

**EXECUTIVE
BOARD
MEETING**

EBD/15/16

April 14, 2015

To: Members of the Executive Board

From: The Secretary

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

Board Action: Executive Directors' **consideration** (Formal) together with EBD/15/17 (4/14/15)

Prepared by: Government of Chad

Tentative Board Date: **Monday, April 27, 2015**

Publication: Yes*

Questions: Mr. Villafuerte, AFR (ext. 37167)

Document Transmittal
in the Absence of
an Objection and in
accordance with
Board policy: Wednesday, April 22, 2015—WTO
After Board Consideration—African Development Bank, European
Commission, Food and Agriculture Organization, Islamic Development
Bank, Organisation for Economic Cooperation and Development,
United Nations Development Programme, World Food Programme

***The authorities have indicated that they consent to the Fund's publication of this paper.**

Republic of Chad

Office of the President

Office of the Prime Minister

Ministry of Planning and International Cooperation

2013-2015

National Development Plan (PND)

2013 Monitoring Report

May 2014

Contents [^a]

	<i>Page</i>
Acronyms and abbreviations	4
Tables	6
Charts	7
Foreword	8
Summary	10
Introduction	16
1. General overview of the country	17
1.1 Political and security context	17
1.2 Evolution of the economic situation	18
1.3 Poverty in Chad	22
1.4 Poverty and human development	26
2. Mechanisms for implementing and monitoring the PND	28
2.1 Introduction and contextual overview	28
2.2 Apparatus for implementing, monitoring, and evaluating the PND ..	28
2.3 Functioning of the monitoring and evaluation mechanism	31
3. PND execution: Performance and results	39
3.1 Development of production capacities and job opportunities	40
3.1.1 Rural sector development and food security	40
3.1.2 Job creation and training.....	43
3.1.3 Private sector development.....	43
3.1.4 Development of basic economic infrastructure.....	45
3.1.5 Research and development.....	47
3.1.6 Regional integration (the CAEMC and the ECCAS).....	48
3.1.7 Mobilizing the skills and abilities of Chadian expatriates.....	49
3.2 Mobilizing and developing human capital and combating	
inequality, poverty, and social exclusion	50
3.2.1 Education sector.....	50
3.2.2 Health sector.....	53
3.2.3 Nutrition sector.....	55

3.2.4	Clean drinking water, hygiene, and sanitation.....	58
3.2.5	Habitat.....	59
3.2.6	Sports, culture, and recreation.....	61
3.3	Environmental protection and combating climate change	62
3.3.1	Adaptation to climate change.....	63
3.3.2	Land management sector.....	64
3.4	Strengthening governance	64
3.4.1	Modernizing the State and reforming the civil service.....	65
3.4.2	Strengthening decentralization.....	67
3.4.3	Promoting human rights, peace, and social cohesion.....	68
3.4.4	Justice reform, affirmative consolidation of the public sector, and promotion of good governance.....	70
4.	Financial execution of the PND in 2013	71
5.	Challenges, outlook, and recommendations	75
5.1	Challenges to be addressed to improve the PND's implementation	75
5.2	Outlook and recommendations	75
6.	Annexes	78
6.1	Annex 1: Results-measurement framework for the 2013-2015 PND	79
6.2	Annex 2: Monitoring and follow-up of HIPC Initiative and governance indicators	89

Acronyms and abbreviations

AFD	French Agency for Development <i>Agence Française du Développement</i>
AfDB	African Development Bank
APE	Students' Parents Association
BEAC	Bank of Central African States
CAB	Central Africa Backbone Program
CAR	Central African Republic
CCP	postal check clearing-house
CCSRP	Oil Revenue Control and Monitoring Board
CENI	Independent National Electoral Commission
CEN-SAD	Community of Sahel-Saharan States
CFA	African Financial Community <i>Communauté Financière Africaine</i>
CID	Integrated System for Tracking and Reporting Expenditure <i>Circuit Intégré des Dépenses</i>
CILSS	Permanent Inter-State Committee for Drought Control in the Sahel <i>Comité permanent Inter-États de Lutte contre la Sécheresse dans le Sahel</i>
CNC	National Curriculum Center
CNIFD	National Committee for the Integration of Women in Development
CNR	National Committee for Reintegration
COGES	Health Facilities Management Committee
COJO	Bid Evaluation and Adjudication Board
CPA	Complementary Package of Activities
CSP	socio-professional classifications
DAI	digital access indicator (in the field of telecommunications)
DURAH	Urban Development and Housing Improvement Project
ECCAS	Economic Community of Central African States
ECOSIT	Chadian Survey of Household Consumption and the Informal Sector
EDST	Chadian Demographic and Health Survey
EFA	Education for All
HIPC Initiative	Heavily Indebted Poor Countries Initiative
ICAO	International Civil Aviation Organization
IDB	Islamic Development Bank
IMF	International Monetary Fund
LMD	bachelor's degree – master's degree – doctorate
MAP	Minimum Package of Activities
MDGs	Millennium Development Goals
MOP	manually-operated pump

MPNTC	Ministry of the Post Office and New Communication Technologies
MDTF	Medium-Term Development Framework
new ICTs	new information and communication technologies
OANET	Organization of Non-Governmental Actors in Chad
OIC	Organisation of the Islamic Conference
OHADA	Organization for the Harmonization of Business Laws in Africa
OHDU	Housing and Urban Development Monitoring Center
OTRT	Chadian Office of Telecommunications Regulation
OVC/AIDS	orphans and other vulnerable children as a consequence of AIDS
PAEF	Education and Training Support Program
PAMFIP	Action Plan for the Modernization of Public Finances
PAP	Priority Action Plan
PARSET	Chad Education Sector Reform Support Program
PND	National Development Plan
PNSA	National Food Security Program
PNLS	National Program to combat AIDS
PNS	National Health Policy
PRGF	Poverty Reduction and Growth Facility
SIPEA	Interim Strategy for Education and Literacy
STD/AIDS	sexually transmitted disease/acquired immune-deficiency syndrome
TIGO	Tigo [mobile telecommunications provider]
UNDP	United Nations Development Programme
WFP	World Food Programme
WTO	World Trade Organization

Tables

Table 1	Evolution of GDP, 2012 to 2015
Table 2	Government finances, 2011 to 2015 (as a percentage of GDP)
Table 3	Poverty index
Table 4	Poverty indicators
Table 5	Allocation of the 2013-2015 PND forecast budget by subsector and by source of funding (both funding confirmed and funding yet to be determined)
Table 6	Allocation of the PND's cost year by year
Table 7	Project budget programming
Table 8	Analysis of the results-measurement framework
Table 9	Evolution of agricultural, forestry, and fisheries output, 2011 to 2014
Table 10	Performance indicators
Table 11	Performance indicators: Business climate
Table 12	Performance indicators: Basic economic infrastructure
Table 13	Education sector indicators
Table 14	Performance indicators in the area of public health
Table 15	Performance indicators: Clean drinking water, health, and sanitation
Table 16	Results indicators
Table 17	Sources of PND financing in 2013
Table 18	Budget and execution status of projects under the 2013-2015 PND
Table 19	PND budget forecasts and budget execution in 2013

Charts

Chart 1	Evolution of GDP growth and contribution by sector
Chart 2	Dynamic of poverty
Chart 3	Institutional apparatus for implementing, monitoring, and evaluating the PND
Chart 4	Initial breakdown of the PND's cost, by pillar
Chart 5	PAP cost breakdown, by area of priority
Chart 6	The PAP's sources of funding
Chart 5	Prevalence of GAM among children aged 6 to 59 months: May to July, 2012, and July and August, 2013, in the Sahelian zone
Chart 7	2013 financial execution by strategic pillar

Foreword

A landlocked country in the heart of central Africa, Chad estimated to have over 11 million inhabitants, 50.7 percent of them women. After gaining independence in 1960, the country has seen a succession of internal armed conflicts giving rise to periods of instability and a fragile situation at the political, social, and economic levels. As a result, Chad's human development index has improved only marginally, from 0.271 in 1975 to 0.340 in 2012 (UNDP, 2013), ranking Chad in 184th place out of 187 countries.

The 2013-2015 National Development Plan (PND), currently in progress, sets out four major challenges: (1) economic growth; (2) meeting social needs; (3) protecting the environment; and (4) governance.

The PND has identified eight high-priority objectives: (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 information and communications technologies (ICTs); (vii) environmental protection and adaptation to climate change; and (viii) improved governance.

During the first year of implementation, the financial execution rate of the Priority Action Program (PAP) was 81.1 percent of the figure forecast. However, the PND needs additional financing estimated at CFAF 609 billion, broken down as CFAF 77 billion in 2014 and CFAF 532 billion in 2015.

The PND aims to achieve Vision 2025 set out by the President of Chad, aimed at “promoting rural development” and making Chad “an emerging regional power by 2025, supported by diversified and sustainable sources of growth that create added value and employment and assure every Chadian adequate access to basic social services, decent housing, and an adequate opportunity for education.”

Given the amount of financing needed, it is imperative that the necessary resources be mobilized to ensure that the objectives of rebuilding the country and consolidating peace and the rule of law are achieved.

National savings are at a modest level (about 14 percent of GDP in 2012) for financing investment needs. The country's ability to attract foreign direct investment (outside the petroleum sector), which is one of the key factors in driving economic growth, is likewise very weak and the official development assistance (ODA) Chad receives falls well below expectations.

This warrants holding an international conference to mobilize resources commensurate with Chad's needs, to enable the country to overcome its development challenges and fragility within the framework of the 2013-2015 PND.

Inasmuch as the 2013-2015 PND is one of the main instruments in the short term for realizing the profound ambitions of the Alliance for the Renaissance of Chad, it blends together perfectly the strategic orientations of the government's political program.

The process of elaborating the PND was participatory, driven by the search for a strong consensus around its core directions in order to ensure that all actors identified with the PND, thereby facilitating its implementation. That process provided a further opportunity to strengthen dialogue between the government administration, civil society, and development partners with respect to the sector policies and strategies to be carried out. Because of this, the PND is the central reference framework for dialogue and consensus in matters of economic and social development, both for the government and for technical and financial partners (TFPs).

In 2013, implementation of the PND has been satisfactory as 81 percent of its objectives have been achieved. Efforts are continuing to boost the economy so that Chad can enter the next five-year period (2016-2020) on a sound footing.

Mariam Mahamat Nour
Minister of Planning and International
Cooperation

Summary

This report has, for the first time, been prepared under the direction of the Monitoring and Evaluation Directorate of the Ministry of Planning, with support from UNDP and French experts. This exercise has made it possible to identify not only some difficulties but also some successes which it is worthwhile pointing out. To facilitate dialogue and coordination between the Ministry of Planning and the sector ministries, the need became apparent to set up sector monitoring units within the 27 ministries involved in implementing the PND.

The 2013-2015 PND sets out four major challenges over the medium term: (i) accelerating growth; (ii) broadening and improving the coverage of the population's basic social needs; (iii) improving the environment; and (iv) changing the style of governance.

The monitoring and evaluation of the 2013-2015 PND are based on two tools: (i) monitoring the execution of the Priority Action Program (PAP); and (ii) monitoring the results-measurement framework (24 strategic-results indicators and 65 intermediate-results indicators).¹ These tools were devised in 2013 in participatory fashion with domestic actors and development partners as a group. The same is true for the present report, for which the preparation process included the following:

- Work by the interministerial committee of national experts, to compile sector reports and validate the plan for preparing the report;
- The Bakara retreat (April 25 to 27, 2014), which enabled the first draft of the report to be prepared;
- Ongoing work by the interministerial committee of experts to refine and improve the draft produced by the Bakara retreat;
- Sharing of the refined, improved draft with TFPs for their comments;
- Validation of the 2013 monitoring report by the PND's Technical Steering Committee on June 10, 2014.

Since 2009, Chad's situation has been relatively stable. In 2013, it was elected a nonpermanent member of the United Nations Security Council. It is also a member of the "g7+", it has joined the African Peer Review Mechanism (APRM), it has acceded to the Extractive Industries Transparency Initiative (EITI), and in July 2013 it signed a staff-monitored program with the International Monetary Fund so that it would be eligible for the Extended Credit Facility (ECF) program. To improve its political and administrative

¹ The results-measurement framework includes the 15 HIPC Initiative trigger indicators.

governance, it is working to reform the civil service and carry out a process to decentralize the public administration to strengthen social dialogue and foster bottom-up development.

The overall level of prices stabilized in 2013. At the end of 2013 the inflation rate was 0.4 percent, compared with 7.7 percent in 2012. The government has undertaken to make further efforts to capitalize on farm sector results, particularly by intensifying farm production not dependent on rainfall.

In 2013, non-oil budget revenues grew 1.3 percent of non-oil GDP. Non-oil tax revenues were equivalent to 8.7 percent of non-oil GDP, a level not matched in the past 10 years.

In general terms, multiyear budget programming, of which each annual segment is determined by the Budget Law, is consistent with the 2013-2015 PND's Priority Action Plan and with the Three-Year Public Investment Program (PTIP). The initial budget year for the 2013-2015 PND shows that implementing it will cost CFAF 3,279 billion, or approximately US\$6.5 billion. The government intends to cover 53 percent of this budget envelope. The funding gap to be made up is approximately CFAF 609 billion: CFAF 77 billion in 2014 and CFAF 532 billion in 2015.

Analysis of the performance of PND implementation² in 2013 shows a relatively positive result overall. The lack of a yearly target for 2013 does not facilitate an analysis. Nevertheless, 11 out of 16 of the strategic-results indicators saw an improvement (the remaining eight could not be assessed because data were not available); and out of 61 intermediate-results indicators, 58 were assessed of which 27 were also considered to be on track to achieve the 2015 target.

In 2013, the government made many efforts in the area of administrative reforms, aimed particularly at improving Chad's business climate gauged according to the 10 indicators used as a basis for the World Bank's *Doing Business* assessments and raising the country's ranking. In 2013, the main microfinance institutions (MFIs) were 154 savings-and-loan associations [*caisses*] serving the financial needs of 123,115 customers. Total savings stood at CFAF 5.499 billion and total lending at CFAF 6.675 billion.

In the area of tourism and artisan activities, 4,066 artisans have received support from the Ministry of Tourism to bring them into the socioeconomic mainstream. Chad intends to use the development of basic economic infrastructure as the main tool to consolidate the country's economic growth and improve its people's well-being. Actions carried out in this area in 2013 were centered on (i) transport, (ii) energy, and (iii) information and communications technologies (ICTs).

² See Annex 1, "Results-measurement framework."

Analysis of performance. The following performance indicators are used in assessing the development of the system of roads and highways: (i) all-weather roads as a proportion of the permanent road and highway system; (ii) the number of secondary rural roads rehabilitated; and (iii) paved primary roads. The results are as follows:

- In 2013, 86 percent of the permanent road system was usable year-round.
- The rate of access to electric power increased from 3.7 percent in 2011 to 3.9 percent in 2013.
- The proportion of households with a telephone increased from 31.6 percent in 2012 to 36.39 percent in 2013.
- The rate of access to landline and mobile telephones remained unchanged during the period.
- The rate of Internet access shot up from 4.7 percent in 2012 to 12.91 percent in 2013.

Development research, regional cooperation, and mobilization of Chadian expatriates had positive results in increasing farm production, strengthening the capacities of caregivers, and facilitating exchanges and regional development.

In regard to primary-school education, further efforts are needed to improve the gross enrollment ratio (GER) and the repeater rate, which both worsened from 2012 to 2013. The GER declined from 98.2 percent in 2012 to 94.81 percent in 2013, with a target for 2015 of 115 percent. From 2012 to 2013, the GER for boys declined from 111.6 percent to 107.5 percent and for girls from 84.5 percent to 82.09 percent. The same is true of the net enrollment ratio (NER), which stands at 65.6 percent, meaning that 34.4 percent of children aged 6 to 11 years are not in school. The primary-school completion rate is stagnant at around 37 percent (28 percent for girls). Available data for 2012 and 2013 indicate that the retention rate for boys rose from 35.1 percent to 39.21 percent and for girls rose from 25.7 percent to 28.57 percent.

On the other hand, the GER at the secondary-school level (increasing from 28 percent in 2012 to 30 percent in 2013, with a target for 2015 of 50 percent) and the repeater rate at the secondary-school level (declining from 46.7 percent in 2012 to 42.0 percent in 2013, with a target for 2015 of 20 percent) saw improvements in 2012 and 2013 for both boys and girls.

As regards postsecondary education, in 2010-11 Chad had 47 institutions of higher learning, half of them in the private sector. All together, they had an enrollment of 20,349 students, 4,659 of them girls (23 percent). Of the total, public institutions of higher learning (universities and colleges) accounted for 72 percent of all postsecondary students (for girls, only 19 percent). The illiteracy rate is very high (78 percent), with a large disparity between men (69 percent) and women (86 percent) as indicated.

The evolution of health indicators is positive overall. Some indicators have already achieved the 2015 target while others are moving in that direction. Available data indicate that from 2012 to 2013, the health coverage ratio strengthened from 68 percent to 72.4 percent thanks to the rehabilitation of 24 regional hospitals and 450 clinics (health centers). The proportion of births attended by qualified health personnel is clearly improving, from 22 percent in 2010 to 28 percent in 2013 thanks to the recruitment and redeployment of qualified personnel. However, the rate of postnatal care remains stagnant at 4 percent.

The rate of acute respiratory infection is declining steadily, from 12.35 percent to 10.11 percent in 2013. The DTP3 vaccination rate has improved from 16 percent in 2010 to 82 percent in 2013, exceeding the programmed target. The rate of HIV/AIDS prevalence among those aged 15 to 24 years is declining, and the number of condoms sold each year (AMASOT) is growing, indicating that the population is making greater use of this means of HIV/AIDS prevention.

Results show a global acute malnutrition (GAM) rate of 13.6 percent for children aged 6 to 59 months. In specific terms, the highest prevalence of GAM exceeding the 15 percent WHO threshold is declining.

Available data show that the acute malnutrition rate for children aged less than 5 years has fallen from 16 percent in 2007 to 5 percent in 2013, representing a greater decline than the rate of 10.0 percent targeted for 2015.

The government is aiming to increase the supply of clean drinking water, and strengthen hygiene and sanitation conditions to improve people's standard of living in both urban and rural areas. For the supply of clean drinking water, the rate of coverage rose from 48.0 percent in 2011 to 50.0 percent in 2013 in rural areas and from 37.0 percent in 2011 to 38.0 percent in 2013 in urban areas. In the sanitation sector, the proportion of households with access to working latrines increased 4 percent, from 12 percent in 2011 to 16 percent in 2013.

The government has carried out the following projects to open up opportunities for young people: (i) establishment of the National Fund to Support Youth (FONAJ); (ii) establishment of the National Fund to Develop Sports (FNDS); (iii) establishment of the National Fund to Support Artists (FONAT); (iv) construction of stadiums in N'Djamena and other major cities and towns; (v) construction of housing units for youth; (vi) establishment of centers for talks and discussions. In performance terms, compared with 2012, major efforts have been made in 2013 to bring young people and their training into the economic mainstream (3,195 youth trained in entrepreneurship, 119 young people benefiting from development projects). In regard to cultural affairs, there have been a number of accomplishments, among them the protection of national heritage and technical, material, and financial assistance for artists and associations to support their participation in various competitions.

Thanks to the national program to develop greenbelts, 80 hectares of land was reforested in 2013 out of the 143 hectares planned. The government has equipped and made operational

the Mobile Antipoaching and Environmental Protection Squad throughout Chadian territory. Two regional action programs and six local action programs have been developed for combating desertification in the Kanem and Logone Occidental regions in 2013.

Chad is implementing major reforms under its Action Plan for the Modernization of Public Finances (PAMFIP) to restore budget discipline and especially to modernize the government's financial management by, inter alia, putting in place the Integrated System for Tracking and Reporting Expenditure (CID), instituting systems to manage means of payment (SYSTAC and SYGMA), putting in place the Integrated Government Employee Administration and Payroll System (SIGASPE), and regularly producing foreign trade statistics by setting up the SYDONIA.

In promoting human rights, peace, and social cohesion, the government intends to strengthen the legal and institutional framework, promote the defense of human rights, and implement conflict resolution mechanisms.

In regard to peacebuilding, the government has made major efforts. At the international level, Chad has taken in nearly 350,000 refugees from Sudan and the Central African Republic, as well as 93,639 from the Central African Republic who have been repatriated. In 2013, 58 judges have been trained and three traveling court sessions have been held in Moundou.

Chad has strengthened its political and institutional capacities to combat corruption effectively by establishing a Ministry for Affirmative Consolidation of the Public Sector and Promotion of Good Governance. A 2013 audit conducted across 31 ministries recovered over CFAF 6 billion in five departments.

The PND's forecast budget for 2013 showed an execution rate of 81.0 percent. That indicates a satisfactory budget absorption capacity. The Chadian government honored its financial commitments in a proportion of 84.3 percent, and external partners in a proportion of 73.8 percent.

Outlook and recommendations

Chad has the advantage of being able to base its development programs on a long-term Vision clearly enunciated by its Head of State. It can therefore elaborate its strategies and programs taking a coherent approach aimed at bringing the country to the status of an emerging power in 10 years (with a view to 2030), pursuing the 2016-2020, 2021-2025, and 2026-2030 Five-Year Plans.

Vision 2030, yet to be drawn up, will take account of certain actions to be implemented in 10 years' time before bringing the country up to the point of transformation. It will emphasize cultural, social, and environmental issues as a basis for that transformation.

The advantage of having Vision 2030 in place is that it will make long-term development forecasts possible. This Vision document will provide a foundation for further work to be

carried on, particularly setting out a detailed timetable for the activities to be carried out over a nine-month time frame as well as the budgeting and associated tasks.

On the basis of the foregoing analysis, this phase will be reserved for developing the Vision, and its strategic pillars and core directions. It will be of three months' duration.

Maintaining the timetable for the various steps and pursuing a participatory approach will ensure that the preparatory work for the 2016-2020 Five-Year Plan will be completed on schedule.

Based on the foregoing considerations, the following recommendations are presented:

- Strengthen requests to TFPs to mobilize the necessary financial resources to implement the PND so as to support the strategic planning process to advance Chad's development.
- Strengthen the capacities (human, financial, and material) of actors and organizational units making up the PND's monitoring and evaluation apparatus and give special attention to financing household consumer surveys to provide up-to-date data on poverty and people's living conditions.
- Ensure that the entities making up the PND's monitoring and evaluation apparatus operate effectively, to facilitate the development of the work plan for monitoring the implementation of the PND, including an analysis of coordination mechanisms and management of aid flows.

Introduction

In accordance with the directions laid out by Chad's President and Head of State, His Excellency Idriss DÉBY ITNO, Chad aspires to become an emerging power by 2025. That will mean (i) attaining the level of an intermediate-income country supported by diversified and sustainable sources of growth that create added value and decent jobs and (ii) assure better living standards for the country's population by means of adequate access to basic social services and decent housing. In that connection, the government intends to promote and strengthen good governance and the rule of law by providing access to justice, protecting human rights, and combating impunity and corruption. It also intends to strengthen environmental protection, and adapt to and mitigate the effects of climate change.

Driven by this conviction, the Government of Chad has developed a National Development Plan (PND) for the period 2013 to 2015 which sets out four major challenges over the medium term: (i) accelerating growth by consolidating resources and diversifying the country's productive base; (ii) broadening and improving the coverage of the population's basic social needs (food, dwellings, education, health, etc.); (iii) improving the environment by protecting it and making adaptations to climate change; (iv) changing the style of governance by putting in place a new institutional architecture, strengthening democracy, and promoting human rights. The PND has been devised according to a participatory process which has provided an opportunity to strengthen dialogue between the government administration, civil society, the private sector, and development partners regarding the political and strategic core directions of Chad's development.

The PND's monitoring and evaluation apparatus calls for an annual monitoring report to be prepared at the end of the first year of implementation. This 2013 Monitoring Report has been prepared taking a participatory approach involving all the main development actors.

Part 1 of the report provides a general overview of the country with specific reference to political, security, and economic factors and the evolution of poverty. Part 2 describes the monitoring and evaluation mechanism devised for the PND. Part 3 analyzes the 2013 performance for each pillar of the PND. Part 4 discusses the financial execution of the Priority Action Program (PAP). Part 5 examines the challenges and sets out recommendations to improve the implementation of the PND during the period from mid-2014 to 2015. Lastly, Part 6 contains annexes concerned with the indicators for monitoring the PND's implementation.

This monitoring report will not only make it possible to take stock of the execution of the PND during the year 2013 but will also provide a baseline for assessing its proper execution. In addition, this report will serve as a tool for negotiating ways to make up the PND's funding gap, including the PNSA, and meeting the completion point under the HIPC Initiative.

Part 1. General overview of the country

1.1 Political and security context

Since 2009, following decades of instability, Chad's situation has been relatively stable. Nevertheless, this stability is continually being threatened by crises in neighboring countries (Mali, Sudan, the Central African Republic, and Libya). As a result, the country has taken in nearly 350,000 refugees from Sudan and the Central African Republic. There have also been 150,000 internal displaced persons. The crisis in the Central African Republic has had repercussions on Chad, which led the government to repatriate Chadian nationals beginning in December 2013.

In intervening in Mali and the Central African Republic, Chad has resolutely undertaken to help maintain peace, security, and regional stability. It continues to play an important role in the African Union, in regional organizations (the CEN-SAD, the CAEMC, the ECCAS, and the OCI), and international organizations. This situation makes the international community more appreciative of Chad in its support for development and good governance. On October 18, 2013, Chad was elected a nonpermanent member of the United Nations Security Council. It is also a member of the "g7+."³ On January 26, 2013, Chad signed the African Peer Review Mechanism (APRM) to strengthen the national mechanism for good governance and acceptability.

At the political level, the presidential election in 2011 and the legislative and local elections in 2012 help strengthen existing institutions and establish a sound basis for the decentralization process. Efforts by the political class as a whole also enabled the country to initiate a series of actions aimed at consolidating democracy and the rule of law, promoting development, and reducing poverty. A National Framework for Political Dialogue (CNDP) has been set up, bringing together the political parties of the presidential majority and the democratic opposition.

However, the country continues to face many challenges associated with its postconflict situation, among them achieving greater social cohesion, rebuilding infrastructure that has been destroyed, and undertaking a thoroughgoing overhaul of an education system that has become obsolete. To improve political and administrative governance, the government has undertaken, first, in the reform of the public service, to modernize the State and make government actions more efficient and, second, in the process of decentralization, to strengthen social dialogue and bottom-up development.

³ This is a group of countries that recognize they are fragile and vulnerable, and which expressed in Busan in 2011 their desire to engage in the "New Deal" process, in accordance with its principles and together with their technical and financial partners, to improve the flow and effectiveness of aid necessary to rebuild the State, consolidate peace, and develop productive capacities.

1.2 Evolution of the economic situation

Evolution of the gross domestic product. In 2013, the real GDP growth rate stood at 4.1 percent, compared with 7.8 percent in 2012. This decline in overall GDP growth is associated with the downturn in the petroleum sector, which saw a decrease in production from 2012. Because there was a greater decline in oil production from mature oilfields than forecast, the growth rate for oil GDP was negative in both 2012 and 2013. (See Table 1.)

Leaving aside the petroleum sector, the Chadian economy posted a growth rate of 5.0 percent, compared with 11.6 percent in 2012, reflecting a decline in farm output from the record level posted in 2012. That 2012 farm output record reflected a combination of favorable rainfall levels and the government's efforts through the National Food Security Program (PNSA).



Tractor assembled by SIMATRAC⁴

The government has provided farmers with tractors⁵ and seed, while encouraging private-sector initiatives to foster the irrigation-based growing of out-of-season crops. Thanks to this policy, products such as vegetables and tuber crops are found in markets almost year-round, even during the dry season, and there has been a significant improvement in farm output during the last two crop seasons in spite of some upsets due to reduced rainfall.

⁴ Farm Machinery Assembly Company [Société Industrielle de Montage et d'Assemblage des Matériels Agricoles].

⁵ The government has established a farm machinery assembly company.

Table 1: Evolution of GDP, 2012 to 2015

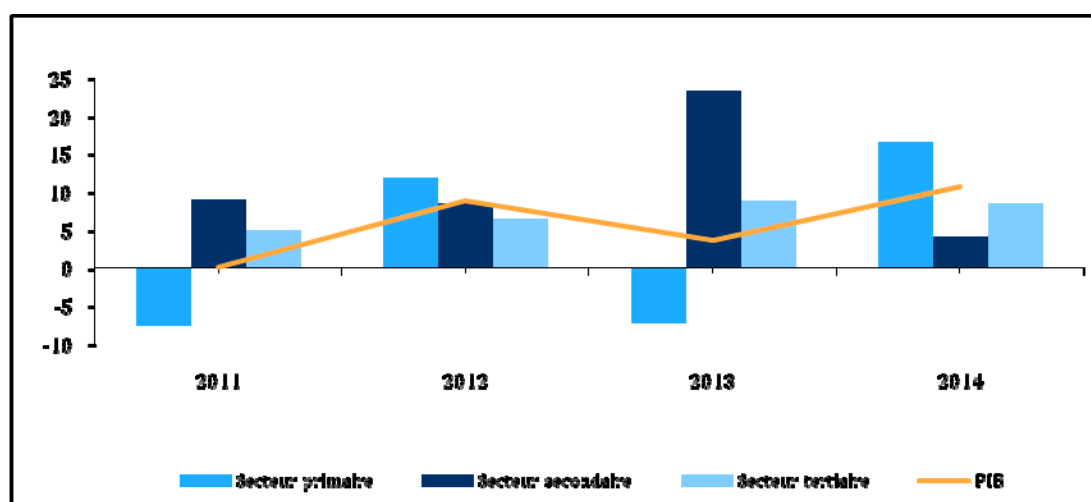
	2012	2013	2014 projection	2015 forecast
Real GDP growth	7.8	4.1	13.6	17.3
Oil GDP growth	-3.5	-10.5	16.7	7.0
Non-oil GDP growth	13.0	10.7	12.4	14.0

Source: Macroeconomic Framework Committee, Ministry of Finance and Budget (MFB).

The breakdown of GDP growth shows that the primary sector has made a smaller contribution to growth than the secondary and tertiary sectors. This is due essentially to, first, the decline in farm output in 2013 compared with 2012, despite a large proportion of the budget being devoted to the rural sector and particularly to the development of agriculture in accordance with the commitments undertaken in Maputo, Mozambique, in 2003 and, second, the decline in oil production. In 2013 there was a 19 percent decrease compared with 2012, but a 12 percent increase compared with the average for the last five years, bearing in mind that the crop season started later than usual and the rains ended earlier than usual.

The secondary sector, with the largest contribution to GDP, benefited from strong performance in manufacturing, from ongoing implementation of the buildings and public-works policy, from the blossoming of new industries in the energy sector, and from construction, refining, and the newly reinvigorated cotton industry. The tertiary sector, ranked in second place among the three sectors, accounts for a high level of job creation. Its impetus comes from transport, telecommunications, and wholesale and retail commerce.

Chart 1: Evolution of GDP growth and contribution by sector



Source: INSEED.

Legend for Chart 1	
French	English
Secteur primaire	Primary sector
Secteur secondaire	Secondary sector
Secteur tertiaire	Tertiary sector
PIB	GDP

Prices. Despite the deregulation of prices for certain products such as cement or petroleum products, the overall level of prices stabilized during 2013. The inflation rate at the end of December 2013 was 0.4 percent, compared with 7.7 percent in 2012. This slowdown in inflation is chiefly the result of strong performance during the 2012 crop season, which led to a substantial decline in prices for food products. The government is committed to further stepping up its efforts to capitalize on farm-sector results, with the aim of preserving the people's real purchasing power. This will be done by intensifying farm production not dependent on rainfall, as one of the PNSA's high-priority actions.

The government's efforts have led to a regular, significant reduction in the non-oil primary public-sector deficit. Expressed as a proportion of non-oil GDP, it declined from 20.1 percent in 2010 to 17.6 percent in 2013. The overall budget balance, which in 2010 posted a deficit of more than 9 percent of non-oil GDP, improved to a slight surplus in 2012. Nevertheless, oil revenues were lower in 2013 by about 1.5 percent of non-oil GDP compared with the budget target. This resulted in an overall budget deficit of about six percent of non-oil GDP. This oil-sector shortfall is attributable to various noncyclical and technical factors inherent in that sector.

In 2013, non-oil budget revenues increased by 1.3 percent of non-oil GDP. This performance is due to the implementation of action plans by the principal organizational units responsible for financial matters, particularly in the areas of broadening the tax base, combating fraud, and strengthening the capacities of those units' personnel. Although non-oil tax revenues remain modest compared with the revenues of other oil producing countries in the region, those revenues nevertheless accounted for 8.7 percent of non-oil GDP, a level not seen during the past 10 years.

In 2013, government revenues represented 33.4 percent of GDP, led by oil revenues (57 percent of the total). Grants represented 9.8 percent of total revenues. There was a significant increase in capital expenditure due to the massive investment in infrastructure needed to underpin the economy. In addition, in the first quarter of 2013, Chad's military intervention in Mali cost nearly CFAF 160 billion, or 3.3 percent of non-oil GDP. With the predicted increase in oil revenues, the deficit is expected to close from 2014 onward.

Table 2: Government finances, 2011 to 2015 (as a percentage of GDP)

	2011	2012	2013	2014 projection	2015 forecast
Revenues	33.4	27.7	25.5	28.7	30.5
Non-oil revenues	7.7	8.3	8.4	8.8	9.2
Government expenditures	32.8	31.1	31.5	29.5	30.0
Current expenditures	15.7	17.0	17.4	16.6	15.9
Capital expenses	17.0	14.1	14.1	12.9	14.0
Balance	0.6	-3.3	-6.0	-0.8	0.5

Source: Ministry of Finance and Budget (MFB).

The stock of public debt, which was 28 percent of GDP in 2012 (of which 7 percent was for domestic debt), represented 30.2 percent of GDP in 2013 (of which 6.9 percent was for domestic debt and 23.2 percent for external debt). The government reaffirms the importance it attaches to public debt sustainability. As a demonstration of its determination, it has canceled a US\$2 billion framework agreement for nonconcessional credit which had been signed with a forum banking institution and which could adversely affect debt sustainability.

Still, faced with exceptional circumstances (a temporary decline in oil revenues as discussed above, urgent security expenditures in relation to the regional context, delays in domestic financing), the government has taken out a loan from an oil company in the form of advance payments on sales of oil. It should also be noted that the government intends to take advantage of the increase in oil revenues forecast for 2015 to speed up the pace of paying down its domestic debt.

Chad signed a staff-monitored program with the International Monetary Fund in July 2013. Pending the results of that program, now being evaluated, Chad will be eligible for the TFPs' Extended Credit Facility (ECF) program. Achieving that objective will bolster the sustainability of government finances and improve the debt profile by significantly reducing the high risk of overindebtedness.

Monetary situation and balance of payments. The money supply increased 8.0 percent in 2013 despite a decline of 12.0 percent in the country's net foreign assets in the operations account of the Bank of Central African States (BEAC) following the decline in oil export revenues. This increase in the money supply is due primarily to a 20 percent increase in credit in the economy. As a result, the financing rate in the economy is on the order of 10 percent compared with an average of 20 percent in the CAEMC zone it should also be noted that the Chadian banking system is highly dependent on the public sector because nearly 90 percent of net bank profits are made on government contracts (particularly the construction of basic infrastructure).

Since 2010, the current deficit on the balance of payments has been relatively stable, in the range of 6 percent to 9 percent of non-oil GDP. External financing requirements are covered in part by foreign direct investment (FDI) flows, especially in connection with the oil sector where FDI flows represented 4 percent of non-oil GDP in 2013. However, owing to a decline in government deposits to be BEAC, among other things, foreign exchange reserves represented only 1.7 months' worth of imports and goods and services at the end of 2013 compared with 2.5 months' worth one year earlier.

The country's exports are dominated by oil (which represents roughly 80 percent of total exports), followed by livestock, cotton, and gum arabic. Most imports consist of purchases of manufactured goods by oil producers for their industrial operations and government purchases relating to the public investment program. The services and revenue account shows a very substantial deficit. Foreign aid has been stable in recent years, totaling close to CFAF 3 trillion during the period 2008 to 2012 (see table).

The expected developments in oil and cotton output should lead to a significant increase in exports in the coming years. These additional resources could, first, improve the net external position and, second, increase the physical space and make possible improved financing of the public investment program without compromising the sustainability of the public accounts. In 2014 and 2015, the expected real GDP growth rates were estimated at 13.6 percent and 17.3 percent respectively, because of the expected renewal of petroleum development, the bringing into operation of new industrial zones, and the strengthening pace of production in other areas of the economy, in particular agriculture, commerce, and transport. This acceleration of growth will also benefit government efforts in the area of public investment, particularly as regards the construction of basic infrastructure.

Constraints and challenges

One of Chad's advantages is a not-insignificant potential for developing petroleum resources. Oil production began in 2003, doubling the country's GDP and leading to exceptional growth rates in several years in a context of keeping inflation under control. Nevertheless, growth will continue to remain fragile so long as it is highly dependent on oil resources, which are not unlimited, and on consistent rainfall. The main challenge is therefore to take greater advantage of non-oil resources to create value-added chains in the non-oil sector, thereby diversifying the national economy by creating niche markets to contribute to the structural transformation of the economy and spin-off effects to the benefit of people's standards of living.

1.3 Poverty in Chad

The statistical data used to analyze poverty in Chad come from the most recent ECOSIT 3 survey conducted by the National Bureau of Statistics and Economic and Demographic Research [Institut National de la Statistique, des Études Économiques et Démographiques] (INSEED). That survey, conducted in 2011 and published in 2013, is based on a representative sample nationwide, stratified according to place of residence (urban versus

rural) and region. That stratification makes it possible to focus on rural poverty and assess the impact of government policies.

Household consumption and poverty. In 2011, average annual expenditure per capita was CFAF 231,190, ranging from CFAF 66,321 in the poorest households to CFAF 617,292 in the wealthiest. The majority of households consisted of fewer than four people (75.7 percent), and were mostly headed by men (79.2 percent) with ages ranging from 24 years to 64 years (81.9 percent). Eight out of ten heads of household were married and most were living in rural areas. Households with the poorest heads of household were made up of the largest numbers of people. At least half of them worked in agriculture. Six out of ten heads of household had no education and two out of ten had only primary-school education. Seven out of ten households (70.8 percent) were economically active and self-employed. The poorest were those with the least education although they were the most economically active (73.5 percent), largely working in agriculture (ECOSIT 3, INSEED/MPCI, Final Report, June 2013).

In the wealthiest households, per capita expenditure was 9.3 times as much as in the poorest. The divide between average expenditure in the richest households and average expenditure in the poorest was greater in those households headed by men (9.4 times as much) than in those headed by women (8.7 times as much). As to the place of residence, urban households had higher expenditure than rural households and, even though the disparities were very great in both, the divide was greater among rural households where expenditure in the wealthiest was 9.1 times as much as in the poorest. As to the share of total consumer household expenditure, for the wealthiest households this was 29.9 percent of total consumer expenditure whereas for the poorest households the figure was only 9 percent. N'Djamena showed the highest disparity, where the poorest households' share of total consumer expenditure was less than 1 percent, compared with 57.8 percent for the wealthiest (ECOSIT 3, INSEED/MPCI, Final Report, June 2013).

Geographical analysis of poverty in 2011. The data from ECOCIT 3 show that the regions hardest hit by poverty (an incidence of over 60 percent) are Mandoul (70.9 percent), Guéra (66.5 percent), Logone Occidental (66.4 percent), Tandjilé (65.3 percent), Moyen Chari (61.4 percent), compared with 11 percent for N'Djamena and over 30 percent for the rest of the regions. The same disparities are also evident in regard to both the depth and the severity of poverty, as these are the poorest regions with the deepest, most severe poverty. The poverty depth and severity indicators are respectively 2.4 and 0.8 for N'Djamena, and range from 24.2 (Tandjilé) to 30.8 (Mandoul) for depth of poverty, and 11.7 (Tandjilé) to 16.7 (Guéra) for severity of poverty.

Table 3: Poverty index

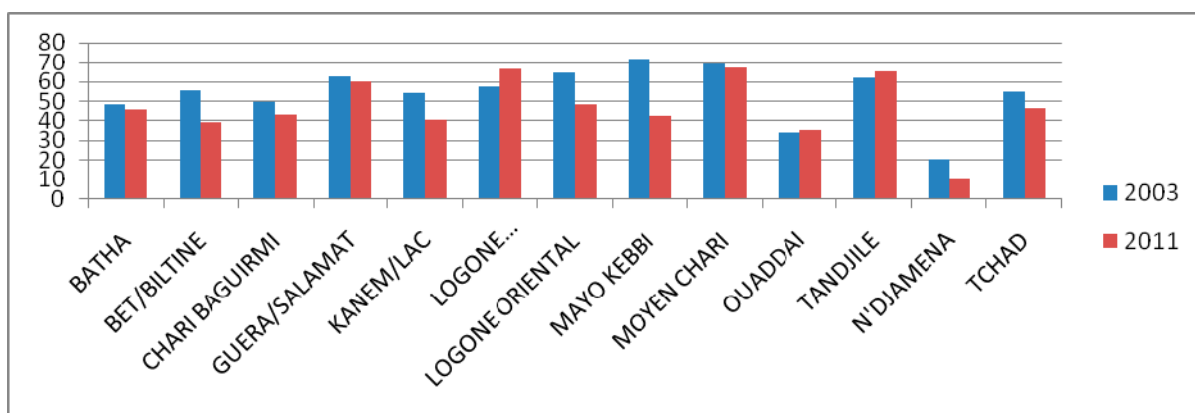
Place of residence; area of residence; region of residence	Incidence	Depth	Severity	Share
Place of residence				
N'Djamena	11.0	4.9	2.4	1.9
Other urban areas	28.8	14.4	7.8	6.3
Rural areas	52.5	29.9	18.3	91.8
Area of residence				
Urban areas	20.9	10.2	5.4	8.2
Rural areas	52.5	29.9	18.3	91.8
Region of residence				
Bahr El Gazel	42.6	23.7	14.3	1.0
Batha	45.6	22.6	12.2	3.6
Borkou-Ennedi-Tibesti	41.8	21.7	12.1	1.6
Chari Baguirmi	41.1	22.4	12.9	5.0
Guéra	66.5	41.2	27.6	7.0
Hadjer Lamis	45.7	26.4	16.6	5.9
Kanem	34.8	19.4	11.7	2.8
Lac [Lake]	46.3	23.9	13.2	3.5
Logone Occidental [West Logone]	66.4	40.4	26.2	9.7
Logone Oriental [East Logone]	48.6	26.9	15.9	8.4
Mandoul	70.9	43.9	28.6	9.9
Mayo Kebbi Est [East Mayo Kebbi]	38.2	20.9	12.3	6.0
Mayo Kebbi Ouest [West Mayo Kebbi]	47.4	24.9	13.9	6.6
Moyen Chari	61.4	36.2	22.8	6.2
N'Djamena	11.0	4.9	2.4	1.9
Ouaddai	34.8	17.9	10.0	4.8
Salamat	48.4	26.9	16.0	3.0
Sila	36.7	18.4	9.8	2.0
Tandjilé	65.3	37.5	23.0	7.8
Wadi Fira	38.4	20.4	12.0	3.2
CHAD	46.7	26.3	15.9	100

Source: ECOSIT 3, INSEED/MPCI, Final Report, June 2013.

Dynamic of income poverty in Chad. Income poverty is assessed by means of the customary indicators, namely the incidence, depth, and severity of poverty. Those indicators have been calculated on the basis of annual poverty thresholds per capita of CFAF 144,570 in 2003 and CFAF 237,942 in 2011. Between 2003 and 2011, there was a decline in the incidence of income poverty associated with the policies and programs implemented in poverty reduction strategies (PRS 1 and PRS 2). The rate of income poverty (or incidence of income poverty) was estimated at 46.7 percent in 2011 compared with 55 percent in 2003. Although the figure fell from 2003 to 2011, the phenomenon of poverty is more widespread in rural than in urban areas: in 2011 the incidence of income poverty was 52.5 percent in rural areas, 11.0 percent in N'Djamena, and 28.8 percent in other urban centers.

Poverty declined slightly in both rural areas and other urban centers. However, between 2003 and 2011, it declined most rapidly in N'Djamena, where it fell from 20.8 percent in 2003 to 11 percent in 2011, or 9.8 percentage points.

Chart 2: Dynamic of poverty



Legend for Chart 2, where applicable	
French	English
Tchad	Chad

Overall, there are only six regions where poverty increased: Logone Occidental (8.8 percentage points), Guéra (3.7 percentage points), Tandjilé (3.2 percentage points), Sila (2.3 percentage points), Mandoul (1.6 points), and Ouaddaï (0.4 percentage points). In all other regions it declined. The pace of the decline in poverty shows that some regions fared better than others. Particularly noteworthy are the declines seen in the regions of Mayo Kebbi-Ouest (24.3 percentage points), Kanem (19.3 percentage points), Wadi Fira (16.8 percentage points), Logone Oriental (16.1 percentage points), Salamat (14.4 percentage points), Borkou-Ennedi-Tibesti (13.4 percentage points), and Barh El Gazel (11.5 percentage points). In the remaining regions the decline was scarcely 10 percentage points, namely Batha, Hadjer-Lamis, Guéra, Lac, Moyen Chari, Chari Baguirmi, and the city of N'Djamena.

However, disparities grew between 2003 and 2011 as reflected in the depth and severity indicators.

Table 4: Poverty indicators

Poverty indicators	2003 (ECOSIT 2)	2011 (ECOSIT 3)	Change
Poverty threshold (CFA francs)	144,570	237,942	65%
Incidence of income poverty (%)	55.0	46.7	-8.3
Depth of poverty (%)	21.6	26.3	4.7
Severity of poverty (%)	10.8	15.9	5.1

Source: ECOSIT 3, INSEED, June 2013.

1.4 Poverty and human development

In spite of its enormous potential in a wide range of resource areas (mining, petroleum, land, etc.) and strong macroeconomic performance in recent years, Chad remains one of the poorest countries in the world with a Human Development Index (HDI) of 0.34 in 2013, a population estimated at 12.7 million people, a population density of 10 people per square kilometer, and rapid population growth (3.6 percent a year). However, the country has a relatively low degree of urbanization (22 percent) (INSEED 2012).

Progress in achieving the Millennium Development Goals (MDGs). Overall, the MDGs have seen only modest progress except for target 2 under MDG-1—halving the number of people who are malnourished—which has been achieved (with a reduction of 51.2 percent⁶) and target 10 under MDG-7—providing access to safe drinking water—which has posted an achievement level of 78 percent.

Although the poverty rate was estimated at 46.7 percent in 2011, it is expected to fall in 2013, given the average 6 percent economic growth for the period 2012-2013. Moreover, according to recent projections, economic growth should be about 13.6 percent in 2014, which would further confirm a favorable trend toward a decline in the incidence of income poverty, despite the fact that no recent poverty profile for Chad is available.

Along the same lines, purchasing power as reflected in real per capita income has shown a positive trend: +6 percent in 2012 and +0.5 percent in 2013. It is even forecast that this place will be maintained or even accelerated in 2014 (9.6 percent) and 2015 (3.7 percent).

A differentiated analysis of poverty shows a significant divergence between rural and urban areas. INSEED data for 2011 show that the regions hardest hit by poverty (an incidence of over 60 percent) are Mandoul (70.9 percent), Guéra (66.5 percent), Logone Occidental (66.4 percent), Tandjilé (65.3 percent), Moyen Chari (61.4 percent), compared with

⁶ *The State of Food Insecurity in the World 2013*, Food and Agriculture Organization of the United Nations (FAO).

11 percent for N'Djamena and over 30 percent for the rest of the regions. The same disparities are also evident in regard to both the depth and the severity of poverty, as these are the poorest regions with the deepest, most severe poverty. The poverty depth and severity indicators are respectively 2.4 and 0.8 for N'Djamena, and range from 24.2 (Tandjilé) to 30.8 (Mandoul) for depth of poverty, and 11.7 (Tandjilé) to 16.7 (Guéra) for severity of poverty.

In spite of the favorable economic growth trends that give hope that the breadth of poverty can be reduced, the Human Development Report 2013 (UNDP) confirms how wide the disparities are in Chad, with a Gini coefficient of 39.8, which highlights the challenges associated with implementing policies that will permit a better distribution of the benefits of growth and strengthening of social protection of the most vulnerable groups, to combat extreme poverty and reduce disparities between different socioeconomic groups.

Part 2. Mechanisms for implementing and monitoring the PND

2.1 Introduction and contextual overview

To ensure that implementation of the PND will be sound and satisfactory, the government has established an operational framework for coordination and for monitoring and evaluation. The purpose of this framework is to facilitate access on the part of stakeholders to information with a view to assuring the coordination and evaluation of actions that form part of the global and sectoral strategies for the country's development. Consequently, plans call for adopting some legal and regulatory texts, organizing the monitoring and evaluation apparatus, and optimizing coordination mechanisms and systems. Underpinning the PND are results-based management principles.

Recent planning for Chad's development has been characterized by the implementation of two successive poverty reduction strategies: NPRS 1, covering the period 2003 to 2007; and NPRS 2, covering the period 2008 to 2011. The PND, which carries on from NPRS 1 and NPRS 2, is aimed at achieving better results for the country than those yielded by the previous two strategies. It covers the time frame 2013 to 2015 and seeks to strengthen the foundations of economic growth, accelerate the process of improving living standards, and lay the basis for implementing a development plan covering a much longer time frame with a view to achieving the country's objectives set out in Vision 2030.

2.2 Apparatus for implementing, monitoring, and evaluating the PND

To ensure that the PND is being monitored closely, the government has called for an implementation report to be prepared for 2013 followed by two evaluations, a midterm evaluation in 2014 and a final evaluation in 2015. The purpose of those evaluations, incorporating an analysis of the status of the MDGs, is to monitor the progress being made in achieving the MDGs and the expected outcomes, and propose corrective measures to improve implementation of the PND.

The system for the monitoring and evaluation of the 2013-2015 PND is based on a participatory approach which will make it possible to assess the outputs (goods and services delivered) and the degree to which each of the PND's programs has achieved its expected outcomes. It is an ongoing process of dialogue and consensus between stakeholders, focused on gathering the information needed for decision-making. The system is based on (i) respect for the responsibilities and terms of reference of the various entities concerned, (ii) the implementation and operationalization of dialogue and consensus frameworks at the national, regional, and sectoral levels, (iii) the development of appropriate tools for information-gathering, (iv) production of high-quality data that are reliable and useful, produced regularly, (v) utilization of data in decision-making, and (vi) partnership in designing and managing the system.

The institutional framework, implemented to measure performance, consists of an Interministerial PND Oversight Board (HCIO), a Technical Steering Committee (CTP), Regional Monitoring Committees (CRSs) and a Dialogue and Consensus Framework between the Government and Partners (CCEP). These bodies' duties and responsibilities are laid out in Directive 1404/PR/PM/MEPCI/CAB/2013 of May 28, 2013, establishing the institutional framework for the coordination, monitoring, and implementation of the evaluation of the 2013-2015 PND.

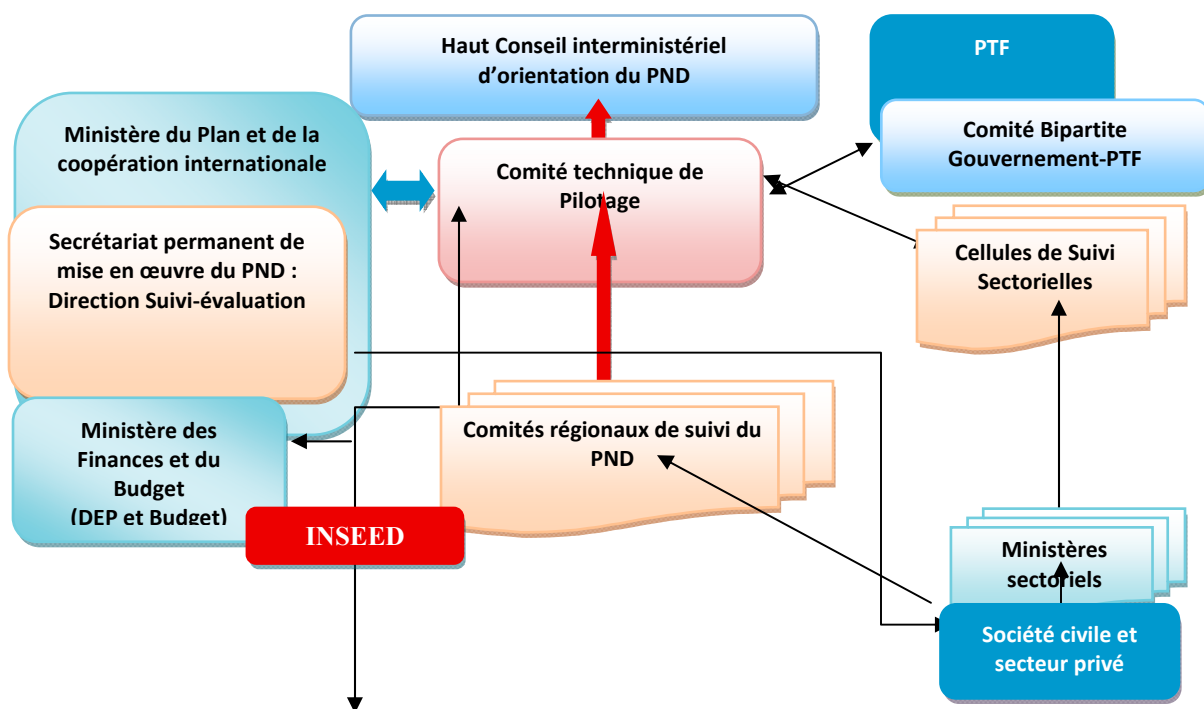
Interministerial PND Oversight Board. This is the political body to oversee the PND's implementation. It is responsible for (i) examining and assessing the evolution of the PND's implementation, drawing conclusions from its findings, and setting out directions, (ii) taking the necessary measures to ensure that the PND's objectives are met, (iii) supporting the mobilization of the resources necessary to fund the PND, and (iv) validating and publishing the reports prepared by the Technical Steering Committee. This committee has not met in 2013.

Technical Steering Committee. This is the technical body of the PND apparatus. Its main functions are (i) to monitor and evaluate the PND's overall implementation, (ii) to propose adjustments and corrections as required, and (iii) to provide for the technical validation of the annual monitoring reports on the implementation of the PND and the MDGs prepared by the Monitoring and Evaluation Directorate of the Ministry of Planning. This committee has held three meetings in 2013, notably to refine the monitoring and evaluation tools (the PAP and the results-management framework).

Regional Monitoring Committees. These serve as a dialogue and consensus framework between political, technical, and administrative officials, eminent persons, local communities, private-sector representatives, and CSOs in regard to development issues at the regional level. These regional committees to monitor the PND's implementation, set up under directives issued by the Minister of Economy and Planning or the Governor, are responsible for monitoring the PND's implementation at the regional level. Their functions are (i) to help raise the local population's awareness of the PND's objectives, (ii) to gather and analyze data on the PND's implementation, (iii) to make recommendations, and (iv) to produce local reports on the monitoring and evaluation of the PND and transmit them to the CTP. The setting up of the regional monitoring committees, originally planned for November 2013 in conjunction with the regional missions to raise awareness, has been pushed back to 2014.

Dialogue and Consensus Framework between Government and Partners. This provides a forum for regular dialogue and consensus between the ministries involved in implementing the PND and technical and financial partners. Its functions are (i) to examine the progress being made in implementing the PND's programs and projects, (ii) to assess the level of domestic and external resources that must be mobilized to fund the various programs and projects, and (iii) on the basis of the PND monitoring reports, to examine practical ways to follow up on the recommendations they contain.

Chart 3: Institutional apparatus for implementing, monitoring, and evaluating the PND



Legend for Chart 3	
French	English
Haut Conseil interministériel d'orientation du PND	Interministerial PND Oversight Board
Ministère du Plan et de la coopération internationale	Ministry of Planning and International Cooperation
Secrétariat permanent de mise en œuvre du PND : Direction Suivi-évaluation	Permanent Secretariat for implementation of the PND: Monitoring and Evaluation Directorate
Ministère des Finances et du Budget (DEP et Budget)	Ministry of Finance and Budget (DEP and Budget)
Comité technique de Pilotage	Technical Steering Committee
Comités régionaux de suivi du PND	PND Regional Monitoring Committees
INSEED	INSEED
PTF	TFPs
Comité Bipartite Gouvernement-PTF	Bipartite Government-TFP Committee
Cellules de Suivi Sectorielles	Sector Monitoring Units
Ministères sectoriels	Sector ministries
Société civile et secteur privé	Civil society and the private sector

One of the principles governing this institutional apparatus is that there must be dialogue and consensus among all actors (the government, TFPs, civil society, and the private sector) at all

levels. This institutional apparatus also reflects the decentralization process. The principles that must guide the implementation of the PND are as follows:

- ***Respect for the PND's priorities.*** The PND serves as a single reference framework for all activities pertaining to the country's development. The various cooperation programs have to contribute effectively to realizing those priorities. Accordingly, the government's budget will reflect those priorities in the allocation of resources.
- ***Sharing of information.*** In the framework of implementing the PND, it is essential that information be shared to ensure that coordination is successful. Accordingly, the government will pursue its efforts to encourage exchanges of information regarding budget management, reports, and evaluation findings. Such sharing of information is equally necessary with and by technical and financial partners.
- ***Concerted, coordinated monitoring.*** The authorities will continue to produce evaluation reports as source material for workshop groups doing annual reviews of the PND. Within the framework of dynamic dialogue and consensus, it is important that other actors, particularly from the private sector and civil society, produce independent reports.

Constraints and challenges

One major constraint is the lack of statistical data to assure effective monitoring of development activities and projected annual targets.

2.3 Functioning of the monitoring and evaluation mechanism

Monitoring and evaluation of the 2013-2015 PND are based on two tools: (i) monitoring the execution of the Priority Action Plan (PAP); and (ii) monitoring the results-measurement framework (24 strategic-results indicators and 65 intermediate-results indicators).⁷ These tools were devised in 2013 in participatory fashion with domestic actors and development partners as a group. The same is true for the present report, for which the preparation process included the following:

- (i) Work by the interministerial committee of national experts, to compile sector reports and validate the plan for preparing the report;
- (ii) The Bakara retreat (April 25 to 27, 2014), which enabled the first draft of the report to be prepared;
- (iii) Ongoing work by the interministerial committee of experts to refine and improve the draft resulting from the Bakara retreat;

⁷ The results-measurement framework includes the 15 HIPC Initiative trigger indicators.

- (iv) Sharing of the refined, improved draft with TFPs for their comments;
- (v) A meeting of the PND's Technical Steering Committee on June 10, 2014, to validate the report in conjunction with government administrations, civil society, labor unions, and the private sector.

This report has, for the first time, been prepared under the direction of the Monitoring and Evaluation Directorate of the Ministry of Planning, with support from UNDP and French experts. This exercise has made it possible to identify not only some difficulties but also some successes which it is worthwhile pointing out. To facilitate dialogue and coordination between the Ministry of Planning and the sector ministries, the need became apparent to set up sector monitoring units within the 27 ministries involved in implementing the PND.

As a rule, these sector monitoring units are made up of the program's and project's financial officer and research director. The units make it possible for officials in the Monitoring and Evaluation Directorate to have direct representatives within each of the sector ministries that they are responsible for monitoring. This has been useful both for developing monitoring and evaluation tools and for monitoring PND implementation in 2013.

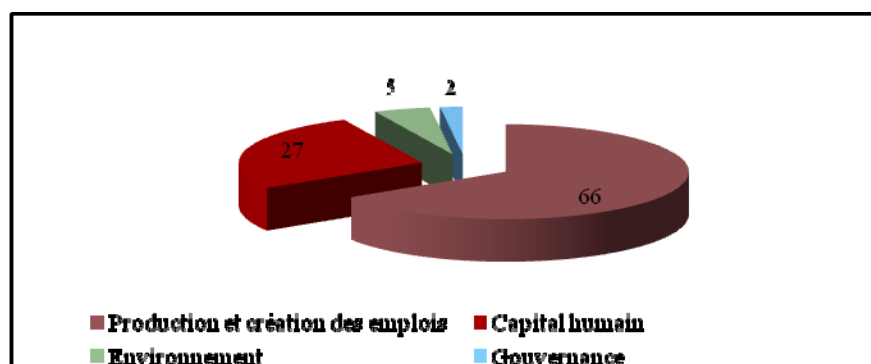
However, it must be noted that the lack of technical, financial, and material capacities has made it difficult to collect and analyze data for preparing this report. Even though some ministries have operational tools (such as performance-management frameworks, with impact and results indicators) and qualified personnel to monitor their policies, their capacities need to be strengthened.

PND funding and alignment with the government's budget

In general terms, multiyear budget programming, of which each annual segment is determined by the Budget Law, is consistent with the 2013-2015 PND's Priority Action Plan (PAP) and the Three-Year Public Investment Program (PTIP).

The budget for the 2013-2015 PND's first year of implementation will be CFAF 3,726.79 billion, or approximately US\$7.5 billion. It is evident from the chart below that most of the expenditure is for activities relating to the PND's first pillar—production and job creation—representing 66 percent of the budget envelope. The second pillar—developing human capital—represents 27 percent. The third pillar—protection of the environment—represents 5 percent. And the fourth pillar—governance—represents 2 percent. The government intends to cover 45.01 percent of the budget envelope with its own resources. The funding gap will be made up with support from various bilateral and multilateral financial partners and the private sector (within the framework of public-private partnerships (PPPs)). Commitments by partners up to now represent approximately 23.30 percent of the budget envelope, leaving a gap of approximately 31.68 percent of the initial forecast budget.

Chart 4: Initial breakdown of the PND's cost, by pillar (percentages)



Source: 2013-2015 PND.

Legend for Chart 4	
French	English
Production et création des emplois	Production and job creation
Environnement	Environment
Capital humain	Human capital
Gouvernance	Governance

After the PND and the PAP had been adopted, it became apparent that, from the first year of implementation, the PAP had weaknesses. A substantial number of projects could not be completed within the time frame laid down; budget programming figures were somewhat imprecise; and it was difficult to establish a linkage between the government budget on the one hand and the projects and programs on the other. Moreover, the external funding figures indicated did not necessarily match the figures in the funding agreements with technical and financial partners.

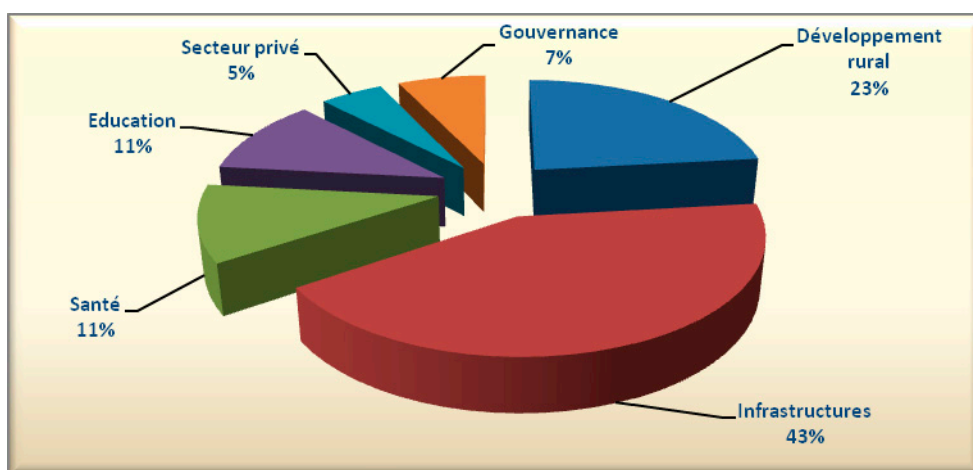
To make the PAP an operational tool for the PND, the government updated it using the following methodology. First was to consider projects already under way and bankable projects that could be completed during the period covered by the PND. Next to be considered were cases where public tendering had already been approved or for which approval was under way, as well as various supports for agencies under supervision included in the government budget when they fell within the framework of the PND's development priorities. As for budget programming, projects for which funding had not yet been confirmed were rescheduled for the 2014-2015 biennium. Thus, all the commitments relating to PND priorities (including cases involving public tendering) under sector ministries involved in the PND were included in monitoring the PAP.

With respect to external financing, the Directorate General of International Cooperation centralized and compiled forecasts of disbursements from TFPs and/or under funding agreements signed with TFPs in connection with the 2013-2015 PND. This made it possible to prepare the 2014-2016 Three-Year Public Investment Program based on external financing, from which data for the 2014-2015 biennium could then be extracted. Inasmuch as external financing for the year 2013 had already been included in the 2013 Budget Law, the Minister opted to retain the amounts that had been communicated in 2012.

Once the PAP had been revised this way, it totaled approximately CFAF 3,276 billion⁸ for the 2013-2015 period, 12 percent less than the initial figure. The new cost breakdown by pillar shows that Pillars 1 and 2 relating to productive sectors and human capital account for the bulk of the cost, 59 percent and 27 percent respectively of the PAP, while Pillars 3 and 4 account for only 7 percent and 6 percent respectively.

The total cost of the PAP breaks down by sector as follows: infrastructure (43 percent), rural development (23 percent), health (11 percent), education (11 percent), governance (7 percent), and the private sector (5 percent).

Chart 5: PAP cost breakdown, by area of priority



Source: PAP, 2013 PND.

⁸ Excluding the PNSA.

Legend for Chart 5	
French	English
Développement rural	Rural development
Infrastructures	Infrastructure
Santé	Health
Education	Education
Secteur privé	Private sector
Gouvernance	Governance

Table 5: Allocation of the 2013-2015 PND forecast budget by subsector and by source of funding (both funding confirmed and funding yet to be determined)

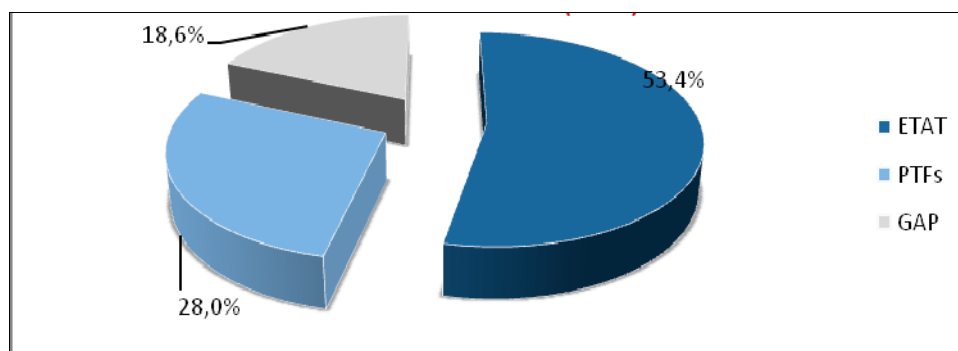
Strategy	Total cost, 2013-2015 (in billions of CFA francs)			
	Government	TFPs	To be determined	Total
PILLAR 1: Developing production supply and opportunities for decent employment				
Rural sector development and food security	139.34	162.20	143.75	445.29
Job creation and training	0.67	4.55	11.40	16.62
Private sector development	131.91	10.16	39.04	181.11
Development of basic economic infrastructure	683.90	329.85	233.38	1 247.12
Research and development	8.92	0.70	–	9.62
Regional integration	5.19	10.75	29.03	44.97
Mobilizing the skills and abilities of Chadian expatriates	0.43	2.25	2.00	4.68
TOTAL – PILLAR 1	970.36	520.45	458.60	1,949.41
PILLAR 2: Mobilizing and developing human capital and combating inequality, poverty, and social exclusion				
Education	111.855	111.855	111.855	335.566
Health	222.61	64.17	23.88	310.67
Nutrition	0.20	13.50	–	13.70
Clean drinking water, hygiene, and sanitation	145.55	–	–	145.55
Social protection, equity promotion, and gender equality	23.04	5.19	2.80	31.02
Population	–	0.90	–	0.900
Housing	12.05	0.20	–	12.25
Recreation/youth/sports	19.89	0.30	1.70	21.89
Culture	9.96	1.09	12.10	23.15
TOTAL – PILLAR 2	545.14	197.21	152.33	894.68
PILLAR 3: Environmental protection and combating climate change				
The fight to save Lake Chad and other ecosystems	1.861	19.902	0	21.763

Strategy	Total cost, 2013-2015 (in billions of CFA francs)			
	Government	TFPs	To be determined	Total
Rural, urban, and suburban land planning	25.584	28.995	2.000	56.579
Risk and disaster prevention and management	38.757	31.891	0.650	71.298
Fighting desertification and preserving biodiversity	32.571	27.629	11.315	71.515
TOTAL – PILLAR 3	98.773	108.417	13.965	221.155
PILLAR 4: Improving governance				
Modernizing the State and reforming the civil service	67.976	18.857	3.955	90.788
Strengthening decentralization	18.373	9.690	0	28.063
Promoting human rights, peace, and social cohesion	25.535	26.164	14.262	65.961
Pursuing justice reform, affirmative consolidation of the public sector, and good governance	12.912	7.287	5.318	25.517
TOTAL – PILLAR 4	124.796	61.998	23.535	210.329
TOTAL – PAP	1,739.07	888.07	648.43	3,275.572

Source: Ministry of Planning and International Cooperation (MPCI).

The total cost of implementing the 2013-2015 PND is CFAF 3,275 billion. The government intends to cover 53.4 percent of that. Commitments by partners are expected to cover 28 percent, leaving a funding gap of 18.6 percent.

Chart 6: The PAP's sources of funding (percentages)



Source: Ministry of Planning and International Cooperation.

Legend for Chart 6	
French	English
ETAT	Government
PTFs	TFPs
GAP	Funding gap

Working from an analysis of the execution status of the projects that have been approved, the PND's budget programming has been done on a year-by-year basis. The table below sets out the funding requirements for 2013, 2014, and 2015. The 2013 budget represents 22.7 percent of the total cost, the 2014 budget represents 35.5 percent, and the 2015 budget represents 41.7 percent. This budget programming is based on the country's macroeconomic framework, thereby ensuring that the PND's costs are aligned with the government's budget.

The funding gap is on the order of **CFAF 609 billion**, or 18.6 percent of the PAP's total cost. The funding gap pertains only to the 2014-2015 biennium. As indicated above, the budget programming for 2013 comprises only those projects with confirmed funding from the government or from its technical and financial partners so that, following the review of the PAP, there is no funding gap for 2013.

Table 6: Allocation of the PND's cost year by year (in billions of CFA francs)

	2013 programmed	2014 programmed	2015 programmed
Government	614.6	539.0	597.0
TFPs	244.7	241.6	429.3
Funding gap	0	77.4	532.0
Total	859.3	857.9	1,558.3

Source: Ministry of Planning and International Cooperation.

The government's commitment to implementing the National Development Plan is evidenced by the fact that its budget is aligned with the priorities of the Priority Action Program. Indeed, in the government's 2014 budget, 77 percent of the allocation under Part 3, "Transfers and subsidies," and 89 percent of the allocation under Part 5, "Investments," are to finance activities forming part of the PAP.

Table 7: Project budget programming

Ministry	Project budget programming—PAP/2014 PND					
	Government					Share of budget destined for the PAP
	Part III		Part IV		Total	
	Envelopes	Allocations	Envelopes	Allocations		
Social Action	2,350,000,000	1,888,000,000	4,780,000,000	5,142,243,738	7,030,243,738	99%
Crop Growing	46,380,000,000	20,259,348,553	8,445,938,025	32,804,905,490	53,064,254,043	97%
Land Management and Planning	4,150,000,000	4,150,000,000	7,500,000,000	7,500,000,000	11,650,000,000	100%
Affirmative Consolidation	0	0	500,000,000	430,000,000	430,000,000	86%
Civil Aviation	500,000,000	500,000,000	7,000,000,000	6,544,879,280	7,044,879,280	94%
Commerce	4,700,000,000	4,400,000,000	1,876,421,910	1,735,000,000	6,135,000,000	93%
Culture	1,200,000,000	1,170,000,000	2,000,000,000	1,438,915,000	2,608,915,000	82%
Human Rights	0	0	500,000,000	492,981,470	492,981,470	99%
Livestock Raising	3,000,000,000	2,870,000,000	14,600,000,000	13,250,000,000	16,120,000,000	92%
Energy and Petroleum	25,000,000,000	24,770,000,000	6,400,000,000	5,677,000,000	30,447,000,000	97%
Primary Education	15,540,000,000	15,400,000,000	10,260,260,000	10,430,260,000	25,830,260,000	100%
Secondary Education	40,000,000	40,000,000	5,060,000,000	4,700,000,000	4,740,000,000	93%
Postsecondary Education	31,956,642,000	31,956,642,000	15,694,740,000	12,694,740,000	44,651,382,000	94%
Environment	1,400,000,000	1,205,000,000	5,867,000,000	5,229,776,500	6,434,776,500	89%
Finance	35,719,500,000	12,640,000,000	21,620,000,000	11,619,289,000	24,259,289,000	42%
Civil Service	450,000,000	370,000,000	2,000,000,000	1,940,000,000	2,310,000,000	94%
Water Systems	1,000,000,000	1,000,000,000	7,301,663,000	7,010,734,911	8,010,734,911	96%
Infrastructure	2,890,000,000	0	200,231,742,000	155,132,916,649	155,132,916,649	76%
Youth and Sports	2,500,000,000	2,500,000,000	4,000,000,000	3,377,907,728	5,877,907,728	90%
Justice	1,000,000,000	1,000,000,000	6,110,000,000	5,204,515,800	6,204,515,800	87%
Microfinance	3,500,000,000	3,500,000,000	700,000,000	130,000,000	3,630,000,000	86%
Mines	0	0	3,820,000,000	3,680,000,000	3,680,000,000	96%
Planning	1,806,296,000	1,696,296,000	2,500,000,000	2,500,000,000	4,196,296,000	97%
Post Office and New Technologies	6,200,000,000	6,221,000,000	2,000,000,000	1,810,029,189	8,031,029,189	98%
Health	40,730,000,000	42,987,685,800	28,170,000,000	27,316,000,000	70,303,685,800	102%
Public Security	14,268,000,000	10,000,000,000	4,320,000,000	4,195,000,000	14,195,000,000	76%
Tourism	1,000,000,000	500,000,000	9,650,000,000	9,650,814,747	10,150,814,747	95%
Urban Development and Housing	0	0	9,500,000,000	6,290,000,000	6,290,000,000	66%
TOTAL	247,280,438,000	191,023,972,353	392,407,764,935	347,927,909,502	538,951,881,855	84%

Part 3. PND execution: Performance and results

Analysis of the performance of PND implementation⁹ shows a relatively positive result. The lack of a yearly target for 2013 does not facilitate an analysis. Nevertheless, 11 out of 16 of the strategic-results indicators saw an improvement (the remaining eight could not be assessed because data were not available); and out of 61 intermediate-results indicators, 58 were assessed of which 27 were also considered to be on track to achieve the 2015 target.

With respect to programs under Pillar 1, five strategic indicators out of eight, and 10 intermediate-results indicators out of the 14 for which data were available, saw a net improvement. These were chiefly in the proportionate contribution of agriculture to GDP, the land area developed per year, the number of water points for livestock farmers, the extent of mechanization of farms, food security, the proportion of all-weather roads, the rate of access to electricity, and the rate of access to the Internet. Nevertheless, Chad remains the last country in the *Doing Business* ranking, and its oil production has fallen.

With respect to human capital, six strategic indicators out of eight, and 21 intermediate-results indicators out of the 29 for which data were available, saw an improvement. The rates of poverty, school enrollment, infant and neonatal mortality, HIV prevalence, access to health services, and malnutrition all improved in 2013. Progress is still needed particularly in regard to maternal mortality and the primary-school repeater rate.

With respect to the environment and land management and planning, no data were available in 2013 for the one strategic indicator. Two intermediate-results indicators out of three saw an improvement; they relate to the adoption of national and regional land management and planning systems.

With respect to governance, most indicators saw improvement, particularly those relating to transparency and the management of government finances, decentralization, and human rights.

⁹ See Annex 1: Results-measurement framework.

Table 8: Analysis of the results-measurement framework

	Number of indicators	Number of indicators for which data were available	Number of indicators showing improvement
Pillar 1			
Strategic indicators	8	7	5
Intermediate-results indicators	15	14	10
Pillar 2			
Strategic indicators	14	8	6
Intermediate-results indicators	33	29	4
Pillar 3			
Strategic indicators	1	0	
Intermediate-results indicators	4	3	2
Pillar 4			
Strategic indicators	1	1	0
Intermediate-results indicators	13	12	11

Source: Ministry of Planning and International Cooperation (MPCI).

3.1 Development of production capacities and job opportunities

For there to be a significant reduction in poverty, there has to be strong economic growth, supported and unleashed by creating decent jobs in large numbers. Consequently, the government has, through the framework of the PND, decided to develop the economy's productive capacities and diversify the resources sustaining its growth. The PND therefore includes actions (i) to develop the rural sector and improve food security, (ii) to create jobs and provide training, (iii) to develop the private sector, (iv) to develop basic infrastructure, (v) to promote regional integration, and (vi) to mobilize the skills and abilities of Chadian expatriates.

3.1.1 Rural sector development and food security

Agriculture, which is the main economic activity in rural areas, has seen little modernization even though it accounts for the work of nearly 80 percent of the active population. The factors that limit its performance are lack of access to inputs, lack of control of water resources, poor labor and land productivity, lack of control of zootechnical parameters, lack of transport and warehousing infrastructure, weak agricultural extension services, and the lack of services to support producers. Nevertheless, developing agriculture will help to diversify the economy, assure food security, increase export revenues, and create many jobs for youth and for women.



For the government, the priority is to clear away all constraints on farm activity and work to modernize agriculture through mechanization. There is also a need to distribute inputs and equipment to boost productivity and farm output.

Thus, in 2013, the government has provided farmers with 4,000 metric tons of fertilizer and 55,000 liters of pesticides. Nevertheless, these quantities were inadequate since they enabled only 13 percent of all cropland to be covered. As for water resources to support crops, the government has launched a huge project to build infrastructure to provide water for irrigation.

Unfortunately, there has been a delay in building some irrigation infrastructure due to lengthy administrative procedures in carrying out bidding exercises and finalizing contracts with successful bidders. No irrigation infrastructure has been completed in 2013 owing to a lack of mobilization of resources. Some modernization of the farm sector has been accomplished through the purchase of 781 tractors properly equipped and 100 cultivators.

Gum arabic output has been supported to the training of 5,550 producers, the construction of 12 warehouses (currently under way), and the purchase of equipment. Consequently, annual output of gum arabic has grown 20 percent, from 25,000 metric tons to 30,000 metric tons in 2013.

Table 9: Evolution of agricultural, forestry, and fisheries output, 2011 to 2014 (with changes from year to year expressed as percentages)

	2011	2012	2013	2014
Agriculture	-25.3	46.9	-16.1	7.8
Food crops	-27.4	50.6	-17.0	7.5
Industrial crops	20.6	-1.2	3.0	12.0
Livestock, forestry, and fisheries	3.9	1.2	3.0	2.8

Source: INSEED.

Livestock production increased in 2013, thanks to high seasonal availability of forage throughout the country. The situation of animal health was satisfactory, apart from some cases of anthrax in the area of Lake Chad. Under the Fisheries Development Program (PRODEPECHE), the fisheries subsector benefited in 2013 by the construction of 13 fishing platforms, 28 fisheries offices, eight fish markets, and three unloading installations.

Analysis of performance. The indicators used to analyze performance in regard to PND implementation in the rural development and food security sector are as follows: the share of agriculture as a contribution to GDP, the number of water points for livestock producers, the vaccination rate, the extent of mechanization of farms, and the prevalence of malnutrition.

The table below shows an interesting progression for all indicators except the prevalence of malnutrition. Overall, the food situation is improving in the Sahelian zone (SMART survey, January to March, 2014): there, the prevalence of global acute malnutrition (GAM) fell from 21.3 percent in August 2010 to 10.6 percent in March 2014. In Chad, malnutrition continues to be a serious concern associated primarily with problems of food patterns or habits.

Table 10: Performance indicators

Indicator	Situation in 2012	2015 target	Situation in 2013
Share of agriculture as a contribution to GDP (percent)	23	25	24.77
Number of water points for livestock producers	1,296	2,396	1,868
Pleuropneumonia vaccination rate (percent)	15	50	18
Mechanization of farms (percent)	24	40	39

Source: Report by the MAE, MEH, and MSP.

Constraints and challenges associated with the implementation of sector strategies

Despite this performance, implementation of the sector strategy has been impeded by the slowness of public bidding procedures, inadequate budget allocations vis-à-vis expressed needs, administrative slowness in mobilizing funds, the limited number of extension officers (owing to aging and retirement), inadequate means of transport, and lack of a national mechanization strategy.

3.1.2 Job creation and training

Like other developing countries, Chad has to deal with youth unemployment. Faced with this challenge, the government has identified training and the creation of decent, sustainable employment as an area of high-priority.

This problem will be addressed by (i) promoting youth employment in rural and urban areas, (ii) strengthening the legislative, institutional, organizational, and social environment in connection with employment, and (iii) developing human resources and occupational training programs. In 2013, 6,000 young people joined the civil service.

3.1.3 Private sector development

In 2013, the government made significant efforts to implement administrative reforms, in particular to improve the business climate in the country based on the World Bank's 10 *Doing Business* indicators aimed at lifting the country's bottom rating. However shortcomings remain in communications and information both domestically and externally; and there is a real need, with the support of the international community, to strengthen human, technical, and physical capacities. In light of the latest edition of *Doing Business*, in 2014, efforts remain to be made, particularly in regard to delays in registering property title and the ease of transferring property ownership.

The basic infrastructure rebuilding program continues to be pursued to make it easier for people and their goods to move about. Public investment in the system of roads and highways has had a very favorable impact on the economy thanks to the improvement of transport connections both within Chad and with neighboring countries. However, the unreliability of the electric power supply and long transit delays at the port of Douala, Cameroon, raised domestic prices and are detrimental to the competitiveness of Chadian businesses.

Table 11: Performance indicators: Business climate

Indicator	Situation in 2012	2015 target	Situation in 2013
Ease of doing business (ranking)	185/185	173/189	189/189
Number of days to create a new business	62	3	62
Time required to register property title (days)	44	N/A	N/A

Source: *Doing Business*.

In 2013, dialogue between the government and the private sector was strengthened in regard to issues of overhauling, cleansing, and consolidating the business environment in accordance with the PND's core directions and the recommendations set out in the white paper from the National Employment Council. As regards the financial sector, several initiatives have been implemented to strengthen the capacities of those involved and to expand the range of financial services, particularly in the microfinance sector, which is an important part of the national strategy to bring people into the financial mainstream.

Like other countries in the subregion, Chad has established a regulatory and institutional framework to encourage microfinance, particularly the CAEMC/COBAC regulations on microfinance parameters and prudential rules. Nevertheless, the microfinance sector remains largely undeveloped and faces difficulties hampering its effectiveness. While these difficulties are closely related to the socioeconomic environment, they derive basically from the intrinsic nature of microfinance institutions (MFIs). The vast majority of MFIs are very small, so there are many factors that may cause dysfunction. In 2013, the main MFIs were 154 savings-and-loan associations serving the financial needs of 123,115 customers. Total savings stood at CFAF 5.499 billion and total lending at CFAF 6.675 billion.

Despite the difficulties it faces, the microfinance sector has grown significantly. It reflects strong demand for financial products and services close by (the market penetration rate for existing MFIs is just 3 percent, and only 5 percent of the urban population has access to banks). In 2013, communications campaigns targeting the general public, the dissemination of regulatory texts, and training for MFIs all helped to strengthen the sector and put it on a more professional footing. Microfinance professionals now have a framework within which to develop their products and enforce repayment. Consequently, in 2013 the main MFIs in Chad were 154 savings-and-loan associations serving the financial needs of more than 123,000 customers.

In the area of tourism and artisan activities, 4,066 artisans in tourist areas have received support from the ministry to bring them into the socioeconomic mainstream. The Ministry of Tourism has established an institutional apparatus to encourage the promotion of this sector (a statement of general tourism development policy, a high-level committee chaired by the Prime Minister to promote tourism, legislation with respect to regulations for businesses in the tourism sector, and a national agency to promote artisan activities).

Constraints and challenges in implementing the strategy.

The implementation of the microfinance sector development strategy is being hampered particularly by the fact that certain amounts allocated to the sector (totaling CFAF 8.5 billion) have not been disbursed, a lack of microfinance institutions in the northern part of the country, weak repayment rates, a shortage of specialized personnel, and the fact that the people have not fully embraced the national microfinance strategy.

In addition, the National Investment and Export Agency (ANIE) has already undertaken measures to assist business in Chad by establishing a forum for dialogue and consensus-building between government agencies and the private sector. The ANIE is responsible for steering this forum which is to meet every month to discuss urgent reforms. According to a simulation by the ANIE, Chad could move up 35 spots in the Doing Business ranking (i.e., from 189th place to 154th place) if the reforms adopted in the business climate timetable are implemented. This confirms the government's desire to improve the country's business climate in order to encourage foreign investment.

3.1.4 Development of basic economic infrastructure

The government intends to use the development of basic economic infrastructure as the main tool to consolidate the country's economic growth and improve its people's well-being. Actions carried out in this area in 2013 were centered on (i) transport, to overcome obstacles due to Chad's geographic situation as a landlocked country, (ii) energy, to encourage economic activity, improve the people's living standards, and broaden access to basic services, and (iii) information and communications technologies (ICTs), to contribute to development of the private sector, liberalization, and modernization of Chadian society.



In the area of transport, the government is continuing to implement the National Transport Strategy (SNT), as updated for the period 2011 to 2020. The goal for air transport is to strengthen Chad's capacities in building and operating world-class airports and promote the development of air traffic.

Analysis of performance. The following performance indicators are used in assessing the development of the system of roads and highways: (i) all-weather roads as a proportion of the permanent road system; (ii) the number of secondary rural roads rehabilitated; and (iii) paved primary roads. As shown in the table below, in 2013, 86 percent of the permanent road system was usable year-round. The improvement in this indicator is attributable to the rehabilitation and paving of old roads and the building of new ones. Projects currently under way will make it possible to meet the 2015 target. Thanks to major investments by the government, the total length of paved primary roads has been increased from 1,505 kilometers in 2010 to 2,020 kilometers in 2013.

To serve rural areas, the network of secondary roads, including rehabilitated roads, was expanded from 2,130 kilometers in 2012 to 3,293 kilometers in 2013, an increase of 1,163 kilometers. These achievements provide the rural population with greater access to district health or referral centers and make it easier to transport goods, take products to market in urban areas, and supply rural areas with essential products (such as medications), while lowering transport costs and making urban and intercity travel more convenient. In 2013, the paved road system was increased to 2,138 kilometers, or 55.07 percent.

The rate of access to electric power increased from 3.7 percent in 2011 to 3.9 percent in 2013 as a result of the Farcha II power plant being brought into service (with a capacity of 60 MW) and a further 20 MW from the Djarmaya refinery (on the SNE system).

With respect to ICTs, the proportion of households with a telephone increased from 31.6 percent in 2012 to 36.39 percent in 2013. The rate of access to mobile and landline telephones remained unchanged during the period. The rate of Internet access shot up from 4.7 percent in 2012 to 12.91 percent in 2013. This increase is attributable to SotelTchad, which currently offers access to at least six Internet service providers.

Table 12: Performance indicators: Basic economic infrastructure

Indicator	Situation in 2012	2015 target	Situation in 2013
All-weather roads as a proportion of the permanent road and highway system	20%	50%	55.07%
Number of secondary rural roads rehabilitated (kilometers)	2,130	6,000	3,293.8
Paved primary roads (kilometers)	1,809	2,995	2,138
Access to electric power	3.7%	5%	3.9%
Households with at least one telephone	31.6%	50%	36.39%
Rate of access to mobile and landline telephones	35.67%	50%	35.73%
Rate of Internet access	4.7%	20%	12.91%

Sources: Ministry of Infrastructure, Ministry of New Technologies, and Ministry of Oil and Mines.

Implementation constraints and challenges

Constraints in the transport sector are primarily in regard to financing, combined with the lengthy distances that must be covered to bring in building materials. In view of the country's immense size, the great challenge is to expand the transport system to provide multiple connections to neighboring countries and their seaports. The government is undertaking to pave the trans-Sahara highway, Kyabé-Singako, and complete other paving projects now under way. ICTs face two major constraints: (i) nonfulfillment of provisions contained in agreements with partners; and (ii) the lack of optical fiber infrastructure, and obsolescence of texts. The lack of a broadband network is also a major constraint impeding the country's development. To address this challenge, the government has launched a project to construct broadband optical fiber infrastructure to cover both domestic and international needs.

The air transport sector faces problems of geography, infrastructure, finance, and inadequate human capital. The main challenge is to bring airports up to ICAO security and safety standards. In the energy sector, the constraints are (i) the high cost of production, (ii) nonutilization of renewable energy, and (iii) the high cost of butane throughout the country. The main challenge is to ensure that Chad's people have a continuous energy supply.

3.1.5 Research and development

- (a) **The Chadian Institute for Agricultural Development Research (ITRAD)** has developed several varieties of plants to be made available for use: (i) rice (Tox 728-1, 4 NERICA), (ii) millet (GB, CLIC); (ii) sorghum (K3R, S35); (iv) corn (CMS, TZEW, TZEWE, TZEY, TZEY), (v) peanuts (Fleur 11, 55-437, JL24); (vi) sesame (S42); and (vii) cotton (STAMF; A51). All together, these varieties consist of 4.7 metric tons of improved seed and 525.8 metric tons of pre-basic seed, with pre-basic cotton seed totaling 29.9 metric tons.

The ITRAD has developed techniques to restore soil fertility by means of letting land lie fallow, improved *mucuna* cover-cropping techniques, intercropping, construction of filtering gullies to combat water erosion, making and applying compost, etc. Use of pesticides is recommended, especially for cotton-growing. This recommendation aims to reduce the cost of applying insecticide, for the benefit of the environment.

Beyond its research activities, the ITRAD provides the CotonTchad company with expertise in adjusting machinery for picking cotton and analyzing cotton fiber. ITRAD articles are published in international science journals and in the *Revue Scientifique du Tchad* [Chad Science Journal]. Woodlots have been established in the Bébédjia and Gassi localities, as well as almost all farms in the Sudanese zone. Recent selection activities in accordance with the “participatory varietal selection” method have made it possible to identify some varieties suitable for distribution. The ITRAD carries on its work in close collaboration with regional and international institutions. It intends to continue to implement the second generation of the Medium-Term Agricultural Research Plan (PMTRA II).

(b) **The Livestock Development Research Institute (IREL)** has accomplished the following in 2013:

- In the bacteriology unit, three training programs at the Master 2 level on the topics (i) epidemiology of communicable diseases and management of health risks, (ii) quality assurance, and (iii) epidemiology relating to the “One Health” concept;
- In the virology unit, two training programs at the Master 2 level on the topics (i) seroprevalence of Rift Valley fever and (ii) antirabies virus antibodies in dogs’ blood.

It must be pointed out that the ITRAD and the IREL work in close cooperation with the PRASAC, which is a regional center for applied research for the development of agricultural systems in central Africa financed by the CAEMC and TFPs.

3.1.6 Regional integration (the CAEMC and the ECCAS)

With regard to regional integration, the project to facilitate transport and transit within the Central African Economic and Monetary Community (CAEMC)¹⁰ forms part of the regional program designed to improve trade, and involve Cameroon, Chad, and the Central African Republic in local and international marketplaces by reducing bottlenecks along two major transport corridors: between Douala and N’Djamena, and between Douala and Bangui. Its objective is to promote regional trade among the member states of the CAEMC and improve access to world markets by Chad, Cameroon, and the Central African Republic.

¹⁰ World Bank report, June 2013.

The execution of this project as part of the infrastructure upgrading component has produced the following results: (i) rehabilitating 256 kilometers of roads in the two corridors (Douala-Bangui and Douala-N'Djamena), out of the target of 496 kilometers; (ii) raising the proportion of roads that are in good condition in the Douala-Bangui corridor from 53 percent in 2007 to 70 percent in 2013, and raising the proportion in the Douala-N'Djamena corridor from 40 percent in 2007 to 67 percent in 2013; (iii) reducing the transit time from the port of Douala to N'Djamena from 15 days to seven days, whereas the target had been to reduce it to 12 days by 2015; (iv) reducing the transit time from the port of Douala to Bangui from 10 days to five days, whereas the target had been to reduce it to eight days by 2015; (v) creating linkages between the customs information systems so that the main Cameroonian customs offices—particularly Garoua-Mboulaï and Kousseri—can connect to their headquarters; (vi) reducing the average length of time for surety bonds to be released from 63 days to 29 days, whereas the target had been to reduce it to 30 days by 2015; (vii) enabling transit documents collected by Cameroonian customs offices to be transmitted electronically to the customs services of the Central African Republic and Chad; (viii) implementing the electronic “single window” system and making the associated electronic procedures operational.

In regard to taking maximum advantage of agriculture, the Economic Community of Central African States (CEEAC) supported the Chadian government in devising the Comprehensive Africa Agriculture Development Programme (CAADP). An important step came in December 2013 when the CAADP pact was signed by the government, the CEEAC, the NEPAD, producer organizations, the private sector, civil society organizations, and the representative of the African Development Bank (AfDB) on behalf of technical and financial partners. The pact represents a joint commitment by the signatories to work to strengthen the agricultural sector so that it will fulfill its potential and achieve at least 6 percent growth by 2020, to underpin dynamic economic growth for the country as a whole.

Committed to a process aiming to establish a common market in central Africa and further within the African continent, Chad intends to promote integration at the regional and continental levels looking to 2025, in all economic sectors, and particularly in trade and commerce, agriculture, money and finance, transport and communications, industry, and energy, as the last step toward trade globalization.

For Chad, the constraints and challenges associated with the implementation of integration projects stem from (i) its situation as a postconflict country and (ii) the fact that it has a Sahelian-Saharan climate and is landlocked.

3.1.7 Mobilizing the skills and abilities of Chadian expatriates

In January 2013, the government and the United Nations Development Programme (UNDP), with the logistical and technical support of the International Organization for Migration (IOM) and the WHO, instituted a project to strengthen Public Administration staff in the areas of health and higher education by mobilizing the skills and abilities of Chadian

expatriates. The project was launched in February 2013. From then until November 2013, the project mobilized 15 Chadian professionals in France who came to support the National General Referral Hospital (8), the Mothers' and Children's Hospital (3), and the University of Chad (8), including the Faculty of Exact and Applied Sciences (7). Collaboration between those responsible for technical units and the Chadian expatriate professionals involved was beneficial and had a positive impact on improving the quality of services provided.

The main results were as follows: (i) one professor in materials sciences who had carried out a mission for the benefit of the Faculty of Exact and Applied Sciences was recruited by a local business; (ii) one doctor who had carried out two missions under the project has just been recruited by the Hôpital Moderne and entered into service in March 2014; (iii) another doctor, a missionary, instituted a project to set up a medical analysis laboratory in Chad with the program's support; (iv) at the request of students in the Faculty of Exact and Applied Sciences, a statistician had to make a second visit to teach mathematics courses, so that the students could complete additional training modules; (v) for the General Referral Hospital, books were provided for the library, and items of technical equipment were examined so that plans could be made to refurbish and update them. Training was also planned for potential users. In addition, the two instances of recruitment alluded to above meant that the project achieved one of its objectives, namely to encourage expatriate professionals to move back to the country.

Instituting a three- or five-year program to mobilize the skills and abilities of Chadian expatriates is now being envisaged. In addition, with a view to drawing up a government policy on mobilizing expatriates, a series of activities is being organized, namely, starting work on a census of Chadian expatriates, to be conducted by embassies, and gathering information from ministries concerning their exact needs in areas where Chadian expatriates might be able to assist them. Among other things, that policy would include measures to encourage Chadian expatriates to move back home.

3.2 Mobilizing and developing human capital and combating inequality, poverty, and social exclusion

3.2.1 Education sector

During the period 2000 to 2010, the government gradually increased its expenditure on the education sector so that it accounted for 8.7 percent of the national budget and enabled the enrollment rate to rise fairly quickly at all levels of education. Although efforts have been made to improve the education system, sweeping actions are urgently needed. Thus, the government set itself the task in 2013, at the primary, secondary, technical, and vocational levels, of broadening access to basic education, improving the quality of education, and improving the management and governance of the education sector. With respect to postsecondary education and scientific research, the government has called for capacity-building for involving education institutions and improving the quality of training programs.

Analysis of the sector's performance in 2013. In regard to primary-school education, further efforts are needed to improve the gross enrollment ratio (GER) and the repeater rate, which both worsened from 2012 to 2013. The GER declined from 98.2 percent in 2012 to 94.81 percent in 2013, with a target for 2015 of 115 percent. From 2012 to 2013, the GER for boys declined from 111.6 percent to 107.5 percent and for girls from 84.5 percent to 82.09 percent. The same is true of the net enrollment ratio (NER), which stands at 65.6 percent, meaning that 34.4 percent of children aged 6 to 11 years are not in school. The primary-school completion rate is stagnant at around 37 percent (28 percent for girls).

The evolution of these indicators is attributable to the large number of teachers who have not yet been trained and the very high number of students in each class. Nevertheless, some training programs have been carried out: 1,849 teachers have received training at the Normal School, 458 of them joining the system in 2013. Also, there are large disparities in enrollment rates between the south of the country, where the rate is 95 percent, and the north, where it is in the range of 20 percent to 40 percent. The ratio of girls to boys is in the range of 0.7 to 0.8 in the south, 0.4 in the north, and 0.6 in the east. Available data for 2012 and 2013 indicate that the retention rate for boys rose from 35.1 percent to 39.21 percent and for girls rose from 25.7 percent to 28.57 percent. These positive trends are due to awareness-raising campaigns in local communities and the involvement of all actors in the education sector. In 2013, 1,849 teachers received training and joined the system, all level 2 community teachers started receiving pay, and over 1,000 classrooms were built by the government and TFPs.

The government and its development partners plan to build 4,500 classrooms each year for three years so that the education system can accommodate all the children not yet enrolled, given that the Normal Schools are training 3,000 teachers annually. Also, within the framework of the SIPEA, the government has plans to hire 14,000 community teachers over three years once they have been trained: 5,000 in 2013, 5,000 in 2014, and 4,000 in 2015. The hiring process is now under way for the first group.

On the other hand, the GER at the secondary-school level (increasing from 28 percent in 2012 to 30 percent in 2013, with a target for 2015 of 50 percent) and the repeater rate at the secondary-school level (declining from 46.7 percent in 2012 to 42.0 percent in 2013, with a target for 2015 of 20 percent) saw improvements in 2012 and 2013 for both boys and girls thanks to an expansion of education infrastructure at that level.

As regards postsecondary education, in 2010-11 Chad had 47 institutions of higher learning, half of them in the private sector. All together, they had an enrollment of 20,349 students, 4,659 of them girls (23 percent). Of the total, public institutions of higher learning (universities and colleges) accounted for 72 percent of all postsecondary students (for girls, only 19 percent). In N'Djamena, the University currently has 7,031 students. Work on building a new campus at Toukra, about 20 kilometers away, will be finished in 2020. Because some buildings are already operational, a portion of that new campus opened in December 2012 and currently houses two faculties: (i) Humanities and Social Sciences, and

(ii) Literature, Art, and Communication. Although the public institutions offer a wide range of subjects, they do not go beyond the master's level.

Nevertheless, four new master's programs were instituted in 2013 with assistance from France and in partnership with French and Swiss universities in the following subjects: electrical and mechanical engineering, anthropology, environment and development, hydrogeology and geographical information systems, land management, and local development.

The illiteracy rate is very high (78 percent), with a large disparity between men (69 percent) and women (86 percent) as indicated in the table below.

Table 13: Education sector indicators

Indicator	Situation in 2012	2015 target	Situation in 2013
Education's share of the national budget (excluding debt)	8.7%	20%	8.67%
Primary-school completion rate for girls	28.9%	35%	29.05%
Primary-school retention rate for boys	35.1%	46%	39.21%
Primary-school retention rate for girls	25.7%	35%	28.57%
Student-teacher ratio	61	55	58
Primary education: gross enrollment ratio	111.6% to 84.5%	102% to 90%	107.5% to 82%
Primary education: repeater rate	23%	17%	25%
Secondary education: number of students per class	76	50	65

Source: Ministry of Education.

Implementation constraints and challenges

Although some progress has been made, it must be pointed out that the education sector strategy has faced some obstacles in implementation. There is a strong degree of budget centralization in the sector while the level of financing is limited. The operating budget for schools is part of the single line budget item for the Office of the Secretary General of the Ministry of Basic Education and Literacy (MEFA). That budget item is allocated using subappropriations which do not take into account the weight of each component. Within the MEFA, there is a shortage of qualified personnel in financial aspects and in monitoring and evaluating policy and reform measures forming part of the sector strategy. The disbursement of funds is a lengthy procedure and causes delays in getting projects completed.

An evaluation report of the system for tracking expenditures up to their final utilization has been prepared and validated by the Ministry of Education. Its recommendations amplify and reaffirm those identified in the blueprint for giving primary-school education greater impetus, and it is hoped that many of them can be implemented quickly.

3.2.2 Health sector

The government's objective in regard to health is to ensure that the entire population has access to services of good quality. The country's epidemiological profile is characterized by the prevalence of endemic and epidemic illnesses such as malaria, tuberculosis, acute respiratory infections, HIV/AIDS, and diarrhea. Some noncommunicable diseases are also significant causes of morbidity and mortality. These illnesses particularly strike children and women, who are the most vulnerable groups in the population.

The indicators (intermediate, strategic, and trigger indicators) for many of the high-priority programs of action instituted by the government and its technical and financial partners show a significant improvement in the health sector overall. However, further efforts are needed to improve some indicators, particularly the high rate of infant mortality in the past 10 years—102 per 1,000 live births (EDST 1, conducted by the Chadian Demographic and Health Survey (EDST) in 1997), compared with 103 per 1,000 live births (EDST 2, 2004)—and the maternal mortality indicators, which have worsened—827 per 100,000 live births (EDST 1, 1997), compared with 1,099 per 100,000 live births (EDST 2, 2004).¹¹



To address the problems identified and strengthen its efforts in this area, the government intends to rebuild the country's health infrastructure and ensure that services provided to the population are of good quality. The following actions have also been undertaken in 2013: (i) providing care free of charge (350,000 individuals received free care in 2013, compared with 240,000 in 2012, an increase of 46 percent); (ii) participating in the Campaign for Accelerated Reduction of Maternal, Newborn, and Child Mortality in Africa (CARMMA); (iii) revitalizing health centers and district hospitals; (iv) holding monthly monitoring and follow-up meetings concerning the development of the country's health sector; (v) stepping up epidemiological surveillance; and (vi) results-based contracting and funding.

¹¹ Figures from the EDST 3 survey are currently being tabulated and will provide more up-to-date information.

Analysis of the health sector's performance in 2013

As a whole, health indicators show positive results. Some indicators have reached their target for 2015, while others are moving in that direction. However, some indicators are showing poor performance and need special attention. The portion of the government's budget devoted to health has remained essentially stable at 10 percent from 2012 to 2013, and is falling significantly short of its 2015 target of 20 percent. Available data indicate that from 2012 to 2013 the health coverage ratio strengthened from 68 percent to 72.4 percent thanks to the rehabilitation of 24 regional hospitals and 450 clinics (health centers). The rate of infant mortality declined to 39 per 1,000 births largely because of rural vaccination campaigns and greater availability of clean drinking water (50 percent in 2013 compared with 48 percent in 2011).

Because of malaria and malnutrition, the mortality rate for infants and children was 161 per 1,000 births in 2013 compared with 102 per 1,000 births in 2012. The proportion of births attended by qualified health personnel is clearly improving, from 22 percent in 2010 to 28 percent in 2013 thanks to the recruitment and redeployment of qualified personnel. However, the rate of postnatal care remains stagnant at 4 percent.

Efforts have been made in the provision of health services through the building of infrastructure and capacity-building for human resources working in the health sector. Thus, the proportion of operational health districts improved from 66.0 percent in 2012 to 70.6 percent in 2013, while the proportion of operational health centers improved from 74.0 percent in 2012 to 81.3 percent in 2013. Civil service recruitment of health personnel has made progress, but account has not been taken of paramedical personnel.

Table 8: Performance indicators in the area of public health

Indicator	Situation in 2012	2015 target	Situation in 2013
Share of health in the budget (Initial Budget Law, excluding debt)	10%	20%	9.8%
Infant mortality (per 1,000 live births)	106	64	98
Neonatal mortality (per 1,000 live births)	48	12	39
Infant and child mortality (per 1,000 live births)	102	64	161
Proportion of births attended by qualified personnel in 2010	22%	70%	28%
Rate of postnatal care	4%	50%	4%
Proportion of operational health districts and health centers	66%/74%	90%/90%	70.6%/81.3%
Number of inhabitants per doctor (M)	1 M/39,762-	1 M/1,185-	1 M/23,182-
Number of inhabitants per accredited nurse (IDE)	1 IDE/2,429	1 IDE/1,000	1 IDE/3,625 – 1 midwife/6,403
Rate of respiratory infections	12.35%	NA	10.11%

Indicator	Situation in 2012	2015 target	Situation in 2013
Incidence of malaria	28%	20%	28.21%
DTP3 vaccination rate	63%	80%	82%
Incidence of syphilis among pregnant women	6%	4%	4.47%
Number of cases of genital ulcers treated	7,373	3,500	7,019
Number of cases of purulent urethritis treated	8,131	4,000	7,074
Incidence of HIV/AIDS (15 to 24 years)	3.4%	3%	3.3%
Number of condoms sold each year	4,612,468	2,239,000 (en 2000)	5,908,625

Source: Ministry of Public Health and Social Affairs.

The acute respiratory infection rate is declining steadily, from 12.35 percent to 10.11 percent in 2013. The many strategies implemented by the government with the assistance of TFPs aimed at preventing malaria are starting to bear fruit. Likewise, the many vaccination campaigns have produced remarkable progress in raising the DTP3 vaccination rate from 16 percent in 2010 to 82 percent in 2013, exceeding the target. As regards the incidence of syphilis among pregnant women, the target has been broadly met. STD prevention campaigns have made it possible to improve indicators relating to genital ulcers and purulent urethritis. The incidence of HIV/AIDS among people aged 15 to 24 years and the increase in the number of condoms sold each year (AMASOT) indicate that the population is taking measures to prevent HIV/AIDS infection.

Overall, the food situation is improving in the Sahelian zone (SMART survey, January to March, 2014): there, the prevalence of global acute malnutrition (GAM) fell from 21.3 percent in August 2010 to 10.6 percent in March 2014. In Chad, malnutrition continues to be a serious concern associated primarily with problems of food patterns or habits.

Implementation constraints and challenges

Despite the indicators that show relatively good performance in the sector, the implementation of the sector strategy has met some obstacles in the operational phase. Some hospital rehabilitation works have been interrupted because funding has been slow to be made available. In addition, poor management of human and financial resources and the shortage of qualified personnel are putting a brake on activities to address the main challenges, namely to reduce the maternal mortality rate and to assure good governance.

3.2.3 Nutrition sector

Malnutrition continues to be a major concern in Chad, particularly in the Sahelian zone, in spite of efforts by the government and its partners. The government, through the National Nutrition and Health Technology Center (CNNTA) and its partners (UNICEF, ECHO, the WFP, etc.) conducted a SMART survey in the Sahelian zone during the gap period (July and

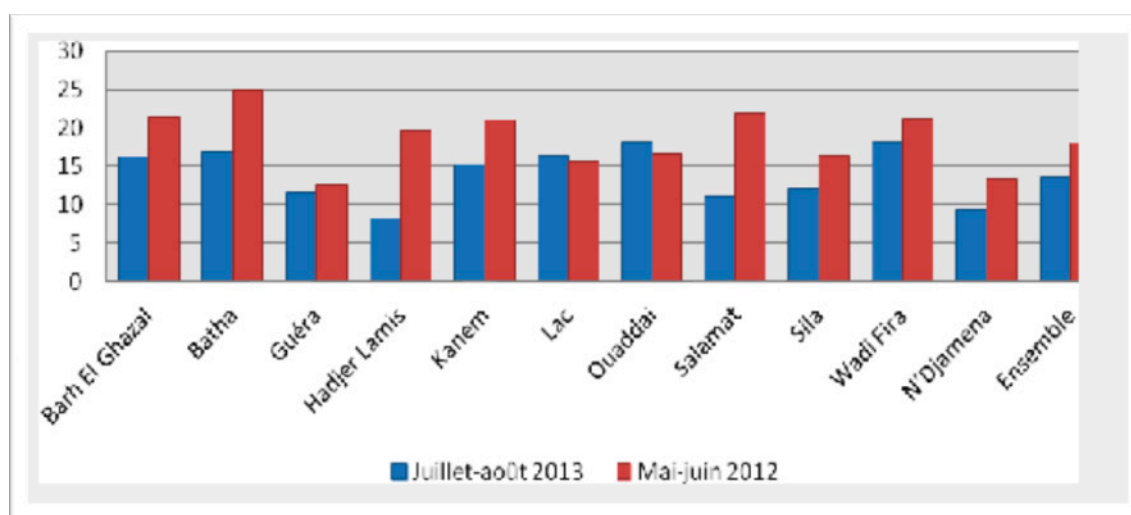
August 2013) to monitor the situation. Its findings showed a rate of global acute malnutrition (GAM) of 13.6 percent for children aged 6 to 59 months.

Overall, the food situation is improving in the Sahelian zone (SMART survey, January to March, 2014): there, the prevalence of global acute malnutrition (GAM) fell from 21.3 percent in August 2010 to 10.6 percent in March 2014. In Chad, malnutrition continues to be a serious concern associated primarily with problems of food patterns or habits.

In specific terms, the highest rates of GAM, exceeding the WHO's 15 percent threshold, were found in the regions of Ouaddaï (18.3 percent), Wadi Fira (18.2 percent), Batha (16.8 percent), Kanem (15.2 percent), Barh El Gazel (16.2 percent), and Lac (16.3 percent). The lowest rates were found in Hadjer Lamis (8.1 percent) and N'Djamena (9.3 percent). Compared with the results of the survey conducted from May to July, 2012, an overall decline in the GAM is evident. However, an increase is seen in the regions of Ouaddaï and Lac (see chart below).

Children in the Sahel suffering acute malnutrition with complications are referred to mobile feeding centers (CNAs) and supplementary feeding centers (CNSs), and undernourished women who are pregnant or nursing are looked after by UNICEF (*plumpynut*) and the WFP (cornmeal, oil, and sugar). Among the causes of malnutrition are poor hygiene and sanitation, the work performed in rural areas, undernourishment of women, and measles. In the Sudanese zone, malnutrition screening is done at health centers, and cases where there are complications are referred to district hospitals for medical care.

Chart 5: Prevalence of GAM among children aged 6 to 59 months: May to July, 2012, and July and August, 2013, in the Sahelian zone



Source: Ministry of Public Health and Social Affairs.

Legend for Chart 5, where applicable	
French	English
Juillet-août 2013	July and August, 2013
Mai-juin 2012	May and June, 2012
Ensemble	Total

The situation of ruthless endemic malnutrition has led the government to take steps to ensure that the entire population has access to food of good quality. Several actions, projects, and programs have been instituted in connection with the following strategies: (i) support for nutrition education; (ii) support for developing kindergartens, for which two new projects have been included in the PND; and (iii) the elaboration of a national nutrition and food policy.

Analysis of sector performance in 2013

Available data show that the acute malnutrition rate for children aged less than five years has fallen from 16 percent in 2007 to 5 percent in 2013, representing a greater decline than the rate of 10.0 percent targeted for 2015. The main actions carried out in 2013 in regard to food and nutrition were as follows: (i) a nutrition survey in the 11 Sahelian regions; and (ii) a campaign to provide vitamin A supplements for children aged 6 to 59 months, which attained a coverage rate of 74.0 percent, and a program for deworming children aged 12 to 59 months, which attained a coverage rate of 65.0 percent. However, four planned actions relating to three key indicators were not carried out: (i) the elaboration of a comprehensive communication plan (PIC); (ii) a mission to identify women's groups and associations; (iii) the development of 71 RCSs in three districts for the prevention of malnutrition; and (iv) the assessment of sentinel sites for the household consumption of iodized salt, launched in some departments.

Implementation constraints and challenges

Despite the weak performance in this sector, some challenges are still to be addressed, in particular the following: (i) implementing the REACH initiative, the AGIR, and the SUN movement; (ii) implementing the multisector platform for strategic development directions in regard to nutrition and food; (iii) preparation of the National Nutrition and Food Policy Paper; (iv) revision of the national protocol for comprehensively dealing with acute malnutrition (PCIMA), and harmonizing PCIMA training modules; (v) the creation of a PIC for the AME; and (vi) strengthening the impetus and mobilization of women's groups and associations for the ANJE.

3.2.4 Clean drinking water, hygiene, and sanitation

The government is aiming to increase the supply of clean drinking water, and strengthen hygiene and sanitation conditions to improve people's standard of living in both urban and rural areas. Strategies developed for the water sector consist of intensifying village programs by stepping up the pace of execution of waterworks, strengthening capacities in managing studies and projects, and monitoring and promoting appropriate technologies for systems that are easy to maintain and low in cost.

In regard to sanitation, the following were envisaged: (i) gradual implementation of independent sanitation in urban and semiurban areas; (ii) gradual implementation of urban and semiurban sanitation equipment in Chad's main cities and towns; and (iii) capacity-building nationwide for actors in the health and sanitation sector. To that end, 26 projects were identified for implementation in 2013. Overall, as indicated in the table below, the execution rate of these projects was 46.15 percent. The sector given the greatest attention was health and sanitation, followed by village water systems.

Analysis of sector performance in 2013.

Significant progress has been made in the supply of clean drinking water, hygiene, and sanitation. For the supply of clean drinking water, the rate of coverage rose from 48.0 percent in 2011 to 50.0 percent in 2013 in rural areas, and from 37.0 percent in 2011 to 38.0 percent in 2013 in urban areas. This improvement is primarily due to the many wells drilled by the government under the President's Program of Major Projects, as well as the involvement of TFPs and, in part, the privatization of the Chadian Water Company [Société Tchadienne d'Eau]. In the sanitation sector, the proportion of households with access to working latrines increased 4 percent, from 12 percent in 2011 to 16 percent in 2013.

Table 15: Performance indicators: Clean drinking water, health, and sanitation

Indicator	Situation in 2011	2015 target	Situation in 2013
Number of water points for livestock farmers	1,296	2,386	1,868
Clean drinking water: rate of coverage in rural areas	48%	61%	50%
Clean drinking water: rate of coverage in urban areas	37%	70%	38%
Proportion of households with access to working latrines	12%	35%	16%

Source: Ministry of Livestock Raising and Water Systems.

Implementation Constraints and Challenges

Despite the performance posted in 2013, the low level of financial resources (less than 1 percent of disbursements in 2013) impairs the ability of the sector's objectives to be achieved.

The authorities started to become aware of the demographic aspect of development when a population policy was adopted in 1994. In 2007, it was revised. But the demographic objectives—reducing morbidity and mortality, particularly maternal, infant, and child mortality; keeping the birth rate and population growth under control; and increasing the use of contraception—have not been achieved.

In addition, the large numbers of children, adolescents, and youth (people under the age of 30 years) and high-priority vulnerable groups not only impose a heavy burden on all social services but also make it impossible to create enough additional jobs to absorb the growing numbers of unemployed. The overall objective is to maintain control of demographic variables in order to improve development planning. In specific terms, there is a need to pursue implementation of the population policy in association with the National Health Development Plan (PNDS).

3.2.5 Habitat

People's habitat is defined as the place where they live. It encompasses household dwellings and living spaces. The housing sector therefore aims to optimize the use of space in pursuit of balanced economic and social development. Policy directions in this area may be summed up as follows: elaborating a code governing property and land ownership; modernizing land-registry services by means of a "single window" system; holding regular meetings with the principal actors; relaunching the property survey now under way in Mardjadaffak and extending it to other districts in N'Djamena. In N'Djamena and a few other cities and towns,

4,082 lots have been established by subdividing land. In the absence of institutions to provide financing for housing, people resort to self-financing.

In rental housing, the informal sector predominates. The exorbitant cost of building materials explains why housing is in very poor condition, with 90 percent of it being traditional dwellings. There is a National Housing Strategy (SNL) which is being implemented by means of the Urban Development and Housing Improvement Project (DURAH).

To improve the quality of housing and dwellings, social housing is being built for the benefit of those with little means, the living environment is being upgraded, and access to financing for decent housing is being made easier, adapted to local conditions. In this connection, the government has decided to reduce the costs of building materials and to provide for the construction of rental housing.

The government has set up the Land and Real Estate Promotion Corporation (SOPROFIM), which intends to establish a Housing Mortgage Bank to promote the housing sector by offering loans. In the lead-up to the African Union summit in 2015, five-star hotels and 60 deluxe houses are being built.

In regard to urban development, several actions have been planned for the period 2011 to 2013 and are now under way, among them the following: (i) setting out the general policy for land management and urban development; (ii) conducting two studies, one on urban development and the other on construction materials; (iii) updating the Urban Master Plans (PURs) for four cities and towns¹² and drafting PURs for 12 others;¹³ (iv) preparing a planning framework document for the city of N'Djamena; (v) establishing pretreatment sites for controlled discharge at N'Djamena; (vi) developing a strategy to manage solid waste in N'Djamena; (vii) establishing a "single window" system to make it easier to obtain land survey and title documents; (viii) computerizing land survey and title records; (ix) adopting subdivision plans for Toukra, Ngueli-Walia, and Djermaya; (x) redeveloping the Farcha-Majorio district; and (xi) conducting a study for subdividing a site in Doba, including feasibility and VRDs.¹⁴

Constraints and challenges in implementing the sector strategy

The housing sector is subject to constraints associated with the lack of a policy to promote and finance social housing, and the fact that legal texts governing property and land ownership (dating from 1967) and building regulations (dating from 1970) are out of date, resulting in administrative procedures that are very lengthy and unsuited to the population.

¹² Abéché, Moundou, Sarh, and Doba.

¹³ Mao, Mongo, Biltine, Bol, Ati, Faya-Largeau, Fada, Am-Timan, Pala, Bongor, Lai, and Léré.

¹⁴ VRDs: Roads and other municipal systems and networks.

This situation is aggravated by a shortage of architects, surveyors, and qualified building contractors, and especially a shortage of real estate developers. In addition, statistical data are needed to provide a sound basis for planning.

Among the actions to be undertaken in the housing sector by 2015 are the following:

(i) restart work on preparing the N'Djamena and Djarmaya master plans, suspended several months ago; (ii) carry through on the draft legislation to establish a code governing property and land ownership, and prepare the corresponding implementation texts; (iii) identify and prepare land to be subdivided and allocated to applicants; (iv) establish systems for providing land-registry documents such as land survey and title records; (v) conduct an inventory of all publicly-owned property so that it can be managed rationally and sustainably; (vi) increase revenues from property transactions, land-registry services, and stamp taxes; (vii) build 125,000 housing units by 2025; and (viii) set up a land-registry and property squad and make it operational.

3.2.6 Sports, culture, and recreation

In regard to sports, youth, and recreation, the Chadian people as a whole—and especially youth—are very keen to take part in a wide range of sports activities. Soccer, for instance, is extremely popular in Chad, although the national soccer team and the local teams playing in regional and international matches have not won many victories. In other sports, however, such as handball, basketball, martial arts, and track-and-field, Chadians have won major victories at the regional and international levels. One of the principal handicaps to developing sports, though, is a lack of enough modern facilities nationwide so that competitions can be held.

The availability of local services in this connection is not sufficient to enable young people to flourish. The main problems facing the sector are a shortage of qualified human resources, lack of modern infrastructure to accommodate sports competitions, and the absence of arts and training organizations.

Taking greater advantage of the potential of sports and recreation can improve the people's living environment and help generate revenues that can be used to combat poverty. To meet these challenges, the government has carried out the following projects: (i) setting up a National Fund to Support Youth (FONAJ); (ii) setting up a National Fund to Develop Sports (FNDS); (iii) setting up a National Fund to Support Artists (FONAT); (iv) building stadiums in N'Djamena and other major cities and towns; (v) building housing units for youth; and (vi) establishing centers for talks and discussions.

Analysis of performance

In performance terms, compared with 2012, major efforts have been made in 2013 to bring young people and their training into the economic mainstream. The ministry's budget in the PAP has made it possible to carry out important activities in the areas of sports, culture, and recreation:

- Making the FNDS operational has enabled Chad to participate in various international competitions (soccer, handball, judo, track-and-field, volleyball, tae kwon do, pétanque, archery, and wrestling), although the results fell short of expectations.
- There has been national heritage protection, and artists and associations have been able to participate in a variety of competitions.

Chad possesses sites of enormous cultural potential, among them the following: (i) the Ennedi and Tibesti rock paintings and etchings; (ii) the Begon II foundry and metal-working site in Logone Oriental; (iii) the unusual Télé-Nugar iron-ore mines in Guéra; (iv) the Ouara ruins in Ouaddaï; (v) the Lakes of Ounianga in the Borkou-Ennedi-Tibesti area; (vi) the Toumaï and Abel prehistoric hominid sites in Djourab in the Borkou-Ennedi-Tibesti area; (vii) the village of Gaoui; (viii) the Archeï region in the Borkou-Ennedi-Tibesti area; (ix) Lake Léré and the Gauthio falls; (x) the Gong de Léré palace; and (xi) Manda park.

In the arts—such as film, painting and sculpture, music, theatre, and literature—Chad is starting to gain recognition as it garners awards in Africa and around the world. To keep making progress in this area, it will be necessary to look into integrating arts training within the country's education curricula.

With regard to recreation, sports and cultural activities have made it possible to provide young people with recreation opportunities by building sports and cultural infrastructure: a youth and cultural center, centers for talks and discussions, museums, and cultural tourism.

Implementation constraints and challenges

In spite of the performance achieved, difficulties remain in executing the budget. The financial tracking and reporting system significantly hampers the process of making disbursements in timely fashion. Adopting a policy on culture, youth, and sports marks the beginning of an awareness of the importance of this sector and the need to take full advantage of it. Using the full potential of sports, culture, and recreation could over the long term improve people's living environment and help generate revenues that can be used to combat poverty.

3.3 Environmental protection and combating climate change

For Chad, managing the environment is critically important. This raises three major questions: first, maintaining full control of natural resources, i.e., the ownership of those resources and community assets; second, access by the population to those natural resources; and third, environmental degradation and regeneration. The overall objective is to protect the environment, safeguard it, and manage natural resources to help improve the population's living environment.

In 2013, the programs included in this pillar saw relatively good performance, with a rate of financial execution of 80 percent thanks, in the main, to prevention efforts and the management of emergencies and catastrophes (114 percent), although these were offset by efforts to preserve Lake Chad (54 percent), to carry out land management (47 percent), and to combat desertification (75 percent).

3.3.1 Adaptation to climate change

According to a study carried out Africa-wide (United Nations Statistics Division, 2012), Africa's carbon-dioxide emissions have traditionally relatively small, representing less than 4 percent of the world total. So far as carbon-dioxide emissions per capita between 1990 and 2009 are concerned, Chad ranks next-to-last out of 53 African countries (only Burundi ranks lower), producing a quantity of less than one metric ton (0.01 metric tons). Nevertheless, Chad is exposed to the effects of climate change as demonstrated by the severe droughts of the 1970s and 1980s and flooding.

According to FAO studies, the rate of environmental degradation is 0.6 percent a year, or a loss of about 200,000 hectares of forest. This translates into a gradual decline of forest resources from 31 million hectares to 23,250,000 hectares. Moreover, there are the pressures of human activity and harmful cultural practices.

Until recent decades, the national forestry policy has centered on preventive actions aimed at maintaining the overall ecological balance. This policy has led to the following actions: forest management, promoting alternative and renewable energy, expanding the use of improved wood stoves, forest plantations, and activities to protect and distribute seed.

To address the challenges the country is facing, the following strategies have been identified: (i) safeguarding the environment and combating desertification; (ii) rebuilding, classifying, and conserving forests and wildlife plant and animal reserves; (iii) taking full advantage of the potential for hunting and fishing, and strengthening the regulatory framework in the area of natural resource management; (iv) improving domestic energy management; (v) combating pollution and adverse materials, and mitigating climate change and adapting to it.

Analysis of performance in environmental protection and impact mitigation associated with climate change shows that in 2013 significant progress was made in natural regeneration and a slowing of the rate of deforestation on the order of 0.6 percent (compared with 2.5 percent in 2012). Under the National Greenbelt Development Program, 80 hectares were reforested in 2013 out of the 143 hectares initially planned, the shortfall being attributable to disruptions during the rainy season.

In 2013, a study was carried out to analyze linkages between climate change, protected areas, and communities. A Chadian delegation also took part in regional workshops to assess the vulnerability of biodiversity and protected areas to climate change.

Aware of the country's environmental challenges, the government has equipped and made operational the Mobile Antipoaching and Environmental Protection Squad throughout Chadian territory. As a result, the land area that can be used in growing crops and raising livestock has been increased. In the area of protecting biodiversity, the recruitment of forest officers has helped reduce the rate of poaching. Finally, it must be noted that the population has been made more aware of the need to protect the environment.

However, as to the conservation of biodiversity, even though institutional measures started to be implemented, the 2013 baseline has remained unchanged (three parks and seven reserves) because the legal texts required have not all been finalized yet.

Two regional action programs and six local action programs have been developed for combating desertification in the Kanem and Logone Occidental regions in 2013.

3.3.2 Land management sector

The aim of this sector is to optimize the use of land to develop an economic and social balance and provide populations with a decent living environment. With this in mind, the government has put in place a variety of land planning tools and carried out several actions in 2013: constructing classrooms, health centers, community supply centers, training centers, wells to provide water for livestock and villages, and providing manually operated pumps and water towers, managing irrigation ditches, holding vaccination sessions, and so forth.

Analysis of performance through 2013

Analysis of the year's performance shows positive efforts in regard to the utilization of land and an improvement in the target populations' standard of living in the following areas: (i) the National Land Management System was elaborated, together with four regional management systems for Batha, Lac, Mayo Kebi Ouest, and Salamat; (ii) a geographical atlas of Chad and various aspects of its infrastructure was prepared; and (iii) professional and supervisory staff receive training in various topics relating to land management.

Constraints and challenges in implementing the sector strategy

In spite of the efforts seen in 2013 in this subsector, it must be noted that budget resources allocated by the government and the TFPs have been inadequate.

Looking ahead, the sector intends to make efforts to mobilize financial resources, consolidate institutions, move ahead in capacity-building, make sector policies and strategies widely known, do monitoring and follow-up, and implement the laws and other regulatory texts concerned with the sector.

3.4 Strengthening governance

By joining the APRM, Chad has demonstrated its good intentions and recognizes that working to improve its institutions, democratic processes, and management of the evolving role of the State and civil society in this era of globalization lies at the heart of the country's efforts to reduce poverty, preserve the environment, and promote human development. Pending the adoption of a second national strategy on good governance, the 2013-2015 PND serves as an ideal framework to pursue reforms to strengthen good governance in Chad.

Under Pillar 4, the government has identified four high-priority areas for action:

(i) modernizing the State and reforming the civil service; (ii) strengthening decentralization; (iii) promoting human rights, peace, and social cohesion; and (iv) pursuing justice reform, affirmative consolidation of the public sector, and good governance.

In 2013, the programs and projects making up this pillar were implemented very satisfactorily. The average financial execution rate was 104 percent: 94 percent for modernization of the State and civil service reform; 149 percent for decentralization; 100 percent for promoting human rights; and 121 percent for justice reform and affirmative consolidation of the public sector.

3.4.1 Modernizing the State and reforming the civil service

With respect to government finance, Chad is implementing major reforms under its Action Plan for the Modernization of Public Finances (PAMFIP) to restore budget discipline and especially to modernize the government's financial management so as to remedy shortcomings and thereby ensure that expenditures are effective and that government revenues increase.

The government has carried out the following activities in 2013: (i) an organic law respecting budget legislation has been adopted by the National Assembly and promulgated by the President; (ii) units of the Ministry of Finance and Budget (MFB) have been put online (MFB headquarters, the Directorate General of the Treasury and Public Accounts, the Debt Directorate, the Directorate General of Taxation, the Office of the Inspector General of Finance, the Budget Balance Directorate, and the Directorate General of Payment Processing), as well as the Office of the President, the Ministry of the Civil Service, Labor, and Employment, the Ministry of Infrastructure and Transport, the Ministry of Mines and Geology, the Ministry of Energy and Oil, and the Ministry of Public Health; (iii) the expenditure chain has been computerized by implementing the Integrated System for Tracking and Reporting Expenditure (CID), which is now being made operational; (iv) systems to manage means of payment (SYSTAC and SYGMA) have been implemented in the Treasury to improve payment tracking and accelerate the process; (v) the Integrated Government Employee Administration and Payroll System (SIGASPE) has been implemented, and work is now under way to link it to the CID; (vi) 400 copies of documents relating to the government's new chart of accounts have been printed (the chart of accounts; accounting instructions for noncentralized account entries; accounting instructions for Treasury payment offices; the Statute on Public Accountants); (vii) the laws on settlements

for the period 2007 to 2013 have been regularized; (viii) the Government Procurement Code has been revised; and (ix) information bulletins have been issued on government procurement, and government budget execution reports and EITI reports have been produced. It will be recalled that Chad has signed on to the Extractive Industries Transparency Initiative (EITI) and has attained the status of “Candidate Country.” Chad is now working to meet the EITI eligibility criteria, and in agreement with the EITI an action plan has been drawn up so that that objective will be fulfilled by the end of August 2014.

For the year 2013, an information bulletin has been published on all government procurement activities taking place that year. Starting in 2014, these bulletins are being published quarterly, and the first of them is already available. In addition, as a result of a directive issued in 2013 by the Minister of Finance and Budget which strengthened restrictions on expenditures made before a payment order has been issued (DAOs), the proportion of DAOs has fallen to below 20 percent.

In order to increase the mobilization of domestic resources, the project to support good governance organized a series of training sessions on the auditing of companies in developing sectors through the second half of 2013. Likewise, a study on the diversification of tax revenues has been carried out thanks to support from the AfDB. The recommendations of that study should make it possible to increase the tax ratio. As shown in the table below, the tax ratio improved slightly in 2013. In regard to oil revenues, members of the oil revenue monitoring unit in the Directorate General of the Treasury and Public Accounts were given training in the payment monitoring system; and members of the payment monitoring unit set up within the Directorate General of the Treasury and Public Accounts were also given training. Also, the EITI harmonization report was validated in May 2013 by the National EITI Commission.

Table 16: Results indicators

Indicator	Baseline situation in 2012	2015 target	Situation in 2013
Score for the perception of corruption in the public sector	19*	N/A	19
Number of quarterly information bulletins on government procurement published each year	0	4	1
Proportion of expenditures made before a payment order has been issued	N/A	<20%	18%
Number of budget execution reports published in timely fashion each year	0	1	1
Annual EITI reports published in timely fashion	1	1	1
Tax ratio	9%	12.7%	9.5%

*2011

Sources: Ministry of Finance and Budget (MFB), Ministry for Affirmative Consolidation of the Public Sector and Good Governance.

3.4.2 Strengthening decentralization

The January 2012 local elections marked the effective launch of decentralization in Chad, as 947 municipal councilors were chosen in 42 communes thanks to the joint efforts of the government and its technical and financial partners (the UNDP, the European Union, and cooperation agencies from France and the United States).

All the elected local officials have received training in the basics of decentralization. Thirty training workshops were held in N'Djamena and elsewhere in 2012 and 2013. A compendium of Chad's laws and regulations on decentralization was produced by the Development Research and Training Center (CEFOD) and distributed to elected local officials, in the territorial and communal governments.

Two general meetings of mayors were held in 2012 and 2013. Thanks to these meetings, an association of elected local officials was created called the Chadian National Association of Communes (ANCT). Its role is to provide a forum through which mayors can be heard and to strengthen capacity-building in the communes. Reform efforts were launched in 2013 on many fronts, including the following: (i) government allocations to territorial communities, with assistance from the Government Support Program (PAG); (ii) assistance for the territorial civil service, with a delegation to Paris and Angers to visit the National Center for Territorial Civil Services [Centre National de la Fonction Publique Territoriale] (CNFPT); (iii) support for local planning by holding a workshop to validate the Guide for preparing a Communal Development Plan (PDC), which enabled the communes of Bébédja and Moundou to prepare their own PDCs (for which validation is now under way); (iv) decentralized cooperation through a dialogue and consensus-building workshop organized by the ACNT.

Direct support for communes has been provided by the European Union, the UNDP, the Project to Support Local Development (PROADEL), the Project to Support Urban Development (PADUR), and French cooperation by means of, among other things, calls for proposals in which the communes have participated. The European Union's call for proposals "Local Authorities-Nongovernmental Actors" led to an agreement between the city of N'Djamena and the AIMF concerning a project to target and mobilize tax receipts. The UNDP granted financial aid to 15 communes totaling CFAF 120 million, mainly for water and sanitation projects. In November 2013, the ANCT signed an agreement with the French Embassy to set up a communal development fund of 200,000 euros.

In 2013, points of disagreement arose between N'Djamena City Hall and the town halls of the boroughs making up the city, as well as disagreements concerning the appointment of government delegates. However, thanks to a meeting organized in February 2013 by the City of N'Djamena, the French Agency for Development (AFD), and the European Union, it became possible to share a joint, consensus-based vision in the city. Awareness-raising activities were organized (radio programs, concerts in the various boroughs, distribution of brochures, information campaigns in the communes, etc.). In 2013, training workshops on decentralization were broadened to include prefects and journalists.

Despite these significant advances, the communes still face a number of challenges. The weak capacity in terms of human and financial resources and in the communes keeps them from carrying out their responsibilities effectively. The government intends to extend local elections to the other communes, departments, and regions in 2014.

3.4.3 Promoting human rights, peace, and social cohesion

In this area, the government intends to move forward with the following: (i) to strengthen the legal and institutional framework; (ii) to promote the defense of human rights; and (iii) to implement conflict resolution mechanisms. Accordingly, a number of protocols and conventions have been ratified, among them the following: (i) the Optional Protocol to the Convention on the Rights of the Child on the Involvement of Children in Armed Conflict; (ii) the Optional Protocol to the Convention on the Rights of the Child on the Sale of Children, Child Prostitution and Child Pornography; (iii) the African Union Convention on Preventing and Combating Corruption; (iv) the Law on Civil Status and the Code of Civil Procedure, of June 2013; (v) the action plan established between Chad and UNICEF with respect to children associated with armed groups and armed forces; (vi) the national gender policy, taking into account women's concerns and issues of violence based on gender and discrimination.

Similarly, with a view to meeting international standards, Chad has undertaken efforts to harmonize existing legal texts by revising them to conform with the international instruments it has signed (the Penal Code, the Code of Penal Procedure, and the Code of Child Protection).

Activities to promote human rights were stepped up in 2012 and 2013 through the active participation of Chadian human rights bodies in holding workshops and organizing conferences to advocate for, restore, and draw up strategies for action plans relating to human rights in Chad. Five reports were prepared by the Ministry for Human Rights and the Promotion of Basic Freedoms on the subjects of civil and political rights, racial discrimination, economic, social, and cultural rights, the convention on children's rights, and the second cycle of the Universal Periodic Review. The ministry has also worked with other ministries in defending and protecting human rights and setting up an interministerial technical committee (established under Directive 3756/PR/PM/MDHLE/2013) to combat the use of child herders [*enfants bouviers*].

Regional human rights delegations have produced 18 activity reports on such subjects as lack of security, intercommunity conflict, arbitrary, prolonged detention, inhuman and degrading torture and treatment, parallel justice, and poor conditions for those detained. A further positive measure on the part of the Ministry for Human Rights has been to organize five missions to raise awareness and distribute information widely with respect to human rights, in collaboration with the UNDP and civil society, on subjects relating to the treatment and protection of children, genital mutilation, the United Nations Convention on the Elimination of All Forms of Discrimination against Women, and the country's basic law (Constitution).

In regard to consolidating peace, significant efforts have been made by the Chadian government. At the national level, the capacities of the internal security forces have been strengthened with support, in particular, from the European Union and French cooperation. With time, this should result in a significant reduction in criminality and delinquency, and assuage citizens' sense of insecurity.

As to civil status, areas of progress should be noted. Law 08/PR/2013 with respect to the civil status procedures was adopted on May 10, 2013, and adoption of the decree setting out its implementing regulations is now under way. A manual for civil status officials has been prepared. In addition, as part of the work of setting up a National Civil Status Center (CNEC), missions to Cameroon and Senegal have been held to exchange information and experiences and develop concrete proposals concerning the CNEC's institutional foundation. A draft decree to set up the CNEC has been prepared.

As regards the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on their Destruction, to which Chad became a signatory in 1999, the government has submitted to the States Parties a request to extend the time limit for compliance with Article 5. In December 2013, the request was accepted and the time limit was pushed back to January 1, 2020. In March 2013, Chad also ratified the Convention on Cluster Bombs.

In 2013, the government adopted a de-mining action strategy for the period 2013 to 2017, to make Chad free of mines and explosive remnants of war and provide communities in the areas affected safe access to resources and services, and the same development opportunities as in other regions of the country.

By the end of 2013, of the 787 dangerous areas identified in the inventories (123 of them contaminated by mines and 664 by other explosive remnants of war), 334 remained to be cleared, representing a land area of 106,088,458 square meters. In 2013, 109 dangerous areas were cleared. At the same time, Chad needs to obtain the corresponding data for four additional regions—Borkou, Ennedi, Moyen Chari, and Tibesti—which were only partially covered by the technical survey conducted from 2010 to 2012.

At the international level, Chad has spared no effort and has played a key role in 2013 in the crises arising in the subregion. The interventions in Mali and the Central African Republic demonstrate the government's firm will to become involved humanely and financially in resolving conflicts so as to maintain peace, security, and regional stabilization. Chad has taken in nearly 350,000 refugees from Sudan and the Central African Republic, plus a further 93,639 from the Central African Republic who have been repatriated; and it has drafted a global response plan (adopted April 1, 2014) to coordinate efforts with humanitarian actors with a view to addressing the short-, medium-, and long-term needs of these populations.

3.4.4 Justice reform, affirmative consolidation of the public sector, and promotion of good governance

Among the achievements of 2013, Law 6 with respect to the organization of the Supreme Court was adopted, 58 judges were trained in 2012 and 2013, and three traveling court sessions were held in Moundou.

In the area of child protection, a criminal chamber for child cases was set up in N'Djamena. Also, a workshop in the N'Djamena remand center was conducted to provide training for children and adolescents in conflict with the law.

To address the problem of the overpopulation of prisons with the attendant health and safety problems, six remand centers were built in Kelo, Korotoro, Am-Timan, Abeche, and Koumra, while renovation work was done in five penitentiaries (Moissala, Fianga, Lai, Gounou-gaya, Sarh) and in the regional courts in Ati and Moundou. Efforts are under way to train judges and, if expectations are fulfilled, it will be possible to have a total of 359 judges as planned for 2015.

Preventing and combating corruption continues to be a major challenge. The government's efforts must be combined with an individual and collective commitment to renounce corruption and act through a strong, sustained alliance. Chad has strengthened its political and institutional capacities to combat corruption effectively by establishing a Ministry for Affirmative Consolidation of the Public Sector and Promotion of Good Governance and a Bureau of Auditors. It has also initiated several reforms.

With respect to the affirmative consolidation of the public sector, a 2012 exercise to audit financial management in the public administration, known as the COBRA (45 missions in all), recovered CFAF 26 billion for the Public Treasury which had been diverted by government employees, and led to 55 people being charged.

In 2013, audits of public institutions and bodies (22 missions) led to 36 people being charged for diverging public funds. These audits of financial management, materiel, and human resources will continue in 2014. A 2013 audit conducted across 31 ministries recovered over CFAF 6 billion in five departments. The results of the other departments audited will be made public in 2014.

Activities aimed at raising ethical standards in public life have also been carried out (posters, signs, and an awareness-raising campaign) in public institutions and bodies, in cooperation with civil society. These audits of financial management, materiel, and human resources will continue in 2014.

Part 4. Financial execution of the PND in 2013

The PND's objective is to push development forward and eradicate poverty in Chad by diversifying the productive base of the economy, consolidating the underpinnings of growth, protecting the environment, adapting to climate change, and strengthening the country's governance. Determining the budget for the 2013-2015 PND therefore began by establishing cost figures for the various projects and programs making up its pillars. The PND's forecast budget for 2013 showed an execution rate of 81.0 percent. That indicates a satisfactory budget absorption capacity. Pillars 1, 2, and 3 showed financial execution rates of between 71 percent and 95 percent, while Pillar 4 showed a financial execution rate of 104.0 percent.

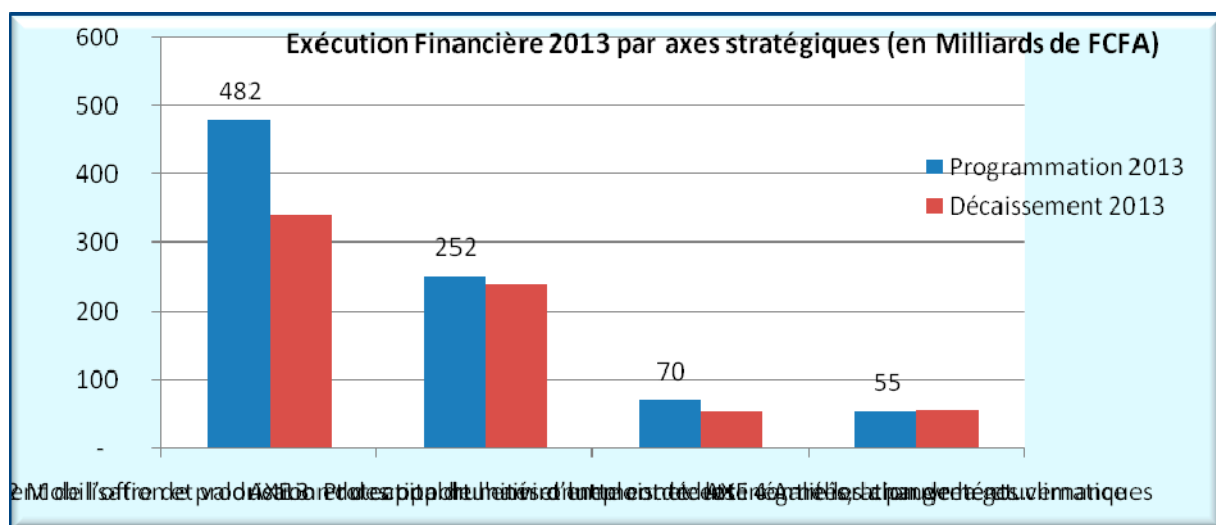
With regard to Pillar 1, leaving aside the "Job creation" priority for which the only project planned was not carried out, the "BTP," "Fisheries production," and "Industry" priorities showed a relatively weak financial execution rate (between 40 percent and 65 percent). The energy, plant production, and regional integration sectors had higher funding levels than forecast (with the additional funding coming from the national budget, in the case of the plant production and regional integration sectors).

For Pillar 2, leaving aside urban water systems and culture, the disbursement rate for most priority areas was around 95 percent. For housing and sanitation, the rates were 378 percent and 166 percent respectively, reflecting the carrying out of projects not initially envisioned. For Pillar 3, concerned with the environment, the disbursement rate was low except for the "Prevention and management of risks and catastrophes" priority, which benefited from additional external funding.

Lastly, for Pillar 4, concerned with improving governance, three out of the four priorities saw their financial execution outstrip the forecast figures. That demonstrates how great the funding needs are in the area of improving governance.

The chart below shows the gap between the forecast figures and disbursements for each of the four pillars.

Chart 7: 2013 financial execution by strategic pillar (in billions of CFA francs)



Sources: Reports from the Ministry of Finance and Budget (MFB) and Ministry of Planning and International Cooperation (MPCI).

Legend for Chart 7	
French	English
Programmation 2013	Programmed for 2013
Décaissement 2013	Disbursed in 2013

The Chadian government honored its financial commitments in a proportion of 84.3 percent, and external partners in a proportion of 73.8 percent. That demonstrates the will, on the part of the Chadian authorities and their development partners alike, to fulfill their commitments to the benefit of economic and social development.

Table 17: Sources of PND financing in 2013 (in billions of CFA francs)

	2013 programmed	2013 executed	Execution rate
External financing	614.6	513.8	83.6%
Domestic financing ¹⁵	244.7	180.1	74.0%
Total	859.3	694.8	80.8%

Source: Ministry of Planning and International Cooperation (MPCI).

For the three-year period covered by the 2013-2015 PND, 535 projects have been identified: 241 for Pillar 1, 164 for Pillar 2, 59 for Pillar 3, and 71 for Pillar 4. All together, the 297 development projects and programs in 2013, financed in part using domestic resources or external resources (114) and entered in the Initial Budget Law (LFI 2013), have on average had a financial execution rate of 80.0 percent.

Table 18: Budget and execution status of projects under the 2013-2015 PND

	Number of projects over the three years (2013, 2014, and 2015)						
	Identified over three years	Executed in 2013	Budgeted	Not budgeted, but executed	Financed by the government	Financed by TFPs	Financed by the government and by TFPs
Pillar 1	241	117	136	4	88	14	15
Pillar 2	164	98	96	2	59	27	12
Pillar 3	59	31	40	1	13	10	8
Pillar 4	71	51	48	3	23	19	9
Total	535	297	320	10	183	70	44

Source: Ministry of Planning and International Cooperation (MPCI).

Table 19: PND budget forecasts and budget execution in 2013 (in [billions of] CFA francs)

Strategy	Programmed 2013			Disbursed 2013			Financial execution rate 2013
	Gov't	TFPs	Total	Gov't	TFPs	Total	
Pillar 1: Developing production supply and opportunities for decent employment							
Water	11.14	11.32	22.46	17.15	1.65	18.79	84%
Plant production	4.09	5.17	9.25	10.03	3.00	13.03	141%
Animal production	14.13	6.97	21.10	13.60	2.97	16.57	79%
Fisheries production	1.17	2.89	4.06	0.30	1.70	2.00	49%
Wood and non-wood production	–	–	–	–	–	–	–
Job creation and training	0.10	–	0.10	–	–	–	0%

¹⁵ Base commitments for government financing.

Strategy	Programmed 2013			Disbursed 2013			Financial execution rate 2013
	Gov't	TFPs	Total	Gov't	TFPs	Total	
Promotion of SMEs	4.45	0.02	4.47	4.18	0.02	4.20	94%
Development of extractive industries	7.90	–	7.90	7.52	–	7.52	95%
Industry and manufacturing	1.80	0.02	1.83	0.99	0.02	1.01	56%
Commerce	0.90	0.24	1.14	0.92	0.05	0.97	85%
Artisan activities	–	–	–	–	–	–	–
Tourism	12.76	–	12.76	11.46	–	11.46	90%
Financial sector	9.23	1.05	10.28	9.18	0.82	9.99	97%
Infrastructure and transport	281.58	62.55	344.12	185.77	26.24	212.01	62%
Energy	9.58	5.33	14.91	5.62	23.95	29.56	198%
ICTs	3.58	1.00	4.58	2.63	0.63	3.26	71%
BTP	19.20	0.09	19.28	7.69	0.09	7.78	40%
Research and Development	2.72	0.46	3.18	2.72	0.21	2.93	92%
Regional integration	0.05	–	0.05	0.24	–	0.24	462%
Mobilizing the skills and abilities of Chadian expatriates	0.03	0.20	0.23	0.03	–	–	83%
Total: Pillar 1	384.39	97.31	481.70	280.03	61.33	341.52	71%
Pillar 2: Mobilizing and enhancing the value of human capital and combating inequality, poverty, and social exclusion							
Education at the primary, secondary, technical, and vocational levels	24.86	14.10	38.96	27.86	7.88	35.74	92%
Postsecondary education and scientific research	60.52	2.00	62.52	58.15	1.30	59.45	95%
Health	62.63	38.20	100.83	65.80	27.09	92.89	92%
Nutrition	–	6.50	6.50	–	5.85	5.85	90%
Village water systems	5.09	14.30	19.40	5.52	11.35	16.87	87%
Urban water systems	0.15	0.66	0.81	0.25	0.01	0.26	32%
Hygiene and sanitation	0.60	3.06	3.66	0.47	5.63	6.09	166%
Social protection, equity promotion, and gender equality	5.26	3.23	8.49	5.95	1.42	7.37	87%
Population	–	–	–	–	–	–	–
Housing	2.00	–	2.00	7.58	–	7.58	378%
Recreation, youth, sports	6.64	0.10	6.74	6.30	0.11	6.40	95%
Culture	2.18	0.37	2.55	1.30	0.39	1.69	66%
Total: Pillar 2	169.93	82.53	252.46	179.18	61.01	240.19	95%
Pillar 3: Environmental protection and combating climate change							
Fighting to save Lake Chad and other ecosystems	0.08	5.32	5.40	0.08	2.82	2.90	54%
Rural, urban, and suburban land planning	10.65	7.63	18.28	4.00	4.51	8.52	47%
Risk and disaster prevention and management	6.28	18.58	24.87	6.00	22.26	28.26	114%
Fighting desertification and preserving biodiversity	9.91	11.26	21.18	8.44	7.46	15.90	75%
Total: Pillar 3	26.92	42.80	69.73	18.53	37.06	55.59	80%
Pillar 4: Improving governance							
Modernizing the State and reforming the civil service	24.22	5.68	29.91	21.00	7.07	28.07	94%
Strengthening decentralization	1.81	3.64	5.45	4.88	3.24	8.12	149%
Promoting human rights, peace, and social cohesion	5.38	9.05	14.43	7.07	7.37	14.44	100%
Pursuing justice reform, affirmative consolidation of the public sector, and good governance	1.97	3.71	5.68	3.11	3.74	6.85	121%
Total: Pillar 4	33.39	22.07	55.46	36.06	21.42	57.48	104%

Part 5. Challenges, outlook, and recommendations

5.1 Challenges to be addressed to improve the PND's implementation

The partial implementation of the PND to date points to some major challenges which, if addressed, will make it possible to improve the PND's implementation.

The challenge of mobilizing financial resources to carry out projects: Although the PND's Priority Action Plan is backed up by national budgets, there is a serious bottleneck in mobilizing the resources (the effective disbursement of the funds allocated). From budget allocation to actual disbursement there is still a significant time lag for a variety of reasons (cumbersome financial procedures, or regular annual supplementary estimates).

Challenges of ownership and buy-in: Although the process of drawing up the PND has been open, participatory, and sequential, there remain some supervisory and professional staff members in sector departments who do not have a sense of ownership of the PND and do not identify with it. In that situation, it is difficult to make the PND an ongoing tool for planning development strategy. Not only does that pose a problem for planning and implementation, it also poses a problem for monitoring implementation from the gathering of reliable data to the processing of information so that an accurate implementation report can be prepared.

Challenges in managing regional and subregional crises: Chad's intervention in Mali and the Central African Republic, and its taking charge of refugees from the Central African Republic who have been repatriated, have cost the country dearly in terms of financial, material, and human resources. Resources initially intended to implement PND projects—financial resources above all—have been redirected to managing these crises. This has had severe repercussions on the proper implementation of the PND.

5.2 Outlook and recommendations

In this new context characterized by regional and international positioning, stability of the political system, building of peaceable relationships with neighboring countries, adoption of the National Development Plan for the economy, and participation in the African Peer Review Mechanism (APRM), there is a new optimism recognizing Chad's emergence. In June 2014, the government plans to organize a meeting to mobilize funding for the PND's implementation. This will be a prime moment to advance the case at the international level for the effective consolidation and strengthening of a dynamic economic, political, social, and cultural emergence of a new Chad.

Chad has the advantage of being able to base its development programs on a long-term Vision clearly enunciated by its Head of State. It can therefore elaborate its strategies and programs taking a coherent approach aimed at bringing the country to the status of an emerging power in 10 years (with a view to 2030), pursuing the 2016-2020, 2021-2025, and 2026-2030 Five-Year Plans.

Vision 2030, yet to be drawn up, will take account of certain actions to be implemented in 15 years' time to bring the country up to the point of transformation. It will emphasize cultural, social, and environmental issues as a basis for that transformation. We intend to see changes made as soon as possible based on the rapid transformations that Chadian society will undergo during and after the petroleum era.

The advantage of having Vision 2030 is that it will make long-term development forecasts possible. This Vision document will provide a foundation for further work to be pursued, particularly setting out a detailed timetable for the activities to be carried out over a nine-month time frame as well as the budgeting and associated tasks.

Phase 0: Preparations. Setting up teams, adopting legal and regulatory texts, issuing calls for bids. This phase will be of one month's duration.

Phase 1: Analysis. This phase will be of three months' duration, to analyze cultural aspects, social aspects, political aspects, environmental aspects, technological aspects, and so forth.

Phase 2: Constructing scenarios. This phase will bring together, as a whole, the weaknesses, opportunities, and risks identified in Phase 1. It will also make it possible for exploratory and underlying scenarios and the associated risks to be constructed. It will be of two months' duration.

Phase 3: Choosing scenarios and devising strategic options so that the Vision can be achieved. On the basis of the foregoing analysis, this phase will be reserved for developing the Vision, and its strategic pillars and core directions. It will be of three months' duration.

Maintaining the timetable for the various phases and pursuing a participatory approach will ensure that the preparatory work for the 2016-2020 Five-Year Plan will be completed on schedule.

Based on the foregoing considerations, the following recommendations are presented:

Recommendation 1: Strengthen requests to TFPs and funding agencies to mobilize the necessary financial resources for implementing the PND.

Recommendation 2: Mobilize the necessary resources to support the strategic planning process to advance Chad's development.

Recommendation 3: Strengthen the capacities (human, financial, and material) of actors and organizational units making up the PND's monitoring and evaluation apparatus. Give special attention to financing household consumer surveys to provide up-to-date data on poverty and people's living conditions.

Recommendation 4: Ensure that the entities making up the PND's monitoring and evaluation apparatus operate effectively.

Recommendation 5: Prepare a work plan for monitoring the implementation of the PND, including an analysis of coordination mechanisms and management of aid flows.

Part 6. Annexes

6.1 Annex 1: Results-measurement framework for the 2013-2015 PND

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
Pillar 1: Promoting production supply and decent employment			
R1 – Strong sustainable, inclusive economic growth	1. Rate of government investment as a proportion of GDP	Pillar 1 sector priorities as a whole	1. Real economic growth rate (global GDP)
	<i>2012 baseline value (13.9%) / 2013 value (10.3%)</i>		<i>2012 baseline value 2012 (8.9%) / 2013 value (3%)</i>
	<i>2015 target (10.7%)</i>		<i>2015 target (7.2%)</i>
			2. Amount of oil extracted (barrels)
			<i>2012 baseline value (40,000)/2013 value (80,000)</i>
			<i>2015 target (60,000)</i>
			3. Amount of gold ore produced (grams)
			<i>2012 baseline value (9 875)/2013 value (13951)</i>
R2 – Food security and promotion of nutrition	2. Agriculture (plant production, animal production, fisheries production), expressed as a proportion of GDP	Rural sector development and food security	<i>2015 target (50,000)</i>
	<i>Baseline value (23%) / 2013 value (24.77%)</i>		4. Land managed, used to sow crops (hectares)
	<i>2015 target (25%)</i>		<i>2011 baseline value (200) / 2013 value (12,380 hectares) according to the evaluation of the Five-Year Plan</i>
			<i>2015 target (20,000) according to the ministry's Five-Year Plan</i>
			5. Number of water points for livestock producers
			<i>2011 baseline value (1296)/2013 value (1,868)</i>
			<i>2015 target (2,386)</i>
			6. Rate of vaccination coverage against contagious peripneumonia
			<i>2012 baseline value (15%) / 2013 value (18%)</i>
			<i>2015 target (50%)</i>
			7. Rate of farm mechanization (plows)
			<i>2001 baseline value (24%) / 2009 value (39.72%)</i>

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
			2015 target (40%)
			8. Amount of improved seed distributed
			2010 baseline value (20,000) / 2013 value (2,576.5 metric tons)
			2015 target (200,000)
	3. Proportion of the population with food security		9. Stockpiles to assure food security (metric tons)
	2012 baseline value (65.8%) / 2013 value (78%)		2012 baseline value (35,042) / 2013 value (39,438.82 metric tons, including 15,685 metric tons of grain belonging to the government)
	2015 target (90%)		2015 target (100,000)
R3 – Improved access to employment, and creation of decent jobs	4. Rate of young people's access to employment following graduation from training centers and institutions / 2013 value (N/A)	Job creation and training	10. Number of young people trained in occupations
	2010 baseline value (10%)		Baseline value (4,395) / 2013 value (6,000): This relates to programming and forecasting in regard to new recruitment for the civil service
	2015 target (15%)		2015 target (not indicated)
R4 – The development of the private sector and improvement of the business environment is assured	5. Ease of doing business (ranking)	Development of the private sector	11. Average number of days required to create a business
	Baseline value (185/185) / 2013 value (189/189)		2012 baseline value (2 weeks) / 2013 value (62 days)
	2015 target (173/185)		2015 target (72 hours)
			12. Time required to register property title (days)
R5 – Development of infrastructure and ICTs is	6. Proportion of households with at least one telephone	Development of support	
			2012 baseline value (44) / 2013 value (44)
			2015 target (N/A)
			13. All-weather roads as a proportion of the permanent road and highway system

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
sustained	Baseline value (31.6%) / 2013 value (39.39%)	infrastructure	2001 baseline value (20%) / 2013 value (86%)
	2015 target (50%)		2015 target (50%)
	7. Rate of access to electric power		14. Number of secondary rural roads rehabilitated (km/year)
	Baseline value (3.7%) / 2013value (3.9%)		2012 baseline value (2,130 km) / 2013 baseline value (2,169 km)
	2015 target (5%)		2015 target (6,000 km)
	8. Rate of Internet access		15. Paved primary roads (km)
	2011 baseline value (4.7%)		2010 baseline value (1,505 km) / 2013 value (2,020 km)
	2015 target (5.5%)		2015 target (3,091 km)
Pillar 2: Mobilizing and enhancing the value of human capital and combating inequality, poverty, and social exclusion			
	9. Human Development Index	Education	16. Education’s share of the national budget (excluding debt)
	2012 baseline value (0.34) / 2013 value (0.34)		2012 baseline value (8.7%) / 2013 value (8.67%)
	2015 target (N/A)		2015 target (20%)
			17. Student/teacher ratio
	10. Poverty index		2012 baseline value (61) / 2013 value (58)
	2011 baseline value (46.7%) / projected 2013 value (42.7%)		2015 target (55)
	2015 target (40.5%)		18. Number of teachers trained a year
			Baseline value (N/A) / 2013 value (1603)
			2015 target (N/A)
	11. Primary-school net enrollment rate (aged 6 to 11 years)		19. Primary-school gross enrollment rates (for boys – for girls)
	2011-2012 baseline value (40.5%) / 2013 value (65.6%)		2012 baseline values (111.6 – 84.5) / 2013 values (107.52%– 82.09%)
	2015 target (60%)		2015 target (102% – 90%)
R6 – Human capital			

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
(health, education) and social protection are strengthened			20. Primary-school retention rates (for boys – for girls)
			<i>2012 baseline values (35.1 – 25.7) / 2013 values (39.21% – 28.57%)</i>
	12. Adult literacy rates, including women / 2013 values (N/A)		<i>2015 target (60)</i>
	<i>2009 baseline values (22.39% – 14%) / 2013 values (%)</i>		21. Primary-school repeater rate
	<i>2015 target (55% – 35%)</i>		<i>2012 baseline value (23%) / 2013 value (25%)</i>
			<i>2015 target (17%)</i>
			22. Primary-school completion rates (for boys – for girls)
			<i>2012 baseline values (48.2% – 28.9%) / 2013 values (47.73% – 29.05%)</i>
			<i>2015 target (59%)</i>
			23. Number of students per class in secondary-school education
			<i>2011 baseline value (74) / 2012 value (76) / 2013 value (65)</i>
			<i>2015 target (50)</i>
	13. Infant mortality rate (per 1,000 live births)	Health	24. Share of health in the budget (excluding debt)
	<i>2010 baseline value (106) / value (98)</i>		<i>2012 baseline value (10%) / 2013 value (9.8%)</i>
	<i>2015 target (64)</i>		<i>2015 target (20%)</i>
			25. Neonatal mortality rate (per 1,000 births)
			<i>2012 baseline value (48) / 2013 value (39)</i>
			<i>2015 target (12)</i>
			26. Infant and child mortality rates (per 1,000 births)
			<i>2012 baseline value (102) / 2013 value (161)</i>
			<i>2015 target (64)</i>
			27. Proportion of births attended by qualified health personnel.

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
R6 – Human capital (health, education) and social protection are strengthened			2010 baseline value (22%) / 2013 value (28.45%)
			2015 target (70%)
			28. Rate of postnatal care
			2012 baseline value (4%) / 2013 value (4%)
			2015 target (50%)
			29. Percentage of the population living within 10 kilometers of a health unit
			2011 baseline value (51.8) / 2013 value (study under way)
			2015 target (80%)
			30. Proportion of health districts and health centers that are operational
			2012 baseline value (66% / 74%) / 2013 value (70.59% / 81.3%)
			2015 target (90/90)
			31. Number of inhabitants per doctor (M), per midwife, and per accredited nurse (IDE)
			2012 baseline values (1 M/39,762 – 1 IDE/2,429) / 2013 value (1 M/23,182 – 1 IDE/3,625 – 1 midwife/6,403)
			2015 target (1 M/1,185 – 1 IDE/1,000)
			32. Rate of acute respiratory infection
			2012 baseline value (12.35) / 2013 value (10.11%)
			2015 target (N/A)
			33. Malaria prevalence rate
			2012 baseline value (28) / 2013 value (28.21%)
			2015 target (20%)
			34. DTP3 vaccination rate
			2010 baseline value (16%) / 2013 value (82%)
			2015 target (80%)
	14. Maternal mortality rate (per 100,000)		35. Prevalence of syphilis among pregnant women
	2009 baseline value (1084) / value (1084)		1998 baseline value (6%) / 2013 value (4.47%)

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
	2015 target (275)		2015 target (4%)
			36. Number of cases of genital ulcers treated
			2011 baseline value (7,373) / 2013 value (7,019)
			2015 target (3,500)
			37. Number of cases of purulent urethritis treated
			2011 baseline value (8,131) / 2013 value (7,074)
			2015 target (4,000)
	15. Rate of prevalence of HIV/AIDS (15 to 24 years)		38. Number of condoms sold per year (AMASOT)
	2012 baseline value (3.4%) / 2013 value (3.3%)		2010 baseline value (4,000,000) / 2013 value (5,908,625)
	2015 target (3%)		2015 target (N/A)
	16. Rate of prevalence of low birthweight in children less than five years of age		39. Rate of acute malnutrition among children less than five years of age
	2010 baseline value (30.3%) / 2013 value (study under way)		2007 baseline value (16%) / value 2013 (10.6%)
	2015 target (15%)		2015 target (10%)
	17. Proportion of the population vulnerable to severe food insecurity		40. Proportion of infants that are breastfed exclusively
	2012 baseline value (11%) / 2013 value (survey in progress)		2012 baseline value (3.4%) / 2013 value (study under way)
	2015 target (7%)		2015 target (10%)
	18. Rate of chronic malnutrition		41. Vitamin A supplement coverage
	2010 baseline value (38.7) / 2013 value (study to be done) 2015 target (30%)		2012 baseline value (97.5%) / 2013 value (under way)
			2015 target (100%)
	19. Rate of clean drinking water coverage in rural areas	Clean drinking water, hygiene, and sanitation	42. Rate of clean drinking water coverage in urban areas
	2011 baseline value (48%) / 2013 value (50%)		2011 baseline value (37%) / 2013 value (46%)
	2015 target (61%)		2015 target (70%)

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
			43. Proportion of households having access to working latrines
			<i>2011 baseline value (12%)/ 2013 value (16%)</i>
			<i>2015 target (35%)</i>
	20. Proportion of the population covered by social protection (social security)	Social protection, equity promotion, and gender equality	44. Proportion of women in decision-making roles (government minister or member of the National Assembly)
	<i>Baseline value (4%) / 2013 value (5.2%)</i>		<i>Baseline value (15%) / 2013 value (22%)</i>
	<i>2015 target (10%)</i>		<i>2015 target (30%)</i>
	21. Total fertility rate		45. Rate of contraceptive use (aged 15 to 49 years)
	<i>2009 baseline value (7) / value 2013 (7.1)</i>		<i>2004 baseline value (3%) / 2013 value (1.6%)</i>
	<i>2015 target (5)</i>		<i>2015 target (10%)</i>
	22. Proportion of households living in a decent dwelling		46. Number of plots of land in which sanitation works have been carried out
			<i>2013 baseline value (850)</i>
	<i>2011 baseline value (28%)</i>		<i>2015 target (3,000)</i>
	<i>2015 target (32%)</i>	Population and housing	47. Length of sewer pipes built per year, in kilometers
			<i>2013 baseline value (7)</i>
			<i>2015 target (15)</i>
			48. Length of drainage channels built per year, in kilometers
			<i>2012 baseline value (108)/ 2013 value (N/A)</i>
			<i>2015 target (228)</i>
Pillar 3: Environmental protection and combating climate change			
R7 – Environmental protection and adaptation to climate change are	23. Annual rate of deforestation	Fighting to save Lake Chad and other ecosystems	49. Number of areas protected
	<i>Baseline value (2.5%)</i>		<i>Baseline value (3 parks and 7 wildlife reserves) 2013</i>

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
assured	2015 target (0.5%)		2015 target (5 parks and 10 wildlife reserves)
			50. Area of land reforested, in hectares
			Baseline value (10,000)
			2015 target (20,000)
		Rural, urban, and suburban land planning	51. National land management plan adopted
			2012 baseline value (0) / 2013 value (1)
			2015 target (1)
			52. Number of regional land management plans adopted
			Baseline value (0) / 2013 value (4)
			2015 target (22 regional plans adopted)
Pillar 4: Improving governance			
R8 – Governance is promoted and strengthened	24. Score for the perception of corruption in the public sector	Modernizing the State, reforming government finance, and reforming the civil service	53. Number of quarterly information bulletins on government procurement published each year
	2011 baseline value (19) / 2013 value (19)		Baseline value (0)
	2015 target (N/A)		2015 target (4)
			54. Publication of reports of the Bureau of Auditors in accordance with the deadlines established pursuant to laws and regulations
			Baseline value (0)
			2015 target (N/A)
			55. Proportion of government procurement approved by direct purchase out of total public procurement (by value)
			2012 baseline value (54% representing 82% of total government procurement) / 2013 value (less than 10%, representing 44% of total government procurement) 2015 target (N/A)
			56. Proportion of expenditures made before a payment order has been issued

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
			2012 baseline value (N/A) 2013 value (18%)
			2015 target (<20%)
			57. Number of budget execution reports published in timely fashion each year
			Baseline value (0)
			2015 target (1)
			58. Annual EITI reports published in timely fashion
			Baseline value (1) / 2013 value (1)
			2015 target (1)
			59. Tax ratio
			2012 baseline value (9%) / 2013 value (9.5%)
			2015 target (12.7%)
		Strengthening decentralization	60. Regional and departmental elections held
			2012 baseline value (No) / 2013 value (No)
			2015 target (Yes)
			61. Communal development plans (PDCs) adopted per year
			2012 baseline value (0) / 2013 value (1)
			2015 target (3)
			62. National budget allocated to local communities
			Baseline value (0) / 2013 value (CFAP 3,344,000,000)
			2015 target (N/A)
		Promoting human rights, and pursuing justice reform and good	63. Number of judges
			Baseline value (216 judges)/ 2013 value (227)
			2015 target (359 judges)

Strategic results	Strategic results indicators	Sector priorities	Intermediate-results indicators
		governance	64. Number of professional justices of the peace
			<i>Baseline value (54) / 2013 value (47)</i>
			<i>2015 target (0)</i>
			65. Number of regular human rights reports published each year
			<i>Baseline value (0) / 2013 value (5)</i>
			<i>2015 target (3)</i>

6.2 Annex 2: Monitoring and follow-up of HIPC Initiative and governance indicators

Results indicators	Source	Baseline values (base year)	2015 targets	2013 completion	Explanations for differences
Pillar 1: Promoting production supply and decent employment					
R1 – Strong sustainable, inclusive economic growth					
5. Number of water points for livestock producers	Ministry of Water Systems	1,296 (2011)	2,386	290	There were 1,296 water points in 2011. By 2013, the total had risen to 1,868. In 2012 and 2013, 572 new water points were constructed (290 of them in 2013).
7. Rate of farm mechanization (plows)	Ministry of Agriculture	24% (2001)	40%	39.72%	The objective was to increase the rate of producers equipped with plows by 2% annually (i.e., 1,600 plows), so that 26% of producers would be equipped with plows by 2015. The baseline was the figure from 2000, which indicated that 24% of producers were equipped with plows. The pace was accelerated, with 39.72% of producers being equipped with plows in 2009 thanks to the HIPC Initiative outcome concluded in 2001 and the government's subsidy for sales of plows.
R5 – Development of infrastructure and ICTs is sustained					
13. All-weather roads as a proportion of the permanent road and highway system	Ministry of Infrastructure	20% (2001)	50%	86%	Improvement in this indicator is attributable to the rehabilitation or paving of existing roads, or building of new roads. Projects currently under way will make it possible to achieve the target.
Pillar 2: Mobilizing and enhancing the value of human capital and combating inequality, poverty, and social exclusion					
R6 – Human capital (health, education) and social protection are strengthened					
19. Primary-school gross enrollment rates (for boys – for girls)	Ministry of Education basic education	98.2% in 2012 (111.6% – 84.5%)	115%	(107.52% – 82.09%)	This is a provisional indicator. Statistical data on more than 1,000 schools taken into account in 2012 are now being input. Construction is planned in 2014 and 2015.

Results indicators	Source	Baseline values (base year)	2015 targets	2013 completion	Explanations for differences
21. Primary-school repeater rate (boys – girls)		23%	17%	25%	The evolution of this indicator is attributable to (i) the large number of teachers who have not yet been trained and (ii) classroom overcrowding. Nevertheless, training programs have been conducted and work is under way to hire 1,400 community teachers who have been trained. Every year, 5,000 teachers trained at the National Teacher Training College are recruited.
Secondary-school repeater rate		46.7% en 2012 (25.7% – 26.4%)	20%	42% (23% – 22%)	
Secondary-school gross enrollment rates		27.93% en 2012 (17.83% – 8.85%)	50%	30% (19% – 11%)	A little progress was seen in 2013 owing to increased availability
27. Proportion of births attended by qualified personnel in 2010		22% (2010)	70%	46.86	Efforts have been made to expand the supply of health services by building infrastructure and strengthening the capacities of human resources working in health units.
30. Proportion of health districts and health centers that are operational		66% / 74% (2012)	90% / 90%	70.59% / 81.30%	
34. DTP3 vaccination rate		16% (2001)	80%	82%	
35. Prevalence of syphilis among pregnant women		6% (1998)	4%	N/A	No survey has been carried out, so no information is available.
36. Number of cases of genital ulcers treated		7,373 (2001)	3,500	7,019	

Results indicators	Source	Baseline values (base year)	2015 targets	2013 completion	Explanations for differences
37. Number of cases of purulent urethritis treated		8,131 (2001)	4,000	7,074	
38. Number of condoms sold per year (AMASOT)	Ministry of Planning	2,239,000 (2000)		5,908,625	
42. Rate of clean drinking water coverage in urban and rural areas	Ministry of Water Systems	37%-48%	61%	46%	
Pillar 4: Improving governance					
R8 – Governance is promoted and strengthened					
Modernizing the State, reforming government finance, and reforming the civil service					
53. Number of quarterly information bulletins on government procurement published each year	SGG - OCMP	0	4	1	<i>One bulletin posted in 2014 on the website of the Ministry of Finance and Budget (MFB) concerning public procurement in 2013. Report for 2013 available.</i>
54. Publication of reports of the Bureau of Auditors in accordance with the deadlines established pursuant to laws and regulations	Bureau of Auditors	0			
55. Proportion of government procurement approved by direct purchase out of total public procurement (by value)	SGG - OCMP	54%		Less than 10%	<i>In 2012, 54% of government procurement was by means of direct purchase, representing 82% of expenditures by value. In 2013, less than 10% of procurement was by means of direct purchase, representing 44% of expenditures by value.</i>
56. Proportion of expenditures made before a payment order has been issued	Ministry of Finance and Budget		<20%	18%	A 2013 MFB directive established tighter restrictions on expenditures made before a payment order has been issued.
57. Number of budget execution reports published in timely fashion each year		0 (2012)	1	1	Validation of the 2013 budget execution report is now under way. In 2014, these reports will be produced quarterly.
58. Annual EITI reports published in timely fashion	EITI Permanent Secretariat	1	1	1	The report is available.

Results indicators	Source	Baseline values (base year)	2015 targets	2013 completion	Explanations for differences
59. Tax ratio (excluding oil)	Ministry of Finance and Budget	9%	12.70%	(Tax ratio to be confirmed in the budget execution report)	
24. Score for the perception of corruption in the public sector	Report from <i>Transparency International</i>	19		<i>A strategy to combat corruption has been adopted from the technical standpoint. It will need to be validated by the government.</i>	
60. Regional and departmental elections held	Ministry of Decentralization	No	Yes	Regional and departmental elections are planned for 2014. First, it will be necessary to refine the boundaries of some local community administrations (CTDs) (now under way).	
61. Communal development plans (PDCs) adopted per year		0	3	A validation workshop for the manual for developing PDCs was held in November	

Results indicators	Source	Baseline values (base year)	2015 targets	2013 completion	Explanations for differences
				2013. That manual has enabled PDCs to be prepared for Bébédja and Moundou	
62. National budget allocated to local communities		0		In 2013, CFAF 3,344,000,000 was allocated to the 42 elected communes. A budget of CFAF 4,150,000,000 is envisaged for the government's allocations to the communes in 2014.	

Promoting human rights, and pursuing justice reform and good governance					
63. Number of judges	Ministry of Justice	216 (2011)	359	227 (2012)	Eleven judges were recruited in 2012 and 58 were trained in 2012-2013. They will enter the judiciary in 2015. Fifty-two justices of the peace will enter the judiciary; and some judges will be named on the basis of their curricula vitae.
64. Number of professional justices of the peace		54	0	52	In 2013, Chad had 52 justices of the peace. Beginning in 2014, they will enter the judiciary after one year's upgrade training.

Results indicators	Source	Baseline values (base year)	2015 targets	2013 completion	Explanations for differences
65. Number of regular human rights reports published each year	Ministry for Human Rights		3	5	All together, 23 reports were prepared in 2013, 18 of them from regional human rights delegations on specific topics (lack of security; community conflicts; prolonged, arbitrary detention; inhuman and degrading torture and treatment; etc.). Five missions have been conducted to raise awareness and distribute information widely with respect to human rights, in collaboration with UN bodies and NGOs, on subjects relating to the treatment of children, genital mutilation, the United Nations Convention on the elimination of discrimination against women, the country's basic law, etc.