation Units) and of trade integration into Chad's Development Priorities.

New projects

- Project to build commercial capacity of the gum arabic industry in Chad;
- Project to support the Shea industry;
- Project for institutional reform of the Ministry of Commerce and the Investment and Trade Network;
- Project offering specialized training in international economics;
- Project for improving statistics;
- Support project for the *Agence Nationale des Investissements et des Exportations* (ANIE – National Agency of Investment and Exports);

- Support project for the *Chambre de Commerce, d'Industrie, d'Agriculture, des Mines et des Arts* (CCIAMA – the Chamber of Commerce, Industry, Agriculture, Mining, and the Arts);
- Support project for the *Association des Femmes Chef d'Entreprises du Tchad* (AFCET – Association of Women Entrepreneurs in Chad)
- Support project for the *Agence de la Normalisation et de la Métrologie* (National Agency for Standardization and Metrology).

c) Storage and conservation of plant, animal, and fisheries products

New projects

- Construction/repairation of community storage centers;
- Awareness of producers;
- Training of producers and management committees on storage techniques;
- Training of management committees on the management of supplies;
- Training of producers in storage and preservation techniques for fresh animal or fisheries products;
- Support for the establishment of cold chains for the storage and preservation of fresh animal and fisheries products;
- Spreading the use of simple packaging techniques adapted to local conditions.

d) Marketing products of vegetal, animal, and fish origins

New projects

- Supporting producers in trade organization;
- Producers' access to information systems on the market;
- Supporting transportation in rural areas;
- Improvement of market infrastructure in rural markets;
- Support for marketing meat in the large urban centers.

2.15.3.29 Expected outcomes

- Arrangements exist for the storage, preservation, and marketing of cereals, groundnuts, cowpeas, and cassava chips.
- The producers have mastered the techniques for preserving, storing, and marketing the foodstuffs and for managing the warehouses.

The costs for this sector amount to **23,150,150,000 CFAF**

2.15.3.30 Handicrafts

2.15.3.31 The handicraft sector is one of the main sources of employment in both urban and rural areas in Chad. The general objective of the Government's policy is to increase the contribution of the handicraft sub-sector to the socioeconomic development of the country and to reducing poverty. The specific objectives envisaged are:

- To organize and manage the sub-sector;
- To build the capacities of the actors;
- To define policies for marketing handicrafts.

2.15.3.32 The strategies selected are:

- Facilitating and supporting the self-organization of the industry;
- Enhancing and diversifying cottage industry production.

2.15.3.33 The actions/projects and programs to be implemented are:

a) Facilitation and support for self-organizing cottage industries

New projects

- Project to revive the continuing and initial training of artisans;
- Project for training artisans (leather craft, shoemaking, leather tanning, pottery, and jewelry-making).

b) Enhancement and diversification of cottage industry production

New projects

- Support to the Ministry of Tourism and Handicraft;
- Construction project of a handicraft center (*village artisanal*) and training school in N'Djamena, and an artisanal and semi-industrial processing center in Moundou, Sarh, and Abeche;
- Remediation project for craft centers and four training centers;
- Support project to the *Agence Nationale pour le Développement de l'Artisanat* (ANDA – National Agency for the Development of Handicraft)

2.15.3.34 Expected outcomes

- There is a favorable business climate for the handicraft industry;
- Handicraft production has increased in volume and in quality;
- The value of handicraft products is enhanced;
- The informal sector has shrunk.

2.15.3.35 Indicators and targets

Indicators	2011	Target for 2015
No. of functional training centers established for artisans	4	6
No. of artisans trained	775	1,075
No. of fairs organized annually	3	6

The costs for this sector amount to **10,350,000,000 CFAF**

2.15.3.36 Tourism

2.15.3.37 The Government's policy with regard to tourism is defined in the *Déclaration de politique générale de développement du tourisme au Tchad* (Policy Statement on the Development of Tourism in Chad), which was adopted in September 1998. This policy is centered on ecotourism, characterized by the marketing and conservation of the country's natural and cultural heritage and the well-being of local populations.

2.15.3.38 The end goal of this policy is to create and implement the conditions necessary for the flourishing, promotion, and quality improvement of tourism in Chad for improved economic, social, and cultural development.

2.15.3.39 The general objectives that underpin this policy include:

- The development of tourist attractions;
- The protection of the environment and Chad's social and cultural heritage;
- The promotion of tourist products;
- The involvement of local populations and the private sector in tourism activities;
- The strengthening of partnerships with a view to promoting tourism and the handicraft industry.

2.15.3.40 These general objectives depend on the following three major specific objectives:

- Promoting the development of tourism as a driver of economic growth and poverty reduction;
- Improving the country's infrastructure;
- Improving the actions of the Ministry of Tourism and Handicraft.

2.15.3.41 The strategies selected aim to:

- Develop hospitality infrastructure;
- Implement the tourism development policy.

2.15.3.42 The actions/projects and programs to be implemented are:

a) Development of hospitality infrastructure

New projects

- Construction project for hunting hotels in Bongor, Léré, and Pala in 2012 and two others in Am Timan and Fada in 2013;
- Development of tourist attractions and restoration for hunting hotels in Sarh and Moundou;
- Founding of a national tourism and hospitality school in N'Djamena;
- Construction of a zoo in N'Djamena;
- Feasibility study and construction of a national tourism and hospitality school in Fada;
- Construction of a three-star hotel in Moundou;

- Feasibility study and construction of an international conference center in Moundou;
- Construction of offices for the Office Tchadien du Tourisme (OTT – the national tourism authority);
- Feasibility study and construction of offices for the Ministry of Tourism and Handicraft;
- Feasibility studies and development of an integrated tourist complex in Wadi Doum.

b) Development of the political, institutional, legal, and regulatory framework

New projects

- Preparation and adoption of a specific law concerning investment in tourism;
- Preparation of a Master Plan for the planning and development of tourism;
- Creation of a tourism investment fund (*Fonds d'investissement touristique*);
- Design and writing of a tourism promotion tool for Chad;
- Hosting of the *Salon International du Tourisme et de l'Hôtellerie* (SITH – N'Damena: a tourism fair);
- Organizing a forum on ecotourism in N'Djamena

2.15.3.43 Expected outcomes

- The range of tourist services has improved;
- The tourism sector makes a significant contribution to wealth creation and job creation.

2.15.3.44 Indicators and targets

Indicators	2011	Target for 2015
No. of tourists recorded per year	62,416	100,000
No. of tourist attractions developed	3 parks + 7 game reserves	5 parks + 10 game reserves
No. of hotel rooms	1,500 in 2012	1,700

The costs for this sector amount to **5,954,000,000 CFAF**

2.15.3.45 The Financial Sector

2.15.3.46 The objective is to develop a financial sector that is able to finance the economy and development and contribute to the creation of jobs. Efforts in this sector will concern microfinance institutions (MFIs) and commercial banks. The performance standards for financial institutions and the rules that govern them in the regional context of the Central African Monetary Area are defined by the *Banque des états de l'Afrique centrale* (BEAC – Bank of Central African States). The strategy is to create suitable conditions for the mobilization of medium and long term resources that allow businesses to be financed, and SMEs in particular. It is a matter of pushing SMEs to improve the way they manage their businesses so that they can gain access to bank financing, and especially of encouraging a culture of businesses having their accounts audited by authorized institutions.

The actions and projects to be implemented are:

a) Microfinance Institutions (MFIs)

Programs currently underway

- *Projet de Micro finance au Tchad* (PROMIFIT – Chad Microfinance Project);
- *Programme d'Appui à la Finance Inclusive au Tchad* (PAFIT – Program to Support Inclusive Finance in Chad)

New projects

- Institutional capacity building of microfinance and creation of rural credit lines;
- Establishment of a credit fund in support of initiatives in rural areas.

b) Commercial banks

2.15.3.47 Improving access to bank credit

New projects

- Establish a financial institution that specializes in the financing of SMEs in cooperation with existing banks and financial institutions;
- Develop initiatives and arrangements with the aim of putting in place medium and long term resources for supporting the financing of economic activity;
- Creation of an investment guarantee fund for SMEs.

2.15.3.48 Expected outcomes

- The network of microfinance institutions has been strengthened and can offer lines of credit that correspond to the needs of rural borrowers;
- A fund for financing initiatives for producing, processing, and marketing of agro-sylvo-pastoral products has been established;
- The commercial banks have increased the range of medium and long term financial services that they offer for financing the economy, and are more accessible to SMEs.

2.15.3.49 Indicators and targets

Indicators	2011	Target 2015
No. of women and young people who receive microcredits annually	89,000 (2012)	+ 5%
No. of FMIs who comply with COBAC (Central African Banking Commission) regulations	151,101	201,572

The costs for this sector amount to **58,435,000,000 CFAF**

2.15.4 Development of basic economic infrastructure

2.15.5 Infrastructure/Transportation

2.15.5.1 The development of physical infrastructure represents a significant lever for economic growth and poverty reduction in Chad. Achieving the objective that the country has set for combating hunger implies guaranteeing the stability of supply at all times and in every season in order to allow populations to have sufficient access to food. Activities will have to cover the following transportation sub-sectors:

- 1) Roads;
- 2) Feeder roads;
- 3) Airports;
- 4) Urban roads;
- 5) Transport industry;
- 6) Rail.

2.15.5.2 The general objective of the *Stratégie Nationale des Transports* (National Transportation Strategy) for 2012–2015 is to better connect the country both internally and internationally with a view to accelerating economic growth. More specifically, this involves:

- Protecting existing capital by drastically increasing the resources available for road maintenance, and particularly the regular maintenance of asphalt roads, which have to date been completely neglected;
- Pursue the asphaltting of major arteries;
- Repair and maintain a network of regional and local roads that link the main agricultural production regions to the national network;
- Carry out a multi-year program for repairing feeder roads;
- Improve the management of major access routes for the development of international trade by Chad;
- Ensure that the country is opened up by maintaining accessibility by air of all the regions that do not yet have a permanent road connection, particularly during the rainy season, with the minimal coverage of the security level for air transport required by the **ICAO**;
- Improve road safety and promote urban and inter-city transportation.

2.15.5.3 The strategies selected to be implemented are:

- Increasing coverage of the road network that connects Chad internationally;
- Realizing rural populations' potential for growth and productivity;
- Pursuing institutional and human capacity-building in government for effective and efficient management of the transportation sector;
- Maintaining transportation infrastructure, preserving and safeguarding the country's road assets as well as possible;
- Securing transportation operations and improving the organization of urban and inter-city transport services.

2.15.5.4 The actions/projects and programs to be implemented are:

- a) Increasing the coverage of road network connecting Chad internationally**
Projects currently under execution

- City Airport project
- Airport projects in N'Djamena, Faya, and Abéché

New projects

- Trans-Saharan construction project (Niger Border Road): A Study (*Bol – Niger border, and Abéché – Adré – Sudan border*)
- N'Djaména – Moundou –Cameroon Border Railway Link Development Project
- Road project linking Pala – Léré – Cameroon border

b) Realizing rural populations' potential for growth and productivity

New projects

- Development of 2,900 km of rural roads;²⁴
- Promotion of intermediate transportation methods.

c) Reinforcing administrative, institutional, and human capacity for effective sector management

Programs currently underway

- Project to support a sectoral transport sector– EFD-10;
- CEMAC Transportation Facilitation Project (Douala-Bangui and Douala-N'Djamena)

New projects

- Study on asphalt roads, mapping the points in need of repair, and monitoring and assessing the works;
- Research programs.

d) Construction and maintenance of transport infrastructure

Projects currently under execution

- Periodic maintenance projects;
- Routine maintenance of dirt roads;
- Paved road maintenance project;
- Asphalt road periodic maintenance project.

New projects

- Construction of asphalt connector roads between regional capitals;
- Airport construction projects;

²⁴ Details are given in the PAP.

- Construction of bus stations in Toukra, Abéché, Moundou, and Sarh.

e) Securing of transportation operations and improving the organization of urban and inter-city transport

New projects

- Highway construction project in Moundou;
- Urban road network construction in Am Djarass;
- Priority investment program establishment in N'Djamena.

2.15.5.5 Expected outcomes

- The large agricultural production areas, particularly in rural areas, are made accessible and their products made available in markets throughout the country;
- The country's main airports have been renovated and secured, increasing air traffic and opening up the country.

2.15.5.6 Indicators and targets

Indicators	2011	Target for 2015
Length of asphalted roads in the country (km)	1,602 km	2,200 km
Air freight tonnage per year	5,869 t	10,000 t
Length of feeder roads repaired (km)	1,393 km/year	1,500 km/year
Percentage of national network permanently accessible at all times of the year.	50%	70%

The costs for this sector amount to **910,016,464,258 CFAF**

2.15.6 Energy

2.15.6.1 The general objective is firstly to develop a system of production, transmission, and distribution for electrical energy that is more economical and more reliable, and, secondly, to promote clean alternative sources of energy with a view to protecting the environment. The specific objectives flowing from this are to:

- Make access to electricity easier for a major part of the population;
- Facilitate access to butane gas and associated equipment in all households in order to supplant the use of wood and wood derivatives as fuel;
- Promote renewable energy (solar and wind) by offering all kinds of facilities and by facilitating access to these forms of energy by all households;
- Privatize the energy sector.

2.15.6.2 The strategies selected are to find solutions that allow the majority of the population in Chad to have access to electricity at the lowest cost, and to make the best use of renewable energy in all the regions (solar and wind).

2.15.6.3 The actions/projects and programs to be implemented are:

a) Facilitating access to electricity to a large sector of the population

Programs currently underway:

- Project for the construction of Djermaya-Centrale N'Djamena 66kV power line and of the 90 kV N'Djamena electric loop and distribution network.

New projects

- Rural mini solar power plant project to bring electricity to five villages;
- Solar power project to bring electricity to 33 towns/villages;
- Repair and maintenance of the N'Djamena Power Plant;
- Repair and extension of the N'Djamena power grid;
- Establishing power supply to the city of Bongor from Yagoua (Cameroon) and to the city of Léré from Fianga (Chad).
- The project *Plan Stratégique d'Amélioration de la Gestion et de la Gouvernance de l'Énergie* ("Strategic Electricity Management and Governance Improvement Plan");
- Lab equipment and chemical product acquisition project;
- Solar street light project in Am Djarass.

b) Developing renewable energy in all solar and wind regions

Program currently underway:

- Support project to the *Agence de développement des énergies renouvelables* (ADER –Renewable Energy Development Agency);

2.15.6.4 Expected outcomes

- More professional and effective management of the SNE, improving operating results;
- Power is available throughout the country;
- The population has access to high-quality, low-cost energy services;
- There is an increased use of renewable energy.

2.15.6.5 Indicators and targets

Indicators	2011	Target for 2015
Percentage with access to electricity	3.7%	5%
Percentage with access to gas	2.0%	7%

The costs for this sector amount to **25,885,607,401 CFAF**

2.15.7 Information and Communication Technologies (ICTs)

2.15.7.1 The development of ICTs will allow increased productivity in the public and private sector, as well as in rural areas, by allowing remote educational and healthcare services. The general objective is to open up the country through the telecommunications system by using new information technologies. The specific objectives are to:

- Connect Chad to the international high-speed fiber optic network;
- Promote the widespread use of ICTs in urban and rural areas;
- Create multi-purpose community IT centers;
- Finalize the national ICT strategy.

2.15.7.2 The strategies selected are to:

- Improve access to digital high-speed ICT services by means of a national fiber optic network, by building the capacities of actors in the sector, and by making the sector more competitive.

2.15.7.3 The actions/projects and programs to be implemented are:

a) Improving access to ICTs

Projects currently under execution

- Extension of the cellphone and Internet networks at a national level;
- Project to optimize satellite bandwidth;
- The project *Tout numérique dans le domaine des Médias* (complete digitization of the media).

b) Expanding the national fiber optic network

Project currently under execution

- Project for Fiber Optics services (FFTx) in N'Djamena.

New projects

- Regional fiber optic connection projects establishing connections with the Central African Republic, Sudan, and Nigeria.
- Establishment of fiber optic connections between the main urban centers in Chad.

c) Reinforcing sector capacities

Projects currently under execution

- Project to strengthen the École Nationale des Télécommunications (National Telecommunications School);
- Project in support of GROUPE SOTEL TCHAD (the national state-owned telecommunications provider);

New Project

- Support project for the *Société des Postes et d'Épargne* (the national postal service);

d) Diversifying postal services and modernizing its information and management system.

New projects:

- Project for the rehabilitation of the wired access network of Zone Poste (N'Djamena) and Moundou.

2.15.7.4 Expected outcomes

- The population has access to high-quality, low-cost telecommunications services;
- The population will enjoy well-managed postal and ICT services that are available throughout the country;
- Community IT centers (“Télé centres”) have been set up, are operational and accessible to all, and have led to the creation of jobs;
- ICTs are being used in education and training programs.

2.15.7.5 Indicators and targets

Indicators	2011	Target for 2015
% of households who have at least a telephone	31.6%	50%
No. of Internet subscribers	562,469 (4.7%)	1,406,173 (5.5%)
TV and radio coverage of the country	Radio: 49.5%	90%
	Television: 3.4%	6.3%

The costs for this sector amount to **26,694,503,130 CFAF**

2.15.8 Public works

2.15.8.1 The public works sector offers significant potential for growth and employment for the economy of any country. This is why the Government intends to give it all the necessary attention. The general objective is to develop this sector in order to boost growth and to offer jobs to the increasing number of young people in the job market. The specific objectives are to:

- Facilitate access to credit;
- Strengthen the material, human, and organizational capacities of the relevant actors;
- Develop construction activities in rural and urban areas, including large structural projects;
- Promote incentives for investment in the sector.

2.15.8.2 The strategies selected are:

- Improvement of the legislative and regulatory framework;
- Capacity-building with regard to financing and access to markets within the business community.

2.15.8.3 The actions/projects and programs to be implemented are:

a) Improvement of the legislative and regulatory framework

New Projects

- Establishment of professional associations.

b) Strengthening the capacities of operators

New projects

- Training of human resources in the area;
- Training existing firms to meet the required standards.

c) Promotion of large structural projects

New projects

- Construction of an international business center (*Centre International des Affaires*) in N'Djamena.

2.15.8.4 Expected outcomes

- Improved legislative and regulatory framework;
- Capacity-building among the business community;
- Access to financing is facilitated for the business community;
- Capacity-building (real estate);
- Increase in employment;
- Modernization of the city of N'Djamena and better business climate.

2.15.8.5 Indicators and targets

Indicators	2011	Target for 2015
Proportion of households living in flimsily constructed housing	71.8%	50%
Proportion of households with access to latrines and WCs	26.2%	35%

The estimated cost for this sector is 250,000,000 CFAF

2.15.9 Research and development (R&D)

2.15.9.1 Research, innovation, and technological progress represent the main source of improvement of the overall productivity of work. The general objective aims to boost the research and development sector with a view to sustaining the country's economic growth and contributing to the improvement of living conditions.

More specifically, this involves:

- Strengthening the capacities of existing research institutions;
- Improving coordination between government ministries and relevant institutions;
- Strengthening the system for disseminating information, with the aim of ensuring that the new knowledge and technological innovations that are indispensable to social, cultural, and economic progress are learned and appropriated;
- Promoting research in order to support greater agricultural production (crops and livestock);
- Favoring South-South cooperation.

2.15.9.2 The strategies selected are:

- To strengthen the material, human, and financial capacities of institutions involved in research and development;
- To improve the coordination and harmonization of R&D activities.

2.15.9.3 The actions/projects and programs to be implemented are:

a) Physical, human, and financial capacity building in research/development institutions

New programs

- Program to support higher education and scientific research;
- Program for human resources training and retraining and spreading research results

b) Improving research/development coordination and harmonization

Program currently under execution

- Scientific and applied research program.

New programs

- Fund mobilization program for scientific and technological research;
- Exchange program with other universities in the region, in Africa, and in the rest of the world.

2.15.9.4 Expected outcomes

- Institutions responsible for scientific research and operational and technological innovation are successful;
- The products of scientific and operational research and of technological innovation have been successfully implemented to add value to the economy.

The costs for this sector amount to **10,800,145,689 CFAF**

2.15.10 Regional integration

2.15.10.1 Chad is engaged in a process aimed at creating a common market in Central Africa and, beyond that, in Africa as a whole. By around 2025, this process should lead to regional and continental integration of all sectors of activity, and particularly in the areas of

trade, agriculture, currency and finances, transportation and communications, industry, and energy, and represents an interim step towards the globalization of trade.

2.15.10.2 With this in mind, the Government of Chad, along with its partners in the CEMAC and ECCAS, has committed to a process of preparing and implementing regional development programs. At the level of CEMAC, this specifically concerns the *Programme Économique Régional* (PER – regional economic plan), which was approved by the heads of state of CEMAC. The same applies for the commitments made in the context of other sub-regional groups (CBLT, CILSS, etc.) in order to address large challenges. In this context, Chad intends to implement the following general objectives:

- Intensify its economic and trade relations with the other countries in the sub-region;
- Facilitate the strengthening of sub-regional institutions.

2.15.10.3 The specific objectives are to:

- Create the infrastructure necessary for trade with the countries of the regional economic communities to which Chad belongs, and with all its neighboring countries;
- Intensify trade relations within the regional economic communities and beyond;
- Develop common strategies for developing resilience to climate change;
- Facilitate the implementation of plans and programs that facilitate regional integration, as adopted by regional groups.

2.15.10.4 The strategies selected are to:

- Strengthen the physical infrastructure necessary for integration.
- Realize agricultural potential (crops and livestock) with a view to export taking place based on comparative advantage within the sub-region;
- Offer support to regional initiatives that facilitate transport, and particularly the free circulation of goods, persons, and capital;
- Integrate sub-regional strategies in the national development plan.

2.15.10.5 The actions/projects and programs to be implemented are:

a) Strengthening physical infrastructure that can bring about integration

New projects

- Project to facilitate transportation in the CEMAC zone (Douala – Bangui and Douala – N'Djamena);
- Planning of the road connecting Maroua and N'Djamena ;
- Development project of Pointe Noire – Brazzaville – Bangui – N'Djamena;
- Air CEMAC Project;
- Project to improve the navigability of the Congo – Oubangui river transportation axis;
- Communication campaigns on Chad's 2025 vision of the CEMAC PER;
- North Cameroon – Chad – CAR – Nigeria with interconnection project;
- Electrical connection project (Cameroon – Chad).

b) Enhancing agricultural potential (crops and livestock) aimed at comparative advantage-based export

New projects

- In the project *Plateforme Régionale Qualité-Innovation “Agropole des Savanes,”* Chad is a regional point of reference, professional training, and incubation on the subject of raising livestock;
- Project for the development of a service and integration hub (PFS) in large cities and towns
- Project for the development of businesswomen networks;
- Quality and update program.

c) Integration of sub-regional strategies in the national development plan

New projects

- Regional building of statistic information;
- Capacity-building with regard to trade policy and competition policies;
- Capacity-building with regard to trade negotiations;
- Regional centers of excellence project in the CEMAC Zone (higher technical training)
- Reform and universal implementation of the LMD higher education system (*licence/master/doctorat* – the French degree system);
- Regional program against major endemic diseases.

2.15.10.6 Expected outcomes

- Strengthened sub-regional, regional, and international cooperation;
- Chad’s products are more competitive;
- Chad has developed foreign trade.

The costs of this sector amount to **51,108,000,000 CFAF**

2.15.11 Mobilizing the skills and abilities of the diaspora

2.15.11.1 Citizens of Chad living abroad represent a strong potential for the growth of the country. It is estimated that they number two to three million, depending on the source. Many work, have obtained expertise, and contribute to the development of the country. Their inclusion and involvement in the development policies and strategies of the countries represents a major asset to Chad. In his speech to the nation at the beginning of 2013, the president clearly stated the importance of the diaspora to the development of the country.

2.15.11.2 The general objective is to mobilize all the skills and abilities of citizens of Chad living abroad in order to involve them in the socioeconomic development of the country. The specific objectives are to:

- Survey all the skills available abroad;
- Facilitate the assistance that they may offer the country in their field of expertise (financial assistance, expertise, promotion of Chad, etc.)

- Arrange for the facilitation of conditions for their return to the country;
- Facilitate their stay in their countries of residence;
- The strategy selected is to examine the ways and means to making the diaspora a significant component of the development of Chad and of the financing of its economy in the short, medium, and long term.

2.15.11.3 The actions/projects and programs to be implemented:

a) Development of short, medium, and long term programs to involve the diaspora

Project currently under execution

Project in support of the *Groupe d'Entraide à l'Enseignement Supérieur au Tchad* (GEST – Group for Assistance to Higher Education in Chad)

New projects

- Mobilization of partners to support this initiative.

2.15.11.4 Expected outcomes

- GEST's missions for health services and higher education are effective from the beginning of 2013;
- A permanent arrangement and structure for managing the diaspora have been put in place;
- A 3-5 year plan for mobilizing the diaspora has been adopted.

The costs for this sector amount to **14,253,000,000 CFAF**.

2.16 MOBILIZING AND DEVELOPING HUMAN CAPITAL, AND TACKLING INEQUALITY, POVERTY, AND SOCIAL EXCLUSION

Skills development and the optimal management of human capital are key elements and a precondition for fostering and improving the business climate and economic performance. This requirement underlines the need to focus specifically on the management and development of human capital in terms of individuals but also of collective skills. Specific emphasis must be placed on tackling social inequality, poverty, and social exclusion in education, healthcare, and basic social services so that all individuals and local communities can achieve their full potential without being handicapped by their social background or without unduly benefiting from entrenched advantages. The government has a moral duty to help the most vulnerable in society. To achieve this aim, it must set up a social welfare system for communities, women, young people, and more particularly the most destitute members of society, who make up a significant portion of the population. It must provide the country with adequate infrastructure and better access to education, healthcare, housing, drinking water, sanitation, and hygiene for the poorest members of society.

The key sectors chosen by the government for mobilizing and developing human capital and combating inequality, poverty, and social exclusion are as follows:

-
- 1) Education
 - 2) Healthcare
 - 3) Nutrition
 - 4) Drinking water, sanitation, and waste water systems
 - 5) Social welfare, protection, equity promotion, and gender equality
 - 6) Population
 - 7) Housing
 - 8) Culture
 - 9) Sports, youth, and leisure

2.16.1 Education

2.16.1.1 The strategies chosen include:

- Increasing access to basic education
- Improving the quality of education and sector management and governance

2.16.1.2 Measures, projects, and programs to be implemented include:

A. General, technical, and professional education at elementary, middle, and high school levels

a) Increasing access to basic education

Programs underway

- Education for All Program (UNICEF Chad Cooperation Program)
- Revitalization project for basic education in Chad
- Support for bilingual education (PAEB IV);
- Development project for primary bilingual education (PRODEB—*Primaire*)

New projects

- Scholarly and professional infrastructure development project
- Desk acquisition project
- Books and supplies acquisition project
- Contracted teacher recruitment project

b) Improving the quality of education

New projects

- Education sector support project (PASE)
- Teacher training project (primary school, bacheliers, and community teachers)

c) Improving sector management and governance

New projects

- Supporting reform for the education sector in Chad
- Supporting the implementation of sectoral policy on education in Chad
- Teacher follow-up evaluation project

B. Higher education and scientific research

a) Building institutional intervention capacities

Projects underway

- Improving access for students for the period 2012-2014
- Project to support higher education in Chad and the Expansion of the Universités de Mongo and Moundou
- Equipment acquisition project
- Book purchasing project

New projects

- Infrastructure construction project

b) Improving training quality

New projects

- Supporting higher education in Chad
- Establishment functionality project
- Teacher capacity building

2.16.1.3 Expected outcomes

- Improvements in basic educational structures, strategies, and practices
- Enhanced teachers' skills
- Improvements in the quality of higher education

2.16.1.4 Indicators and targets

Indicators	2011 baseline	2015 target
Gross enrollment ratio in elementary schools	84.4%	100.0%
Gross enrollment ratio for girls	67.9%	80.0%
Admission rate to first-year of elementary school	104.8%	110.0%
Admission rate for girls	88.1%	90.0%

Elementary school graduation rate	35.3%	59.0%
Graduation rate for girls	23.7%	35.0%
Adult literacy rate	32.9%	53.0%
Adult literacy rate for women		35.0%
Student-teacher ratio in elementary school	63	53
Student/qualified teacher ratio in elementary school	117	53
External efficiency of the educational system	99	60
Admission rate to tertiary education	2.2%	5.0%

The total cost for the national education sector is: **382,475,007,264 CFAF** of which the cost of higher education is **137,390,607,264 CFAF**

2.16.2 Healthcare

2.16.2.1 The aim of the Government's healthcare policy is to provide access to good quality basic healthcare for all.

2.16.2.2 The strategies chosen include:

- Improving health system efficiency
- Improving access to services and quality of health care benefits
- Reducing mortality and morbidity linked to priority health problems in the population and specifically to maternal and infant health
- Strengthening interventions against major diseases

2.16.2.3 Measures, projects, and programs to be implemented include:

a) Improving health system efficiency

New projects

- ⤴ Planning system and follow-up assessment development program
- ⤴ Manager capacity building program
- ⤴ Partnership strengthening program
- ⤴ Infrastructure and equipment construction program
- ⤴ Basic and continuing education program

b) Improving access to services and quality of health care benefits

New projects

- ⤴ Social communication campaigning program
- ⤴ Support for vulnerable individuals
- ⤴ Project to upscale access to interventions, treatments, and service delivery of the MTNS program
- ⤴ Mobile team for inaccessible areas project
- ⤴ Urban health project (AFD)

c) Reducing mortality and morbidity linked to priority health problems in the population and specifically to maternal and infant health

New projects

- ▲ Reproductive health program
- ▲ Roadmap for reducing infant and neonatal mortality

d) Strengthening interventions against major diseases

Programs underway

- ▲ Program against endemic diseases (malaria, tuberculosis, and HIV/AIDS)
- ▲ Free urgent care program
- ▲ Medical supply program

2.16.2.4 Expected outcomes

- ▲ Reduced morbidity and mortality
- ▲ Improved effectiveness and efficiency of the healthcare system
- ▲ Improved provision and quality of healthcare services
- ▲ Strengthened fight against HIV/AIDS and other common diseases

2.16.2.5 Indicators and targets

Health indicators	2011 baseline	2015 target
Infant mortality rate	102	62
Infant and juvenile mortality rate	191	151
Maternal mortality rate	1099	500
HIV/AIDS infection prevalence	3.30%	2.00%
Underweight prevalence in children under 5 years of age	37%	10%
Prevalence of stunting in children under 5 years of age	41.0%	20.0%
Prevalence of malnutrition in children under 5 years of age	14.0%	5.0%
Within a 10 km radius from a healthcare facility	51.80%	25%
Population per doctor, midwife, and nurse	25,990	23,292
Prevalence rate of malaria	3.3%	3.3%
Prevalence rate of tuberculosis	56 per 100,000	30 per 100,000

The total cost is **355,805,078,55 CFAF**

2.16.3 Nutrition

2.16.3.1 The strategies chosen include:

- Supporting nutrition education
- Support for setting up school gardens
- Developing a national policy and strategy for nutrition

2.16.3.2 Measures, projects, and programs to be implemented include:

a) Supporting nutrition education

Programs underway

- ▲ Strategic communications/UNICEF
- ▲ Nutrition program
- ▲ Social/health program

New projects

- ▲ Strategic communication program
- ▲ Strengthening capabilities

c) Support for setting up school gardens

New projects

- ▲ Strategic communication program
- ▲ Strengthening capabilities

2.16.3.3 Expected outcomes

- ▲ Provision of qualitative and quantitative data on nutritional habits and key anthropometric data
- ▲ More balanced diet and good hygienic practices in communities
- ▲ Increased awareness among local authorities, teachers, and parents of the importance of school gardens for children's nutrition and education

2.16.3.4 Indicators and targets

Indicators	2011 baseline	2015 target
Reduction in acute malnutrition rate to 10% among children under 5 years of age	16.0%	10.0%
Reduction in stunting to 3 percentage points per year among children under 5 years of age	40.0%	30.0%

The total cost is **34,620,967,922 CFAF**

2.16.4 Drinking water

2.16.4.1 Chad's policy on drinking and waste water aims to provide drinking water and sewerage services for the whole population, both of which are essential for improving public health.

2.16.4.2 The sectoral strategy on water supplies in villages and urban areas focuses on the following areas:

- Improving institutional frameworks;
- Educating communities on the responsible use, and maintenance of water sources;
- Setting up a system where water consumers have a stake in water costs.

A) Village water supply

2.16.4.3 For the village water supply sub-sector, this policy aims to:

- supply drinking water to meet essential household needs;
- encourage local and private initiative to foster the development of private infrastructure for maintaining water supply facilities;
- involve consumers managing and paying for the maintenance, upkeep and renewal of facilities;
- provide training in human resources

2.16.4.4 The strategies chosen include:

- Strengthening village water supply programs by increasing the rate of hydraulic structure execution
- Improving project management competencies in studies and projects
- Monitoring and encouraging appropriate technologies that are easy to maintain and cost-effective

2.16.4.5 Actions, projects, and programs to be implemented include:

a) Strengthening village water supply programs by increasing the rate of hydraulic structure execution

Programs underway

- Water, Sanitation, and Hygiene Program/UNICEF
- Rural Drinking Water and Sanitation Program (PAEPA)
- Access to drinking water and support for the 9th European Development Fund (EDF) sectoral policy (Phases 1 and 2)

- Potable water access and sanitation—EDF 10 (Phases 1 and II)
- Support for bringing stability to eastern Chad
- Development and/or restoration of the village wells and the establishment of potable water conveyance (AEP)

b) Improving project management competencies in studies and projects

- Community awareness and training on human-operated pump standardization

c) Supporting and promoting appropriate technologies that are easy to maintain and cost-effective

- Support project for repairmen

B) Urban water supply

2.16.4.6 For the urban water supplies sub-sector, the objective is to provide drinking water to 70% of the urban population by 2015.

2.16.4.7 The strategy chosen consists of providing communities with the necessary infrastructures and handing over the management and maintenance of these infrastructures to them.

2.16.4.8 The strategy chosen consists of providing populations with necessary infrastructure and handing over the management and maintenance to project beneficiaries

New projects

- Project for the financing of design studies for departmental seats
- Project for the rehabilitation/strengthening/expansion of 20 AEP departmental seats (central), existing networks in N'Djamena (by 2km/year), AEP in centers affected by STE, project for the restoration of 50 priority hydrometeorological measuring stations
- Water tower construction project in Chagoua and N'Djari (2,000 m³ + 2,5000 m³ tarpaulin)
- STE headquarters construction project
- N'Djamena water network expansion project (4 km/year) and expansion of the AEP network to the STE in N'Djari and Diguel
- Emergency works project in centers in which the STE operates
- Development project for 30 small, simplified AEPs (solar cells and independent pump stations), 20 thermal AEPs for *préfectures* and *sous-préfectures*
- Project for the design of WS systems in mid-sized towns (*préfectures* and *sous-préfectures*)
- Well development project
- Water quality control and monitoring, technical and economical studies for the use of the Grès de Nuble aquifer (studies and exploration), studies and exploration in various regions of Chad

- Project to equip manual pump sites and superstructures (200 per year)
- Project to develop 5 regional water blueprints and investment plans for centers in which the STE operates
- Project to support the water analysis laboratory (LNE) in N'Djamena (construction, logistics, etc.)
- Project to update hydrological and hydrogeological databases

2.16.4.9 Expected outcomes

- The expected outcome in both rural and urban areas is greater and better access to drinking water

2.16.4.10 Indicators and targets

Indicators	2011 baseline	2015 target
Drinking water coverage in rural areas	48.0%	61.0%
Drinking water coverage in urban areas	37.0%	70.0%
Number of managing bodies for water supplies created	12.0%	35.0%

The total cost of the sector is **75,755,000,000 CFAF**

2.16.5 Hygiene and sanitation

2.16.5.1 The development objectives for sanitation consists of improving the standard of living and general well-being of communities by promoting good hygiene practices and gradually introducing basic sanitation infrastructure.

2.16.5.2 The strategies chosen include:

- The development objectives for sanitation consists of improving the standard of living and general well-being of communities by promoting good hygiene practices and gradually introducing basic sanitation infrastructure.

2.16.5.3 The measures to be implemented for these strategies include:

a) Progressive implementation of household water treatment in urban and semi-urban areas

New projects

- ▲ Development of a water sanitation blueprint in N'Djamena
- ▲ Design studies for the development of waste water collection and treatment in a priority area (150,000 people equivalent)
- ▲ Development of water sanitation blueprint in four large urban centers and N'Djamena

- ⤴ Improving sanitation by constructing toilet blocks, latrines, and hand washing facilities
- ⤴ Awareness-raising and training for communities provided with latrines
- ⤴ Construction of improved latrines and health care centers throughout the country

b) The progressive implementation of urban and semi-urban sanitation facilities in major cities

New projects

- ⤴ Construction of latrines in rural areas
- ⤴ Setting up garbage disposal services

c) Capacity building in the hygiene and sanitation sector

New projects

- ⤴ Holding of awareness workshops

2.16.5.4 Expected outcomes

- ⤴ Improving sanitation, personal hygiene and drainage systems
- ⤴ Improving the management of the sanitation sector
- ⤴ Ensuring that public health management is inclusive, transparent, and efficient

2.16.5.5 Indicators and targets

Indicators	2011 baseline	2015 target
Percentage of the population with access to a better sanitation system in urban and rural areas	40.0%	50.0%
Percentage of households with access to functioning latrines (toilet + installed latrine)	12.0%	35.0%

The cost of the sector is **5,550,000,000 CFAF**

2.16.6 Social welfare and encouraging gender equality and equity

2.16.6.1 As a cross-cutting sector, social welfare and the promotion of gender equality affect all types of individuals: women, uneducated young people, unemployed graduates, the elderly, disabled individuals, refugees, communities displaced by armed conflict and natural disasters, HIV/AIDS Orphans and Vulnerable Children (OVC), and marginalized and disaffected individuals. The government's aim is to educate communities on the topic of gender and to introduce it as an issue as well as protecting vulnerable and marginalized groups.

2.16.6.2 The strategies selected are:

- Promoting women and gender integration
- Protection and development of young children and adolescents
- Protection and advancement of vulnerable persons
- Creating a social family protection network

2.16.6.3 Measures, projects, and programs to be implemented include:

a) Promoting women and gender integration

Programs underway

- ⤴ Social Development Fund (*Fonds Social de Développement*—FSD)
- ⤴ Tackling HIV/AIDS
- ⤴ Adoption and spreading of the national gender policy (*Politique nationale genre*—PNG)
- ⤴ Project to establish a five-year plan on the five priorities of women in Chad

New projects

- ⤴ Project to request the adoption of a personal and family code
- ⤴ Project to evaluate and establish an action plan to combat gender-based violence (VGP)
- ⤴ Income-Generating activities training project for women's group
- ⤴ Functional literacy drive for rural women
- ⤴ Setting up a statistical database system

b) Protection and development of young children and adolescents

New projects

- ⤴ Construction of a national education and re-integration center for homeless youth (CNAFER)
- ⤴ Project to care for children in need of special protection
- ⤴ Construction and equipping of nurseries
- ⤴ Setting up and supplying local community gardens
- ⤴ Construction and equipping of nurseries and foster care centers for children in crisis in N'Djamena
- ⤴ Training project for civil registrars on new birth registration methods
- ⤴ Project to adopt and popularize the child protection code

d) Protection and advancement of vulnerable persons

New projects

- ⤴ Project to adopt the amendments to the penal code in favor of children
- ⤴ Draft bill for recording births in Chad
- ⤴ Study on the prevalence of disabilities in Chad to define the needs of the disabled
- ⤴ Project to construct and equip homes for the elderly in the principal cities
- ⤴ Project to construct and equip education and rehabilitation centers for disabled

- persons
- ⤴ Project to care for 50% of disabled people

e) Creating a social family protection network

New projects

- ⤴ Development and establishment of social protection strategy
- ⤴ Project to equip the constructed social centers

2.16.6.4 Expected outcomes

Protection and advocacy for disabled persons

- ⤴ Setting up an inclusive, transparent, and efficient social welfare system
- ⤴ Improving access to social services for vulnerable groups
- ⤴ Providing vulnerable groups with adequate protection

Advocating for women and raising awareness on gender

- ⤴ Ensuring that institutions that raise awareness on gender issues are effective
- ⤴ Improving financial security for women
- ⤴ Reducing gender-based violence (GBV)

Protecting and supporting young children and people

- ⤴ Ensuring the well-being of families
- ⤴ Encouraging greater numbers of young girls to attend school
- ⤴ Protecting children in local communities and institutions

2.16.6.5 Indicators and targets

Description of indicators	2011 baseline	2015 target
Percentage of children taken into rehabilitation centers and monitored	5.0%	10.0%
Number of disabled persons with job training	40	100
Number of apprenticeship centers and retraining centers set up	7	15
Gross pre-schooling rate	7.0%	12.0%
Numbers of schools for street children built	1	5
% percentage of women heading decision-making processes	12.0%	15.0%

The cost of the sector is **30,144,732,951 CFAF**

2.16.7 Population

2.16.7.1 When the government adopted a population policy in 1994, which was revised in 2007, it was the first time it took the demographic aspect of development seriously. However, its chosen objectives, including reducing morbidity and mortality, and particularly maternal, infant and, youth mortality, controlling overall fertility, and demographic growth as well as increasing contraception use were not reached.

2.16.7.2 The population of children, adolescents, and young people under the age of 30 as well as vulnerable groups thus constitute a heavy burden for all types of social services. Furthermore, job creation is increasingly unable to keep pace with and absorb the growing number of unemployed people. The overall aim is to keep demographic variables under control with a view to improving demographic planning. Specifically, this involves implementing the population policy in tandem with the National Development Plan for Healthcare (PNDS).

2.16.7.3 The strategies chosen include:

- Extending reproductive health and family planning services in rural areas
- Supporting public, private, NGO, and other groups involved in reproductive health and family planning actions

2.16.7.4 Measures, projects, and programs to be implemented in the context of these strategies include:

a) Extending reproductive health and family planning services in rural areas

Programs underway

- ▲ Population control and anti-AIDS Campaign (PPLS II)

b) Supporting public, private, NGO, and other groups involved in reproductive health and family planning actions

Programs underway

- ▲ Supporting the Managing Board for Reproductive Health and Vaccination
- ▲ Supporting the Chadian Family Welfare Association (ASTBEF) in conducting reproductive health campaigns
- ▲ Supporting the Chad/UNFPA cooperation program

2.16.7.5 Expected outcomes

- ▲ Increased awareness among communities of the importance of family planning and a longer gap between pregnancies
- ▲ Expanding family planning to rural areas
- ▲ Provision of assistance to public, private, NGO, and other groups carrying out family planning actions

2.16.7.6 Indicators and targets

Description of indicators	2011 baseline	2015 target
Rate of contraceptive use	5.0%	10.0%
Total fertility rate (TFR)	7 children/woman on average	5 children/woman on average

The cost of the sector is **6,370,000,500 CFAF**

2.16.8 Housing

2.16.8.1 The main aim is to improve the quality of housing through the implementation of the National Housing Strategy (SNL).

2.16.8.2 The strategies chosen include:

- Updating legislation on real estate and construction
- Supporting marginalized and vulnerable groups by providing adequate housing
- Strengthening sector capacities, particularly finance

2.16.8.3 Measures, projects, and programs to be implemented include:

a) Updating legislation on real estate and construction

New project

Creation of a housing and urban development monitoring center (OH DU)

b) Supporting marginalized and vulnerable groups by providing adequate housing

New projects

- ⤴ Refurbishment of old housing stock and construction of new housing
- ⤴ Continuing the regeneration of old districts (concessions), setting up regenerated plots, and issuing title deeds for 1,000 plots per year
- ⤴ Setting up a system for construction lending

c) Strengthening sector capacities, particularly finance

Programs underway

- ⤴ Establishment of SOPROFIM, a state housing agency
- ⤴ Project in support of Urban Development (PADUR)
- ⤴ Creation of a bank, a housing promotion fund, and an interest reduction mechanism

2.16.8.4 Expected outcomes

- ⤴ The conditions for successful urban development are in place
- ⤴ Adequate housing is provided to communities
- ⤴ Good quality housing

2.16.8.5 Indicators and targets

Indicators	2011 baseline	2015 target
Proportion of households with access to adequate housing	28.2%	50.0%

The cost of the sector is **106,990,700,000 CFAC**

2.16.9 Leisure, youth, and sports

2.16.9.1 Young people comprise the majority of Chad's population and are thus central to the country's developmental policy. The overall aim is to foster and encourage the development of communities, particularly among young people, through sports and leisure, among other avenues. Concretely, this involves:

- Improving the effectiveness of youth mentoring
- Enabling young people to get decent jobs
- Improving the health of young people
- Ensuring that young people are fully and effectively involved in their communities
- Improving young people's communication and ICT (Information and Communications - Technologies) skills
- Improving human rights, fostering a culture of peace and security, and encouraging diversity among young people
- Improving young people's access to leisure activities, sports, and culture
- Fostering an entrepreneurial spirit among young people

2.16.9.2 The strategies chosen include:

- Strengthening youth management skills through the training of trainers
- Promoting elite sports by building sport infrastructure and training centers for coaches, referees, and talented youth

2.16.9.3 Measures, projects, and programs to be implemented include:

a) Strengthening youth management skills through the training of trainers

New projects

- ⤴ Human resource development program

b) Promoting elite sports by building sport infrastructure and training centers for coaches, referees, and talented youth

New projects

- ⤴ Building sport infrastructure
- ⤴ Building sporting facilities and accommodation
- ⤴ Setting up training organizations for experienced young sportsmen and women

2.16.9.4 Expected outcomes

- ⤴ Various members of the community can practice their preferred sports, including high-level sports, mass participation sports, and school and university sports
- ⤴ Improved performance of youth in sports and leisure groups
- ⤴ Enhanced overall sports performance nationwide

The cost of the sector is **14,983,600,000 CFAF**

2.16.10 Culture

2.16.10.1 Chad has vast cultural potential that is often under-appreciated. The Government's aim is to promote, protect, and foster the country's natural and cultural heritage. Specific aims focus on:

- Promoting the country's cultural heritage, both tangible and intangible
- Promoting research on traditional, historical, archaeological, and artistic knowledge
- Providing training for cultural and artistic performers
- Promoting and developing the visual arts, live performance, cinema, book publication, and general readership

2.16.10.2 The strategies chosen include:

- The development of a concerted policy to acquire library stock for the National Library and other libraries in Chad
- Capacity building in the sector, particularly human resources in the National Library and Archives
- Enhancing the value of Chad's artisans' expertise

2.16.10.3 Measures, projects, and programs to be implemented include:

a) Supporting the National Library other libraries in Chad;

New projects

- ⤴ Acquisition of documentation for the National Library and other libraries in Chad
- ⤴ Designing a consultation portal for the electronic management of these documents

b) Capacity building, particularly human resources

New projects

- ⤴ The Center for Writing and Design of Children's Comic Books: a writing and cartoon-drawing workshop for children
- ⤴ Developing and providing supplies for the performing arts (technical grids, carpets for dancing, shelter and seating for the audience, etc.)
- ⤴ Training and design
- ⤴ Dance festival
- ⤴ Photography exhibition
- ⤴

c) Enhancing the value of Chad's Artisans' Expertise

New projects

- ⤴ Funding for national and traditional cultural heritage projects (Heritage and Ancestral Fund)
- ⤴ Initial research in the field of oral translation and traditional knowledge
- ⤴ Inventory of cultural heritage, identification of protected sites, and acquisition policy for cultural goods in the national territory
- ⤴ Organizing of cultural events
- ⤴

2.16.10.4 Expected outcomes

- ⤴ Increased awareness and greater appreciation of the nation's cultural heritage
- ⤴ Improved management of the sector
- ⤴ Improved skills of the sector's key players
- ⤴

The cost of the sector is **2,445,000,000 CFAF**

2.17 Protecting the environment and tackling climate change

Protecting the environment is extremely important for Chad. This involves three broad areas: a) securing natural resources, which means ownership of these resources and of community resources; b) providing communities with to these natural resources; and c) limiting environmental damage and encouraging regeneration. The overall aim is to protect the environment, safeguard it, and manage natural resources in order to improve standards of living for communities. More specifically, the public authorities have chosen to implement the following actions:

- 1) Fight to save Lake Chad and other ecosystems
- 2) Rural, urban, and suburban land planning
- 3) Risk and disaster prevention and management
- 4) Fighting desertification and conserving biodiversity

2.17.1 Protecting Lake Chad and its ecosystems

2.17.1.1 The aim is to achieve sustainable poverty reduction for communities living from the resources of the Lake Chad basin. For the most part, this involves implementing the program launched by the Chadian President at the Rio summit. More specifically, the program aims to regenerate and preserve the productive capacities of the Lake Chad ecosystems by adapting systems of production to climate change.

2.17.1.2 The strategies chosen include:

- Protecting Lake Chad and its basin and other threatened ecosystems
- Adapting production systems to climate change
- Establishing a more effective institutional framework

2.17.1.3 Measures, projects, and programs to be implemented include:

a) Protecting Lake Chad and its basin and other threatened ecosystems

Programs underway

- ⤴ Improving surveillance capacities at grassroots levels and through cross border actions in the Lake Region
- ⤴ Lake Chad conservation program
- ⤴ Lake Chad Basin sustainable development program (PRODEBALT)

b) Adapting production systems to climate change

Programs underway

- ⤴ Protected Areas Resilient to Climate Change in West Africa (PARCC)

c) Institutional support for civil society associations involved in protecting Lake Chad;

Programs underway

- ⤴ Setting up a Managing Board for the Lake Chad Basin Committee
- ⤴ Support program for the Lake Chad basin initiative (PAIBLT) for reducing vulnerabilities and risks associated with STDs and HIV/AIDS

2.17.1.4 Expected outcomes

- ⤴ Lake Chad and its ecosystems are safeguarded
- ⤴ Environmental management and sustainable development are made inclusive, transparent, and effective
- ⤴ The various ecosystems are replenished and the management of natural resources is improved

The cost of the sector is **26,967,000,000 CFAF**

2.17.2 Rural, Urban, and Suburban Land Planning

2.17.2.1 The land regeneration sector plays a pivotal role in the country's harmonious development. Its objective is to provide communities with an adequate standard of living.

2.17.2.2 The strategies chosen include:

- Producing land management tools (national/regional land use plans, urban planning master plan, urban reference plans, local developmental plans)
- Creating sanitation, water distribution, and highway infrastructure in several major and secondary cities

2.17.2.3 Measures, projects, and programs to be implemented include:

a) Producing land management tools *Projects underway*

- ⤴ Information System Project on the Rural Development and Planning of Land (SIDRAT)

New projects

- ⤴ Legal and regulatory framework finalization
- ⤴ Building capacities of key actors in decentralization

b) Creating sanitation, water distribution, and highway infrastructure in several major and secondary cities

Projects underway

- ⤴ Drainage project in the area northeast of the N'Djamena Junction (DURAH administration)
- ⤴ Project Supporting Local Development (PROADEL II)
- ⤴ Establishing regional, departmental, municipal, and rural CTD
- ⤴

c) Building market infrastructure

New projects

- ⤴ Sarh and Moundou Project for Commerical Equipment (PADUR Administration)

2.17.2.4 Outcomes

- ⤴ Effective and efficient land management
- ⤴ Geographic management strategies for the country are in place and operational

The cost of the sector is **69,500,000,000 CFAF**

2.17.3 Risk and disaster prevention and management

2.17.3.1 Chad is vulnerable to recurring and cyclical natural disasters that wipe out social economic progress. To tackle this situation, the country aims to have a prevention and risk management system in place.

2.17.3.2 The strategies chosen include:

- Implementing national food security arrangement and information, alert, and warning system
- Establishing prevention and crisis response strategies

2.17.3.3 Measures, projects, and programs to be implemented include:

a) Implementing national food security arrangement and information, alert, and warning system*New projects*

- ⤴ Resource mobilization for a sustainable food security system
- ⤴ Project supporting the establishment of a sustainable food security information system
- ⤴ Building the food security reserves

b) Establishing prevention and crisis response strategies

New projects

Support for the development and implementation of an action plan for information systems on food security

2.17.3.4 Outcomes

- ⤴ The national natural disaster prevention and management system is now operational.
- ⤴ A guideline for strategies, coordination between key players both locally and nationwide, targeting, and preparing for crisis situations has been developed and implemented
- ⤴ The methodology for analyzing vulnerabilities to food security, which was developed through the SISA/SAP (Information System for Food Security in Chad) has been fine-tuned and perfected
- ⤴ A mechanism for disseminating information on food security and a rapid alert system has been reinforced and maintained

The cost of the sector is **78,147,555,000 CFAF**

2.17.4 Fighting desertification and conserving biodiversity

2.17.4.1 Fighting desertification and conserving biodiversity remain one of the government's key targets. The aim is to protect and restore ecosystems.

2.17.4.2 The new strategies chosen include:

- Protecting, restoring, and enhancing the value of productive potential

- Strengthening national capacities to fight desertification and conserve biodiversity
- Protecting and restoring vegetation cover (reforestation, protected areas, etc.)
- Preserving and restoring fragile ecosystems
- Developing knowledge of wildlife, forest, and fish resources

2.17.4.3 Measures, projects, and programs to be implemented include:

a) Protecting, restoring, and enhancing the value of productive Programs underway

- ⤴ Natural Resource Management Project in the Sudanese Zone (PGRN)
- ⤴ Developing emerging industries

New projects

- ⤴ Developing aquaculture and fishing

b) Strengthening national capacities to fight desertification and conserve biodiversity

Programs underway

- ⤴ Support Program for the Local Development and Natural Resource Management (PADL-GRN)
- ⤴ Conservation and sustainable use of biodiversity in the Moyen-Chari region (Manda)
- ⤴ Zakouma National Park project

c) Protecting and restoring vegetation cover (reforestation, protected areas, etc.)

New project

- ⤴ Annual tree planting by hectare

d) Preserving and restoring fragile ecosystems

New project

- ⤴ Developing an environmental policy

e) Developing knowledge of wildlife, forest, and fish resources

New projects

- ⤴ Inventory project of fish resources
- ⤴ Inventory project of wildlife resources

2.17.4.4 Expected outcomes

- ⤴ Implementation of an inventory and the documentation of flora and fauna resources
- ⤴ Implementation of existing local forestry regeneration plans
- ⤴ Improved productivity of tree nurseries

The cost of the sector is **22,873,044,000 CFAF**

The cost of the environmental sector is **104,360,044,000 CFAF**

2.18 IMPROVING GOVERNANCE

The Government is the main player among the various actors contributing to the governance of the country. It is responsible for applying standards and encouraging a culture of democracy and the rule of law, defending human rights, and fostering the necessary political climate for allowing non-governmental players to play a role. It also oversees the development of institutions to ensure a coherent implementation of its tasks.

The Principles of Good Governance:

In order to fulfill its role of good governance, the government has a duty to:

- Oversee the evaluation of its interventions and policies;
- Manage the performance of government services and be accountable for achieving results;
- Manage budget allocation and expenditure, which means having the ability to institute wide-ranging reforms to ensure efficient use of expenditure and tax receipts, encourage macroeconomic stability, and boost economic growth to foster human development and reduce poverty;
- Be flexible and open to exploring new avenues and be able to innovate;
- Implement and apply laws and policies that ensure transparency, responsible action, and tackle corruption, which hinders the government's provision of services.

The sectoral priorities chosen for improving governance are as follows:

- ⤴ Modernizing the State and reforming public administration
- ⤴ Strengthening decentralization/deconcentration
- ⤴ Promoting human rights, peace, and social cohesion
- ⤴ Justice and sanitation reform and promoting good governance


2.18.1 Modernizing the State and reforming public administration

2.18.1.1 The strategies chosen include:

- ⤴ Adopting and implementing the new budget law (LOLF) Institutional reform and the coordination of human resources management in ministries
- ⤴ Modernizing public finances and reforming the public administration
- ⤴ Strengthening institutional capacities of public and land administration
- ⤴ Improving the business climate for the private sector
- ⤴ Capacity building in the coordination and harmonization of public development assistance

-
- ⤴ Enhancing the choice and planning of spatial and temporal investments

2.18.1.2 Measures, projects, and programs to be implemented include:

a)  Adopting and implementing the new budget law (LOLF)a new organic law governing finance*Projects under way*

- ⤴ Capacity building project of economic and financial governance material

b) Modernizing public finances and reforming the public administration*Projects under way*

- ⤴ Action Plan for the Modernization of Public Finances (PAMFIP)
- ⤴ Project in Support of Public Finance Management Capacity Building (PARCAFIP)
- ⤴ Setting up a permanent census office

New projects

- ⤴ Project for the construction of a biometrics development center
- ⤴ Project for the connection of the civil service administration and payroll databases
- ⤴ Project to develop a new performance appreciation system

c) Strengthening institutional capacities of public and land administration

Programs underway

- ⤴ Project Supporting Public Administration Agent Training (PROFAP)
- ⤴ Urban and administrative governance

d) Capacity building in the coordination and harmonization of public development assistance

Programs underway

- ⤴ National technical and institutional advice and support for the National Authorizing Officer
- ⤴ Phase II Technical Cooperation Accord (FCT II)
- ⤴ Program supporting the establishment of Chad-EU cooperation

e) Enhancing the choice and planning of spatial and temporal investments

New projects

- ⤴ National capacity building project for framework material and analysis of economic policies
- ⤴ Capacity building project in statistics

2.18.1.3 Outcomes

- The civil service's economic and financial management has improved
- The civil service's institutional frameworks has been strengthened
- The civil service is running smoothly

2.18.1.4 Indicators and targets

Indicators	2011 baseline	2015 target
Tax burden rate	9.0%	12.7%
Increase in tax receipts (taxation, land, customs duties) excluding gasoline/GDP	4.1%	6.6%
Number of ID cards issued/year	5,000	6,000
Number of premises interconnected	5	All of the government's ministries and institutions

The cost of the sector is **15,012,662,732 CFAF**

2.18.2 Strengthening Decentralization/Deconcentration

2.18.2.1 The process of decentralization and deconcentration, which the Government launched in 1993, underlies local development. The project aims to bring the Government closer to local communities and involve local communities in their own development.

2.18.2.2 The strategies chosen include:

- Strengthening local development planning capacities
- Providing basic social and government services for local communities
- Strengthening the decentralization process

2.18.2.3 Measures, projects, and programs to be implemented include:

Programs underway

- ▲ Local development program (PRODEL)

- ⤴ The Salamat sustainable village program (access to social services for beneficiaries)
- ⤴ Democratic governance support program

2.18.2.4 Expected outcomes

- ⤴ Increasing local communities' participation in local development
- ⤴ Improving the service provided to communities by national organizations and a decentralized civil service
- ⤴ Improving access to government services
- ⤴ Reducing disparities between and within regions

The cost of the sector is **24,110,000,000 CFAF**

2.18.3 Promoting human rights, peace, and social cohesion

2.18.3.1 Human rights, peace and social cohesion are the building blocks of development. Therefore, the Government is focusing on all of these aspects.

2.18.3.2 The main aim is not only to foster individuals' overall development in an environment where it is respected, protected, defended, and encouraged as part of their human rights, but also to consolidate the democratic process currently under way.

- Strengthening the legal and institutional framework
- Promoting and protecting human rights
- Implementing conflict resolution mechanisms
- Consolidating peace and social cohesion
- Pursuing security sector reform

2.18.3.3 Measures, projects, and programs to be implemented include:

a) Strengthening the legal and institutional framework*New program*

- ⤴ Development of a Framework for Coordination, Promotion, and Protection of Human Rights

b) Promoting and protecting human rights

New program

- ⤴ Education, awareness, information, and communication program

c) Implementing conflict resolution mechanisms

Programs underway

- ⤴ Program to Support the Stabilization of East Chad (PAS)
- LLRD program for south Chad

d) Consolidating peace and social cohesion

Programs underway

- ⤴ Chad-International Organization for Migration (IOM) program
- ⤴ Peace Through Development (Phase II) – Community Governance

e) Pursuing security sector reform

Programs underway

- ⤴ Support program for the reform of interior security forces in Chad (PAFSI, Volet 1 & 2)
- ⤴ Demobilizing and rehabilitating soldiers (PDRM)

2.18.3.4 Expected outcomes

- ⤴ Bolstering of institutional frameworks
- ⤴ Promotion and defense of human rights
- ⤴ Safeguarding the safety of individuals and property
- ⤴ Consolidating peace and social cohesion

The cost of the sector is **16,390,285,502 CFAF**

f) Justice and sanitation reform and promoting good governance

1. The strategies chosen include:

- Fighting corruption
- Deepening justice reform
- Strengthening civil society dialogue and capacities to support good governance
- Pursuing electoral reform and support for the electoral system

2. Measures, projects, and programs to be implemented include:

a) Fighting corruption

Programs underway

- ⤴ Project in support of capacity building and of the Initiatives for Greater Transparency within the Mining Industry (ITIE)

b) Deepening justice reform

Programs underway

- ⤴ Program in support of justice in Chad (PRAJUST)
- ⤴ Rule of law project: justice and security

c) Strengthening civil society dialogue and capacities to support good governance

New project

- ⤴ Project fostering the inclusion of civil society in the governance process

d) Pursuing electoral reform, and support for an electoral system

Programs underway

- ⤴ Bolstering Democratic Governance (PRGTD)

3. Expected outcomes

- ⤴ Enhanced effectiveness of the judiciary
- ⤴ Overhaul of institutions and the judiciary
- ⤴ Greater transparency in public markets, encouraging a reduction in investment costs
- ⤴ Reduced corruption
- ⤴ A peaceful society founded on political and social dialogue

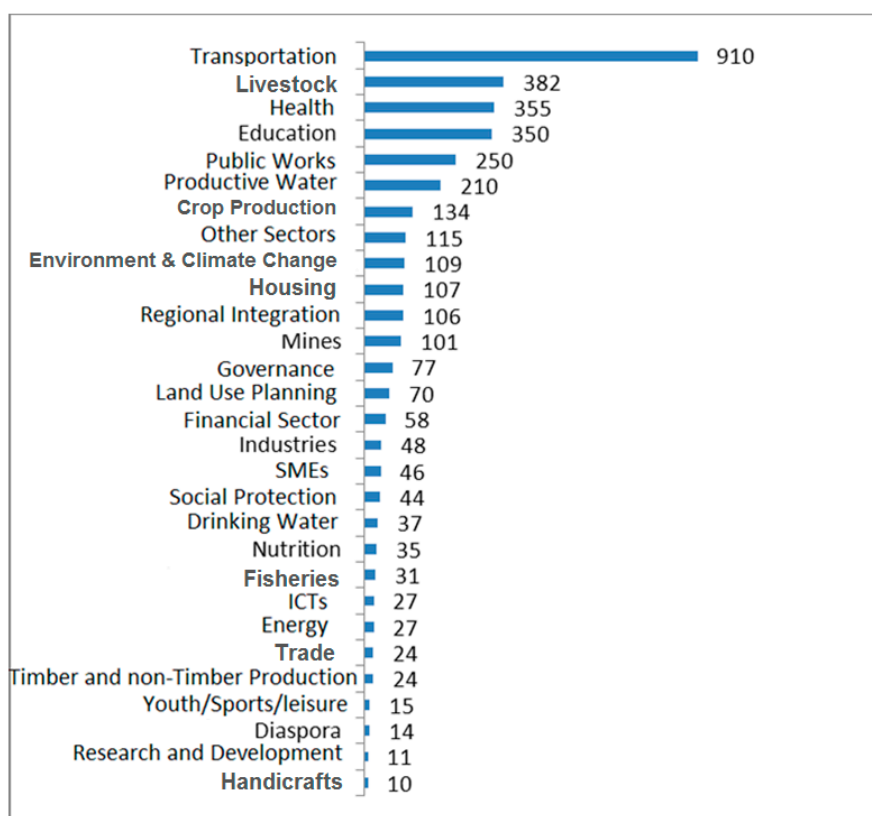
The cost of the sector is **21,297,677,500 CFAF**

The total cost of the governance sector is 73,511,625,734 CFAF

SUMMARY OF COSTS PER SECTOR

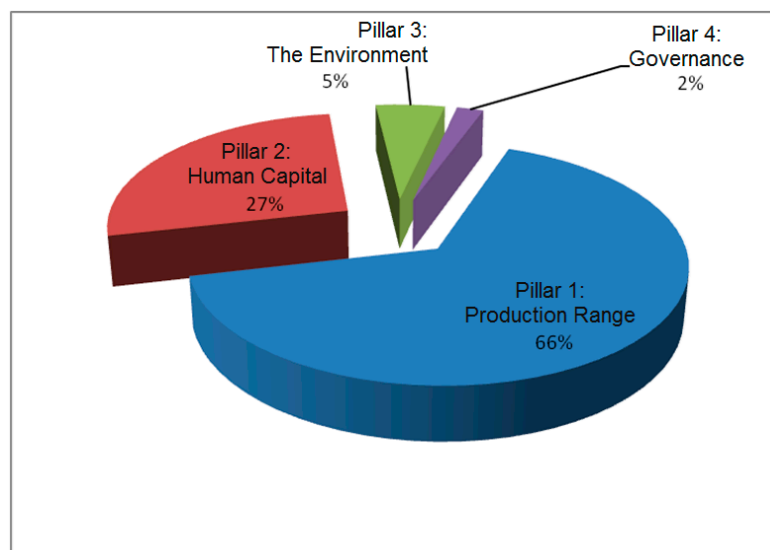
The total cost of the National Development Plan (PND) is estimated at **3,726,785,173,408 CFAF**, or about **USD 7,453,570,347**. Details of the costs and sums incurred and to be spent are detailed in Annexes 1 and 2 of this document. The graph below provides a breakdown of these costs per sector.

Cost of the National Development Plan (PND) per Sector (in Billions of CFAF)



Source: PND 2013-2015

Cost of the National Development Plan per Area of Intervention



Note: These sectors include mining, tourism, hygiene and sanitation, human rights, other industries, culture, emerging sectors, and population.

Source: PND 2013-2015

CHAPTER III. MACROECONOMIC AND BUDGET FRAMEWORK

i. Introduction to the Framework

5. Assessment of opportunities and challenges, development of strategic directions, and actions to be implemented have been given in Chapters 1 and 2. This chapter reviews the economic, financial, and budgetary implications of the measures and actions agreed upon above. It addresses the following:
 - The macroeconomic framework, particularly the growth profile, including sector contributions and financing (from government and the entire economy);
 - The budget framework (medium-term expenditure framework, or MTEF), including the public expenditure profile resulting from allocation of budget resources to sectors/ministries for financing the National Development Plan (NDP) 2013-2015;
 - Reduction of poverty outlook, particularly changes in incidence of income poverty and other MDG indicators, resulting from growth and public expenditure profiles.
6. The analysis involves three steps: (i) simulation of a baseline framework; (ii) a more “ambitious” variant, which aims to restore and sustain Chad on the road toward achieving the MDGs, and reaching the HIPC completion point; and (iii) simulation of a more “pessimistic” variant, marked by an unfavorable national and international economic situation.
7. In order to implement NDP 2013-2015, the following scenarios were created to frame the development of macroeconomic aggregates in relation to capacity for mobilizing financial resources within the plan’s timescale. These include a core scenario, an ambitious scenario, and a pessimistic scenario.²⁵

ii. Ambitious Scenario

The ambitious scenario assumes that oil production programs announced by sector operators will be achieved, and also assumes:

- Accelerated reforms aim at improving income and expenditure efficiency, especially reducing subsidies to public companies, and reducing the price of products and services provided to the State;
- That these reforms will reach the HIPC initiative completion point by 2015, with spillover effects for servicing debts beginning in 2015, and with a slight increase in aid-projects (aid) in 2014 and 2015.

For non-oil resources, such implementation leads to:

- strengthening management capacities;
- greater yield;
- automation and deconcentration of services;
- a broader tax base.

²⁵ Prioritization methodology is included in the annex.

1. For public expenditure, the scenario assumes improvement in public procurement channels and execution of expenditure, as well as establishment of a mechanism for assessing costs. It also assumes improvement in the performance of administration of public sector companies, which would allow reducing subsidies while maintaining (or increasing) public services. On this basis, expenditure levels could be maintained, which would reduce the public deficit for the 2013-2014 period, and strengthen precautionary savings in 2015, thus stabilizing public debt.
2. Implementing these reforms and developing macroeconomic and social indicators, as well as budget allocations, permits a program to be signed with the IMF, reaching the HIPC initiative completion point. This will reposition Chad in a trajectory for achieving the MDGs by 2015.

iii. Pessimistic Scenario

1. This scenario aims to act as warning that the benchmark scenario is not a firm prediction; it is the outcome of a simulation of development perspectives, which would result both from a series of (the most likely) hypotheses in a given economic situation (“external” factors), and also from the decision and capacity of the government to implement its program of activities in a rigorous and sustained way (“internal” factors). It follows that any disturbance in either one of these sets of factors would result in (often adverse) deviations in the macroeconomic and budget framework, as well as reducing perspectives for poverty reduction in relation to the core scenario.
2. For example, the Chad economy, which is heavily dependent on oil resources, is not immune to an economic downturn, as the world experienced in 2008 or even in the second quarter of 2012. The pessimistic scenario assumes:
 - The US dollar falls in relation to the CFAF in 2013 to CFAF 480/US dollar;
 - The price crude oil falls to USD 70 per barrel.
3. In such a scenario, oil income falls by CFAF 400 billion per year, meaning a reduction in public investment, transfers, and subsidies to the planned deficit level. A reduction or halt in current programs, especially in the social and agricultural sectors, greatly impacting agricultural growth.
4. It also assumes that the agricultural growth rate will develop in proportion to the demographic growth rate, or 3.5% per year from 2013, together with a significant increase in corn farming area and yield.

iv. Core Scenario

1. The core scenario aims to reconcile three major concerns for the government in the medium term. First, maintaining a stable macroeconomic framework. Second, the government intends to maintain a sustained level of public spending to support diversification policies in order to accelerate growth and reduce poverty. Third, the Government intends to develop toward more effective expenditure planning, with a more predictable and sustained budget program over time. This should be achieved through control over compulsory expenditure and a firm commitment to supporting the

implemented multi-annual programs, which should improve the efficiency and quality of public expenditure.

2. The macroeconomic framework covering the implementation period of NDP 2013-2015 is based on the following hypotheses:

The international environment is supposed to worsen. The favorable aspects of 2012 could contract over the next few years, producing great uncertainty over the price of oil. It would be prudent to reduce the hypothesis of a barrel of Brent crude priced at \$97.5, used for the 2013 draft budget, down to \$96, or the average price for 2014 and 2015. Furthermore, the rate of exchange used for the period is an average of CFAF 520/dollar, compared to CFAF 494.6/dollar over the last three years. The price of cotton fiber on international commodity markets is anticipated to fall by about 39% in 2012, or to 95 cents/pound and stabilize at 70 cents/pound over the next three years.

3. The hypotheses for the national economy are as follows:

At primary sector level:

- Continued investment in the agricultural sector: mechanization, urban and rural hydraulics development, support for farming, subsidized prices or input, and pesticide distribution, providing tractors for plowing.
- Cotton production should grow at an annual rate of 38% from 2013 to reach the announced production level of more than 250,000 tonnes by 2015. The mechanization of agriculture, restoring sector management, and a return to high prices for producers will make the crop attractive to farmers to grow.
- In terms of livestock farming, implementing the National Development Plan for Livestock Farming (NDPLF), supported by the NFSP, and abattoirs construction, will permit the sector to be revitalized over the next three years. Sector production should grow by 2.9% on average over the period.
- Production of crude oil, after an average drop of 4.5% over the 2008-2011 period, should rise, due to new oil fields in Mangara and Badila which will start production in the second quarter of 2013, as well as oil from the new oil fields in Bongor. The annual production growth rate could reach 15% between 2012 and 2015.

At secondary sector level:

4. The industrial sector should benefit from improved competitiveness, resulting from a drop in factor costs following implementation of development policies in transport infrastructure, telecommunications, and electricity production (more than an average 20% per year). As a result, industry will increase by an average 6% per year by 2015.
5. Increased Djermaya refinery production will allow for additional supply to the local market and for a part of the refined product to be exported to neighboring countries.
6. The construction sector will receive budget support in priority sectors (health, education, rural sector, etc.) for infrastructure construction and rehabilitation. To this should be added the building of a modern new airport in Djarmaya and the outcomes of a dynamic

housing policy. As a result, annual growth is projected at about 13% over the 2012-2015 period.

At tertiary level:

7. The following are the projections for the tertiary sector:

- New shippers are expected to join the Chad-Cameroon crude oil transport system and the distribution of oil products over the territory will lead to business growth. The average growth rate for the transport sector over the 2012-2015 period should be 9%.
- For the ICT sector, communication costs should be reduced and high-speed internet using fiber optics is expected to be developed.
- Improved infrastructure and business environment should attract private and foreign investment, contributing to increased rates of private investment. Therefore, investment is set at an average 6.7% between 2012 and 2015.
- The hypotheses concerning the balance of payments take into account developments in cotton and oil production, and their prices on the international market.
- The rate of inflation is anticipated to average 3% yearly over the 2013-2015 period, compared to an estimated 7% in 2012, due to increased agricultural production and stable public demand.

8. Based on the hypotheses above, the main results from the core scenario macroeconomic framework are: the Chad economy should experience sustained growth over the period, driven by the primary sector relaunch from renewed activity in agriculture. GDP should reach 8.9% in 2012 and stabilize at about 8.9% on average from 2013-2015, with a net gain of about 5 percentage points over 2008-2011. GDP growth rate per inhabitant will increase by an average 4.3% over the 2013-2015 period.

9. In the primary sector, activity is expected to have risen by 8.7% in 2012, after falling back to 6.7% in 2011. This recovery should be driven by agricultural production, as a result of more and better distributed rainfall, distribution of agricultural inputs (seeds and fertilizer) by the government, and also by the introduction of mechanization. For the 2013-2015 period, agricultural activity is projected to rise to an average of 6.6%, compared to zero growth between 2008 and 2011. Industrial agriculture, severely affected by the problems with the cotton company, should strengthen and grow by 10.9% for the period under review. Subsistence agriculture should grow by 12.4%, compared to an average growth of 4.3% in 2008 and 2011, due especially to policies in support of agricultural production. Between 2013 and 2015, growth should be about 5.6%.

10. Activity in the secondary sector could reach growth of 14.7% on average between 2012 and 2015, compared to 11.9% over the last four years. It will mainly be dominated by refining activity and industrial manufacturing (particularly agrifood), electricity, water and gas, and construction. This performance is associated with greater competitiveness from reduced factor costs following transport infrastructure development policies, communications, and electricity production. Over the period, several production facilities will begin exploitation, promoting value creation based on the country's wealth.

11. Service sector activities could slow over the 2012-2015 period in comparison to the previous period. In fact, growth in the tertiary sector could be 8.9% per year between 2012 and 2015, compared to 9.3% in the previous period. Growth should be driven by trade, transport (particularly of oil), and business services. Non-market services will also grow in line with medium-term expenditure framework.

Tabl. 10: Sector Growth Rates

	2010	2011	2012	2013	2014	2015
Primary Sector	15.1%	-6.7%	8.5%	-2.2%	17.1%	5.2%
Secondary Sector	11.6%	15.1%	19.8%	23.7%	8.6%	9.8%
Tertiary Sector	10.9%	3.9%	6.1%	12.8%	11.3%	9.2%
Overall GDP	13.1%	0.1%	8.9%	5.8%	13.6%	7.2%
Oil GDP	3.4%	1.5%	-0.5%	4.5%	28.5%	6.3%
Ex-oil GDP	15.3%	-0.3%	12.6%	6.4%	8.0%	7.4%

Source: DEP/MFB

12. Final consumption should grow by 7.4% on average, compared to 5.5% in the previous period, due to a recovery in private consumption, which is expected to grow by 8% per year between 2012 and 2015, compared to 3.5%, or an increase of 4.5 percentage points per year between the two periods. Overall, final consumption should represent 67% of GDP over the period, compared to 79% for the 2008-2011 period, which will translate into an increased savings rate.
13. In terms of Gross Fixed Capital Formation (GFCF), growth should reach 9.3% for the next four years, compared to 10.3% over the 2008-2011 period. This fall in growth is associated with public investment, which should only increase by 10.6% per year over the 2012-2015 period, compared to an average growth of 21.6% in the previous period. Thus, the investment rate measured by the GFCF should emerge at 30% of GDP on average between 2012 and 2015, compared to 28% over the 2008-2011 period. In total, the growth rate in demand should rise by 4.2 percentage points between the two periods.

Foreign Trade

14. Regarding foreign trade, the average annual for the period should be 8.8% for exports and 8.9% for imports. Exports of goods and services should increase by an annual 12.9% per year on average, over the period in connection with changes in the production of crude oil production and its prices on the international market. Imports are expected to grow by an average 6.8% over the 2012-2015 period. Thus, the balance of trade should strengthen considerably, going from 8.9% of GDP in the 2008-2011 period to 13.7% for the following period. The overall balance for the period should represent 7.5% of GDP, compared to 2.2% between 2008 and 2011. This development would be related to improvements induced by the dynamics of oil sector trade balance.

Table 11: External Account Changes

	2010	2011	2012	2013	2014	2015
Growth in Exports of Goods	34.8%	16.6%	13.0%	-5.4%	33.7%	13.7%
Exports of Goods /GDP	34.7%	37.4%	36.6%	34.1%	39.3%	40.8%

Exports of G&S/GDP	39.0%	41.6%	40.4%	38.0%	42.9%	44.2%
Growth in Imports of Goods	24.1%	-7.5%	-0.6%	16.2%	7.0%	8.1%
Imports of Goods/GDP	31.1%	26.6%	22.9%	26.1%	24.2%	23.8%
Imports of G&S/GDP	49.3%	43.5%	38.6%	42.0%	38.6%	37.9%
Trade Balance as % of GDP	3.6%	10.8%	13.8%	7.9%	15.2%	17.0%
Balance of Services (non factors) (as % of GDP)	-13.9%	-12.7%	-11.9%	-11.9%	-10.8%	-10.7%
Growth in Exports of Goods and Services	31.1%	15.3%	12.2%	-4.4%	30.7%	13.0%
Growth in Imports of Goods and Services	32.1%	-4.7%	2.4%	10.7%	6.4%	7.7%
Current Account Balance as % of GDP	-10.7%	-2.3%	-2.2%	-5.5%	2.3%	3.7%
Overall Balance as % of GDP	-2.5%	4.4%	4.1%	3.0%	10.6%	11.6%
Degree of Openness	32.9%	32.0%	29.8%	30.1%	31.7%	32.3%

Source: DEP/MFB and BEAC

Public Finances

15. In the area public finance management, efforts will be driven by medium-term activities planned in the *Plan d'Action pour la Modernisation des Finances Publiques* (PAMFIP – Action Plan for the Modernization of Public Finances), aimed at stronger macroeconomic growth, supported by sound budget policy.
16. In fact, over the last two years, spending has been the underlying concern of the Government's fiscal policy. This should continue to be the case, in view of the risk associated with the present economic situation.
17. Thus, the Government intends to pursue its aim of improving efficiency in spending. This should result in better budget allocations at central and intra-sector level, spending cuts that do not produce conclusive results, and more accurate assessment of the needs of subsidized public companies.
18. To achieve the objective of reforming the macroeconomic framework, the Government is committed to initiate or accelerate the following actions:
19. In expenditure control,
 - To continue efforts to enhance the effectiveness and efficiency of public spending in budget implementation. This will control the pace of historical increases in the rate of public expenditure, improve inter-sector allocations, and reduce unit costs;
 - To ensure control of current expenditure on transfers and subsidies, in particular by strengthening controls and requiring action plans from administrations, enterprises, and organizations. To this end, a competitively based public-private partnership for

providing the administration with certain permanent services (vehicle maintenance, building maintenance, etc.) will be implemented;

- To promote Public Private Partnership (PPP) in the construction of certain facilities, as an alternative to state financing, which would help ease the fiscal burden;
- To establish relevant accounts in the departments by an appropriate institutional framework and effective technical tools;
- To accelerate the operating results of the biometric census of civil servants and military personnel;
- Implement fiscal reforms by institutionalizing the period of multi-year budgeting;
- Limit to a strict minimum the practice of expenditure prior to order;
- Improve the budget implementation rate;
- Adopt a new market price list.

Revenue

20. Tax reform will have to satisfy the threefold objective of simplification, broadening the tax base, and greater equity in the system, and will have a determining effect on ensuring macroeconomic stability. This will therefore require the following:

- Accelerate reform of the financial system, especially through the computer network in order to optimize recovery systems;
- Strengthen the capacity of organizations responsible for collecting revenue;
- Effectively implement a graduated individual income tax;
- Strengthen the collection of revenue linked to the private sale of land and of property tax, by increasing awareness campaigns, monitoring, and land allocation;
- Eliminate exemptions on investments financed from domestic and foreign sources, in compliance with current tax and customs regulations;
- Strengthen the collection of fiscal revenue.

Implementing these actions will lead to the results outlined in the following paragraphs:

21. Budget revenue will increase by an average 7.7% over the period. The slower pace of revenue is linked to changes in oil revenues. It should grow at a rate of 5.1% per year. This change is due to a lower tax on oil companies and the increase in non-tax oil income, related to new oil fields beginning production. Non-oil revenue should increase by more than 15% per year on average, reflecting the implementation of reforms in the financial system and improvements in the collection of tax income.

22. Therefore, the tax burden rate should go from 7.2% of GDP, excluding oil, in 2012 to 9.4% by 2015.

Table 12: Changes in Revenue from 2008 to 2015

In billions of CFAF	2008	2009	2010	2011	2012	2013	2014	2015
Total Revenue	631.21	467.04	990.57	1,340.85	1,397.87	1,372.87	1,586.83	1,788.87
Tax Revenue	631.21	467.04	793.91	1,061.65	1,045.87	1,086.69	981.25	1,039.05
Non Tax Revenue	0	0	196.65	279.20	352.00	286.18	605.58	749.82

Source: DEP/MFB

Expenditure

23. Public expenditure policy will continue to focus on controlling current expenditure, which will grow annually by 4.1% between 2012 and 2015, due in particular to the reduction in subsidies granted to certain public companies and despite the gradual increase in the wage bill (more than 11%). Budget leeway will be prioritized for social spending and the fight against poverty. Capital expenditure is expected to secure the public investment rate at more than 10% on average over the period.

Table 13: Changes in Expenditure

In billions of CFAF	2008	2009	2010	2011	2012	2013	2014	2015
Total Expenditure	874,38	986,90	1 279,13	1 340,99	1 613,87	1 549,21	1 637,26	1 781,58
Current Expenditure	578,88	634,10	748,75	740,33	812,90	813,62	817,02	867,24
Primary Current Expenditure	567,38	613,30	730,78	700,92	778,63	777,82	787,29	839,96
Wages and Salaries	184,68	200,70	215,73	250,25	283,06	343,39	362,69	380,14
Civilian	121,72	134,50	130,1	175,55	222,42	278,13	294,82	309,56
Military	62,96	66,20	77,864	74,70	60,64	65,26	67,87	70,58
Other (incl. common purpose expenditure)						0,00	0,00	0,00
Goods and Services	94,40	110,40	110,51	86,67	147,47	135,46	147,50	172,82
Civilian	64,50	65,40	83,61	57,44	109,41	110,34	121,37	145,64
Military	29,90	45,00	26,90	29,24	38,06	25,13	26,13	27,18
Subsidies and Transfers	288,30	302,20	404,54	364,00	348,11	298,97	277,10	287,00
of which exceptional expenditure	182,90	193,00		159,51	58,10	35,00	10,00	0,00
Other Current Expenditure	0,00	0,00	17,97	39,40	34,27	35,80	29,74	27,28
Interest	11,50	20,80	17,97	39,40	34,27	35,80	29,74	27,28
Foreign Debt	10,10	15,60	9,46	13,70	17,07	17,81	14,26	15,00
Domestic Debt	1,40	5,20	8,51	25,70	17,20	17,99	15,48	12,28
Investment Expenditure	295,50	352,80	530,38	600,66	800,97	735,59	820,23	914,34
From Domestic Sources	220,10	242,10	400,55	416,32	508,72	548,24	547,62	600,00
From Foreign Sources	75,40	110,70	129,83	184,34	292,26	187,35	272,61	314,34

Source: DEP/MFB

24. On this basis, total expenditure should fall by 5% of GDP between 2012 and 2015, going from 24.4% to 20.9% of GDP. Current expenditure should represent 10.2% of GDP in 2015, compared to 12.3% in 2012. Primary deficit, excluding oil, should go from 20.1% of GDP in 2012 to 15.1% by 2015. This change essentially reflects a decline in current expenditure, maintaining a stable level of public investment spending. The basic fiscal

balance remains slightly positive throughout the period and meets the CEMAC multilateral convergence criteria.

Table 14: Changes in Public Finance Ratios

In CFAF billions	2012	2013	2014	2015
Basic Primary Balance, excluding oil (in % of current GDP, excluding oil)	-20.1%	-18.1%	-15.4%	-15.1%
Basic Budget Balance (in % of current GDP)	1.2%	0.2%	2.9%	3.8%
Total Expenditure (in % of GDP)	24.4%	23.1%	21.0%	20.9%
Current Expenditure (in % of GDP)	12.3%	12.1%	10.5%	10.2%
Investment in Domestic Resources in % of GDP	7.7%	8.2%	7.0%	7.0%
Investment in Domestic Resources in % of GDP, excluding oil	11.1%	11.3%	10.3%	10.5%
Public Investments in % of GDP	12.1%	11.0%	10.5%	10.7%
Wage Bill as Share of Tax Income	27.1%	31.6%	37.0%	36.6%
Wage Bill as Share of Non-Oil Tax Income	85.4%	82.7%	75.3%	70.4%
Rate of Tax Burden, excluding oil	7.2%	8.5%	9.1%	9.4%

Source: DEP/MFB

25. In terms of debt ratio, it should be noted that outstanding public debt in percentage of GDP should reach 21.7%, compared to about 24.8% in 2012. This change, which takes account of drawdowns from external financing over the period, shows that the foreign debt situation remains sound. However the growth rate level between 2011 and 2015 is 45% because of increased state commitments, despite a strong increase in domestic resources over the same period. Furthermore, developments in servicing the debt over previous years shows a marked upward trend, linked to increased domestic commitments. This change in debt ratios underscores the need for the Government to adopt a prudent foreign debt policy and a mechanism to implement projects based on this financing, which will strengthen efficient expenditure and create value added, thus supporting future expenses.

v. Medium-Term Expenditure Framework

1. To attain the macroeconomic framework outcomes described above, credit allocations should be in line with the NDP's major directions. These will in fact have to concentrate roughly 70% of budget appropriations (excluding debt) by 2015 (see NDP MTEF Table), compared to 60.3% in 2012. Calculated based on domestic financing, the share was 67.3%. This change in allocations to PSD priority sectors is the result of increase of loans to the health sector (66% between 2012 and 2013 and 26% between 2013 and 2015) and education (19% in 2013 and 39% between 2013 and 2015). These two sectors thus represent 12.2% and 16.4% respectively of the 2015 budget, compared to 6.8% and 12% of the 2013 budget. Respectively, they will represent 12.4% and 17.9% of budget from domestic financing. Aligning the budget to government priorities thus allows for accelerating access to quality education and health care for the population and ensuring greater coordination between young people's training and employment. Intersector allocations will have to be made in compliance with the priorities laid out in the Priority Action Plan (PAP). Attention will be paid to using existing infrastructures.

2. The Government's commitment to continue the effort to develop infrastructure (roads, mines and energy, ICT, construction and public works, etc.) will be realized by allocating 21.1% of budget resources to this sector over the 2013-2015 period, compared to 23% in 2012. Similarly, implementing policies related to food security and the modernization of agriculture and livestock farming, including other key rural development sectors, will involve 12.6% of budget allocations in the 2013-2015 period, compared to 10.5% in 2012. They represent 10.9% of the budget financed by domestic resources.
3. Although it does not have significant budget allocations, shares registered under the so-called growth sector (trade, SMEs and micro-credit) will accelerate entrepreneurship and an improved business climate in Chad. Budget allocations to the sector will increase to 24% (excluding exceptional regional subsidies in 2012 and 2013).

Table 15: Changes in Budget Appropriations in NDP Priority Sectors
(including Foreign Financing)

Expenditure in CFAF Billions	RFL	MTEF Programming				Portion of Budget		
Sectors	2012	2013	2014	2015	12-15	2012	2013-2015	Of which State
Health and Social Affairs	100.46	166.51	191.71	214.98	673.66	6.8%	12.2%	12.4%
Education	176.31	210.25	251.52	292.67	930.75	12.0%	16.4%	17.9%
Rural Development	154.75	190.78	200.64	191.29	737.46	10.5%	12.6%	10.9%
Infrastructure	338.43	337.16	311.53	322.14	1309.26	23.0%	21.1%	18.2%
Private Sector Growth Sectors (trade, SMEs, micro-credit)	15.15	15.68	19.87	18.88	69.58	1.0%	1.2%	1.2%
Governance	102.83	114.91	98.14	95.15	411.03	7.0%	6.6%	6.7%
TOTAL PND PRIORITY SECTORS	887.93	1035.29	1073	1135	4131.74	60.3%	70.1%	67,3%

Changes in Poverty Indicators

4. Along with production of the macroeconomic and budget framework in the core scenario, simulations were made to estimate the consequences over the medium term of such a growth plan and of the budget choices described above on the reduction of poverty and Chad's aim to achieve the MDGs by 2015. Estimates essentially concern changes in the overall incidence of poverty (rate of income poverty).
5. Simulation results indicate that with the implementation of the core scenario hypotheses, Chad will be able to reduce income poverty, and improve significantly and sustainably social development indicators. In fact, the hypothesis of an average growth rate of 8.9% between 2012 and 2015, following 4.7% between 2008 and 2011 in the core scenario, leads to an average growth rate per capita of about 6.9% over the 2012-2015 period in

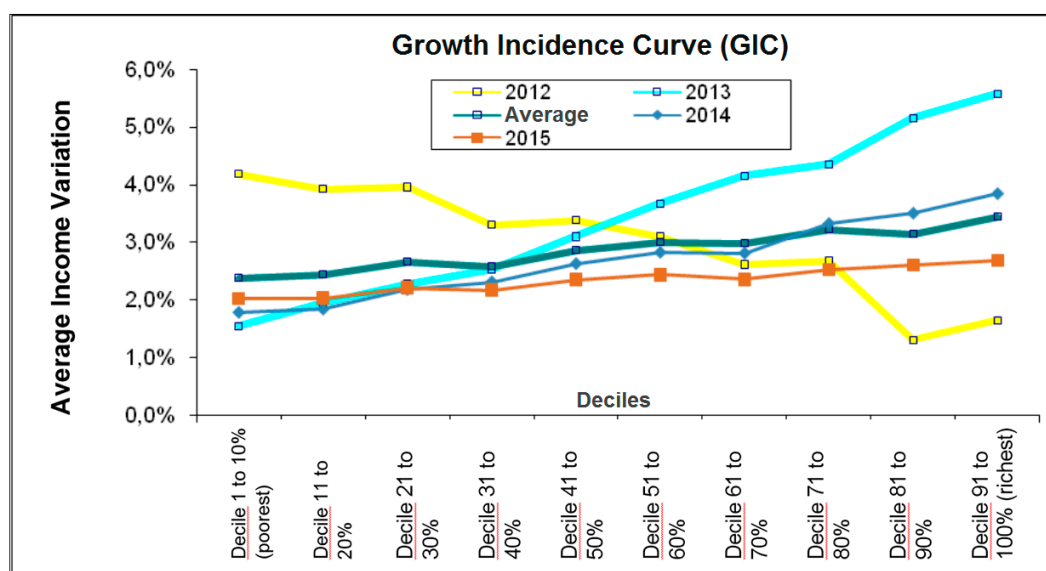
overall GDP, and 5.2% in GDP, excluding oil. The simulations made with the SIGNET model (see box on methodology on following page) indicate that the poverty rate will drop by 4.5 percentage points between 2012 and 2015.

Table 16: Changes in Incidence of Poverty

Variables	Benchmark Year Level	2012 Level	2012-2015 Core Scenario
Average Annual Growth			
Population			3.5%
GDP per capita			5.4%
GDP, excluding oil, per capita			4.0%
Real Average Annual Growth of Public Expenditure Per Capita			
Education			14.4%
Health			25.6%
Agriculture			4.3
Poverty Rate (at end of period)	46.7% in 2011	46.4%	41.9%

- This remarkable change in the poverty rate is a result of a leap, in 2013, linked to provisional numbers for agricultural production for the 2012/2013 crop year (124% growth compared to the previous year), which will impact the income and consumption of rural households in 2013. In fact, the growth incidence curve shows a striking change in household income in the first decile, concentrated in the rural environment.

Figure 3: Growth Incidence Curve



- All things being equal, the implementation of the policies outlined in the NDP achieves both the rural environment as much as the urban environment. In fact, the poverty rate should fall by 5 percentage points between 2011 and 2015 in urban environment, and by 4.7 percentage points in the rural environment.

Table 17: Changes in Poverty Indicators from 2011 to 2015

	2011	2012	2013	2014	2015
Incidence of Poverty					
CHAD	46.7%	46.4%	42.5%	42.3%	41.9%
Urban Environment	20.9%	21.3%	17.5%	16.6%	15.9%
Rural Environment	52.5%	52.1%	48.1%	48.1%	47.8%
Depth of Poverty					
CHAD	16.5%	16.4%	14.8%	14.8%	14.8%
Urban Environment	5.5%	5.8%	4.4%	4.2%	4.1%
Rural Environment	19.0%	18.9%	17.2%	17.1%	17.2%
Severity of Poverty					
CHAD	8.0%	8.0%	7.1%	7.1%	7.1%
Urban Environment	2.2%	2.3%	1.7%	1.7%	1.7%
Rural Environment	9.3%	9.2%	8.3%	8.3%	8.3%

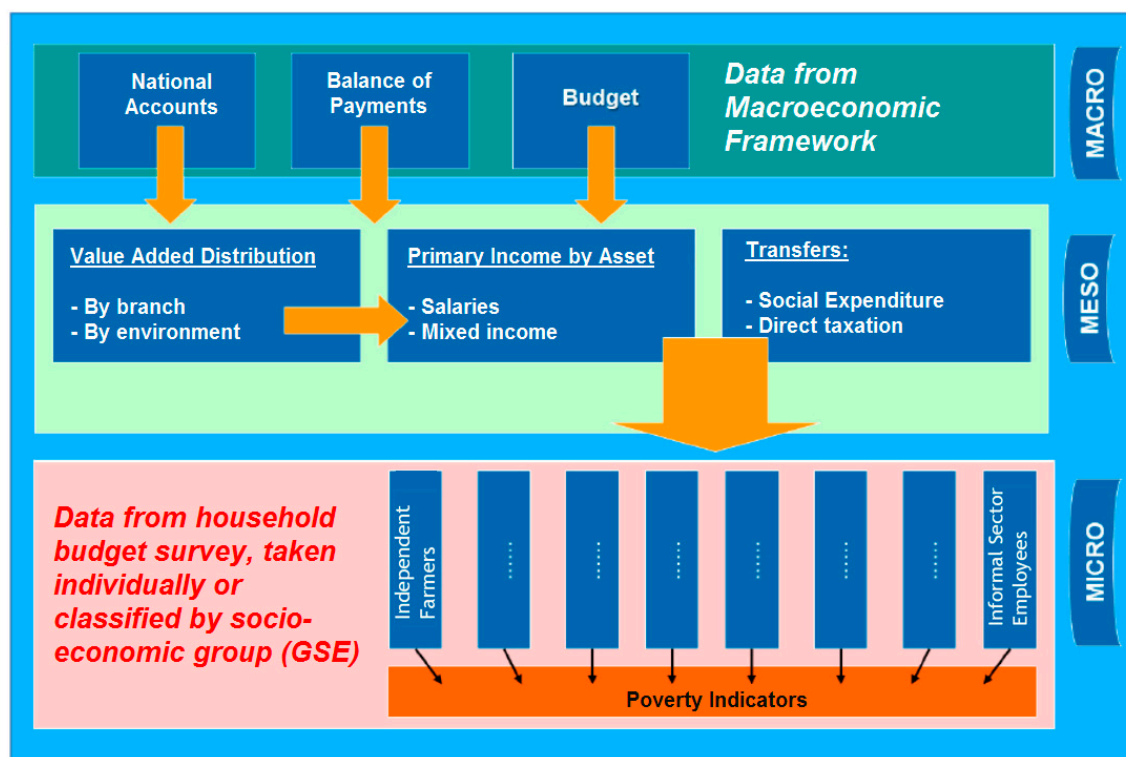
8. Similarly, the depth²⁶ and incidence²⁷ of poverty should be reduced more in the rural environment than in the urban environment. In fact, the depth of poverty in the rural environment should go from 19% in 2011 to 17.2%, whereas in the urban environment it should go from 5.5% to 4.1%. The severity of poverty should reach 8.3% in 2015, compared to 9.3% in 2011 in the rural environment, the national average being 7.1%, compared to 8% in 2011.

²⁶ The depth of poverty indicates the relative difference between the poverty threshold and the average expenditure of poor households. The greater the level of average expenditure below the poverty threshold, the greater the depth of poverty; a calculation is reached just like the sum of all deficits of individuals in poverty (assuming zero deficit for those who are not poor) divided by the total population. It allows the assessment of the total resources required to bring all those concerned above the poverty threshold.

²⁷ The incidence of poverty takes account not only of the difference between the poor and the poverty line (the poverty gap), but also of inequality among the poor. It attributes greater importance to households further from the poverty line.

To carry out micro-simulations directly in the SIGNET model, an “ImpactPauv” page (“Impact-Pov” page) was integrated into the folder. Data compilation was completed on this Global page. Inter-group distributions are represented by individual entries drawn from the ECOSIT III survey database. To calculate the impact of projected growth on a given household’s well being in the macroeconomic framework established by SIGNET, average household expenditure is multiplied by the growth index of available income, as determined by the representative group to which the household belongs.

Model: Illustration of Micro-Simulation Approach in SIGNET



Like most of the suggested tools for linking micro-simulations to macroeconomic projections, household income and/or expenditure is assumed to grow at the same rate as the average rate of net income for the household category to which the household belongs. The hypothesis is then made that the distribution of income within each group does not change.

Besides data on average income variations by Socio-Economic Group (GSE), hypotheses on changes in the cost of living are created to project the poverty threshold. Similarly, hypotheses are made on the growth rate of people in each household category.

The “Micro-Simulation” module integrated in SIGNET allows some poverty indicators for the projection period to be calculated, such as the incidence of poverty (P0), the depth of poverty (P1), and the severity of poverty (P2).

To assess the quality of projected growth and the economic policy planned to achieve it, the question of whether it is in the interest of the poor or not must also be answered. The “Micro-Simulation” module generates a certain number of ratios to guide the user in assessing the simulated growth scenarios. These ratios allow, for example, the construction of growth incidence curves, which are a useful way of analyzing how income (or expenditure) in the different household categories has changed. Whether a specific suggested policy is more favorable to one household group or another can be assessed in this way.

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9. If the pessimistic scenario assumptions are realized, a decline in the macroeconomic framework would ensue, with a discernible decrease in growth rate of activities. The GDP growth rate would be an annual average of 7.1%, compared to 8.9% in the core scenario.
 10. The private sector would be negatively impacted due to the decline in gross exploitation surplus and low attractiveness of the oil sector resulting in a fall in prices.
 11. The trade balance and overall balance of payments would deteriorate over the period and reach 13.2% and 6.7% of GDP respectively in 2015.
 12. Oil income would contract by about CFAF 1,025 billion and non-oil income would also be affected due to the slowdown in economic activity.
 13. In this model, in order to maintain the debt level and debt conditions, public expenditure would have to fall significantly. This situation could halt the implementation of public investment programs. Similarly, public companies would suffer from reduced transfers and subsidies. The result would be a reduction of more than CFAF 239.86 billion in total allocated resources to NDP priority sectors, mainly in transfers and subsidies. Despite these budget policy restrictions, debt ratios would noticeably worsen in 2015, between this scenario and the core scenario; outstanding public debt would go from 21.7% to 27.7% in percentage of overall GDP and from 32.4% to 38.4% in percentage of GDP, excluding oil.
 14. The results of the ambitious scenario for NDP 2013-2015 indicate that the growth rate of overall GDP would increase by 0.8 percentage points in 2013, 2.5 percentage points in 2014, and 4.6 percentage points in 2015, compared to the basic scenario. The oil sector is expected to benefit from anticipated reforms, especially from the effects of lower cost in the factors of production and from improving the efficiency of public companies.
 15. The trade balance would strengthen, going from 17% of GDP in the core scenario to 18.8%, due to increased oil production.
 16. For public finance, revenue effects would be relatively limited. In fact, oil income should post a total increase of CFAF 79.19 billion for the period (in comparison to the core scenario), due to contract clauses signed with new actors. For non-oil income, an improved tax pressure ratio expected of 0.2 percentage points at end 2015 is expected, or an additional income of CFAF 44.9 billion for the 2014-2015 period.
 17. The reforms mentioned above should strengthen the macroeconomic framework by reducing the primary balance, excluding oil, to 14.1% in 2015, compared to 15.4% in the core scenario.
 18. Similarly, public debt ratios (assets as % of GDP, and debt service on non-oil revenue) should improve significantly, by 0.1 and 5.1 percentage points respectively. The outstanding external debt would be reduced by about 0.5 percentage points, going from 16.4% in the basic scenario to 15.9% in the ambitious scenario.
 19. The table below provides a comparison of key macroeconomic and budgetary scenarios following the NDP 2013-2015 scenarios.

	2012	2013					2014					2015				
		Core	Pessimistic	Ambitious	C-P deviation	C-A deviation	Core	Pessimistic	Ambitious	C-P deviation	C-A deviation	Core	Pessimistic	Ambitious	C-P deviation	C-A deviation
Incidence of Poverty	46.4%	42.5%	43.3%	42.4%	-0.8%	0.0%	42.3%	44.1%	41.9%	-1.7%	0.4%	41.9%	44.0%	41.4%	-2.1%	0.5%
Nominal GDP (billions CFAF)	6,601.14	6,713.57	6,051.85	6,712.38	661.72	1.19	7,778.04	6,746.27	7,851.34	1,031.76	-73.31	8,528.16	7,390.80	8,856.58	1,137.36	-328.42
Growth of Real GDP	8.9%	5.8%	3.2%	6.6%	2.6%	-0.8%	13.6%	8.9%	16.1%	4.8%	-2.5%	7.2%	7.6%	11.8%	-0.5%	-4.6%
GDP from Oil	-0.5%	4.5%	4.3%	4.5%	0.1%	0.0%	28.5%	26.8%	30.1%	1.7%	-1.6%	6.3%	6.6%	15.5%	-0.3%	-9.2%
GDP Other	12.6%	6.4%	2.7%	7.5%	3.7%	-1.1%	8.0%	3.7%	10.9%	4.3%	-2.8%	7.4%	7.9%	9.9%	-0.5%	-2.5%
Inflation (HICP ECOWAS)	7.0%	3.0%	3.0%	3.0%	0.0%	0.0%	3.0%	3.0%	3.0%	0.0%	0.0%	3.0%	3.0%	3.0%	0.0%	0.0%
Oil																
Price of Brent Crude (USD/barrel)	112.00	97.50	78.00	97.50	19.50	0.00	95.62	78.00	95.62	17.62	0.00	96.43	78.00	96.43	-78.00	96.43
Price of Oil from Chad	107.50	93.58	74.87	88.45	18.72	5.13	91.78	74.87	90.55	16.91	1.23	92.56	74.87	91.12	-73.64	96.43
Quality Discount (USD/barrel)	4.50	3.92	3.13	9.05	0.78	-5.13	3.84	3.13	5.07	0.71	-1.23	3.87	3.13	5.31	-4.36	96.43
Quantity produced (millions of barrels)	41.91	43.73	43.73	43.73	0.00	0.00	63.60	63.60	64.33	0.00	-0.73	71.84	71.84	73.67	-72.57	96.43
Exchange rate (CFAF/USD)	518.10	520.00	480.00	520.00	40.00	0.00	520.00	480.00	520.00	40.00	0.00	520.00	480.00	520.00	40.00	0.00
					0	0				0	0				0	0
Total Revenues	1,397.87	1,372.87	1,041.63	1,375.97	331.24	-3.10	1,586.83	1,219.56	1,608.47	367.27	-21.64	1,788.87	1,378.94	1,891.32	409.93	-102.45
Oil Revenues	1,035.49	928.61	610.97	928.61	317.64	0.00	1,072.35	739.40	1,076.71	332.95	-4.35	1,212.69	837.86	1,287.52	374.83	-74.84
Non-Oil Revenue	362.39	444.26	430.66	447.36	13.60	-3.10	514.48	480.16	531.76	34.32	-17.28	576.18	541.09	603.80	35.10	-27.61
				0.00	0.00	0.00				0.00	0.00				0.00	0.00
Current Expenditure (billions CFAF)	812.90	813.62	763.62	813.62	50.00	0.00	817.02	817.02	817.02	0.00	0.00	867.24	808.78	786.04	58.46	81.20
Capital Expenditure (Domestic Resources)	508.72	548.24	448.24	548.24	100.00	0.00	547.62	282.39	565.00	265.23	-17.38	600.00	405.00	600.00	195.00	0.00
Capital Expenditure (Foreign Resources)	292.26	187.35	187.35	187.35	0.00	0.00	272.61	272.61	297.61	0.00	-25.00	314.34	314.34	364.34	0.00	-50.00
				0	0	0				0	0				0	0
Primary Balance excl. Oil (% GDP)	-20.1%	-18.1%	-15.9%	-18.0%	-2.2%	-0.1%	-18.1%	-15.9%	-18.0%	-2.2%	-0.1%	-15.4%	-9.9%	-14.1%	-5.5%	-1.3%
Basic Fiscal Balance (% GDP)	1.2%	0.2%	-2.8%	0.2%	3.0%	0.0%	0.2%	-2.8%	0.2%	3.0%	0.0%	2.9%	3.3%	3.7%	-0.4%	-0.8%
Overall Cash Balance (% GDP)	-4.3%	-2.6%	-5.8%	-2.5%	3.1%	-0.2%	-2.6%	-5.8%	-2.5%	3.1%	-0.2%	-1.0%	-1.2%	-0.5%	0.2%	-0.5%
				0	0	0				0	0				0	0
% Wages/Tax Revenue	27.1%	31.6%	41.0%	31.5%	-9.4%	0.1%	31.6%	41.0%	31.5%	-9.4%	0.1%	37.0%	47.6%	36.3%	-10.6%	0.6%
% Wages/Non-Oil Tax Revenue	85.4%	82.7%	85.5%	82.1%	-2.8%	0.6%	75.3%	85.5%	82.1%	-10.2%	-6.8%	75.3%	81.1%	72.7%	-5.8%	2.6%
Non-Oil Tax Revenue/GDP	7.2%	8.5%	8.5%	8.6%	0.0%	-0.1%	8.5%	8.5%	8.6%	0.0%	-0.1%	9.1%	9.1%	9.3%	0.0%	-0.2%
Total Government Debt Outstanding (% GDP)	24.8%	24.2%	30.1%	24.4%	-5.9%	-0.2%	24.2%	30.1%	24.4%	-5.9%	-0.2%	22.0%	28.3%	22.0%	-6.3%	0.1%
Total Government Debt Outstanding (% Revenue)	117.3%	118.5%	174.8%	119.0%	-56.4%	-0.5%	108.1%	156.6%	107.3%	-48.5%	0.8%	103.7%	148.6%	98.6%	-44.9%	5.1%
% Debt Serviced to Non-Oil Revenue	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Balance of Payments										0.0%	0.0%				0.0%	0.0%
Trade Balance as % GDP	13.8%	7.9%	2.8%	7.8%	5.1%	0.1%	15.2%	12.3%	14.7%	2.9%	0.5%	17.0%	13.2%	18.8%	3.8%	-1.8%
Overall Balance as % GDP	4.1%	3.0%	-2.2%	2.8%	5.1%	0.1%	10.6%	7.3%	10.4%	3.3%	0.2%	11.6%	6.7%	14.2%	4.8%	-2.6%
Outstanding Foreign Debt as % GDP	17.9%	17.4%	22.5%	17.6%	-5.1%	-0.2%	17.9%	18.0%	18.0%	-0.1%	-0.1%	16.4%	16.4%	15.9%	0.0%	0.5%
Private Investment as % GDP	8.6%	13.0%	8.6%	8.6%	4.5%	4.5%	10.6%	10.8%	10.5%	-0.2%	0.1%	9.6%	9.0%	9.4%	0.6%	0.2%

Table 18: comparaison des principaux indicateurs macroéconomiques et budgétaires suivant les scénarii

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20. Over the period of the plan, the Government also intends to control public expenditure further and increase the level of budget income.
 21. The basic fiscal balance is projected in excess of 1% of GDP between 2012 and 2015. These additional expected resources over the period will be used to meet recurrent costs of investment.
 22. The general price level will remain at a compatible level with CEMAC convergence criteria, an annual average 3% over the 2012-2015 period.
 23. Overall, the aim of an annual growth rate of 8.9% is based on measures taken by the government to boost growth in the rural sector, promote the private sector and SMEs, develop production supply capacity in other sectors with potential for growth and decent employment, and build infrastructure support.
 24. However, attaining these results also presupposes that vigorous measures are taken to mobilize and enhance the country's human capital in human and natural resources, as well as improve the governance of sustainable development.

CHAPTER IV. IMPLEMENTATION AND MONITORING AND EVALUATION ARRANGEMENT

A. Review of NPRS Arrangement

1. The direction and monitoring/evaluation arrangement of NPRS 1 and 2 included two structures. At strategic level, the High-Level Oversight Committee, which acted as the NPRS decision and steering body, was chaired by the Prime Minister. At operational level, the High-Level Oversight Committee was supported by three bodies responsible for the strategy's implementation: i) The NPRS Steering Committee, assisted by the Technical Secretariat of the Poverty Observatory, ii) the Communication Unit, and iii) sector and local agencies, technical interfaces for implementation, and monitoring and evaluation of priority actions.
2. The arrangement produced mixed results, however. There were significant problems during implementation, due largely to inadequate working methods. Planning and programming tools were in place (the NPRS paper, the program budget, the MTEF, and the good will of development partners on the project), but these did not work because members of the High-Level Oversight Committee failed to attend meetings and the Government/Partner consultation process had no clear framework. The actors assigned observatory roles, ownership of the strategy by the sectors, and the Regional Monitoring Committee all performed badly. Finally, there was a lack of appropriate budget nomenclature, and of PAP and Budget correlation.
3. Learning from this experience, the Government intends, for the present PND 2013-2015, to put in place an innovative arrangement allowing it to have a permanent and effective tool to observe and analyze the development of PND 2013-2015 implementation, the monitoring and evaluation system for which will be based on the principles of Results-Based Management (RBM) and on action matrixes with defined results, responsibilities and deadlines. A battery of quantitative and qualitative performance and impact indicators will support this.

Box 5: PND 2013-2015 Implementation Arrangement

PND Implementation

The sectors will implement the PND through the priority action programs (PAPs), taking account of domestic and foreign resources. Sector ministries, in collaboration with development partners, the private sector, and the civil society organizations involved in these sectors will carry out the PAPs and produce monitoring reports to inform decisions based on the progress of their activities.

PAP-Government Budget Reconciliation

Integrating PND implementation funds into the budgeting process will avoid duplication, create expenditure synergy, and speed of execution. This should also confirm the PND's responsibility for consolidating debt reduction and poverty reduction, and for mobilizing resources to achieve MDGs. The Government will make use of interventions by local communities, NGOs and the Public Private Partnership (PPP).

Integrating resources mobilized within this framework into the Planning-Programming-Budgeting process is important, enhancing accountability, transparency, and responsibility when managing donor funds to finance PND-defined activities.

Plan implementation will strengthen the partnership with bilateral and multilateral donors, who have been asked to coordinate support in terms of volume, procedure, and monitoring and evaluation. To further this new

partnership, donors must strengthen synergies among different methods of official development assistance, in this way complying with the principles of the Paris Declaration (2005) and the Accra Agenda for Action (2008) on the effectiveness of official development assistance. Donors will be encouraged to prioritize budget support and integrate project funding into an overall, and/or sector, program approach, or within a common pool of resources to finance PND priority activities at the very least.

Linking the PND and the Government budget will be done as follows: from now on, actions planned in the PND will be implemented in perfect alignment with national budget tools to move essential programs forward, provide public services, and support the economy's competitive advantage. Specifically, in the framework of pluriannual budget programming, systematic care must be taken to maintain consistency between both PAP and PND and the Finance Law and the *Programme Triennal d'Investissements Publics* (Triennial Public Investment Program) (PTIP).

B. Monitoring PND 2013-2015 Implementation

1. To ensure that objectives are achieved, monitoring changes in indicators is essential. Objectives and indicators must therefore be clear and in line with priorities.

Roles and Responsibilities of Sector Ministries

2. Each sector Minister will entrust the monitoring and evaluation manager with collecting and analyzing data on sector indicators. Monitoring operations will allow the study of trends and outcomes for each year of the 2013-2015 period. Data will identify the strengths and weaknesses in PND 2013-2015 implementation for potential amendment by the Minister. The monitoring report will cover, among other things, (i) completed programmed activities, (ii) expenditure, and (iii) statistics on indicators. An agreed format for reports will help conform reporting from the various Ministries for an overall summary.

The Role of the Ministry of Planning

3. The Department for Monitoring and Evaluation of the Ministry of Planning will be responsible for overall monitoring of PND 2013-2015 indicators on the development of the macroeconomic framework, based on sector monitoring reports and in consultation with the Ministry of Finance and Budget. An annual report on PND 2013-2015 implementation will be produced.
4. The role of INSEED. As the reference organization for statistics in Chad, INSEED will monitor the quality of statistics, advice, and support for the various ministries preparing and producing statistics. INSEED will supervise the consistency of data and their value for Chad's development.

Direction, Coordination, and Consultation Arrangement

5. Ensuring on a regular and ongoing basis that implementation of the arrangements designed to monitor and evaluate PND 2013-2015 implementation is effective at political level, and that keys actors coordinate and consult well, is essential. To achieve this, a High-Level Interministerial Steering Committee and a Technical Steering Committee will be created, comprising the main actors from the private sector and civil society, regional committees, and a cooperative framework of technical and financial partners. Based on lessons from the NPRS, making human and financial resources available for this is key.

High-Level Interministerial Steering Committee (*Haute Comité Interministériel d'Orientations*)

6. The PND 2013-2015 Interministerial Steering Committee is the political body supervising PND 2013-2015 implementation. It is responsible for: (i) examining and evaluating the plan's implementation, drawing conclusions, and making policy, (ii) taking the necessary measures to reach PND 2013-2015 objectives, and (iii) supporting mobilization of the necessary resources to finance PND 2013-2015.
7. It is chaired by the Prime Minister, who is Head of the Government, and its secretariat is provided by the Ministère du Plan, de l'Economie et de la Coopération Internationale (Ministry for Planning, the Economy, and International Cooperation), which will organize meetings, prepare necessary documents, and take minutes. It will approve and publish reports produced by the PND 2013-2015 Interministerial Technical Steering Committee.
8. Decisions made following these meetings will be enacted by the Government, meeting once every six months in ordinary session, and at any other time deemed necessary by the Prime Minister. The High-Level Interministerial Committee is created by resolution of the Prime Minister.

The Technical Steering Committee (*Comité Technique de Pilotage – CTP*)

9. The Technical Steering Committee is the arrangement's technical body. Its main mission is to monitor and evaluate overall PND 2013-2015 implementation and to suggest necessary adjustments and corrections. It is responsible for the technical validation of the annual monitoring reports of PND 2013-2015 implementation and MDGs produced by the Department for Monitoring and Evaluation of the Ministry responsible for the Plan, and is responsible also for the CTP's technical secretariat.
10. The CTP comprises representatives from the public sector (Secretaries-General of the ministerial departments involved in the PND 2013-2015 implementation, or their representatives), the private sector, NGOs, Civil Society Organizations, representative of Parliament's Plan Commission, and from the Collège de Contrôle et de Surveillance des Revenus Pétroliers (Oil Revenues Control and Monitoring Board). It is chaired by the Secretary-General of the Ministry responsible for the Plan, assisted by a 1st Deputy Chair from the private sector, a 2nd Deputy Chair, who is the Secretary-General of the Ministry of Finance and Budget. The MPECI Department for Monitoring and Evaluation is responsible for its technical secretariat. The CTP meets once every three months and is created by resolution of the Minister responsible for the Plan, who is responsible for the overall supervision of CTP activities.
11. The PND 2013-2015 Technical Steering Committee is responsible for the following: (i) distributing the PND 2013-2015 document and MDG reports, (ii) ensuring ownership by all involved actors, (iii) ensuring consistency of projects and sector, intersector, regional, and local programs with PND 2013-2015, (iv) approving annual sector work plans, and (v) approving sector reports and summary reports. It is created by resolution of the Minister responsible for the plan, who is responsible for overall supervision.

PND 2013-2015 Regional Monitoring Committees (*Comités régionaux de suivi – CRS*)

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12. The CRSs bring together all actors involved in their area in terms of development. The current Regional Development Committees will be used. They are responsible for monitoring PND 2013-2015 implementation in the regions. As such, they gather and analyze regional data, produce monthly and annual reports, and make recommendations for accelerating the implementation process of PND 2013-2015 priority actions at regional level. The periodic reports produced in the regions by the Regional Monitoring Committees are sent to the PND 2013-2015 implementation Technical Steering Committee.
 13. The Regional Committees are the consultation framework for political, technical, and administrative officials, leaders, local communities, private sector representatives, and CSOs on regional development issues. They are chaired by the Governors. Regional Delegates of the Ministry responsible for the plan provide its secretariat, assisted by economic advisers. In case the Plan's delegate is absent, the Governor may designate any other delegate with the required skills.

Framework for Consultation with Technical and Financial Partners (TFPs)

14. The current operational framework in Chad, which is working well, should ensure and support Government-Partner consultation in PND 2013-2015 implementation in the spirit of the Paris declaration. Foreign financing will fund PND 2013-2015 priorities in a coordinated way. Reports on PND 2013-2015 implementation will be examined with the Partners, and the Partners' sector leaders will be in touch with the sector Ministries to implement the PND at sector level. Partner support will be invaluable in mobilizing the necessary financial resources to finance PND 2013-2015, as well as for implementation support, and monitoring and evaluation.

C. Evaluation of PND 2013-2015

1. Evaluation of PND 2013-2015 will be done at the end of the program. It will aim to compare objectives and achieved outcomes, explain gaps and deviations, and suggest corrective measures to improve efficiency, effectiveness, and sustainability of future policies and programs. It will measure trends revealed by indicators, and allow an estimate to be made of the quality, or inadequacy, of planned actions. It will be an important tool in preparing the next Development Program.
2. This evaluation will be done in 2015 by the CTP in collaboration with all actors involved in PND 2013-2015 implementation, and its results will be published and discussed with all parties. The evaluation will be extended to include MDG achievements.

D. Communication Strategy for PND 2013-2015

Intense communication of the plan will be aimed at the public, and details of its sector and overall results made publicly available. Several media formats will be used. The Government will report on outcomes and on its performance in implementing the plan.

E. AFTER PND 2013-2015 AND THE 2025 VISION

1. To advance the President of the Republic's vision to turn Chad into an emerging country by 2025, the objectives, programs, and stages required to achieve this will be defined in 2013.
2. The President of the Republic, Head of State, His Excellency Idriss Deby Itno, has described his vision for Chad by 2025 as follows:

1. *To make Chad into a middle-income country, supported by diversified and sustainable sources of growth, creating added value and employment;*
2. *To catch up socially and thus allow every Chadian to have easy and permanent access to healthy and plentiful food, to good basic social services, decent housing, and a good education.*
3. This is the first time that the Chad government has made a decisive commitment to define long-term, clear, and ambitious development objectives.
4. For such an ambitious project to be guaranteed success requires all actors in Chad responsible for its implementation to understand, adopt and own the project – the ministries, the regions, the private sector, civil society, non-governmental organizations, the academic community, the media, national and local elected representatives, etc. There will have to be a national debate on the vision and the resources to implement it. The various short, medium, and long term plans and programs will have to be better reconciled with sector policies and the strategies focused on development objectives, based on this vision.
5. Transforming Chadian society in such a relatively short time will require great effort from every actor. This will only be possible if all are convinced that their lives and that of their family will change by 2025, and that the Government can reassure them of its commitment to achieve results and report on its performance.
6. Work will begin in the first quarter of 2013 and will aim to:
 - a. Ensure a participative process for a concerted vision of Chad's strategic development for 2025; a vision, to which the majority of the population will have become party because it will have been consulted.
 - b. Adopt a document for this vision, capable of leading the transformation of Chadian society in the medium and long term, with a clearly defined program, complete with indicators for stages, results, and impacts to ensure that the objectives set by the President of the Republic can be reached.
7. The exercise will require thorough, open, and shared deliberation. The various sectors of Chadian society will have to be able to express their needs and desires in the context of this vision. This will also be an opportunity to gain from and share the experience of other countries and development partners, and to learn lessons for Chad.
8. The quality and importance of the final document requires a multi-disciplinary team to be put in place, made up of competent and motivated people; they should be able to complete work of careful deliberation, include the aspirations of all, and understand the burdens weighing on the Chadian economy, as well as its potential and opportunities, and produce a document that will respond to the concerns of the population and its leaders, and take account of external requirements at the same time.
9. The need for national participation and ownership will involve meetings at national, regional, sector, etc., level and an iterative approach to reach national consensus.
10. Preparing this vision is a unique event for Chad. An opportunity to share in a vision, which we wish to impart on the country, and an ambitious and realistic projection for the future, full of hope for our young people. It will also be an opportunity for debate and bring Chadians closer together around a common vision.
11. The Government has the opportunity to conduct this exercise and achieve the wish of the Head of State, who has instructed it accordingly. Discussion will lead to agreement on the

most appropriate time frame, but the exercise is announced with great hope and will certainly be met with considerable enthusiasm.

- 12.** The exercise will allow definition of the next strategic program to follow PND 2013-2015 implementation, in the context of this vision. Teams will be set up during the first quarter of 2013, when work will begin.

Annex 1: Detailed Costs of the PND 2013-2015 by Pillars and Sectors

Sector	Sub-sector	Total Cost	Still Required	% Required
PILLAR 1		2,454,475,436,667	1,182,721,594,260	48%
Productive Water		209,607,815,380	98,241,815,380	47%
	Water Management for Agricultural Irrigation	187,016,815,380	92,091,815,380	49%
	Livestock Water Supply	20,516,000,000	6,150,000,000	30%
	Increasing Water Resources	2,075,000,000		0%
Crop Production		133,736,257,416	27,200,986,468	21%
	Restoration of Soil Fertility	18,581,036,468	18,474,536,468	99%
	Intensification and Diversification	105,277,070,448	8,858,450,000	8%
Livestock Production		331,875,441,962	228,917,071,963	70%
	Veterinary and Zootechnical Drug Supply	221,038,391,962	142,080,021,963	64%
	Livestock Sector Development	153,215,000,000	129,215,000,000	84%
	Support Small Ruminants Breeding	418,300,000	418,300,000	100%
	Supporting Pig Breeding	203,750,000	203,750,000	100%
Fisheries		31,205,100,000	27,014,100,000	87%
Timber and Non-Timber Production		24,012,950,000	21,962,950,000	91%
Growth Industry		315,000,000	0	0%
	Supporting Beekeeping Development	315,000,000	0	0%
Jobs and Training		28,707,000,000	0	0%
SMEs		45,626,448,801	45,626,448,801	100%
Oil		8,580,000,000	0	0%
Mining		100,634,357,630	81,820,000,000	81%
Industry		97 568 200 000	97,568,200,000	100%
	Processing of Plant Products	1,952,500,000	1,952,500,000	100%

Sector	Sub-sector	Total Cost	Still Required	% Required
	Processing of Animal Products	49,528,250,000	49,528,250,000	100%
	Processing of Fisheries Products	165,750,000	165,750,000	100%
	Institutional Support to the Ministry of Trade and Industry	117,450,000	117,450,000	100%
	Reinforcing Support Infrastructures	40,000,000,000	40,000,000,000	100%
Trade		23,150,150,000	23,090,150,000	100%
	Enhancing Trade Support Infrastructures	20,234,150,000	20,174,150,000	100%
	Storage and Conservation of Plant, Animal, and Fisheries Products	2,630,000,000	2,630,000,000	100%
	Marketing Products of Vegetal, Animal, and Fish Origins	286,000,000	286,000,000	100%
Handicrafts		10,350,000,000	10,350,000,000	100%
Tourism		5,954,000,000	0	0%
Financial Sector		58,435,000,000	0	0%
	MFIs	57,985,000,000		0%
	Commercial Banks	450,000,000		0%
Transportation Infrastructure		910,016,464,258	199,067,352,829	22%
Energy		25,885,607,401	14,000,000,000	54%
ICTs		26,694,503,130	13,199,373,130	49%
Public Works		250,000,000,000	250,000,000,000	100%
Research and Development		10,800,145,609	10,300,145,609	97%
Regional Integration		106,458,000,000	0	0%
Mobilizing Skills and Abilities of the Diaspora		14,453,000,000	14,253,000,000	99%
PILLAR 2		915,633,541,007	238,917,761,575	26%
Education		277,043,461,575	69,423,461,575	25%
	General, Technical, and Professional Elementary, Middle, and High School Education	245,084,400,000	40,964,000,000	18%

Sector	Sub-sector	Total Cost	Still Required	% Required
	Higher Education and Scientific Research	105,137,461,575	91,637,461,575	87%
Health		355,805,078,559	0	0%
Nutrition		34,620,967,922	0	0%
Clean drinking water		82,989,570,000	72,275,000,000	86%
Hygiene and Sanitation		5,550,000,000	5,550,000,000	100%
Social Protection, Equity Promotion, and Gender Equality		38,144,732,951	0	0%
Population		6,370,000,000	0	0%
Housing		106,990,700,000	77,990,700,000	73%
Leisure/Youth/Sport		14,983,600,000	14,983,600,000	100%
Culture		2,445,000,000	1,220,000,000	50%
PILLAR 3		197 577 600 000	86 069 254 000	44%
Environment		197,577,600,000	86,069,254,000	44%
PILLAR 4		76,511,625,734	4,699,000,000	6%
Governance		76,511,625,734	4,699,000,000	6%
TOTAL COST FOR PND		3,726,785,173,408	1,577,110,609,835	42%

Annex 2: Priority Action Plan

PRIORITY ACTION PLAN 2013–2015

Strategies	Actions/ Programs /Projects	Implemen- tation Agency	A c t i o n I n d i c a t o r s		Financing				201 3	201 4	201 5
					Amou nt	State	TFPs	STILL NEEDE D			
Pillar 1: Promoting Production Supply and Decent Employment											
Priority 1: Rural Sector Development and Food Security											
Sub-Priority 1: Productive Water											
(S1) Water Management for Agricultural Irrigation	Development of Hydro- Agricultural Improvement s and Equipment	Ministry of Agricu lture & Irriga tion (M.A.I.)	La nd de vel op ed	3, 63 0 ha	161,679,7 90,000	80,000,0 00,000		81,679,7 90,000	50,000,00 0,000	80,000,0 00,000	31,679, 790,00 0
	Construction of Water Dams for Off- Season Crop Irrigation and Livestock Water	M.A.I.	La nd irri gat ed		4,500,000 ,000	4,500,00 0,000			3,375,000 ,000	562,500, 000	562,50 0,000
	Development of a Channel to Supply the Perimeters of the Polders in Lake Chad	M.A.I.			20,000,00 0,000	10,000,0 00,000		10,000,0 00,000	7,000,000 ,000	6,000,00 0,000	7,000, 000,00 0
	Educating Farmers on the Maintenance of Water Management Equipment	M.A.I.			189,000,0 00			189,000, 000	63,000,00 0	63,000,0 00	63,000 ,000
	Study Funds	M.A.I.			223,025,3 80			223,025,3 80	223,025,3 80		
	Development Project of 1000 ha in N'gouri	M.A.I.			425,000,0 00		425,000, 000			350,000, 000	75,000 ,000

(S2) Livestock Water Supply	Construction, Development, and/or Reconstitution of Pastoral Water Sources	Hydraulic			6,150,000,000	6,150,000,000			1,050,000,000	2,300,000,000	2,800,000,000
	Establishment and/or Reconstitution of Thermal, Solar, or Wind-Powered Pastoral Pumping Stations and of Agrometeorological and Hydraulic Stations	Hydraulic			6,150,000,000			6,150,000,000	1,050,000,000	2,300,000,000	2,800,000,000
	Water Resource User Awareness and Training of Management Committees	Hydraulic			282,600,000	282,600,000			282,600,000		
	Pastoral Water Program in Central Chad, Phase 2 (ALAFIA)	Hydraulic			5,483,400,000		5,483,400,000		1,000,000,000	2,000,000,000	2,483,400,000
	Pastoral Water and Resource Management Project in Sahelian Areas (PROHYPA)	Hydraulic			2,450,000,000	1,000,000,000	1,450,000,000		400,000,000	850,000,000	1,200,000,000
(S3) Increasing Water Resources	Mapping Water Resources in Chad (RésEau 1)	Hydraulic			2,075,000,000		2,075,000,000		1,000,000,000	600,000,000	475,000,000
Total for Productive Water					209,607,815,380	101,932,600,000	9,433,400,000	98,241,815,380	65,443,625,380	95,025,500,000	49,138,690,000
Sub-Priority 2: Crop Production											
(S1) Restoration of Soil Fertility	Awareness of Techniques for Re-establishing Soil Fertility	M.A.I.			18,474,536,468			18,474,536,468		15,395,447,057	3,079,089,411
		M.A.I.			12,500,000	12,500,000			12,500,000		
	Development of Educational Tools and Fact Sheets	M.A.I.			3,750,000	3,750,000			3,750,000		
	Capacity Building of	M.A.I.			2,750,000	2,750,000			2,750,000		

	Government and Non-Government Agencies on Soil Restoration									
	Training of Producers on Soil Restoration Techniques	M.A.I.			75,000,000	75,000,000			75,000,000	
	Promoting Agroforestry	M.A.I.			12,500,000	12,500,000			12,500,000	
(S2) Intensification and Diversification of Crop Production						-				
	Agricultural Production Crisis Support Project (PAPAT)	M.A.I.			17,728,000,000	7,728,000,000	10,000,000,000		4,432,000,000	6,648,000,000
	WFP Chad Program	M.A.I.			16,874,000,000		16,874,000,000		7,874,000,000	4,000,000,000
	Various Projects (Network Management and Technical Assistance)	M.A.I.			9,183,398		9,183,398		9,183,398	
	Project for Rural Development in Guéra (PADER-G)	M.A.I.			6,450,000,000	2,000,000,000	4,450,000,000		2,100,000,000	2,300,000,000
	FAO Cooperation Program-Chad	M.A.I.			3,955,236,750		3,955,236,750		1,000,000,000	2,000,000,000
	Supporting the Creation of a National Supply of Fertilizer and Crop-Protecting Products	M.A.I.			27,715,000,000	27,715,000,000			7,715,000,000	12,000,000,000
	Creating a National Supply of Seed	M.A.I.			7,466,800,800	7,466,800,800			2,000,000,000	3,000,000,000
	Developing Quality Seed Production and Multiplication	M.A.I.			330,000,000	330,000,000			200,000,000	130,000,000
	Supporting the Creation of a Agricultural Equipment Supply Center	M.A.I.			16,995,000,000	11,069,950,000	5,925,050,000		6,000,000,000	5,000,000,000
	Training of Tractor Drivers and Local Farmers	M.A.I.			200,000,000	200,000,000			50,000,000	80,000,000

	for the Manufacturing of Production Tools										
	Building of Agricultural Capacities on Arrangement of Principal Crops	M.A.I.			150,000,000	150,000,000			40,000,000	60,000,000	50,000,000
(S2.2) Roots and Tubers	Production of Improved Crops	M.A.I.			165,000,000	165,000,000			65,000,000	70,000,000	30,000,000
	Supervisor and Producer Capacity Building (CEP)	M.A.I.			9,600,000	9,600,000			9,600,000		
(S2.3) Market Gardening	Market Gardening Zones Land Use and Equipment	M.A.I.			4,600,000,000	2,000,000,000		2,600,000,000	1,600,000,000	2,000,000,000	1,000,000,000
	Creating a Outreach Center for the Retail of Market Gardening Inputs	M.A.I.			66,000,000			66,000,000	66,000,000		
	Capacity Building of Overseeing Institution (Public Services, NGOs, Private Organizations) in the Market Gardening Sector	M.A.I.			2,500,000			2,500,000	2,500,000		
	Educating Producers on the Arrangement of Market Garden Crops	M.A.I.			99,900,000			99,900,000	40,000,000	59,900,000	
(S2.4) Fruit Trees	Aborioculturist Capacity Building	M.A.I.			33,000,000			33,000,000	33,000,000		
(S2.5) Cotton	Revival of Cotton Production	M.A.I.			12,306,000,000	12,306,000,000		-	1,788,200,000	9,178,800,000	1,339,000,000
Total for Crop Production					133,736,257,416	71,246,850,800	35,288,420,148	27,200,986,468	35,130,983,398	58,079,184,607	40,526,089,411
Sub-Priority 3: Livestock Production											
(S 2 and 3). Veterinary and Zootechnical Drug Supply and Institutional Capacity Building	Project to Support the Cattle Industry— Meat, Cooking (PAFIB)	Livestock			2,800,000,000		2,800,000,000		1,200,000,000	850,000,000	750,000,000
	Cattle Stock Project	Livestock			2,370,000		2,370,000		2,370,000		
	General Inventory	Livestock			1,630,000		130,000,	1,500,00	130,000,0	750,000,	750,00

	Project of Livestock Farms				,000		000	0,000	00	000	0,000
	Project to Support the Development of the Livestock Sector in Chad (PADIAT)	Livestock			170,977,521,962	58,999,999,999	10,600,000,000	101,377,521,963	28,274,600,000	82,873,285,981	59,829,635,981
	Rural, Pastoral, and Migratory Infrastructure Project (PIRPT)	Livestock			6,150,000,000	2,000,000,000	4,150,000,000		1,050,000,000	2,300,000,000	2,800,000,000
	Production Capacity Building and the Distribution of Livestock Feed	Livestock			60,000,000	60,000,000			60,000,000		-
	Livestock Farmer Capacity Building in Feed Preparation and the Use of Agro-Industrial By-Products	Livestock			150,000,000	150,000,000			50,000,000	60,000,000	40,000,000
	Creating Village Veterinary Pharmacies	Livestock			66,000,000	66,000,000			20,000,000	16,000,000	30,000,000
(S 1) Livestock Sector Development	Supporting the Establishment of Familial Poultry Production Units	Livestock			900,000,000			900,000,000	300,000,000	400,000,000	200,000,000
	Supporting the Establishment of Rabbit Breeding Units	Livestock			250,000,000			250,000,000	100,000,000	50,000,000	100,000,000
	Educating Producers on Appropriate Farming Techniques for Rabbits and Poultry	Livestock			52,500,000			52,500,000	30,000,000	20,000,000	2,500,000
	Project in Support of Developing the Camel-Breeding Industry	Livestock			24,000,000,000			24,000,000,000		12,000,000,000	12,000,000,000
	Project for the Development of the Horse-Breeding Industry	Livestock			14,000,000,000			14,000,000,000		7,000,000,000	7,000,000,000
	Support Project for	Livestock			5,700,000			5,700,000		2,350,000	3,350,000

	the Meat-Livestock Sector				,000			0,000		0,000	00,000
	Support Project for the Center for Quality Control of Foodstuffs (CECOQDA)	Livestock			10,500,000,000			10,500,000,000		5,250,000,000	5,250,000,000
	Support Project for Ranch Development	Livestock			38,000,000,000			38,000,000,000			
	Construction and Equipping of a Veterinary Pharmaceutical Firm	Livestock			24,000,000,000		24,000,000,000			12,000,000,000	12,000,000,000
	Construction and Equipping of a Livestock Feed Factory	Livestock			5,000,000,000			5,000,000,000		2,500,000,000	2,500,000,000
	Construction and Equipping of 50 Modern Butcheries	Livestock			5,000,000,000			5,000,000,000			
	Project in Support of Building Resiliency and Developing Livestock Farming in Oases	Livestock			60,000,000,000			60,000,000,000		15,000,000,000	45,000,000,000
	Project for the Construction of Slaughter Areas	Livestock			5,000,000,000			5,000,000,000		2,500,000,000	2,500,000,000
	Training/Retraining of Technical Service Agents, Auxiliary Personnel, and Vaccinators	Livestock			15,000,000			15,000,000	15,000,000	-	-
(S1.1) Supporting Small Ruminants Breeding	Training/Retraining of Supervisors	Livestock			3,300,000			3,300,000	3,300,000	-	-
	Training of Producers and Assistants	Livestock			15,000,000			15,000,000	-	15,000,000	-
	Support for Developing Small Goat and Sheep Farms	Livestock			400,000,000			400,000,000	150,000,000	100,000,000	150,000,000
(S1.2) Supporting Pig Breeding	Support for Pork Production Start-Up Units	Livestock			200,000,000			200,000,000	100,000,000	50,000,000	50,000,000
	Appropriate Pork Farming Training	Livestock			3,750,000			3,750,000	3,750,000	-	-

Total for Livestock Production					331,875,441,962	61,275,999,999	41,682,370,000	228,917,071,963	31,489,020,000	146,084,285,981	154,302,135,981
Sub-Priority 4: Fisheries											
S(1) Improvement, Intensification, and Diversification of Fisheries	Project to Promote Inland Fisheries and Aquaculture in the CEMAC Zone (PPCA)	Environment			791,000,000		791,000,000		391,000,000	250,000,000	150,000,000
	Project to Develop the Fishing Industry	Environment			3,400,000,000	1,500,000,000	1,900,000,000		1,000,000,000	1,500,000,000	900,000,000
	Sustainable Fishing Awareness	Environment			6,500,000,000			6,500,000,000	2,500,000,000	2,350,000,000	1,650,000,000
	Creating a Fish Breeding Center	Environment			416,700,000			416,700,000	216,700,000	50,000,000	150,000,000
	Support to the Development of Fish Farming	Environment			12,000,000			12,000,000	12,000,000	-	-
	Development of Aquaculture in Ponds and Rice Fields	Environment			19,960,000,000			19,960,000,000	17,690,000,000	1,450,000,000	820,000,000
	Training of Fish Farmers	Environment			5,400,000			5,400,000	5,400,000		
	Building the Production of Spirulina	Environment			120,000,000			120,000,000	100,000,000	20,000,000	
Total for Fisheries					31,205,100,000	1,500,000,000	2,691,000,000	27,014,100,000	21,915,100,000	5,620,000,000	3,670,000,000
Sub-Priority 5: Timber and Non-Timber Production											
S(1) Enhancing the Value of Timber and Non-Timber Products, Including Wildlife	Project Supporting the Gum Arabic Industry (PAFGA)	Environment			2,050,000,000	205,000,000	1,845,000,000		800,000,000	750,000,000	500,000,000
	Strengthening the Gum Harvest	Environment			20,000,000			20,000,000	20,000,000		
	Supporting the Preservation and Restoration of Shea and Néré Plantations	Environment			3,213,150,000			3,213,150,000	803,287,500	1,204,931,250	1,204,931,250
	Creating Shea Tree Processing Units	Environment			30,000,000			30,000,000	30,000,000		
	Creating Néré Processing Units	Environment			6,000,000			6,000,000	6,000,000		
	Shea Tree and Néré Product Processing	Environment			99,000,000			99,000,000	45,000,000	54,000,000	-

	Techniques Training									
	Strengthening the Potential of Date Palms	Environment			18,560,000,000			18,560,000,000	4,640,000,000	6,960,000,000
	Creating Date Processing Units	Environment			14,400,000			14,400,000	14,400,000	
	Date Processing Training	Environment			5,400,000			5,400,000	5,400,000	
	Awareness/Information on Hunting Regulations and the Role of Wildlife Resources in Food Security	Environment			5,000,000			5,000,000	5,000,000	
	Rational Wildlife Management	Environment			10,000,000			10,000,000	10,000,000	
Total for Timber and Non-Timber Production					24,012,950,000	205,000,000	1,845,000,000	21,962,950,000	6,379,087,500	8,968,931,250
Sub-Priority 6: Growth Subsectors										
S(1) Supporting Beekeeping Development	Establishing Honey Processing Facilities	Environment			80,000,000	80,000,000			11,000,000	29,000,000
	Training Beekeepers on the Production of Improved of Semi-Modern Hives (Kenyan Hives)	Environment			115,000,000	115,000,000			35,000,000	30,000,000
	Beekeeper Capacity Building	Environment			120,000,000	120,000,000			25,000,000	40,000,000
Growth Subsectors Total					315,000,000	315,000,000	-	-	71,000,000	99,000,000
Priority 1 Total					730,752,564,758	236,475,450,799	90,940,190,148	403,336,923,811	160,428,816,278	256,400,846,642
Priority 2: Employment Creation and Training										
S(1) Promoting Rural and Urban Youth Employment	Youth Employment Program in Chad	Civil Service			14,427,000,000	14,427,000,000			3,606,750,000	5,410,125,000
S(2) Enhancing the Legislative, Institutional, Organizational, and Social Environment for Employment	Decent Work Country Program	Civil Service			11,000,000,000	5,000,000,000	6,000,000,000		2,750,000,000	4,125,000,000
S(4) Human Resources, Employability, and Professional Training Development	Support Program for Professional Training	Civil Service			3,280,000,000		3,280,000,000		820,000,000	1,230,000,000

Priority 2 Employment Creation and Training Total				28,707,000,000	19,427,000,000	9,280,000,000	-	7,176,750,000	10,765,125,000	10,765,125,000
Priority 3: Private Sector Development										
Sub-Priority 1: Promoting SMEs										
(S1) Promoting Tax and Regulation Incentives	Project in Support of the General Business Environment in Chad	SMEs			2,476,448,801			2,476,448,801	2,476,448,801	
(S2) Creating/Reinforcing Financial and Non-Financial SME Support Infrastructures	Program for Strengthening Institutions that Support the Creation and Development of SMEs	SMEs			150,000,000			150,000,000	150,000,000	
(S3) Strengthening the Investment Capacity of Professional Training Institutions and Intermediary SME Support Organizations	Program for the Enhancement of Technical, Economic, and Financial Performance of SMEs	SMEs			30,000,000,000			30,000,000,000	10,000,000,000	20,000,000,000
(S4) Development and Management of Industrial Trade and Services Support Infrastructures	Program for the Development of a National Promotion Strategy for Investment and Exports	SMEs			3,000,000,000			3,000,000,000	1,000,000,000	2,000,000,000
	Program for Integration and Construction of Port Infrastructure and Regional Structures	SMEs			10,000,000,000			10,000,000,000	6,000,000,000	4,000,000,000
Promoting SMEs Total				45,626,448,801	-	-	45,626,448,801	2,476,448,801	17,150,000,000	26,000,000,000
Sub-Priority 2: Development of the Extractive Industries										
S(1) Reinforcing the Management, Planning, and Orientation Capacities of Activities in the Sector;	Project in Support of the Establishment of a Petroleum Operation Database	Oil			2,400,000,000	2,400,000,000			1,000,000,000	1,400,000,000
S(2) Regular Development of National Petroleum and Mineral Resources;	Project in Support of Technical and Administrative Oversight of All Oil Activities of Various	Oil			270,000,000	270,000,000		90,000,000	90,000,000	90,000,000

	Consortiums										
S(3) Enhancing the Investment Framework;	Project Supporting Training in English and Drilling Techniques	Oil			240,000,000	240,000,000			50,000,000	100,000,000	90,000,000
S(4) Information Campaigns among Elected Officials and Civil Society on Sector Activities;	Research Project for Map-Based Oil Exploration	Oil			150,000,000	150,000,000			75,000,000	75,000,000	
S(5) Effective Monitoring of Quantities Produced and Traded;	Inspection Project for Operational Oil Wells	Oil			120,000,000	120,000,000			40,000,000	40,000,000	40,000,000
S(6) Monitoring of Environmental Protection and Regulation	Support Project for the SHT	Oil			3,000,000,000	3,000,000,000			1,000,000,000	1,000,000,000	1,000,000,000
	Support Project for the ETIE	Oil			2,400,000,000	500,000,000	1,900,000,000		800,000,000	800,000,000	800,000,000
Total for Extractive Industries Development					8,580,000,000	6,680,000,000	1,900,000,000	-	2,055,000,000	3,105,000,000	3,420,000,000
Sub-Priority 2.1: Mining Sector											
S(1) Enhancing the Legal Framework	Updating of the Legislative and Regulatory Framework	Mines			800,000,000	400,000,000	400,000,000		260,000,000	300,000,000	240,000,000
S(2) Geological Research Development	Quantification of Industrial Mineral Resources	Mines			18,064,357,630	18,064,357,630			3,000,000,000	5,500,000,000	9,564,357,630
	Laboratory Equipment	Mines			600,000,000			600,000,000		300,000,000	300,000,000
	Construction of a Second Cement Factory	Mines			80,000,000,000			80,000,000,000		40,000,000,000	40,000,000,000
S(3) Promoting the Mining Sector	Completion of Geological Surveys	Mines			500,000,000			500,000,000		250,000,000	250,000,000
S(4) Improving Sector Management	Pilot Project for Extracting Natron	Mines			300,000,000			300,000,000		150,000,000	150,000,000
	Training of Gold Miners	Mines			200,000,000			200,000,000		100,000,000	100,000,000
	Purchasing Centers	Mines			220,000,000			220,000,000		110,000,000	110,000,000
Total for Mining Sector					100,684,357,630	18,464,357,630	400,000,000	81,820,000,000	3,260,000,000	46,710,000,000	50,714,357,630
Sub-Priority 3: Industry											

(S1) Processing of Plant Products	Creation of Grain, Peanut, and Cassava Processing Facilities	Trade			1,750,000,000			1,750,000,000	750,000,000	400,000,000	600,000,000
	Training Processsing Facility Management Committees	Trade			105,000,000			105,000,000	50,000,000	55,000,000	-
	Creating Fruit and Vegetable Drying Facilities	Trade			75,000,000			75,000,000	25,000,000	20,000,000	30,000,000
	Training on Fruit and Vegetable Processing Techniques and on the Management of Facilities	Trade			22,500,000			22,500,000	22,500,000		
(S2) Processing of Animal Products	Supporting the Restoration or Reparation of Slaughter Areas	Livestock			40,000,000			40,000,000	40,000,000		
	Training on Product Standards and Hygiene Conditions at Slaughter Areas	Livestock			6,000,000			6,000,000	6,000,000		
	Supporting Dried Meat Producers	Livestock			100,000,000			100,000,000	20,000,000	35,000,000	45,000,000
	Training Dried or Smoked Meat Producers and Warehouse Management Committees	Livestock			3,000,000			3,000,000	3,000,000		
	Supporting Dairy Product Processors	Livestock			241,000,000			241,000,000	116,000,000	93,000,000	32,000,000
(S3) Processing Fisheries and Animal Products	Awareness and Training for Dried or Smoked Fish Producers	Livestock			7,500,000			7,500,000		7,500,000	
	Construction of Production, Storage, and Conservation Platforms	Livestock			150,000,000			150,000,000		150,000,000	
	Construction, Equipping, and Treatment of Pig Carcasses (Cold Storage in Slaughterhouses, Modern Pork Processing):	Livestock			15,000,000,000			15,000,000,000		7,500,000,000	7,500,000,000

	N'Djamena, Bongor, Moundou									
	Construction and Equipping 250 Modern Butcheries in the Regional, Departmental, Sub-Prefectoral Seats and Important Market Places	Livestock			25,000,000,000			25,000,000,000	12,500,000,000	12,500,000,000
	Project in Support of the Integration of Production, Processing, and Marketing of Animal Products in Chad	Livestock			9,000,000,000			9,000,000,000	4,500,000,000	4,500,000,000
	Training on Enhanced Processing and Conservation Techniques	Livestock			8,250,000			8,250,000	8,250,000	
	Training for Processing Unit Management Committees	Livestock			12,500,000			12,500,000	12,500,000	
(S4) Institutional Support to the Ministry of Trade and Industry	Review of Investment Policy in Chad	Trade			88,450,000			88,450,000	88,450,000	
	Development Project for an Industrialization Blueprint	Trade			29,000,000			29,000,000	29,000,000	
(S5) Reinforcing Support Infrastructures	Project for the Creation of an Industrial Zone in Chad	Trade			45,000,000,000			45,000,000,000	230,000,000	22,770,000,000
	Project in Support of Establishing a Standardization, Legal Metrology, and Quality Control Institution	Trade			930,000,000			930,000,000	310,000,000	310,000,000
Total for Industry					97,568,200,000	-	-	97,568,200,000	1,622,250,000	47,658,950,000
Sub-Priority 4: Trade										
(S1) Enhancing Trade Support Infrastructures	Project in Support of the Integrated Framework Implementation Units (UMOCI/T)	Trade			550,000,000			550,000,000	200,000,000	150,000,000

	and of Trade Integration into Chad's Development Priorities										
	Project to Build Commercial Capacity of the Gum Arabic Industry in Chad	Trade			2,050,000,000			2,050,000,000	800,000,000	750,000,000	500,000,000
	Project to Support the Shea Industry	Trade			3,213,150,000			3,213,150,000	803,287,500	1,204,931,250	1,204,931,250
	Project to Support the Date Industry	Trade			6,560,000,000			6,560,000,000	1,640,000,000	2,960,000,000	1,960,000,000
	Project for Institutional Reform of the Ministry of Commerce and the Investment and Trade Network	Trade			550,000,000			550,000,000	200,000,000	150,000,000	200,000,000
	Project to Support the National Agency of Investments and Exports (ANIE)	Trade			250,000,000			250,000,000	50,000,000	100,000,000	100,000,000
	Project to Support the A1(CECOQDA)	Livestock			5,700,000,000			5,700,000,000	700,000,000	2,500,000,000	2,500,000,000
	Project to Support the Chamber of Commerce, Industry, Agriculture, Mines, and the Arts (CCIAMA)	Trade			341,000,000			341,000,000	41,000,000	150,000,000	150,000,000
	Project to Support the Association of Women Entrepreneurs in Chad	Trade			90,000,000		60,000,000	30,000,000	20,000,000	35,000,000	35,000,000
	Project to Support the Standardization and Metrology Agency	Trade			930,000,000			930,000,000	310,000,000	310,000,000	310,000,000
(S2) Storage and Conservation of Plant, Animal, and Fisheries Products	Construction/Reparation of Community Storage Centers	Trade			2,500,000,000			2,500,000,000	1,000,000,000	1,000,000,000	500,000,000
	Awareness of Producers	Trade			25,000,000			25,000,000	25,000,000		
	Training of Producers and	Trade			52,500,000			52,500,000	52,500,000		

	Management Committees on Storage Techniques										
	Training of Management Committees on the Management of Supplies	Trade			52,500,000			52,500,000		52,500,000	
(S3) Marketing Products of Vegetal, Animal, and Fish Origins	Supporting Producers in Trade Organization	Trade			50,000,000			50,000,000	50,000,000		
	Providing Producers Access to Information Systems on the Market	Trade			50,000,000			50,000,000	20,000,000	30,000,000	
	Supporting Transportation in Rural Areas	Trade			36,000,000			36,000,000	18,000,000	18,000,000	
	Improving Rural Market Facilities	Trade			150,000,000			150,000,000	80,000,000	70,000,000	
Total for Trade					23,150,150,000	-	60,000,000	23,090,150,000	6,009,787,500	9,480,431,250	7,659,931,250
Sub-Priority 5: Handicrafts											
(S1) Facilitation and Support for Self-Organizing Cottage Industries	Project to Revive the Continuing and an Initial Training of Artisans	Tourism			150,000,000			150,000,000	150,000,000		
(S2) Enhancement and Diversification of Cottage Industry Production	Construction project of an optimal center in N'Djamena (village artisanal) and an Artisanal and Semi-Industrial Cotton Textile Processing Center in Moundou	Tourism			9,000,000,000			9,000,000,000	1,500,000,000	3,750,000,000	3,750,000,000
	Restoration of Craft Centers and Four Training Centers	Tourism			1,200,000,000			1,200,000,000	400,000,000	400,000,000	400,000,000
Total for Handicrafts					10,350,000,000	-	-	10,350,000,000	2,050,000,000	4,150,000,000	4,150,000,000
Sub-Priority 6: Tourism											
(S1) Development of Hospitality Infrastructure	Construction of Three Luxury Hotels in Bongor, Léré, and Pala in 2012 and Two Others in Am Timan and	Tourism			4,629,000,000	4,629,000,000			2,314,500,000	2,314,500,000	

	Fada in 2013										
	Development Plan for Tourist Attractions and Restoration Project for Luxury Hotels in Sarh and Moundou	Tourism			1,300,000,000	1,300,000,000			500,000,000	300,000,000	500,000,000
(S2) Implementation of Tourist Development Policy	Development and Adoption of a Specific Tourism Investment Code	Tourism			25,000,000	25,000,000			25,000,000	-	-
Total for Tourism					5,954,000,000	5,954,000,000	-	-	2,839,500,000	2,614,500,000	500,000,000
Sub-Priority 7: Financial Sector											
Sub-Priority 7.1: Micro-Finance Institutions (MFIs)											
(S1) Promoting Mico-Finance and Support to Rural Initiatives	Chad Microfinance Project (PROMIFIT)	Microcredits			3,734,995,000	385,000,000	3,349,995,000		1,375,000,000	1,359,995,000	1,000,000,000
	Program to Support Inclusive Finance in Chad (PAFIT)	Microcredits			2,500,000,000	1,000,000,000	1,500,000,000		1,500,000,000	500,000,000	500,000,000
	Institutional Capacity Building of Microfinance and Establishment of Lines of Credit to Rural Borrowers	Microcredits			14,000,000,000	14,000,000,000			4,000,000,000	5,000,000,000	5,000,000,000
	National Entrepreneurship Fund	Microcredits			38,110,000,000	18,000,000,000		20,110,000,000	12,468,000,000	13,877,000,000	11,765,000,000
Total for MFIs					58,344,995,000	33,385,000,000	4,849,995,000	20,110,000,000	19,343,000,000	20,736,995,000	18,265,000,000
Sub-Priority 7.2: Commercial Banks											
(S1) Improving Access to Bank Credit	Encouraging Financial Institution Specialized in the Financing of SMEs/SMIs to Open Islamic Bank Type Facilities	Microcredits			450,000,000	450,000,000			150,000,000	150,000,000	150,000,000
Total for Commercial Banks					450,000,000	450,000,000	-	-	150,000,000	150,000,000	150,000,000
Priority 3 Private Sector Total					379,415,151,431	84,360,357,630	16,489,950,000	278,564,798,801	46,982,736,301	162,521,001,250	169,911,413,880
Priority 4: Development of Basic Economic Infrastructure											
Sub-Priority 1: Infrastructure/Transportation											

(S1) Increasing the Coverage of Road Network Connecting Chad internationally	City Airport Project	Transport/ Infrastructure			140,582,981,100	140,582,981,100			56,813,833,000	39,288,824,550	44,480,323,550
	Trans-Saharan Highway Construction Project (Bol-Niger Border): Study	Transport/ Infrastructure			63,000,000,000	25,000,000,000	38,000,000,000		31,500,000,000	31,500,000,000	
	N'Djamena - Moundou - Cameroon Border Railway Link Development Project	Transport/ Infrastructure			-	-					
	N'Djamena- Abéché-Sudan Border Railway Link Development Project	Transport/ Infrastructure			-	-					
(S2) Enhancing the Value of Growth Potential and Productivity of Rural Populations	Development of 2900 km of Feeder Roads	Transport/ Infrastructure			11,676,000,058	11,676,000,058			6,063,000,000	3,826,000,058	1,787,000,000
	Promotion of Intermediate Transportation Methods	Transport/ Infrastructure			-	-					
(S3) Reinforcing Administrative, Institutional, and Human Capacity for Effective and Efficient Sector Management	Project to support the sectoral transport policy – EFD-10	Transport/ Infrastructure			1,750,000,000		1,750,000,000			750,000,000	1,000,000,000
	Bridge Construction Project	Transport/ Infrastructure			23,169,000,000	23,169,000,000			9,112,500,000	11,429,500,000	2,627,000,000
	CEMAC Transportation Facilitation Project (Douala – Bangui and Douala– N'Djamena)	Transport/ Infrastructure			-						
(S4) Construction and Maintenance of Transport Infrastructure	Road Paving Project	Transport/ Infrastructure			100,567,000,000	100,567,000,000			65,496,500,000	21,634,000,000	13,436,500,000
	Scheduled Maintenance Project, GEMIs/RT	Transport/ Infrastructure			4,244,000,000	4,244,000,000			-	-	4,244,000,000
	Ongoing Maintenance of Dirt Roads	Transport/ Infrastructure			9,254,000,000		9,254,000,000		2,099,000,000	3,577,500,000	3,577,500,000
	Paved Road Maintenance Project	Transport/ Infrastructure			3,651,500,000	3,651,500,000			3,075,000,000	185,000,000	391,500,000
	Scheduled Maintenance of Asphalt Roads	Transport/ Infrastructure			46,406,500,000	46,406,500,000			8,847,000,000	19,397,500,000	18,162,000,000

	Construction, Studies, and Inspections of Roads	Transport/ Infrastructure			386,469,000,000	154,755,647,171	32,646,000,000	199,067,352,829	100,067,000,000	185,929,000,000	100,473,000,000
	Bus Station Construction Project	Transport/ Infrastructure			8,400,000,000	2,000,000,000	6,400,000,000		4,000,000,000	2,200,000,000	2,200,000,000
(S5) Securing Transport Operations and Improving the Organization of Urban and Inter-City Transport	Projet Mise en œuvre du programme d'investissement prioritaire à N'Djaména	Transport/ Infrastructure			69,449,983,100	69,449,983,100			25,000,000,000	22,224,991,550	22,224,991,550
	Projet construction de voirie de Moundou (marché 116/10);	Transport/ Infrastructure			41,396,500,000	41,396,500,000			16,000,000,000	18,000,000,000	7,396,500,000
Total for Infrastructure/Transportation					910,016,464,258	622,899,114,429	88,050,000,000	199,067,352,829	328,073,833,000	359,942,316,158	222,000,315,100
Sub-Priority 2: Energy											
(S1) Facilitating Access to Electricity for a Large Sector of the Population	Construction of 66kV Power Line between Djermaya and the N'Djamena Power Plant, and of 90 kV N'Djamena Electric Loop and Distribution Network	Oil			6,500,000,000		6,500,000,000		1,000,000,000	2,500,000,000	3,000,000,000
	Rural Mini Solar Power Plant Project to Bring Electricity to Five Villages	Oil			600,000,000	600,000,000			150,000,000	450,000,000	-
	Solar Power Project to Bring Electricity to 33 Towns/Villages	Oil			8,000,000,000			8,000,000,000	2,500,000,000	3,000,000,000	2,500,000,000
	Electrical Restoration and Powerplant Maintenance Project	Oil			150,000,000	150,000,000			150,000,000		
	Network Extension and Restoration Project in N'Djamena	Oil			6,000,000,000			6,000,000,000	1,500,000,000	2,500,000,000	2,000,000,000
	Project to bring Electricity from Yagoua to the Town of Bongor	Oil			-	-					

(S2) Developing Renewable Energy in All Solar and Wind Regions	"Strategic Electricity Management and Governance Improvement Plan" Project	Oil			750,000,000	750,000,000			500,000,000	250,000,000	
	Lab Equipment and Chemical Product Acquisition	Oil			-	-					
	Solar Street Lighting in Am Djarass	Oil			360,477,026	360,477,026			360,477,026	-	-
	Inspection of Electrification Work in 20 Villages	Oil			328,419,835	328,419,835			328,419,835	-	-
	Inspection of Work in Am Djarass	Oil			38,845,600	38,845,600			19,422,800	19,422,800	
	Support Project for Renewable Energy Development Agency (ADER)	Oil			3,157,864,940	3,157,864,940			1,263,145,976	947,359,482	947,359,482
Total for Energy					25,885,607,401	5,385,607,401	6,500,000,000	14,000,000,000	7,771,465,637	9,666,782,282	8,447,359,482
Sub-Priority 3: Information and Communication Technologies (ICTs)											
(S1) Improving Access to ICTs	Project to Extend the Mobile Phone Network (Salam), Internet EVDO (Abéché, Moundou, and Sarh), in addition to N'Djamena	Ministry of ICTs (MTIC)			3,110,000,000	3,110,000,000			2,000,000,000	1,000,000,000	110,000,000
	Project to Optimize Satellite Bandwidth	MTIC			1,385,130,000	1,385,130,000			1,000,000,000	300,000,000	85,130,000
	Project for the Development of Digital Media	MTIC			2,600,000,000			2,600,000,000	350,000,000	750,000,000	1,500,000,000
(S2) Expanding the National Fiber Optic Network	Central African Backbone (CAB-Regional Fiber Optic) APL 1A and 1B Projects	MTIC			9,000,000,000		9,000,000,000		2,350,000,000	1,350,000,000	5,300,000,000
	Actes Prestataires Projects (Environmental Study)	MTIC			330,000,000			330,000,000	100,000,000	100,000,000	130,000,000
	Project for Fiber Optics Services	MTIC			933,373,130			933,373,130	500,000,000	200,000,000	233,373,130

	(FTTx) in N'Djamena										
	SITCOM Project	MTIC			490,000,000			490,000,000	300,000,000	100,000,000	90,000,000
	Project to Develop Wi-Fi, Restore LAN	MTIC			25,000,000			25,000,000	25,000,000		
(S3) Reinforcing Sector Capacities	National Telecommunications School	MTIC			1,623,000,000			1,623,000,000	541,000,000	541,000,000	541,000,000
	Project in Support of STPE – CCP	MTIC			1,500,000,000			1,500,000,000	600,000,000	500,000,000	400,000,000
	Project in Support of GROUPE SOTEL TCHAD	MTIC			959,000,000			959,000,000	300,000,000	450,000,000	209,000,000
	Training, Technical Assistance, and Capacity Building Project	MTIC			300,000,000			300,000,000	100,000,000	100,000,000	100,000,000
	Project to Rehabilitate the Power System	MTIC			4,200,000,000			4,200,000,000	200,000,000	2,000,000,000	2,000,000,000
(S4) Diversifying Postal Services and Modernizing Its Information and Management System	Project to Rehabilitate the Wired Access Network of the Zone Postale Area of N'Djamena, and of Moundou.	MTIC			239,000,000			239,000,000	100,000,000	100,000,000	39,000,000
Information and Communication Technologies Total					26,694,503,130	4,495,130,000	13,199,373,130	13,199,373,130	8,466,000,000	7,491,000,000	10,737,503,130
Sub-Priority 4: Public Works											
(S1) Promoting Major Structural Projects	Construction of an International Business Center (CIA—Centre International d'Affaires) in N'Djamena	Transport/ Infrastructure			250,000,000,000			250,000,000,000	75,000,000,000	125,000,000,000	50,000,000,000
Public Works Total					250,000,000,000	-	-	250,000,000,000	75,000,000,000	125,000,000,000	50,000,000,000
Priority 5: Research and Development (R&D)											
(S1) Physical, Human, and Financial Capacity Building in Research/Development Institutions	Program to Support Higher Education and Scientific Research	Higher Education			500,000,000			500,000,000		250,000,000	250,000,000
	Program for Human Resources Training and Retraining and Spreading Research Results	Higher Education			500,000,000			500,000,000		250,000,000	250,000,000

(S2) Improving Research/Development Coordination and Harmonization	Scientific and Applied Research Program	Higher Education			6,800,145,689			6,800,145,689	2,266,715,230	2,266,715,230	2,266,715,230
	Fund Mobilization Project for Scientific and Technological Research	Higher Education			3,000,000,000	500,000,000		2,500,000,000		1,500,000,000	1,500,000,000
Research and Development (R&D) Total					10,800,145,689	500,000,000	-	10,300,145,689	2,266,715,230	4,266,715,230	4,266,715,230
Priority 6: Regional Integration											
(S1) Strengthening Physical Infrastructure that Can Bring About Integration	Project to Facilitate Transportation in the CEMAC Zone (Douala-Bangui and Douala-N'Djamena)	Trade			6,300,000,000	2,000,000,000	4,300,000,000		2,100,000,000	2,100,000,000	2,100,000,000
	Information Campaign on Chad's Vision 2025 (PER CEMAC)	Planning			1,800,000,000		1,800,000,000		700,000,000	600,000,000	500,000,000
	North Cameroon-Chad-CAR-Nigeria Interconnection Project	Oil			1,800,000,000	1,800,000,000			800,000,000	500,000,000	500,000,000
	Regional Trunk Road Development Projects (Bossemele/Bossangoa/Bekay/Mbaikoro)	Transport/Infrastructure			400,000,000		400,000,000			400,000,000	
	Planning of the Road Connecting Maroua and N'Djamena	Transport/Infrastructure			2,800,000,000	2,800,000,000			1,000,000,000	800,000,000	1,000,000,000
	Development Project for Point Noire-Brazzaville-Bangui-N'Djamena	Transport/Infrastructure			8,800,000,000	4,000,000,000	4,800,000,000		2,200,000,000	3,600,000,000	3,000,000,000
	Air CEMAC Project	Transport/Infrastructure			3,800,000,000	1,500,000,000	2,300,000,000		1,000,000,000	2,000,000,000	800,000,000
	Project to Improve the Navigability of the Congo-Oubangui River	Transport/Infrastructure			8,800,000,000	4,000,000,000	4,800,000,000		4,000,000,000	2,000,000,000	2,800,000,000
	Electrical Connection Project (Cameroon-Chad)	Oil			-		-				

(S2) Enhancing Agricultural Potential (Crops and Livestock) Aimed at Comparative Advantage-Based Export	Project for the Development of a Quality and Innovation Hub (Agropole des Savanes), Including Regional Reference Center as well as a Professional Training and Livestock Breeding Center	Livestock			900,000,000		900,000,000		200,000,000	300,000,000	400,000,000
	Project for the Development of a Service and Integration Hub (PFS) in Large Cities and Towns	Social Action			900,000,000		900,000,000		300,000,000	400,000,000	200,000,000
	Project for the Development of Businesswomen Networks	Trade			600,000,000		600,000,000		200,000,000	150,000,000	250,000,000
	Quality and Update Program	Livestock			2,350,000,000		2,350,000,000			2,350,000,000	
(S3) Integrating Sub-Regional Strategies in the National Development Plan	Regional Building of Statistic Information	Planning			8,000,000		8,000,000		2,000,000	3,000,000	3,000,000
	Regional Centers of Excellence Project in the CEMAC Zone (Higher Technical Training)	Higher Education			11,200,000,000	5,120,000,000	6,080,000,000		4,000,000,000	5,000,000,000	2,200,000,000
	Transport of Cattle on the Hoof and by Refrigerated Vehicles	Livestock			3,000,000,000		3,000,000,000			1,500,000,000	1,500,000,000
	Project Supporting the Creation of an Green Economy Belt in the Semi-Urban Zone in N'Djaména	Livestock			50,000,000,000		50,000,000,000			25,000,000,000	25,000,000,000
	Regional Program Against Major Endemic Diseases—Chad	Health			3,000,000,000	3,000,000,000			1,000,000,000	1,500,000,000	500,000,000

Total for Regional Integration				106,458,000,000	24,220,000,000	82,238,000,000	-	17,502,000,000	48,203,000,000	40,753,000,000
Priority 7: Mobilizing the Skills and Abilities of the Diaspora										
(S1) Development of Short, Medium, and Long Term Programs to Involve the Diaspora	Support Project for the Groupe d'Entraide à l'Higher Education au Tchad (GEST)—association of Chadians living abroad	Higher Education			14,253,000,000			14,253,000,000		14,253,000,000
	Mobilization of TFPs in Support of this Initiative	Planning			200,000,000		200,000,000	50,000,000	100,000,000	50,000,000
Total for Mobilizing Skills and Abilities of the Diaspora				14,453,000,000	-	200,000,000	14,253,000,000	50,000,000	100,000,000	14,303,000,000
Pillar 1 Total: Promoting Production Supply and Decent Employment				2,454,475,436,667	978,335,657,259	293,418,185,148	1,182,721,594,260	646,541,566,446	1,031,113,716,757	776,820,153,464
Pillar 2: Mobilizing and Enhancing the Value of Human Capital and Battling Inequality, Poverty, and Social Exclusion										
Priority 1: Education										
Sub-Priority 1: General, Technical, and Professional Elementary, Middle, and High School Education										
(S1) Increasing Access to Basic Education	Education for All Program (UNICEF Chad Cooperation Program)	Education			762,500,000		762,500,000	200,000,000	300,000,000	262,500,000
	Revitalization Project for Basic Education in Chad	Education			29,600,400,000		29,600,400,000	1,600,000,000	18,000,000,000	10,000,400,000
	Support Project for Bilingual Education (PAEB IV)	Education			125,000,000		125,000,000	50,000,000	75,000,000	-
	Development Project for Primary Bilingual Education (PRODEB-Primary)	Education			2,950,000,000		2,950,000,000	2,100,000,000	850,000,000	
	Scholarly and Professional Infrastructure Development Project	Education			111,742,000,000	111,742,000,000		17,480,000,000	46,416,000,000	47,846,000,000
	Desk Acquisition Project	Education			11,600,000,000	11,600,000,000		2,400,000,000	4,480,000,000	4,720,000,000
	Books and Supplies Acquisition Project	Education			14,663,000,000	14,663,000,000		7,871,000,000	3,337,000,000	3,455,000,000
	Contracted Teacher	Education			26,100,000	26,100,000		4,500,000	9,000,000	12,600,000

	Recruitment Project				0,000	0,000			,000	0,000	000,000
	CEBNF Construction Equipment Project	Education			864,000,000			864,000,000	259,000,000	259,000,000	346,000,000
	Project for the Procurement of EBNF Schoolbooks	Education			100,000,000			100,000,000	35,000,000	25,000,000	40,000,000
	Teacher Recruitment Project	Education			275,000,000		275,000,000		150,000,000	125,000,000	
(S2) Improving the Quality of Education	Education Sector Support Project (PASE)	Education			500,000,000		500,000,000		500,000,000		
	Teacher Training Project (Primary School, Bacheliers, and Community Teachers)	Education			1,602,500,000	1,602,500,000			397,700,000	589,400,000	615,400,000
	Project for the Motivation of EBNF Facilitators	Education			4,050,000,000	4,050,000,000				1,800,000,000	2,250,000,000
(S3) Improving Sector Management and Governance	Teacher Follow-Up Evaluation Project	Education			150,000,000	150,000,000			50,000,000	50,000,000	50,000,000
	Equipment Acquisition Project	Education			25,000,000,000			25,000,000,000	15,000,000,000	10,000,000,000	
	Book Purchasing Project	Education			15,000,000,000			15,000,000,000		15,000,000,000	
Total for General, Technical, and Professional Elementary, Middle, and High School Education					245,084,400,000	169,907,500,000	34,212,900,000	40,964,000,000	52,592,700,000	110,306,400,000	82,185,300,000
Sub-Priority 2: Higher Education and Scientific Research											
(S1) Building Institutional Intervention Capacities	Infrastructure Construction Project	Higher Education			88,459,461,575	10,000,000,000		78,459,461,575	12,819,820,525	35,000,000,000	40,639,641,050
(S2) Improving Training Quality	Project to Support Higher Education in Chad and the Expansion of the Universités de Mongo and Moundou	Higher Education			3,500,000,000		3,500,000,000		1,500,000,000	1,000,000,000	1,000,000,000
	Establishment Functionality Project	Higher Education			7,180,000,000			7,180,000,000		3,000,000,000	4,180,000,000
	Teacher Capacity Building	Higher Education			5,998,000,000			5,998,000,000		2,900,000,000	3,098,000,000
Total for Higher Education					105,137,461,575	10,000,000,000	3,500,000,000	91,637,461,575	14,319,820,525	41,900,000,000	48,917,641,050

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Total for Priority 1				350,221,861,575	179,907,500,000	37,712,900,000	132,601,461,575	66,912,520,525	152,206,400,000	131,102,941,050
Priority 2: Health										
(S1) Improving Health System Efficiency	Planning System and Follow-Up Assessment Development Program	Health			9,015,916,190	9,015,916,190		2,415,604,030	3,373,944,530	3,226,367,630
	Manager Capacity Building Program	Health			494,364,301	494,364,301		27,360,000	276,215,301	190,789,000
	Partnership Strengthening Program	Health			2,606,900,000	2,606,900,000		720,000,000	886,900,000	1,000,000,000
	Infrastructure and Equipment Construction Program	Health			202,320,000,000	202,320,000,000		26,160,000,000	86,060,000,000	90,100,000,000
	Basic and Continuing Education Program	Health			480,000,000	480,000,000		360,000,000		120,000,000
(S2) Improving Access to Services and Quality of Health Care Benefits	Social Communication Campaigning Program	Health			164,590,000	164,590,000		40,000,000	41,590,000	83,000,000
	Project to Upscale Access to Interventions, Treatments, and Service Delivery of the MTNS Program	Health			8,199,613,291	8,199,613,291		2,935,991,787	2,649,492,192	2,614,129,312
	Mobile Team for Inaccessible Areas Project	Health			2,400,000,000	2,400,000,000		600,000,000	600,000,000	1,200,000,000
	Urban Health Project (AFD) (PAP: € 8 million)	Health			4,947,656,000	4,947,656,000		900,000,000	2,000,000,000	2,047,656,000
(S3) Reducing Mortality and Morbidity Linked to Priority Health Problems in the Population and Specifically to Maternal and Infant Health	Reproductive Health Program	Health			16,932,000,000	16,932,000,000		16,932,000,000		
(S4) Strengthening Interventions Against Major Diseases	Program against Endemic Diseases (Malaria, Tuberculosis, HIV/AIDS)	Health			84,477,942,777	84,477,942,777		16,653,340,448	34,761,345,034	33,063,257,295
	Free Urgent Care Program	Health			15,546,096,000	15,546,096,000		5,546,096,000	5,000,000,000	5,000,000,000
	Medical Supply Program	Health			8,220,000,000	8,220,000,000		2,480,000,000	2,835,000,000	2,905,000,000
Priority 2 Health Total				355,805,000	350,857,400	4,947,656	-	75,770,390	138,484,400	141,550,000

				78,559	22,559	6,000		2,265	87,057	199,237
Priority 3: Nutrition										
(S1) Supporting Nutrition Education	Strategic Communications/ UNICEF	Health			11,000,000,000		11,000,000,000		3,500,000,000	4,000,000,000
	Nutrition Program	Health			15,620,967,922	15,620,967,922			6,120,967,922	4,500,000,000
	Social/Health Program	Health			8,000,000,000	8,000,000,000			2,500,000,000	3,000,000,000
Total for Priority 3: Nutrition					34,620,967,922	23,620,967,922	11,000,000,000	-	12,120,967,922	11,500,000,000
Priority 4: Clean drinking water, Hygiene, and Sanitation										
Sub-Priority 1: Village Water Supply										
(S1) Strengthening Village Water Supply Programs by Increasing the Rate of Hydraulic Structure Execution	Water, Sanitation, and Hygiene Program/UNICEF	Hydraulics			2,005,000,000		2,005,000,000		700,000,000	605,000,000
	Potable Water Access and Sanitation—EDF-10	Hydraulics			6,559,570,000		6,559,570,000		2,000,000,000	2,559,570,000
	Development and/or Restoration of the Village Wells and the Establishment of Potable Water Conveyance (AEP)	Hydraulics			39,000,000,000			39,000,000,000	3,000,000,000	24,000,000,000
(S2) Improving Project Management Competencies in Studies and Projects	Community Awareness and Training on Human-Operated Pump Standardization	Hydraulics			450,000,000	-		450,000,000		450,000,000
(S3) Monitoring and Encouraging Appropriate Technologies that Are Easy to Maintain and Cost-Effective	Support Project for Repairmen	Hydraulics			225,000,000	-		225,000,000		225,000,000
	Contribution to Sanitation through the Construction of Sanitary Facilities, Latrines, and Handwashing Stations	Hydraulics			2,400,000,000	2,400,000,000			800,000,000	800,000,000
	Community Awareness and Education on the Use of Latrines	Hydraulics			750,000,000	750,000,000			250,000,000	250,000,000
Water Total 1					51,389,570,000	3,150,000,000	8,564,570,000	39,675,000,000	6,750,000,000	28,214,570,000

Sub-Priority 2: Urban Water Supply										
(S1) Providing Populations with Necessary Infrastructure and Handing over the Management and Maintenance to Project Beneficiaries	Project for the Financing of Design Studies for Departmental Seats	Hydraulics			500,000,000			500,000,000		200,000,000 300,000,000
	Project for the Rehabilitation /Strengthening/Expansion of 20 AEP Departmental Seats (Central), Existing Networks in N'Djamena (2km/yr), AEP in Centers Affected by STE, Project for the Restoration of 50 Priority Hydrometeorological Measuring Stations	Hydraulics			1,500,000,000			1,500,000,000 500,000,000		500,000,000 500,000,000
	Water Tower Construction Project in Chagoua and N'Djari (2.000 m3 + 2.500 m3 tarpaulin)	Hydraulics			1,550,000,000			1,550,000,000 300,000,000		1,250,000,000
	STE Headquarters Construction Project	Hydraulics			1,500,000,000			1,500,000,000 500,000,000		500,000,000 500,000,000
	N'Djamena Water Network Expansion Project (4km/yr) and Expansion of the AEP Network to the STE in N'Djari and Diguel	Hydraulics			3,900,000,000			3,900,000,000 1,300,000,000		1,300,000,000 1,300,000,000
	Emergency Works Project in Centers in which the STE operates	Hydraulics			1,800,000,000			1,800,000,000 600,000,000		600,000,000 600,000,000
	Development Project for 30 Small, Simplified AEPs (Solar Cells and Independent Pump Stations), 20 Thermal AEPs for Préfectures and Sous-	Hydraulics			6,000,000,000			6,000,000,000 1,000,000,000		2,500,000,000 2,500,000,000

	préfectures										
	Project for the Design of WS Systems in Mid-sized Towns (préfecture and sous-préfectures)	Hydraulics			1,600,000,000			1,600,000,000		800,000,000	800,000,000
	Well Development Project	Hydraulics			6,000,000,000			6,000,000,000	2,000,000,000	2,000,000,000	2,000,000,000
	Water Quality Control and Monitoring, Technical and Economical Studies for the Use of the Grès de Nubie Aquifer (Studies and Exploration), Studies and Exploration in Various Regions of Chad	Hydraulics			450,000,000			450,000,000	150,000,000	150,000,000	150,000,000
	Project to Equip Manual Pump Sites and Superstructures (200 per year)	Hydraulics			3,000,000,000			3,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000
	Project to Develop 5 Regional Water Blueprints and Investment Plans for Centers in which the STE Operates	Hydraulics			3,000,000,000			3,000,000,000		1,500,000,000	1,500,000,000
	Project to Support the Water Analysis Laboratory (LNE) in N'Djamena (construction, logistics, etc.)	Hydraulics			350,000,000			350,000,000		200,000,000	150,000,000
	Project to Update Hydrological and Hydrogeological Databases	Hydraulics			450,000,000			450,000,000	150,000,000	150,000,000	150,000,000
	Water Total 2					31,600,000,000	-	-	31,600,000,000	7,500,000,000	12,650,000,000
Sub-Priority 3: Hygiene and Sanitation											
S1) Progressive Implementation	Development of a Water	Hydraulics			700,000,000			700,000,000	150,000,000	550,000,000	

n of Household Water Treatment in Urban and Semi-Urban Areas	Sanitation Blueprint in N'Djamena										
	Design Studies for the Development of Waste Water Collection and Treatment in a Priority Area (150,000 people equivalent)	Hydraulics			500,000,000			500,000,000		200,000,000	300,000,000
	Development of Water Sanitation Blueprint in Four Large Urban Centers and N'Djamena	Hydraulics			1,200,000,000			1,200,000,000		800,000,000	400,000,000
(S2) The Progressive Implementation of Urban and Semi-Urban Sanitation Facilities in Major Cities;	Construction of Latrines in Rural Areas	Hydraulics			2,400,000,000			2,400,000,000	800,000,000	800,000,000	800,000,000
(S3) Capacity Building in the Hygiene and Sanitation Sector	Holding of Awareness Workshops	Hydraulics			750,000,000			750,000,000	250,000,000	250,000,000	250,000,000
Total for Hygiene and Sanitation					5,550,000,000	-	-	5,550,000,000	1,200,000,000	2,600,000,000	1,750,000,000
Priority 5: Social Protection, Equity Promotion, and Gender Equality											
(S1) Promoting Women and Gender Integration	Social Development Fund (Fonds Social de Développement—FSD)	Social Action			286,613,206		286,613,206		98,306,603	98,306,603	90,000,000
	Policies, Communication, and Partnerships (Chad Corporation Program—UNICEF)	Social Action			4,224,650,000		4,224,650,000		1,724,650,000	1,500,000,000	1,000,000,000
	Child Protection Program (Chad Cooperation Program—UNICEF)	Social Action			1,709,200,000		1,709,200,000		709,200,000	500,000,000	500,000,000
	Adoption and Spreading of the National Gender Policy (Politique nationale genre—PNG)	Social Action			596,125,000	596,125,000			168,025,000	258,100,000	170,000,000
	Project to	Social									

	Establish a Five-Year Plan on the Five Priorities of Women in Chad	Action			5,148,794,745	5,148,794,745			2,556,800,000	2,036,994,745	555,000,000
	Project to Request the Adoption of a Personal and Family Code	Social Action			60,000,000	60,000,000			20,000,000	20,000,000	20,000,000
	Project to Validate and Establish an Action Plan to Combat Gender-Based Violence (VGP)	Social Action			285,000,000	285,000,000			35,000,000	125,000,000	125,000,000
	Income-Generating Activities Training Project for Women's Group	Social Action			75,000,000	75,000,000			15,000,000	30,000,000	30,000,000
	Functional Literacy for Rural Women	Social Action			150,000,000	150,000,000			50,000,000	50,000,000	50,000,000
(S2) Protection and Development of Young Children and Adolescents	Construction of a National Education and Re-Integration Center For Homeless Youth (CNAFER)	Social Action			2,500,000,000	2,500,000,000			500,000,000	1,500,000,000	500,000,000
	Project to Care for Children in Need of Special Protection	Social Action			4,089,000,000	4,089,000,000			1,577,000,000	1,280,000,000	1,232,000,000
	Construction and Equipping of Nurseries	Social Action			2,000,000,000	2,000,000,000			500,000,000	500,000,000	1,000,000,000
	Construction and Equipping of Community Childcare Centers	Social Action			1,575,000,000	1,575,000,000			315,000,000	495,000,000	765,000,000
	Construction and Equipping of Nurseries and Foster Care Centers for Children in Crisis in N'Djamena	Social Action			640,000,000	640,000,000			160,000,000	240,000,000	240,000,000
	Training Project for Civil Registrars on New Birth Registration Methods	Social Action			1,735,000,000	1,735,000,000			535,000,000	600,000,000	600,000,000
	Project to Adopt and Popularize the Child	Social Action			50,000,000	50,000,000			50,000,000		

	Protection Code										
(S3) Protection and Advancement of Vulnerable Persons	Project to Adopt the Amendments to the Penal Code in Favor of Children	Social Action			74,050,000	74,050,000				10,430,000	63,620,000
	Study on the Prevalence of Disabilities in Chad to Define the Needs of the Disabled	Social Action			483,500,000	483,500,000			242,000,000	241,500,000	
	Project to Construct and Equip Homes for the Elderly in the Principal Cities	Social Action			8,400,000,000	8,400,000,000			2,100,000,000	3,150,000,000	3,150,000,000
	Project to Construct and Equip Education and Rehabilitation Centers for Disabled Persons	Social Action			1,001,000,000	1,001,000,000			300,500,000	300,500,000	400,000,000
	Project to Care for 50% of Disabled People	Social Action			281,000,000	281,000,000			101,000,000	87,000,000	93,000,000
S4) Creating a Social Family Protection Network	Development and Establishment of Social Protection Strategy	Social Action			504,000,000	504,000,000			168,000,000	168,000,000	168,000,000
	Project to Equip the Constructed Social Centers	Social Action			1,125,800,000	1,125,800,000			705,600,000	177,100,000	243,100,000
(S5) Supporting Public and Private Institutions, NGOs, and Associations Promoting Reproductive Health and Family Planning	Chad-UNFPA Cooperation Project	Social Action			1,151,000,000	1,151,000,000			383,666,667	383,666,667	383,666,667
Total for Social Protection, Equity Promotion, and Gender Equality					38,144,732,951	30,773,269,745	7,371,463,206	-	13,014,748,270	13,751,598,015	11,378,386,667
Priority 6: Population											
S1: Extending R.H. and Family Planning Services in Rural Areas											
Anti-AIDS Project	Planning				6,370,000,000	6,370,000,000			2,100,000,000	2,200,000,000	2,070,000,000
Total for Population					6,370,000,000	-	6,370,000,000	-	2,100,000,000	2,200,000,000	2,070,000,000

Priority 7: Housing											
(S3) Strengthening Sector Capacities, Particularly Finance	Establishment of SOPROFIM, a State Housing Agency	Land Use Planning			32,000,000,000			32,000,000,000	12,250,000,000	13,070,700,000	6,679,300,000
	Project in Support of Urban Development (PADUR)	Land Use Planning			29,000,000,000	21,000,000,000	8,000,000,000		10,480,000,000	10,760,000,000	7,760,000,000
	Creation of a Bank, a Housing Promotion Fund, and an Interest Reduction Mechanism	Land Use Planning			45,990,700,000			45,990,700,000		25,000,000,000	20,990,700,000
Total for Housing					106,990,700,000	21,000,000,000	8,000,000,000	77,990,700,000	22,730,000,000	48,830,700,000	35,430,000,000
Priority 8: Leisure/Youth/Sport											
(S1) Strengthening Youth Management Skills through the Training of Trainers	Training of Human Resources Needed for Development	Youth/Sport			1,381,600,000			1,381,600,000	461,600,000	470,000,000	450,000,000
(S2) Promoting Elite Sports by Building Sport Infrastructure and Training Centers for Coaches, Referees, and Talented Youth	Programs for Sports Training Infrastructure	Youth/Sport			2,301,000,000			2,301,000,000	767,000,000	767,000,000	767,000,000
	Infrastructure Programs for Hosting and Housing	Youth/Sport			11,301,000,000			11,301,000,000	3,767,000,000	3,767,000,000	3,767,000,000
Total for Leisure/Youth/Sport					14,983,600,000	-	-	14,983,600,000	4,995,600,000	5,004,000,000	4,984,000,000
Priority 9: Culture											
(S1) Development of a Concerted Policy to Acquire Library Stock for the National Library and Other Libraries in Chad	Acquisition of Documentation for the National Library and Other Libraries in Chad	Culture			370,000,000			370,000,000	150,000,000	100,000,000	120,000,000
	Designing a Consultation Portal for Electronic Management of Documents	Culture			750,000,000			750,000,000		500,000,000	250,000,000
(S2) Capacity Building in the Sector, Particularly Human Resources in the National Library and Archives	Center for Writing and Design of Children's Comic Books	Culture			50,000,000			50,000,000		50,000,000	
	Stage Construction and Equipment	Culture			50,000,000			50,000,000		50,000,000	

National Library and Archives	Training, Creation, and Exhibition	Culture			300,000,000	100,000,000	200,000,000		100,000,000	100,000,000	100,000,000
(s3) Enhancing the Value of Chad's Artisans' Expertise	Heritage and Ancestral Fund	Culture			300,000,000	150,000,000	150,000,000		80,000,000	120,000,000	100,000,000
	Initial Research in the Field of Oral Translation and Traditional Knowledge	Culture			50,000,000	25,000,000	25,000,000		20,000,000	15,000,000	15,000,000
	Inventory of Cultural Heritage, Identification of Protected Sites and Acquisition Policy for Cultural Goods in the National Territory	Culture			500,000,000		500,000,000		200,000,000	200,000,000	100,000,000
	Organization of Cultural Events	Culture			75,000,000	30,000,000	45,000,000		25,000,000	25,000,000	25,000,000
Total for Culture					2,445,000,000	305,000,000	920,000,000	1,220,000,000	575,000,000	1,160,000,000	710,000,000
TOTAL FOR PILLAR 2					998,121,511,007	609,614,160,226	84,886,589,206	303,620,761,575	213,669,228,982	404,312,185,072	380,140,096,954

Pillar 3: Environmental Protection and Combatting Climate Change											
Priority 1: Fight to Save Lake Chad and Other Ecosystems											
(S1) Protecting Lake Chad and Its Basin and Other Threatened Ecosystems	Lake Chad Conservation Program (Projet Préservation du Lac Tchad)	Environment			7,500,000,000	7,500,000,000			2,500,000,000	3,000,000,000	2,000,000,000
	Lake Chad Basin Sustainable Development Program (Projet de Développement Durable du Bassin du Lac Tchad—PRODEBALT)	Environment			19,292,000,000	19,292,000,000			6,244,000,000	6,444,000,000	6,604,000,000
(S2) Adapting Production Systems to Climate Change	Protected Areas Resilient to Climate Change in West Africa (Projet Aires protégées résiliente au changement climatique en Afrique de l'Ouest—PARCC)	Environment			175,000,000	175,000,000			75,000,000	50,000,000	50,000,000
Fight to Save Lake Chad and Other Ecosystems Total					26,967,000,000	26,967,000,000	-	-	8,819,000,000	9,494,000,000	8,654,000,000
Priority 2: Rural, Urban, and Suburban Land Planning											
(S1) Producing Land Management Tools (National/Regional Land Use Plans, Urban Planning Master Plan, Urban Reference Plans, Local Development Plans);	Information System Project on the Rural Development and Planning of Land (SIDRAT)	Land Use Planning			6,000,000,000	1,000,000,000	5,000,000,000		1,000,000,000	2,150,000,000	2,850,000,000
	Legal and Regulatory Framework Finalization	Land Use Planning			120,000,000	40,000,000		80,000,000	40,000,000	40,000,000	40,000,000
	Preparation of Local Elections	Land Use Planning			260,000,000	120,000,000		140,000,000	120,000,000	80,000,000	60,000,000
	Building Capacities of Key Actors in Decentralization	Land Use Planning			160,000,000	50,000,000		110,000,000	50,000,000	60,000,000	50,000,000
(S2) Creating Sanitation, Water Distribution, and Highway Infrastructure in Several Major and Secondary Cities	Drainage Project in the Area Northeast of the N'Djamena Junction (DURAH Administration)	Land Use Planning			7,000,000,000	2,500,000,000	4,500,000,000			3,500,000,000	3,500,000,000
	Project Supporting Local Development (PROADEL II)	Land Use Planning			29,250,000,000	16,750,000,000	12,500,000,000		9,750,000,000	9,750,000,000	9,750,000,000
	Establishing Regional,				3,800,000,000	800,000,000		3,000,000,000	800,000,000	2,000,000,000	1,000,000,000

	Departmental, Municipal, and Rural CTD										
(S3) Building Market Infrastructure	Sarh & Moundou Project for Commercial Equipment (PADUR Administration)	Land Use Planning			23,000,000,000		23,000,000,000		9,480,000,000	6,760,000,000	6,760,000,000
Total for Rural, Urban, and Suburban Land Planning					69,590,000,000	21,260,000,000	45,000,000,000	3,330,000,000	21,240,000,000	24,340,000,000	24,010,000,000
Priority 3: Risk and Disaster Prevention and Management											
(S1) Implementing National Food Security Arrangement and Information, Alert, and Warning System	Resource Mobilization for a Sustainable Food Security System	M.A.I.			4,830,000,000			4,830,000,000	1,610,000,000	1,610,000,000	1,610,000,000
	Project Supporting the Establishment of a Sustainable Food Security Information System	M.A.I.			2,951,806,000			2,951,806,000	737,951,625	737,951,625	1,475,902,750
	Building the Food Security Reserves	M.A.I.			70,215,750,000			70,215,750,000	21,053,750,000	22,727,200,000	26,434,800,000
	Supporting the Development and Establishment of a Plan of Action Against SISA	M.A.I.			150,000,000			150,000,000		150,000,000	
Total for Risk and Catastrophe Prevention and Management					78,147,556,000	-	-	78,147,556,000	23,401,701,625	25,225,151,625	29,520,702,750
Priority 4: Fighting Desertification and Conserving Biodiversity											
(S1) Protecting, Restoring, and Enhancing the Value of Productive Potential	Natural Resource Management Project in the Sudanese Zone (PGRN)	Environment			10,232,866,000	4,000,000,000	6,232,866,000		4,520,866,000	3,256,000,000	2,456,000,000
(S2) Strengthening National Capacities to Fight Desertification and Conserve Biodiversity;	Support Program for Local Development and Natural Resource Management (PADL-GRN)	Environment			5,136,480,000		5,136,480,000		1,712,160,000	1,712,160,000	1,712,160,000
	Zakouma National Park Project	Environment			4,591,698,000			4,591,698,000	1,530,566,000	1,530,566,000	1,530,566,000
(S3) Protecting and Restoring Vegetation Cover (Reforestation, Protected Areas, etc.)	Annual Tree Planting by Hectare	Environment			1,500,000,000	1,500,000,000			500,000,000	500,000,000	500,000,000
(S5) Developing Knowledge of Wildlife,	Inventory Project of Forest Resources	Environment			662,000,000	662,000,000			200,000,000	220,000,000	242,000,000

Forest, and Fish Resources	Inventory Project of Wildlife Resources	Environment			750,000,000	750,000,000			375,000,000	375,000,000	
Total for Combatting Desertification and Conserving Biodiversity					22,873,044,000	6,912,000,000	11,369,346,000	4,591,698,000	8,838,592,000	7,593,726,000	6,440,726,000
Total for Pillar 3: Environment					197,577,600,000	55,139,000,000	56,369,346,000	86,069,254,000	62,299,293,625	66,652,877,625	68,625,428,750
Pillar 4: Improving Governance											
Priority 1: Modernizing the State and Reforming Public Administration											
(S1) Adopting and Implementing the New Budget Law (LOLF)	Capacity Building Project of Economic and Financial Governance Material	Finance			1,120,000,000		1,120,000,000		500,000,000	400,000,000	220,000,000
	Unit for Analysis and Formulation of Economic and Social Policies	Planning			3,000,000,000	100,000,000	2,000,000,000		500,000,000	1,500,000,000	1,000,000,000
(S2) Modernizing Public Finances and Reforming the Public Administration	Action Plan for the Modernization of Public Finances (PAMFIP)	Finance			4,500,000,000	4,500,000,000			1,500,000,000	1,500,000,000	1,500,000,000
	Project in Support of Public Finance Management Capacity Building (PARCAFIP)	Finance			1,634,000,000		1,634,000,000		817,000,000	817,000,000	
	Project for the Construction of a Biometrics Development Center	Civil Service			730,000,000			730,000,000		730,000,000	
	Project for the Connection of the Civil Service Administrative and Payroll Databases	Civil Service			430,000,000			430,000,000		430,000,000	
	Project to Develop a New Performance Appreciation System	Civil Service			30,000,000			30,000,000		30,000,000	
(S3) Strengthening Institutional Capacities of Public and Land Administration	Project Supporting Public Administration Agent Training (PROFAP)	Admin			220,000,000		220,000,000		220,000,000		
(S4) Capacity	Institutional	Planning			100,000,000		100,000,000		75,000,000	25,000,000	

building in the coordination and harmonization of public development assistance;	Support Project for DGREP				00		000		0	00	
	National Technical and Institutional Advice and Support for the National Authorizing Officer	Planning			2,684,162,732		2,684,162,732		1,500,000,000	500,000,000	684,162,732
	Program Supporting the Establishment of Chad-EU Cooperation	Planning			1,400,000,000		1,400,000,000		600,000,000	800,000,000	
(S5) Enhancing the Choice and Planning of Spatial and Temporal Investments	National Capacity Building Project for Framework Material and Analysis of Economic Policies	Finance			202,500,000		202,500,000		202,500,000		
	Capacity Building Project in Statistics	Planning			152,000,000		152,000,000		75,000,000	77,000,000	
Total for Modernizing the State and Reforming Public Administration					16,202,662,732	5,500,000,000	9,512,662,732	1,190,000,000	5,989,500,000	6,809,000,000	3,404,162,732
Priority 2: Strengthening Decentralization/Deconcentration											
(S1) Strengthening Local Development Planning Capacities	Local Development Program (PRODEL)	MATUH			11,760,000,000	4,600,000,000	7,160,000,000		3,660,000,000	4,250,000,000	3,850,000,000
(S3) Strengthening the Decentralization Process	Government Support Program (PAG)	Planning			6,000,000,000	1,500,000,000	4,500,000,000		1,500,000,000	2,500,000,000	2,000,000,000
	Democratic Governance Support Program	Planning			5,160,000,000		5,160,000,000		5,160,000,000		
Total for Strengthening Decentralization/Deconcentration					22,920,000,000	6,100,000,000	16,820,000,000	-	10,320,000,000	6,750,000,000	5,850,000,000
Priority 3: Promoting Human Rights, Peace, and Social Cohesion											
(S1) Strengthening the Legal and Institutional Framework	Development of a Framework for Coordination, Promotion, and Protection of Human Rights	Human Rights			791,000,000			791,000,000		791,000,000	
(S2) Promoting and Protecting Human Rights	Education, Awareness, Information, and Communication Program	Human Rights			2,000,000,000			2,000,000,000		2,000,000,000	
(S2)	Program to	Social									

Implementing Conflict Resolution Mechanisms	Support the Stabilization of East Chad (PAS)	Action			574,111,757		574,111,757		574,111,757		
	LLRD Program for South Chad	Social Action			719,420,426		719,420,426		719,420,426	-	-
(S3) Pursuing Security Sector Reform	Support Program for the Reform of Interior Security Forces in Chad (PAFSI, Volet 1 & 2)	Public Safety			12,305,753,319	5,000,000,000	7,305,753,319		4,101,917,773	4,101,917,773	4,101,917,773
Promoting Human Rights, Peace, and Social Cohesion Total					16,390,285,502	5,000,000,000	8,599,285,502	2,791,000,000	5,395,449,956	6,892,917,773	4,101,917,773
Priority 4: Justice and Sanitation Reform and Promoting Good Governance											
S1) Fighting Corruption;	Project in Support of Capacity Building and of the ITIE	Oil			600,000,000		200,000,000	400,000,000	200,000,000	200,000,000	200,000,000
(S2) Deepening Justice Reform	Program in Support of Justice in Chad (PRAJUST)	Justice			5,919,677,500	3,639,892,500	2,279,785,000		1,639,892,500	2,639,892,500	1,639,892,500
	Rule of Law Project: Justice and Security	Justice			2,100,000,000	1,400,000,000	700,000,000		700,000,000	700,000,000	700,000,000
(S3) Strengthening Civil Society Dialogue and Capacities to Support Good Governance	Demobilization and Rehabilitation of Soldiers (PDRM)	Planning			12,000,000,000	5,000,000,000	7,000,000,000		3,000,000,000	5,000,000,000	4,000,000,000
	Project Fostering the Inclusion of Civil Society in the Governance Process	Sanitation			678,000,000		360,000,000	318,000,000	120,000,000	220,000,000	338,000,000
Total for Justice and Sanitation Reform and Promoting Good Governance					21,297,677,500	10,039,892,500	10,539,785,000	718,000,000	5,659,892,500	8,759,892,500	6,877,892,500
Pillar 4: Improving Governance TOTAL					76,810,625,734	26,639,892,500	45,471,733,234	4,699,000,000	27,364,842,456	29,211,810,273	20,233,973,005

COST OF 2013–2015 BY STRATEGIC PILLAR

Pillar 1: Promoting Production Supply and Decent Employment	2,454,475,436,667	978,335,657,259	293,418,185,148	1,182,721,594,260	646,541,566,446	1,031,113,716,757	776,820,153,464
Pillar 2: Mobilizing and Enhancing the Value of Human Capital and Battling Inequality, Poverty, and Social Exclusion	998,121,511,007	609,614,160,226	84,886,589,206	303,620,761,575	213,669,228,982	404,312,185,072	380,140,096,954
Pillar 3: Environmental Protection and Combatting Climate Change	197,577,600,000	55,139,000,000	86,092,540,000	86,069,254,000	62,299,293,625	66,652,877,625	68,625,428,750
Pillar 4: Improving Governance	76,810,625,734	26,639,892,500	4,699,000,000	4,699,000,000	27,364,842,456	29,211,810,273	20,233,973,005
Pillars Total	3,726,985,173,408	1,669,728,709,985	1,577,110,609,835	1,577,110,609,835	949,874,931,508	1,531,290,589,727	1,245,819,652,173

Summary				
			Amount	Percentage
Total cost of NDP:			3,726,985, 173,408	100%
Financing by Government and Partners:			2,149,874, 563,573	58%
Budget and MTEF/Government			1,669,728, 709,985	45%
Partners			480,145,8 53,588	13%
Financing Still Needed			1,577,110,6 09,835	42%