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PROGRAMME PLANNING

Country and intercountry programmes and projects

FOURTH COUNTRY PROGRAMME FOR CHAD*

<u>Programme period</u>	<u>Actual resources programmed</u>	\$
1987-1991	IPF for 1987-1991	36 262 000
	Balance of 1982-1986 IPF	4 112 000
	Other resources programmed	<u>138 881 000</u>
	Total	179 255 000

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* Detailed listings of projects and other related data prepared as part of the country programming exercise are available on request. These listings include: (a) ongoing projects; (b) proposed projects; (c) distribution of resources by objective; (d) planned activities of operational funds and programmes under the authority of the Administrator; (e) distribution of new programme by sector.

I. DEVELOPMENT TRENDS, STRATEGIES AND PRIORITIES

A. Current economic trends

1. The Republic of Chad, which is classified by the United Nations among the least developed countries (LDCs), has since 1982 been engaged in a national reconstruction effort, strongly supported by the international community, in order to overcome the aftermath of the political and military events of earlier years. These events caused considerable damage and large-scale population movements, leaving a weakened and disorganized economy.
2. The slow recovery of production was very seriously affected by the drought in Chad in 1984-1985, which made it revert to a situation of crisis and emergency operations: about 1.5 million persons out of a total population of 5.1 million were affected by famine and massive assistance had to be organized to store, channel and distribute some 220,000 tons of foodstuffs, with considerable difficulty because of the deterioration of transport infrastructures.
3. Overall, the economy is still not back to the 1977 level. Gross domestic product (GDP) is estimated at 250 billion CFA francs in 1984, compared with 307 billion CFA francs in 1977 (at constant 1984 prices). The bulk of this (55 per cent) comes from the traditional agriculture and livestock sector, where production is still 10 per cent below that of 1977.
4. The trade balance was satisfactory in 1984 because of the large volume of cotton exports - which did not recur in 1985 - and the low volume of imports, pending the resumption of economic activity. Imports in the form of aid represent about 40 per cent of the total. The balance of payments is restored by official transfers involving financial aid (about 5 billion CFA francs in 1984), food aid (6 billion CFA francs in 1984 and 8 billion CFA francs in 1985) and constantly increasing development assistance (almost 10 billion CFA francs in 1983, 12 billion CFA francs in 1984 and 13 billion CFA francs in 1985).
5. Budget resources (14 billion CFA francs in 1984 and 15 billion CFA francs in 1985) remain very scarce, about 70 per cent lower in real terms than in 1977. They barely suffice to meet the payroll (most civil servants have been on half pay since 1982) and current operating expenses, despite subsidies and external budget assistance. Investments are financed by foreign aid and represent only about 11 per cent of GDP (compared with 17 per cent in 1977), whereas 25 per cent is the level required to ensure the country's development. Chad can keep up with official debt payments, provided that a solution is found for the rescheduling of arrears (18 billion CFA francs).
6. Beyond the ongoing rehabilitation of capital equipment and the gradual economic recovery, beyond the transitory problems of the cotton sector, Chad is moving from a crisis situation into an active development mode, which involves facing a number of challenges and making the best possible use of the country's potential. Even if the drought of 1984-1985 must be regarded as exceptional, climatic cycles do affect to degrees varying in space and in time the whole sector of food crops and industrial crops (cotton, sugar), livestock and fisheries. The

constraint of climate remains very strong in Chad: seasonal flooding isolates certain areas and, in others, there is a close connection between harvests and the amount of rainfall.

7. Another obstacle to development is the country's inaccessibility. Transport costs to and from Douala, in Cameroon, and to and from Port Harcourt, in Nigeria, adversely affect exports and considerably increase the price of imports. The country's large size and low average population density pose huge technical and economic problems for the construction and maintenance of adequate road transport infrastructures; aircraft, while very useful, can provide only certain types of transport.

B. National development strategies

8. The 1986-1988 Interim Plan has the twofold task of consolidating the situation and implementing a development strategy. It takes into account a number of uncertainties affecting medium-term prospects, including oil production, cotton prices, the evolution of rates of exchange with neighbouring States, the establishment of the Customs and Economic Union of Central Africa (UDEAC) and the level of external assistance available to Chad. The Government has adopted four general objectives:

(a) To provide for the essential needs of the population, even in the event of a return or persistence of the drought, by achieving food self-sufficiency in all regions, starting with those where the potential shortfall is the largest, and by providing sufficient health coverage for the whole territory, with emphasis on the promotion and development of primary health care and the strengthening of existing basic structures;

(b) To correct speedily the persistent consequences of the drought, by reconstituting livestock on a rational basis, by ensuring the permanent resettlement of populations forced to move because of the drought, by combating desertification and by accelerating the water programme for animal and human consumption;

(c) To increase production permanently through intensification and diversification of animal and plant production in order to yield an exportable surplus, through improved integration of agriculture, livestock raising and forestry, through the exploitation of natural resources, through the improvement of commercial and financial structures, through the development of trade with neighbouring States and through improved accessibility;

(d) To ensure equitable distribution of income, by reducing regional disparities, by developing the active participation of the population, by increasing the monetary income of rural populations and by improving the efficiency of the administration.

C. Technical co-operation priorities

9. The Interim Plan devotes one brief paragraph to technical assistance and states that, while such assistance inevitably falls short of needs, it must be allocated to priority activities identified through an overall approach and within the framework of a programme aiming at maximum efficiency. Such an approach has not yet been adopted, because until recently emphasis was placed on emergency measures and on rehabilitation. In addition, the Plan indicates that the administration's efficiency is low on the whole; this is a problem more of means and motivation than of total staffing. The Civil Service Ministry does not have sufficient information on the qualifications of the staff - who, in addition, change quite frequently - available to perform the tasks which the technical ministries, for their part, have not defined precisely and have based on organizational charts that often predate the political and military events. With no staffing plans, it is still very difficult to assess quantitatively and qualitatively the needs of the administration and of the economy, to draw up an appropriate training and retraining programme and to ascertain technical assistance requirements for both the short and the medium term. Meanwhile, the increasingly numerous bilateral and multilateral providers of aid are proceeding on an ad hoc basis, for lack of an overall picture of the problem.

D. Aid co-ordination arrangements

10. The Government attaches great importance to the execution of the programmes included in the Interim Plan, which itself contains a number of provisions on the organization of follow-up and the co-ordination of external assistance and of the activities of non-governmental organizations (NGOs). It realizes that the impact of projects depends on their being integrated into the local or national economy: the Ministry of Planning, which is directly attached to the Office of the President and is entrusted with the task of designing and co-ordinating the country's development policy, is also responsible for the co-ordination of external assistance. The office dealing with programming and external assistance is responsible for material and financial follow-up, and the offices dealing with planning and with statistics are concerned with economic follow-up.

11. The round table (held at Geneva in December 1985) and the sectoral "mini" round tables on transport (March 1987) and development of agriculture, forests and pastures (December 1986) constitute an effective form of co-ordination. In the sector concerned with agriculture, forests and pastures, which is the top government priority, the system is strengthened by the UNDP-assisted Inter-Ministerial Office for Rural Development Research and Programming, which acts as a technical unit ensuring that all the activities undertaken in this area intermesh and receive follow-up and evaluating the results obtained.

12. At the national level, a committee for the co-ordination of external assistance has been established on paper but in actual fact has not become operational. In view of the many difficulties facing authorities with hardly any means at their disposal, admittedly much remains to be done before the machinery envisaged for co-ordination can function with all desirable efficiency. The sectoral round tables should help to improve the situation.

II. THE COUNTRY PROGRAMME

A. Assessment of previous programme

13. Between July and September 1986, the Ministry of Planning undertook a detailed assessment of the third programme (1982-1986), in collaboration with various governmental executing agencies, with the active participation of UNDP. The Ministry of Planning had initiated, in April 1986, an internal evaluation exercise covering the most significant of the 94 projects it had financed in Chad from 1982 to 1986, following the first international conference on assistance to Chad, held at Geneva in November 1982, and the special programme of economic recovery which resulted from that Conference and which constituted the third programme.

14. Despite the many difficulties described below, the third programme was, by and large, executed, although it fell far behind the original schedule. Many projects did not reach operational status on the planned dates, and two of them will extend well into the fourth programme (1987-1991). Although the programme was slow to get off the ground, cruising speed was attained in 1986 and will be maintained in 1987. The general situation is illustrated by the fact that, out of a total of \$36,500,000 allocated to Chad under the third programme, approximately \$4,112,000 will be carried over to the fourth programme (see financial summary, annex).

15. The third programme, as originally conceived following the Geneva Conference in November 1982, was a response to the recognized priorities of the Government at that time, essentially with a view to rehabilitation of economic, administrative, and physical infrastructures. The programme had to be adapted to the crisis situations resulting from the military events of 1983 and the drought of 1984-1985. Although there were some distortions at the implementation level due to the lateness of certain projects and to the failure of some others, if only relative and temporary, it is fair to say that, overall, the assigned priorities were respected. Approximately 24 per cent of the resources of the indicative planning figure (IPF) were allocated to transport and communications, whose rehabilitation and reconstruction were an absolute pre-condition for any economic recovery; 18 per cent went to humanitarian aid and emergency assistance; 16 per cent to agriculture, forests and pastures; and 11 per cent to training and refresher training of national cadres. The balance of the resources (31 per cent) was used to finance ongoing projects.

16. In addition to IPF contributions, UNDP had a certain measure of success in acting as a catalyst and in mobilizing additional resources. These resources come not only from the United Nations system: the World Food Programme (WFP); the United Nations Children's Fund (UNICEF); the United Nations Capital Development Fund (UNCDF); the United Nations Fund for Population Activities (UNFPA); the Food and Agriculture Organization of the United Nations (FAO); the World Health Organization (WHO); and the United Nations Volunteers (UNV), but also from countries such as Switzerland, the United States and Italy. In the case of Italy, UNDP was chosen as executing agency for project CHD/85/R.51 concerning the development of Lake Kanem, with a total value of \$55 million for the period 1986-1988.

17. The problem of recruitment of international experts has often delayed the start of operations: the bottle-neck comes from the housing shortage in N'Djamena. The problem will not be solved until an adequate number of houses or apartments have been renovated.

B. New programme proposal

18. The new programme proposal takes into account the experience of the third cycle and endeavours to find solutions, within the limits of the terms of reference of UNDP, to some of the difficulties encountered up to now. The project concerning support for the execution of the country programme (CHD/84/002), financed by the Special Measures Fund for the Least Developed Countries (SMF), as well as by an IPF contribution, in programmed reserves, targets the problem of housing and office shortage mentioned in the previous paragraph. The project relating to the administration of emergency assistance (CHD/81/007) is also, although in a different way, based on past experience: it is concerned with the logistic problem of distributing emergency aid.

19. A total of 22 projects initiated under the third programme will continue into the fourth programme. These projects correspond to recognized priorities, and the Government is eager that project implementation should continue until the planned goals are achieved. This group of projects represents a sum of \$12,743,000, or considerably less than one third of the available IPF. New projects, of which there are 11, and those temporarily in programmed reserve, of which there are four, indicate a significant effort to avoid excessive dispersion: the total number of IPF projects, ongoing, new or in reserve, amounts to 37, compared with 94 projects financed during the third programme, for a smaller total sum: \$36.5 million instead of \$41.2 million for programming during the period 1987-1991.

20. As shown in the annex, UNDP is continuing to co-ordinate a total assistance amount which is much higher than the IPF alone and which totals more than \$179 million for the next five years. This figure represents only definite commitments, and it will certainly be greatly increased when potential resources begin to materialize.

21. The proposed distribution of these resources is geared to three objectives: (a) development of agriculture, forests and pastures; (b) improved accessibility; and (c) development of human resources. These three objectives fit in well with national development strategies, described above in paragraph 8. The development of agriculture, forests and pastures is concerned with ensuring the essential needs of the population, notably food self-sufficiency, but also with correcting drought-related problems, and increasing production and revenue. Improved accessibility is well in keeping with the Government's general objective, as described in paragraph 8 (c). Development of human resources falls simultaneously under the following categories: satisfaction of essential needs (medical coverage), active public participation, and improvement of administrative efficiency. For each of the three objectives, the programme endeavours to fill specific gaps, to be described later, which have been identified on the basis of past UNDP involvement, the role played by other sources of technical co-operation and characteristics specific to United Nations interventions.

22. The integration of women in the development process has been defined as an effort to improve their working conditions and to increase their capacity to contribute to development. This issue has been amply taken into account; highest-level Chadian officials grant it special attention, as does UNDP. The main problem has been to find a way to translate this emphasis into action. What appears to be the most realistic approach and one which fits in with the entire governmental strategy consists in combining pilot projects within the framework of community development (so-called "women's" projects) with projects aimed at increasing women's productivity, and thus their income, through the use of better techniques. At the same time, the harsh conditions faced by women must be alleviated, and it is here that the village water system is important.

Development of agriculture, forests and pastures

23. The projects under this heading promise concrete results in both the short and long term. A large portion of the ongoing projects, which are continuing into the fourth cycle, is still part of recovery and rehabilitation operations. Efforts are centred on traditional agriculture and forestry, while the livestock breeding and cotton sectors, which receive financial and technical assistance from other sources, are deliberately set aside. The general approach is to combine two types of activity. The first consists of multidisciplinary efforts for rural development which are community-based and implemented at the grass-roots level considered by the Government to be the foundation of development. The second type consists of specialized or "vertical" efforts, which contribute to the first type the necessary physical and technical elements (for example, seeds, saplings and drilling equipment). With regard to new projects, the project documents should underline the importance of the role of women, particularly in their capacity as active participants in the process of income generation through increased production. This objective, with seven ongoing projects, two new projects, and three projects in programmed reserve, uses 46 per cent of the IPF resources and 41 per cent of the total resources.

Projects

Seed production in the Sahelian zone (CHD/82/003): ongoing project

24. There is a serious food shortage in the Sahelian zone in Chad. Under the objective of food self-sufficiency, the Government is trying to ensure continuous production of basic seeds, secure from weather disturbances, for the main food crops of this zone: millet, sorghum, corn, peanuts and kidney beans. The use of more productive high-quality seeds, suited to local conditions, is essential for improving production.

25. Under the project, the former station of Douqui, which has become too arid, is to be replaced by a new production complex for basic seeds at Gassi on an area of 60 hectares which is under irrigation and in intensive cultivation, and a unit at Djilali which will produce first-generation seeds. The project involves supervision of farmers in the region surrounding the stations in order to establish bases for extension services at a later stage. This work is being done in close collaboration with Sahel research agencies.

26. The UNDP inputs consist of international consultants and experts, national experts, fellowships and, accounting for approximately one third of the budget, equipment for the station. WFP contributes in kind to workers' wages and FAO, under its programme of technical co-operation, to training activities. The IPF budget is \$1,650,000, to be combined with the inputs from WFP (\$214,000) and FAO (\$15,000).

Seed propagation (CHD/87/002): new project

27. The project, currently under discussion, would involve distribution to villages in the ecological zone concerned, of first-generation seeds prepared in Gassi and in Djilali under the previous project. This project is expected to last five years, and \$2 million has been budgeted for it.

Seed storage in the Sahel (CHD/87/012): new project

28. The immediate goal of this project is to assist a number of villages in acquiring storage facilities and means of seed preservation. These villages were selected for their vitality and their willingness to organize themselves in co-operatives in the areas where seed storage facilities would meet a genuine need. Sorghum, millet, corn, peanut and cowpea seeds would be stored.

29. The project provides for the construction of 50 seed storage facilities, with an overall storage capacity of 750 tons, enough to sow 25,000 hectares. A budget of \$450,000 will be provided from Special Programme Resources (SPR).

Programme to strengthen agrometeorological and hydrological services (CHD/83/011): ongoing project

30. This project is the Chadian component of the programme for the Sahel run by the Permanent Inter-State Committee on Drought Control in the Sahel (CILSS), UNDP and the World Meteorological Organization (WMO). Operating out of the Niamey regional centre, the programme is designed to provide farmers, planners, agricultural services and transport carriers with meteorological and hydrological data, particularly as they relate to agricultural development - for example, the best planting dates and floodland cropping. The effort is aimed at strengthening the agrometeorological and hydrological services of the Ministry of Agriculture and Rural Development, restoring observation and data communication networks, and processing and circulating information for both the Niamey regional centre and rural Chadian users.

31. Difficulties in recruiting an expert for the hydrological part of the project made it fall behind schedule. The project had begun in 1975 (phase I) in all the Sahelian States. Disrupted by the political and military events in Chad, the project is still not keeping pace with other countries now in phase II. An in-depth evaluation is planned before completion of the project, in order to determine whether a phase III will be necessary. If there is a phase III, its goals will have to be carefully co-ordinated with other undertakings, such as the project for an early warning system. The total budget for this project is \$1,280,000, of which \$280,000 are earmarked for the fourth cycle.

Resumption of fruit-growing and market gardening outside N'Djamena (CHD/83/019): ongoing project

32. In the days before the drought and the political and military events, market gardening co-operatives (men and women) in the N'Djamena region were growing approximately 2,200 tons of vegetables annually, on roughly 300 hectares, in order to supply the capital and provide a small amount for export. Two thirds of the vegetables today are imported, but for most of the population the very high price, driven up by transport costs, is prohibitive, and consequently their food needs are not satisfied. The project, in its present form, is aimed essentially at reclaiming 30 hectares of land for market gardening. It would involve 300 families, and production would be on the order of 450 tons a year. It would provide the equipment necessary to resume production, and the inputs for the first harvest. Some of the market gardeners whose drought-stricken lands were parched could be resettled, and the Horticultural Development Office, made up of market gardeners' associations and co-operatives in the 1970s, could be reopened. Horticultural supervisory personnel could be trained and distribution networks could be improved. The way could also be paved for more extensive market gardening by the creation of new co-operatives in other cities. The total budget for this project is \$448,000, of which \$220,000 are earmarked for the fourth cycle.

Resumption of rice production in the Satéqui Déressia area (CHD/83/020): ongoing project

33. As its title would indicate, this project is designed to stimulate agricultural production and food self-sufficiency through the revitalization and development of the irrigated area of Satéqui-Déressia (1,500 hectares and 5,500 farmers). The irrigation works there are in very poor condition because they could not be maintained. They had been established in 1975 as part of an agricultural water engineering project financed by the World Bank and the African Development Fund (AfDF). They have been severely affected by the incidents which began in 1979 and soon completely paralysed the Satéqui-Déressia Development Authority. The World Bank organized a provisional programme in 1984 and provided \$1.6 million to fund priority activities until 1986.

34. This project should make it possible to: (a) restore the water engineering facilities in the 1,500-hectare area; (b) acquire earthfill machinery and agricultural equipment; (c) reclaim the Lai rice paddy and provide new equipment for its sheds and workshops; (d) provide inputs for intensified rice production in the area; (e) train administrative and technical staff, particularly extension workers, in order to reactivate the Boumo experimental farm, where 60 hectares will provide some 150 tons of seed needed in the Satéqui-Déressia area.

35. The UNDP input of experts and consultants is complemented by UNCDF financing of the constructions, civil engineering, and heavy equipment and vehicles. The WFP Food for Work Programme distributes rations to Chadian personnel working on the site under State supervision. The total budget for the project is \$905,000, of which \$480,000 are earmarked for the fourth cycle.

Assistance to the Inter-Ministerial Office for Rural Development Research and Programming (CHD/83/021): ongoing project

36. This project will end in early 1987 and, on the whole, will have achieved what it set out to do. In 1984, the Government reopened the Office, which had existed prior to the events of 1979, with a view to harmonizing the rural development policies of the three Ministries involved: Agriculture and Rural Development, Livestock and Pasture-land Water Engineering, and Water and Forests. In its initial phase, the project assisted in the introduction of essential facilities, and in the organization and administration of the Office; and in its next phase, in improving the ability of Office personnel to assume what is likely to be a major role in the areas of programming, evaluation and project follow-up.

37. It is worth mentioning that a new project, Planning support (CHD/87/001) (see para. 74 below) will extend the effort begun under CHD/83/021 for the rural development sector by placing it within a broader framework. The total budget for this project is \$2,285,000, of which \$732,000 are earmarked for the fourth cycle.

Resumption of forestry activities in Chad (CHD/85/003): ongoing project

38. Chad's forest resources have been adversely affected by the recent events, and by the drought. The future of its forests is also jeopardized by excessive tree-cutting to obtain charcoal for domestic energy and building materials, in great demand because of the destruction in the cities. In the countryside, especially in the Sahelian zone, wood collecting is proving to be more and more exacting for the women, who must cover areas that extend for miles.

39. In order to stop the rapid deterioration of forest resources, the Government is turning more to grass-roots operations with the people directly involved, essentially in a geographical area comprising a 100-kilometre belt around the capital. The forestry development programme presupposes adequate forest management: this project is designed to strengthen the Water and Forestry Authorities by training cadres - of whom there are far too few at present; by implementing pilot projects of afforestation and forest development; by developing community forests through projects in rural areas which seek to draw in women as well as men; and by integrating forestry activities into other agriculture and pasture activities of the populations.

40. This project will be followed up at the appropriate time. To this end, \$1,300,000 is being held in programmed reserve. The total budget for this project is \$887,000 of which \$252,000 are earmarked for the fourth cycle.

Utilization of ground water in the Ouaddai-Guera rural areas (CHD/85/004): ongoing project

41. Since 1982, a new National Office for Pasture and Village Water Engineering in the Ministry of Livestock and Pasture Water Engineering has been responsible for planning and co-ordinating of water use throughout the national territory, taking into account needs and resources. Almost all rural and urban areas use ground water obtained from wells and boreholes.

42. The approximately 2,500 wells and boreholes in existence are manifestly insufficient and the National Office has started a national programme for 6,000 water points. This programme is given priority, not only because of its multiple impact on public health and the alleviation of women's water-fetching chores, but also because of its effect on agriculture, livestock and young forest plantations.

43. Project CHD/85/004, in the preparatory assistance phase, covered emergency operations for the renovation of mechanized wells. There are currently two objectives: (a) strengthening of the National Office's central and local structures in order to ensure the installation, operation and maintenance of wells equipped with mechanized pumps; (b) direct participation in the programme for wells and boreholes - some 100 wells with hand pumps will be built each year up to 1990, in the Ouaddai region, a remote area with difficult hydrogeological conditions (crystalline base). In addition, an engineering/drilling shop will be established at Abéché.

44. The project provides international experts and technicians, pays local wages and uses about half the total budget for drilling equipment. The total budget for this project is \$5,981,000, of which \$3,829,000 are earmarked for the fourth cycle; the contribution from UNCDF is \$2,934,000.

Development and renovation in the Lake Chad/Kanem region (CHD/85/51): ongoing project

45. In October 1985, the Italian Government entrusted UNDP with the execution of this project which is three-pronged: road construction (see below, improved accessibility), rural development (\$9 million) and village water engineering (\$5 million). The purpose of the project is to improve water supply in the Lake Chad/Kanem region, for human and animal needs, through the installation of about 200 village wells equipped with hand pumps. It is also intended to improve the living conditions of the local population through integrated multisectoral action to increase productivity in traditional rural activities. Polders will be developed in the Bol region, a seed farm will be organized and storage sheds will be repaired. The total budget for this project is \$55 million, of which \$14 million are earmarked for the fourth cycle for water engineering and rural development.

Development of co-operatives in rural areas (CHD/85/012): new project

46. One goal of the Interim Plan is to develop all forms of active public participation in solving both economic and social problems and particularly the major problem of increasing food self-sufficiency. Integrated rural development takes a global approach, in which co-operatives are a preferred option and a long-standing tradition in Chad.

47. The first phase of the project (a programmed reserve will cover the rest of the project) is intended, over a six-month period, to strengthen the operational capacity of the Co-operative Office in the Ministry of Trade and Industry, in order to provide a better picture of the existing co-operative sector, its potential and problems, and to determine its needs. This will lead to the formulation of a

strategy and a plan of action to promote a robust co-operative sector, particularly but not exclusively for the production and marketing of foodstuffs. The subsequent phase of the project will provide support for the implementation of the plan of action itself, which will include a catalogue of action-oriented measures, a training component, elements for restructuring the entire co-operative movement and practical arrangements for co-operation with other government bodies, such as the Office of Rural Development, and NGOs. The plan of action will be concerned particularly with the co-operative movement as a means for the better integration of women in development. The fourth-cycle budget for this project is \$221,000 in preparatory assistance; the programmed reserve is \$500,000.

Integrated rural development in the Ouaddai region (CHD/86/B01): ongoing project

48. This project concerns a region particularly affected by the drought, where a village water engineering effort is being undertaken. It is intended to promote integrated development areas with a view to achieving food self-sufficiency through co-operatives. It will assist in distributing seeds suited to the climate, improving grain storage, developing wadi cultivation and producing a surplus for marketing. It will be executed by an NGO already established in the area. The budget for preparatory assistance for this project is \$221,000; the programmed reserve is \$500,000.

Development of small irrigated areas near the Chari River (CHD/003/EOA): new project

49. This project pursues objectives comparable to those of project CHD/83/019, Market-garden crops (see para. 32). Five areas covering some 400 hectares will be irrigated in order to increase food production rapidly by restoring the necessary means of production to the farmers. The sites have been chosen with a view to becoming operational in the short term, without creating new infrastructures. They will be for small-scale farmers, who will be motivated by making a major contribution to the work and undertaking to maintain and renew the capital equipment.

Linkage

50. The development of agriculture, forests and pastures in Chad is assisted by various United Nations programmes or agencies which, according to their respective mandates, have committed part of their resources using UNDP objectives as a frame of reference. UNCDF concentrates on two projects: Resumption of rice production in the Satéqui-Déressia area (CHD/83/020), \$2,100,000 (see para. 33); and Utilization of ground water in the Ouaddai-Guéra rural areas (CHD/85/004), \$2,934,000 (see para. 41). These contributions are recorded as being from the United Nations Volunteers programme. WFP provides \$64,700,000: its project 2452 (\$29,700,000) is particularly for the development of agriculture, forests and pastures. UNICEF provides \$11 million, including \$3 million for village water engineering and rural development, with emphasis on the role of women. FAO contributes \$5,880,000 of which \$880,000 comes from its co-operation programme and \$5 million from the Government of the Netherlands to finance the second phase of a project entitled "Support for the National Grain Office".

Programmed reserve

51. This includes a number of projects for which preparations are not sufficiently advanced for them to be regarded as new projects. They are: Development of co-operatives (CHD/87/003), \$500,000 (the project Development of co-operatives in rural areas (CHD/85/012) constitutes its preparatory phase); Establishment of an early warning system (CHD/86/008), \$600,000; and forestry development projects, \$1,300,000. The purpose is to assist, through a sampling plan carried out at least one month before the harvest, in forecasting the national grain situation so as to be able, if necessary, to take the steps to offset the deficit. The project would combine inputs from various existing systems, such as those from the project of the European Development Fund for the early detection of nutritional deficiency, that of CILLS, Grain sector early warning system for the Sahel, and that of USAID (Early warning system). After computer processing, all the data compiled would give an estimate of production before and during the crop year and compare it to needs, region by region.

52. In addition, a reserve of \$4.5 million is provided to permit the preparation of UNDP projects resulting from arrangements made between the Government and donors at the sectoral "mini" round table on agriculture, forests and pasture held in December 1986.

Improved accessibility

53. This objective, the importance of which was underscored in part I, covers all means of transport and communications: the road network, civil aviation and postal and telephone services. The capital and technical assistance requirements are considerable: even before 1979, Chad had only a largely inadequate infrastructure, because of soil conditions, climate, distances and scattered population, which made construction and maintenance of the transport and communications system particularly onerous. The political and military events obviously did not help, leading to much destruction, pilferage of material and equipment and a complete breakdown of maintenance. Chad is still, and no doubt will be for a long time because of the sums involved, in a situation of rehabilitation and reconstruction. The projects proposed for UNDP assistance are all projects started during the third cycle, which must be completed because they are top priority. They concern virtually all modes of transport and telecommunication and are very diverse in objectives and means: technical assistance, including training and strengthening of institutions; substantial direct investments in construction and reconstruction of infrastructures; contribution to operating costs. The projects included here represent about 19 per cent of the IPF and 23 per cent of total programmed resources.

Administration of emergency assistance (CHD/81/007): ongoing project

54. This project was signed on 16 October 1981 and, as its title suggests, concerns emergency assistance provided by the international community to Chad at that time for humanitarian purposes. At the beginning, the project was aimed at organizing and strengthening the national institutional and logistical capacity under the Department of Disaster Preparedness, which is responsible for the

efficient receipt, storage, transport and distribution of emergency assistance, in particular food aid from WFP for the populations affected by the events and the drought. Transport being the most serious problem, the project would concentrate its efforts on the fleet of trucks, attempting to guarantee regular maintenance and rational management and to train national personnel in order to ensure continuity of service, with a view to solving the food security problem in the long term.

55. With an initial amount of \$2,400,000, the project provided for the purchase of trucks, equipment for the fleet repair shop, a radio communications system, repairs of sheds and warehouses and the training of mechanics. In 1984, the total budget was increased to \$4,073,000 thanks to a contribution from the Office of the United Nations Disaster Relief Co-ordinator and from third parties, the latter in fact representing the sole source of project income. The same source, third-party income, has increased the budget to \$5,248,000. The project has a fleet of trucks (60 trucks and 49 trailers) which, since the end of the emergency, no longer corresponds to what is needed. It is used to transport equipment for various UNDP-financed projects but cannot compete with private carriers in Chad. The operation is therefore in the red and, because of the low budget allocations available at present, the Government is not in a position to take over the fleet trucks and ensure proper management. However, provisionally, the project is expected to be completed at the end of 1987, if a solution to the problem can be found. The total budget for this project is \$5,248,000, of which \$1,300,000 are earmarked for the fourth cycle.

Assistance to Civil Aviation (CHD/82/006): ongoing project

56. Before the events of 1979, Chad had an international airport at N'Djamena and about 40 smaller airports, but technical staff consisted mainly of expatriates. Many buildings have been destroyed, equipment has disappeared and the expatriates have not returned. The N'Djamena infrastructures have been repaired gradually but, with the exception of Abéché, nothing has been done to repair the runways and installations at provincial airports. Air Tchad lacks the human and technical resources to serve the towns in the interior adequately and the vacuum left by the departure of the supervisory staff has not been filled. International air navigation standards are not complied with on the whole, owing to lack of facilities.

57. The project provides technical assistance for training the administrators and technicians needed by the Chadian civil aviation authority, in order to draw up an aviation development plan - vital in such a large country - and to implement air traffic regulations. It also includes a contribution of approximately \$2 million for drainage work at N'Djamena airport and the installation of 10 solar energy radio beacons for the secondary airports. The total budget for this project is \$4,050,000, of which \$1,240,000 are earmarked for the fourth cycle.

Development of postal services (CHD/83/031): ongoing project

58. The comments made in paragraph 56 on the situation of infrastructures and services following the events also apply to the National Post and Telecommunications Office, which had entirely suspended its services. The project

sets out to reorganize the managerial level, supply the post offices with vehicles and equipment, distribute domestic and international mail, re-open the post office current accounts and savings bank and provide staff training at the National Post School in N'Djamena and scholarships for study elsewhere. The total budget for this project is \$1,396,000, of which \$227,000 are earmarked for the fourth cycle.

Building of a Bailey bridge over the Logone River (CHD/85/U/001): ongoing project

59. This operation, which is almost completed, has enabled a bridge to be built over the Logone River, providing a reliable communication link between Chad and Cameroon, replacing the ferry service which had become very unreliable because of the fall in the water level after the drought. The bridge is a very important means of improving the country's accessibility. The total IPF budget for this project is \$238,000, of which \$54,000 are earmarked for the fourth cycle. An additional amount of \$1,070,000 is anticipated from the United Nations Emergency Operations Trust Fund.

Telecommunications adviser (CHD/85/006): ongoing project

60. Expansion of the telecommunications network was brought to a halt by the events of 1979-1981. An emergency reconstruction programme provides a provisional service between N'Djamena, Moundou and Sarh and between N'Djamena and Paris. The International Telecommunication Union (ITU), the African Development Bank (ADB) and the Development Bank for Central African States (BDEAC), in a joint mission, proposed, in addition to the ongoing emergency programme (1985-1987), a medium-term plan for 1988-1995. The expert technical adviser will help to make preparations for the implementation of the proposed options, compile dossiers for submission to two banks for possible financing and plan and launch a programme to train the necessary personnel. The total budget for this project is \$212,000, of which \$134,000 are earmarked for the fourth cycle.

Development and rehabilitation of the Lake Chad/Kanem region (CHAD/85/R.51): ongoing project

61. This project was mentioned in paragraph 45 in connection with rural development and village water supplies components. The financing from the Italian Government includes a road construction element which will enable a road to be built linking Massaquet, Massakory, Ngouri, Bol and Baqa Sola (about 310 kilometres), thereby opening up the Lake Chad/Kanem region and facilitating communications with the Niger. The programme also includes 50 km of tracks between that road and the Bol polders. The total budget for this project is \$55 million, of which \$31 million for the road-building element are earmarked for the fourth cycle.

Linkage

62. For the infrastructure works mentioned in the various projects described above, UNDP has usually worked in liaison with other sources of aid, such as Coopération Suisse for the bridge over the Logone River, or the Caisse Centrale de Coopération (France) for civil air transport. In addition, WFP helps by supplying rations to the road and track maintenance crews.

Programmed reserve

63. An amount of \$1 million has been placed in this reserve to make possible foreseeable supplementary financing for some of the ongoing projects.

Development of human resources

64. The projects proposed for this objective are relatively varied, as human resources cover a vast field. The projects may be divided according to some topics included among the priorities of the Interim Plan: training with a view to strengthening development institutions; employment, with emphasis on the advancement of women; primary health care, mainly focused on vaccination and living conditions, involving housing improvements in particular. This objective comprises 10 ongoing projects and 8 new projects, with a programmed reserve of \$4,161,000. Taken as a whole, they represent 42 per cent of the programmed resources of the IPF and 36 per cent of the total resources.

Immediate re-opening of the Faculty of Sciences of the University of Chad (CHD/82/004): ongoing project

65. This project, conceived in 1983, was intended as an emergency measure, with a number of special features designed to deal with the alarming state of the sector and with the lack of funds available for its operation. Without resident experts but with the help of United Nations Volunteers, the project paid for national teaching staff and scholarships. The aim was to resurrect the Faculty of Sciences by providing it with the requisite human and material resources and to train about 30 cadres each year for the secondary-school teaching staff. Owing to difficulties in recruiting volunteers and providing equipment, the project has had to be extended until 1988, but its objectives will be reached and at the beginning of the 1986 academic year the Government already took back responsibility for most of the operating costs. The total budget for this project is \$1,020,000, of which \$150,000 are earmarked for the fourth cycle.

Emergency assistance for the Teachers' Training School (CHD/83/003): ongoing project

66. Like the preceding project, this emergency operation is to be extended and has the same aim: the resumption of teaching, not by secondary-school graduates but by teachers properly trained for the first phase of secondary education, with about 100 such teachers qualifying every year. The project provides financial support for national teachers, a scholarship supplement for students, assistance for running the Teachers' Training School and United Nations Volunteers as teachers in some subjects. Since 1986 the School has had new buildings, rebuilt with the help of the African Development Bank. The total budget for this project is \$1,834,000, of which \$860,000 are earmarked for the fourth cycle.

Assistance for the resumption of building materials production (CHD/83/007):
ongoing project

67. Building materials are needed in large quantities, especially for the reconstruction of N'Djamena. The project aims to make them more readily available, improve the quality of traditional products, increase income, create jobs and help people to improve their housing. This will be done through the introduction of small-scale production of lime which will reduce cement imports, the creation in N'Djamena of a centre for developing materials, which will teach people how to produce better burnt bricks, use lime and improve the traditional use of clay ("banco") to make it more durable and hard-wearing. This should encourage small crafts enterprises or co-operatives to spring up throughout the country. The total budget for this project is \$1,834,000, of which \$860,000 are earmarked for the fourth cycle.

Expanded Programme of Immunization (CHD/83/012): ongoing project - Supplementary
assistance to the EPI (CHD/85/014): ongoing project

68. During and following the events of 1979, the health services suffered from the destruction of their infrastructures and the lack of funds for operating expenses. Uncontrolled endemic diseases are rampant: measles, tuberculosis, tetanus. As an essential component of primary health care, immunization is a regional and national priority. The two projects are designed to strengthen a national EPI department in the Ministry of Public Health and to set up 10 decentralized regional units running 52 immunization centres, to supply and store vaccine and train vaccinators. By the completion of the projects, 40 per cent of pregnant women and infants under 2 years of age will have been immunized. The total budget for project CHD/83/012 is \$721,000, of which \$21,000 are earmarked for the fourth cycle; the total budget for project CHD/85/014 is \$165,000, of which \$123,000 are earmarked for the fourth cycle.

Preservation of the national cultural heritage and resumption of cultural
activities (CHD/83/023): ongoing projects

69. In view of the enormous needs and the limited resources available to meet them, this project concentrates on two operations: rehabilitating the National Museum in N'Djamena, by saving the archives and collections and training the staff; assisting the "Maisons des Jeunes et de la Culture" (youth and cultural centres) in N'Djamena, Sarh, Bongor, Moundou and Abéché by providing them with sound and lighting equipment. The total budget for this project is \$111,000, of which \$57,000 are earmarked for the fourth cycle.

Sarh National Telecommunications School (CHD/83/024): ongoing project

70. This school had been receiving aid under a UNDP project before the events of 1979 and it closed in 1981. The present project ends in July 1987 and has identified training needs, evolved curricula and training methods, provided teaching materials, trained Chadian instructors and local staff for equipment maintenance. The total budget for this project is \$1,011,000, of which \$197,000 are earmarked for the fourth cycle.

Training for development activities (CHD/83/025): ongoing project

71. Chad has never had the training structures it made as a developing country. Neither the Government nor public and private enterprise can meet, in quantity or quality, the need for trained personnel to rebuild the country. This project covers the costs of specialized, short-term training in priority development areas, wherever such training is not provided for in other UNDP projects. The project is implemented not only through individual fellowships abroad but also through group training (seminars, technical workshops) in Chad itself. The total budget for this project is \$400,000, of which \$252,000 are earmarked for the fourth cycle.

Assistance for the promotion of small and medium-sized Chadian industries (CHD/83/028): ongoing project

72. The Government of Chad depends on small and medium-sized industries to develop national production, reduce imports, create jobs and improve living conditions. Like the economy as a whole, these small and medium-sized industries have been facing an emergency situation following the events of recent years. The aim of the project is to select about 30 of the most viable small and medium-sized enterprises in N'Djamena and three provincial cities and help them to start up again by providing direct aid in the form of small tools and spare parts, assisting them in obtaining loans, encouraging better management and studying possible new activities. The enterprises chosen belong to the repair and maintenance, agriculture and food, and construction sectors. Approximately 200 to 300 new jobs are expected to be created from this effort, as well as around 10 feasibility studies which should result in bankable projects. The total budget for this project is \$886,000, of which \$513,000 are earmarked for the fourth cycle.

Reorganization of the social security scheme (CHD/85/005): ongoing project

73. The objective here is to recast the social security legislation and revitalize the administrative and financial organization of the National Social Security Fund, which manages family allowances, occupational accident and sickness benefits and old-age pensions. The amounts accumulated contribute to capital formation, which helps in the development of the country. The project will provide experts and consultants to modernize the legislation and management of the Fund and will also provide resources for training and retraining of personnel. The Fund covers about 50,000 families. The total budget for this project is \$685,000, of which \$462,000 are earmarked for the fourth cycle.

Planning support (CHD/87/001): new projects

74. The Ministry responsible to the President for Planning will play a central role in establishing the development strategy, choosing objectives and investments and following-up programmes. It does not have the necessary qualified, experienced staff at a time when the Government is involved in a phase of negotiations with the International Monetary Fund (IMF) and the World Bank with a view to benefiting under the structural adjustment programme and special fund for Africa. This project will help it to update the macro-economic background and clarify sectoral strategies, define an annual investment programme and develop a method for

following up and improving the co-ordination of assistance, with the help of the necessary structures. It will also attempt to strengthen the statistical system, in particular the demographic and household budget survey. The budget for this three-year programme is \$3,850,000.

Women's textile craft centre (CHD/87/004): new project

75. The objective of this project is to create 450 jobs, to promote the economic integration of women and the use of a national crop, cotton, and to increase production (partly for export). A textile craft centre will be created to train women instructors and weavers (250 in N'Djamena and 200 in the provinces) to work at home. The centre will be autonomous and will operate as a private enterprise. The budget for this five-year project is \$750,000, with a programmed reserve of \$500,000 for the last phase.

Investment promotion (CHD/87/005): new project

76. The Government is engaged in negotiations, often with major international firms, for exploiting natural resources including oil exploitation and the construction of a refinery and cement plant; it must therefore review mining legislation and investment regulations in this sector. It does not have the necessary qualified staff in these fields, and the project proposes to create, by training at home and abroad, a national capacity for promoting, organizing, negotiating and monitoring investment activities, assigning top priority to oil, ores and construction material. The budget for this three-year project is \$1,284,000.

Assistance to the Ministry of Labour, Employment and Vocational Training (CHD/87/006): new project

77. This project proposes to resume the effort begun before the events of 1979 under project CHD/75/010 to improve labour administration, where organization and resources have also been affected by the crisis in Chad. Its aim is to reorganize and strengthen the central and external services of the Ministry, review the legal framework of its activities, reorganize the National Labour Office, determine what measures should be taken with regard to health and safety at work and train or upgrade intermediate and senior staff. The project will provide primarily consultants, individual fellowships and resources for retraining seminars. The budget for this one-year project is \$302,000. A second phase is planned, with a programmed reserve estimated at \$600,000.

Extension of the National School of Public Health and Social Services (CHD/87/007): new project

78. In addition to the inadequacy, in number and quality, of medical units, Chad lacks medical and paramedical staff in all categories, having only about one third of the staff needed. Since 1984, the National School of Public Health and Social Services in N'Djamena has been training nurses (first cycle) and intermediate, qualified cadres (second cycle). It has about 250 students, all fellowship-holders and operates within the Central Hospital in very cramped quarters. It will occupy

a new site, where buildings are to be renovated. The present project combines aid from various sources: European Development Fund (EDF), the Fonds d'Assistance à la Coopération (FAC), Coopération Suisse, UNICEF, WHO and possibly UNCDF. UNDP provides technical assistance for a teaching counsellor and pays for United Nations Volunteers, teachers, fellowships and some equipment. The budget for this three-year project is \$702,000.

Assistance to the commune of N'Djamena (CHD/87/008): new project

79. The city of N'Djamena was seriously damaged from 1979 to 1981. Its population rose dramatically with the arrival of many rural inhabitants during the drought of 1984-1985, and it is gradually recovering its vitality. Municipal services have their work cut out to meet the needs of the inhabitants and offer them acceptable living conditions. The aims of the project are to improve urban management of the capital city; to increase the revenue needed for its development; to maintain communal facilities; and to prepare the priority operations to be carried out as human and financial resources become available. UNDP will basically provide expertise and training. The budget for this two-year project is \$552,000.

Reconstruction of Am Rikébé (N'Djamena) (CHD/87/009): new project

80. The population of N'Djamena is expected to reach 1 million by the turn of the century. Right now, the structure of urban life is very diffuse and there are many under-occupied and deteriorated areas. A recent study proposed a programme for more rational reoccupation of the main traditional quarters over a period of 10 years. The present project is aimed at testing the feasibility of such a programme in a 30-hectare pilot area in the Am Rikébé quarter, which must be provided with essential infrastructures and equipment. The 1,300 households in the quarter will be encouraged to rebuild, improve and enlarge their homes, in liaison with the project on assistance in the resumption of production of construction materials (CHD/83/007). At the same time, property in N'Djamena, whether built on or not, will be registered to provide a better basis for tax assessment (see also CHD/87/008, the preceding project). The budget for this two-year project is \$552,000.

Strengthening of the Department of Mines and Geology (CHD/87/010): new project

81. Whereas Chad's mining potential is uncertain but very probably of economic importance, the Department of Mines, for lack of resources, is restricted to purely administrative tasks. The project proposes to re-establish in this Department a basic collection of documents and geological maps, to record them on microfiche and to rearrange the offices to house a small documentation centre. The staff of the centre will be trained or retrained, and the project will be of help in taking an inventory of priority minerals to be exploited, evaluating available information and making recommendations for small-scale or industrial exploitation of selected deposits. The project will also finance a mineralogical laboratory. The budget for the three-year project is \$649,000.

Support for implementing the country programme (CHD/84/002): ongoing project

82. This project pursues the traditional objectives of assistance to operational activities in the Office of the Co-ordinator. In particular, it will provide technical assistance in solving the problem of housing of international personnel. On the basis of consultants' work, the IPF for the fourth cycle could be used, in an amount of \$4,500,000, from programmed reserves, to renovate at least 30 housing units.

Linkage

83. The development of human resources is being assisted by many programmes and executing agencies of the United Nations. The programme support project CHD/84/002 is IPF-financed. A total of \$723,000 comes from USAID under the expanded programme of immunization (CHD/85/014). The United Nations Volunteers programme contributes to several projects, particularly in the area of teaching. A World Food Programme project on the nutrition of vulnerable groups reinforces the UNDP programmes for vaccinating these groups (\$35 million). UNICEF (\$89 million) also supports the expanded programme of immunization (CHD/83/012), finances mobile medical teams, provides essential medicines, renovates buildings and supports nutrition programmes. All these actions are complementary to those of UNDP. The World Health Organization contributes \$2.3 million from its own budget, of which one third goes to training, one third to primary health care and one third to sanitation. Lastly, UNFPA finances two projects on family health and demographic statistics (\$432,000).

Programmed reserve

84. For the project on assistance to the Ministry of Labour (CHD/87/006) (see para. 77), \$600,000 is reserved, as well as \$500,000 for a project in primary health care, and \$4,500,000 reserved for project CHD/84/002. A total of \$3,061,000 is still available under this heading for projects to be determined later.

C. Unprogrammed reserve

85. The unprogrammed reserve amounts to \$1,250,000, or approximately 3 per cent of the IPF.

Annex

FINANCIAL SUMMARY

I. ACTUAL RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING

A. UNDP-administered sources

	\$	\$
Third cycle IPF balance	4 112 000	
Fourth cycle IPF	36 262 000	
Subtotal, IPF		40 374 000
Special Measures Fund for Least Developed Countries	-	
Special programme resources	450 000	
Government cost-sharing	-	
Third party cost-sharing	2 723 000	
Operational funds under the authority of the Administrator	5 634 000	
UNDP special trust funds	45 762 000	
Subtotal, UNDP non-IPF funds		54 569 000

B. Other sources

Funds from other United Nations agencies or organizations firmly committed as a result of the country programme exercise (WFP, UNICEF, UNFPA, FAO, WHO)	84 312 000	
Parallel financing from non-United Nations sources	-	
Subtotal, other sources		<u>84 312 000</u>

TOTAL ACTUAL RESOURCES TAKEN INTO ACCOUNT FOR PROGRAMMING

179 255 000

II. USE OF RESOURCES

Ongoing projects	149 724 000	
New project proposals	11 720 000	
Programmed reserve	16 561 000	
Subtotal, programmed resources		178 005 000
Unprogrammed reserve		<u>1 250 000</u>
TOTAL RESOURCES		<u><u>179 255 000</u></u>
