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Report No: PADHI00370

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON A PROPOSED GRANT

IN THE AMOUNT OF SDR 75.9 MILLION  
(US\$100 MILLION EQUIVALENT OF WHICH US\$50 MILLION EQUIVALENT IS  
FROM THE WINDOW FOR HOST COMMUNITIES AND REFUGEES)

AND

A GRANT  
IN THE AMOUNT OF US\$20 MILLION  
FROM THE MULTI-DONOR TRUST FUND FOR THE SAHEL ADAPTIVE SOCIAL PROTECTION PROGRAM

TO THE

REPUBLIC OF CHAD

FOR AN

ADAPTIVE AND PRODUCTIVE SAFETY NETS PROJECT

June 7, 2024

Social Protection and Jobs Global Practice  
Western and Central Africa

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## CURRENCY EQUIVALENTS

(Exchange Rate Effective Apr 30, 2024)

Currency Unit = Special Drawing Rights  
(SDR);  
Central African CFA Franc  
(XAF)

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US\$1= SDR 0.75876564

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US\$1= XAF 611

## FISCAL YEAR

January 1 - December 31

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## ABBREVIATIONS AND ACRONYMS

AFD	French Development Agency ( <i>Agence Française de Développement</i> )
AM	Accountability Mechanism
ANATS	National Agency for Secure Titles ( <i>Agence Nationale des Titres Sécurisés</i> )
BOMS	Beneficiary Operations Management System
CCDR	Country Climate Development Report
CERC	Contingent Emergency Response Component
CGC	Crisis Management Cell ( <i>Cellule de gestion des Crises</i> )
CFS	Social Safety Nets Unit ( <i>Cellule Filets Sociaux</i> )
CNARR	National Commission for Refugees and Returnees ( <i>Commission Nationale pour l'Accueil et la Réinsertion des Réfugiés et des Rapatriés</i> )
COVID-19	Coronavirus Disease 2019
CPA	Provincial Action Committee ( <i>Comité Provincial d'Action</i> )
CPF	Country Partnership Framework
DA	Designated Account
DFIL	Disbursement and Financial Information Letter
DIZA	Inclusive Development Program in the Hosting Zones ( <i>Programme de Développement Inclusif dans les Zones d'Accueil</i> )
DNPGC	National Crisis Prevention and Management System ( <i>Direction nationale de prévention et de gestion des crises</i> )
E&S	Environmental and Social
ESCP	Environmental and Social Commitment Plan
ESMF	Environmental and Social Management Framework
EWS	Food Security Early Warning and Response System
EU	European Union
FAO	Food and Agriculture Organization
FCV	Fragility, Conflict, and Violence
FGM	Female Genital Mutilation
FM	Financial management
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GEMS	Geo-Enabling Initiative for Monitoring and Supervision
GHG	Greenhouse Gas
GPN	General Procurement Notice
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
IBM	Iterative Beneficiary Monitoring
IBRD	International Bank for Reconstruction and Development
ID	Identification Document
IDA	International Development Association
IDP	Internally Displaced Persons

IFR	Interim Financial Report
IGA	Income Generating Activity
INSEED	National Institute for Statistics, Economic, and Demographic Studies ( <i>Institut National de la Statistique, des Etudes Economiques et Démographiques</i> )
IPF	Investment Project Financing
LMP	Labor Management Procedures
M&E	Monitoring and Evaluation
MASSNAH	Ministry of Social Action, National Solidarity, and Humanitarian Affairs ( <i>Ministère de l'Action Sociale, de la Solidarité Nationale et des Affaires Humanitaires</i> )
MDTF	Multi-Donor Trust Fund
MICS	Multiple Indicator Cluster Survey ( <i>Enquête par grappes à indicateurs multiples</i> )
MOFBEP	Ministry of Finance, Budget, Economy and Planning ( <i>Ministère des Finances, du Budget, de l'Economie et du Plan</i> )
NDC	Nationally Determined Contribution
ND-GAIN	Notre Dame Global Adaptation Initiative
NGO	Non-Governmental Organization
NPF	New Procurement Framework
PARCA	Refugees and Host Communities Project ( <i>Projet D'Appui aux Réfugiés et aux Communautés d'Accueil</i> )
PDM	Post-Distribution Monitoring
PDO	Project Development Objective
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PMT	Proxy Means Testing
PNR	National Response Plan ( <i>Plan National des Réponses</i> )
PP	Procurement Plan
PPSD	Project Procurement Strategy for Development
PSSNP	Productive Social Safety Net Program
PTBA	Annual Work Plan and Budget ( <i>Plan de travail et Budget annuel</i> )
SASPP	Sahel Adaptive Social Protection Program
SEA/SH	Sexual Exploitation and Abuse and Sexual Harassment
SEP	Stakeholder Engagement Plan
SISAAP	Food Safety Information and Early Warning System ( <i>Système d'Information sur la Sécurité Alimentaire et d'Alerte Précoce</i> )
SNPS	National Social Protection Strategy ( <i>Stratégie nationale de protection sociale</i> )
STEP	Systematic Tracking of Exchanges in Procurement
ToR	Terms of Reference
UN	United Nations
UNDB	United Nations Development Business
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
USR	Unified Social Registry
VSLA	Village Savings and Loans Association

WFP	World Food Program
XAF	Central African franc



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## DATASHEET

### BASIC INFORMATION

Project Beneficiary(ies) Chad	Operation Name Chad Adaptive and Productive Safety Nets Project		
Operation ID P502142	Financing Instrument Investment Project Financing (IPF)	Environmental and Social Risk Classification Moderate	Process Track II

### Financing & Implementation Modalities

<input type="checkbox"/> Multiphase Programmatic Approach (MPA)	<input checked="" type="checkbox"/> Contingent Emergency Response Component (CERC)
<input type="checkbox"/> Series of Projects (SOP)	<input checked="" type="checkbox"/> Fragile State(s)
<input type="checkbox"/> Performance-Based Conditions (PBCs)	<input type="checkbox"/> Small State(s)
<input type="checkbox"/> Financial Intermediaries (FI)	<input type="checkbox"/> Fragile within a non-fragile Country
<input type="checkbox"/> Project-Based Guarantee	<input type="checkbox"/> Conflict
<input type="checkbox"/> Deferred Drawdown	<input type="checkbox"/> Responding to Natural or Man-made Disaster
<input type="checkbox"/> Alternative Procurement Arrangements (APA)	<input type="checkbox"/> Hands-on Expanded Implementation Support (HEIS)

Expected Approval Date 21-Jun-2024	Expected Closing Date 29-Jun-2029
Bank/IFC Collaboration No	

### Proposed Development Objective(s)

The Project Development Objective (PDO) is to increase access to social safety nets for poor and vulnerable populations and refugees, and to strengthen Chad's social protection system.

### Components

Component Name	Cost (US\$)
Roll-out of the National Productive Social Safety Net Program (PSSNP)	81.00
Strengthening the Social Protection System	26.00
Project Management	13.00

## Organizations

Borrower: REPUBLIC OF CHAD  
Implementing Agency: Ministère de l'Action Sociale, de la Solidarité Nationale et des Affaires Humanitaires

## PROJECT FINANCING DATA (US\$, Millions)

### Maximizing Finance for Development

Is this an MFD-Enabling Project (MFD-EP)? No

Is this project Private Capital Enabling (PCE)? No

## SUMMARY

<b>Total Operation Cost</b>	<b>120.00</b>
<b>Total Financing</b>	<b>120.00</b>
<b>of which IBRD/IDA</b>	<b>100.00</b>
<b>Financing Gap</b>	<b>0.00</b>

## DETAILS

### World Bank Group Financing

International Development Association (IDA)	100.00
IDA Grant	100.00

### Non-World Bank Group Financing

Trust Funds	20.00
SAHEL ADAPTIVE SOCIAL PROTECTION PROGRAM	20.00

## IDA Resources (US\$, Millions)

	Credit Amount	Grant Amount	SML Amount	Guarantee Amount	Total Amount
National Performance-Based Allocations (PBA)	0.00	50.00	0.00	0.00	50.00

Window for Host Communities and Refugees (WHR)	0.00	50.00	0.00	0.00	50.00
<b>Total</b>	<b>0.00</b>	<b>100.00</b>	<b>0.00</b>	<b>0.00</b>	<b>100.00</b>

### Expected Disbursements (US\$, Millions)

WB Fiscal Year	2024	2025	2026	2027	2028	2029
Annual	0.00	15.00	25.00	35.00	30.00	15.00
Cumulative	0.00	15.00	40.00	75.00	105.00	120.00

### PRACTICE AREA(S)

#### Practice Area (Lead)

Social Protection & Jobs

#### Contributing Practice Areas

Education; Agriculture and Food; Health, Nutrition & Population; Energy & Extractives

### CLIMATE

#### Climate Change and Disaster Screening

Yes, it has been screened and the results are discussed in the Operation Document

### SYSTEMATIC OPERATIONS RISK- RATING TOOL (SORT)

Risk Category	Rating
1. Political and Governance	● High
2. Macroeconomic	● High
3. Sector Strategies and Policies	● Substantial
4. Technical Design of Project or Program	● Substantial
5. Institutional Capacity for Implementation and Sustainability	● High
6. Fiduciary	● Substantial
7. Environment and Social	● Moderate
8. Stakeholders	● Substantial

9. Other ● High

10. Overall ● High

## POLICY COMPLIANCE

### Policy

Does the project depart from the CPF in content or in other significant respects?

Yes  No

Does the project require any waivers of Bank policies?

Yes  No

## ENVIRONMENTAL AND SOCIAL

### Environmental and Social Standards Relevance Given its Context at the Time of Appraisal

E & S Standards	Relevance
ESS 1: Assessment and Management of Environmental and Social Risks and Impacts	Relevant
ESS 10: Stakeholder Engagement and Information Disclosure	Relevant
ESS 2: Labor and Working Conditions	Relevant
ESS 3: Resource Efficiency and Pollution Prevention and Management	Relevant
ESS 4: Community Health and Safety	Relevant
ESS 5: Land Acquisition, Restrictions on Land Use and Involuntary Resettlement	Not Currently Relevant
ESS 6: Biodiversity Conservation and Sustainable Management of Living Natural Resources	Not Currently Relevant
ESS 7: Indigenous Peoples/Sub-Saharan African Historically Underserved Traditional Local Communities	Not Currently Relevant
ESS 8: Cultural Heritage	Not Currently Relevant
ESS 9: Financial Intermediaries	Not Currently Relevant

NOTE: For further information regarding the World Bank's due diligence assessment of the Project's potential environmental and social risks and impacts, please refer to the Project's Appraisal Environmental and Social Review Summary (ESRS).

## LEGAL

### Legal Covenants

#### Sections and Description

Schedule 2, Section I,A.2 Not later than thirty (30) days after the Effective Date, the Recipient shall establish and maintain throughout Project implementation a steering committee, chaired by the Secretary-General of Ministry of Finance, Budget, Economy and Planning (“MoF”), and comprising representatives of relevant institutions of the Recipient involved in overseeing or executing adaptive social protection policies, and shall be responsible for, inter alia: (i) overseeing the overall performance and impact of the Project; (ii) addressing high-level strategic matters, and facilitating multisectoral collaboration; and (iii) approving the Annual Work Plans and Budget.

Schedule 2, Section I,A.3(a) The Recipient shall establish and thereafter maintain throughout Project implementation a Project Implementation Unit, with resources, with competent staff in adequate numbers and with terms of reference, qualifications and experience satisfactory to the Association, including: (a) not later than the Effective Date, recruit a Project coordinator, a procurement specialist, a financial management specialist.

Schedule 2, Section I,A.3(b) Not later than thirty (30) days after the Effective Date, recruit a cash transfers specialist, a human development specialist, a productive inclusion specialist, a monitoring and evaluation specialist, an environmental specialist, a social development specialist and a gender specialist.

Schedule 2, Section I,A.3(c) Not later than ninety (90) days after the Effective Date, recruit a communications officer, an accountant, an administrative assistant, an information technology specialist, an internal auditor, and an internal controller.

ESCP Establish the grievance mechanism no later than 3 months after Effective Date, and thereafter maintain and operate the mechanism throughout Project implementation.

#### Conditions

Type	Citation	Description	Financing Source
Effectiveness	Section 4.01 (a)	The Association is satisfied that the Recipient has an adequate refugee protection framework.	IBRD/IDA, Trust Funds
Effectiveness	Section 4.01(b)	The Recipient has established the PIU in a manner, with resources, and with terms of reference satisfactory to the Association, including a Project coordinator, a procurement specialist, a financial management specialist.	IBRD/IDA, Trust Funds
Effectiveness	Section 4.01 (c)	The Recipient has prepared and adopted the Project Implementation Manual in form and manner satisfactory to the Association	IBRD/IDA, Trust Funds
Effectiveness	Section 4.01(d)	The SASPP Grant Agreement has been executed and delivered and all conditions precedent to its effectiveness or to the	Trust Funds

		right of the Recipient to make withdrawals under it (other than the effectiveness of this Agreement) have been fulfilled.	
Disbursement	Schedule 2, Section III.B.1(B)	No withdrawal shall be made under Categories (3) and (4) unless and until the Recipient: (i) has adopted the Cash Transfers and Subsidies Manual in accordance with Section I.C of Schedule 2 to this Agreement; and (ii) has: (1) developed a template of the Payment Agreement referred to in Section I.E of Schedule 2 of this Agreement, in form and substance satisfactory to the Association, and (2) entered into at least one Payment Agreement with a Payment Service Provider on substantially the same terms as in the template referred to in the previous sentence of this section.	IBRD/IDA, Trust Funds



## I. STRATEGIC CONTEXT

### A. Country Context

1. **Chad is a fragile, land-locked, low-income country with a population of 18.3 million, experiencing political instability.**<sup>1</sup> Chad's Gross Domestic Product (GDP) per capita was US\$722 in 2023, compared to an average of US\$757 in low-income countries and US\$1,623 in Sub-Saharan Africa.<sup>2</sup> Chad faces important fragility fueled by cross-border violence, regional imbalances, associated grievances, inter-communal tensions linked to natural resources management, and dysfunction in the justice and security sectors.

2. **The country's economy relies on agriculture and oil, and poverty is omnipresent.** In 2022, poverty was estimated at 44.8 percent, corresponding to 7.8 million Chadians living below the national poverty line, with 84.6 percent of the country's poor living in rural areas.<sup>3</sup> Poverty is mainly driven by a lack of economic diversification, low rural sector productivity, exposure to shocks, and low human capital levels.

3. **Chad's climate vulnerability is estimated to be the highest in the world.**<sup>4</sup> Per the G5 Sahel Country Climate Development Report (CCDR), Chad's GDP is expected to shrink by 4.2 percent by 2050, even under a relatively wet, optimistic climate scenario but by as much as 10.5 percent under a dry, more pessimistic climate scenario without adaptation, leading to increases in the poverty rate of up to 34 percent.<sup>5</sup> While oil is the main driver of GDP growth, agriculture continues to be the backbone of the economy, employing close to 70 percent of the workforce and contributing 1.6 percentage points of GDP growth in 2022.<sup>6</sup> However, major droughts are recorded every four to five years, and important flood events have occurred every 2.5 years over the last decade.<sup>7</sup> Floods affected 100,000 people in 2019 and 1.3 million in 2022.<sup>8</sup>

4. **Chad has one of the highest levels of food insecurity in the world.** An estimated 16 percent of the population is expected to be severely food insecure during the 2024 lean season due to the poor agricultural production resulting from drought.<sup>9</sup> Between 2014 and 2023, an average of 1.2 million people

<sup>1</sup> Unless otherwise noted, data in this paragraph are from the Macro Poverty Outlook, April 2024, [http://macropovertyoutlook.worldbank.org/mpo\\_files/mpo/mpo-sm24-tcd-scope.pdf](http://macropovertyoutlook.worldbank.org/mpo_files/mpo/mpo-sm24-tcd-scope.pdf)

<sup>2</sup> Ibid.

<sup>3</sup> INSEED, 2024, Ecosit 5.

<sup>4</sup> Chad is considered the most vulnerable country to climate change (ranked 185) of the countries ranked by the Notre Dame Global Adaptation Initiative (ND-GAIN) Country Index. See: <https://gain-new.crc.nd.edu/>

<sup>5</sup> World Bank Group, 2022. G5 Sahel Region Country Climate and Development Report. CCDR Series. Washington, DC: World Bank. <http://hdl.handle.net/10986/37620>

<sup>6</sup> Macro Poverty Outlook, April 2024, [http://macropovertyoutlook.worldbank.org/mpo\\_files/mpo/mpo-sm24-tcd-scope.pdf](http://macropovertyoutlook.worldbank.org/mpo_files/mpo/mpo-sm24-tcd-scope.pdf)

<sup>7</sup> The EM-DAT database ([www.emdat.be](http://www.emdat.be)) lists 2001, 2009, 2012, 2017, and 2022 as major drought years since 2000; an analysis of CHIRPS rainfall data performed by WFP in 2017 registers 2004, 2009 and 2011 as major drought years for the country between 2000 and 2015 (WFP, 2017, Integrated Context Analysis, [https://data.humdata.org/dataset/wfp\\_ica\\_tcd\\_2018](https://data.humdata.org/dataset/wfp_ica_tcd_2018)).

<sup>8</sup> UN Office for the Coordination of Humanitarian Affairs, Tchad: Note sur les inondations, 25 Oct 2022,

<https://www.unocha.org/publications/report/chad/tchad-note-sur-les-inondations-25-octobre-2022>

Officials with the state weather agency described the flooding as "catastrophic". Flooding destroyed an estimated 2,700 hectares of crops and arable farms land during August 2022

<sup>9</sup> <https://www.unocha.org/publications/report/chad/chad-humanitarian-update-december-2023-january-2024>



suffered from acute food insecurity during the lean season.<sup>10</sup> In 2022 and again in 2024, the government declared a food and nutrition emergency in the country.<sup>11</sup> Food insecurity is driven by various factors, including structural ones such as poverty and fragility, but it is also increasingly resulting from climate change-related shocks, especially droughts and floods. Floods ruin food stocks, leading to cattle and sown field losses, while heat stress affects livestock and agricultural productivity.

5. **The inflow of more than one million forcibly displaced people from neighboring countries has put pressure on limited local resources and deepened existing vulnerabilities.** As of April 2024, Chad hosted 1.23 million refugees,<sup>12</sup> with Sudan (84 percent) and the Central African Republic (12 percent) as the principal sources. Over a half million refugees arrived after the eruption of the Sudanese conflict in April 2023, adding to the long-term refugees who arrived over the past 20 years. Population displacement has increased the demand for the already-limited basic services and food and heightened the pressure and tensions related to scarce natural resources. Isolation, poor infrastructure, underdeveloped supply chains, the high cost of fuel, and the absence of technical assistance and microfinance institutions constrain livelihood opportunities.<sup>13</sup> Refugees have limited productivity opportunities due to the lack of tools and inputs and the limited size of herds, putting them, especially the young, at risk of engagement in hazardous endeavors. Poverty rates reach 80 percent among refugees and 70 percent in host communities, well above the national average of 42 percent.<sup>14</sup>

6. **Chad's Human Capital Index is among the lowest in the world.** A child born in 2020 is expected to achieve 30 percent of her potential productivity.<sup>15</sup> With annual population growth of 3.1 percent in 2022, the health, education, and social protection sectors face growing pressures in terms of demand and quality. High malnutrition rates compromise health and limit the cognitive development of children. Reasons include cultural, hygiene, and nutrition practices. According to a 2023 survey, the level of global acute malnutrition is 8.6 percent, with 1.5 percent of children suffering from severe acute malnutrition.<sup>16</sup> Around half of all children are involved in some form of child labor (domestic work, small-scale activities, military work, etc.), and an equivalent share does not attend school. Early marriage is common among girls and is associated with higher rates of early pregnancy and school dropouts.<sup>17</sup>

7. **Gender inequality is widespread, with women facing limited autonomy and high rates of Gender-Based Violence (GBV).** Female labor force participation stood at 48.4 percent in 2022, compared

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<sup>10</sup> Acute food insecurity was highest in recent years, surpassing 1.8 million people in 2023 and 2 million in 2022.

<sup>11</sup> The high food insecurity levels are also reflected in the resulting humanitarian response. For example, the national *Plan National de Réponse 2024* projects more than 2.8 million food insecure individuals to require food distributions or cash transfers during the 2024 lean season.

<sup>12</sup> UNHCR, 7 April 2024, <https://data.unhcr.org/en/country/tcd>

<sup>13</sup> Watson, C., Abdoulaye, Y., Minguemadji Zizoi, N. (2023). Refugees and host communities in eastern and southern Chad. Key findings from qualitative research on the dynamics of socio-economic integration in four provinces.

<sup>14</sup> World Bank 2021 Chad Poverty Assessment. Investing in rural income growth, human capital, and resilience to support sustainable poverty reduction.

<sup>15</sup> <https://datacatalog.worldbank.org/int/search/dataset/0038030/human-capital-index>

<sup>16</sup> Tchad : Enquête nationale de nutrition et de mortalité retrospective SMART 2022 (Rapport final - Décembre 2022) <https://reliefweb.int/report/chad/tchad-enquete-nationale-de-nutrition-et-de-mortalite-retrospective-smart-2022-rapport-final-decembre-2022>

<sup>17</sup> Refugee and host communities in Chad: dynamics of economic and social inclusion, Report of Qualitative research findings, Carol Watson, Emmanuel Donalbaye and Blandine Nan-Guer, World Bank Group, May 2018 and Chad: The economic benefits of a gender-equitable society after COVID-19, October 2020, World Bank Group



to 70.8 percent among men.<sup>18</sup> Although they make up nearly half of the workforce, primarily in agriculture and commerce, women have less control over resources and decision-making in their households and communities. Customary laws often deny women inheritance rights and land ownership.<sup>19</sup> GBV is prevalent, with 16 percent of women experiencing violence from a partner, and many women consider domestic violence justifiable.<sup>20</sup> Conflict and insecurity worsen GBV risks, and female-headed households, which are common among refugees and host communities, face increased marginalization and poverty. A significant portion of women are affected by Female Genital Mutilation (FGM), which is linked to marriage customs and presents health risks.<sup>21</sup> Although mobile money account ownership is low in the country (only 12 percent), women face a slightly higher financial and digital inclusion gap: 13 percent of women and 15 percent of men use a mobile phone or the internet to send money, while 12 percent of women and 13 percent of men receive digital payments.<sup>22</sup> Only four percent of women saved money using a mobile money account (versus 5 percent of men).<sup>23</sup> Concerning digital and financial education, in 2019, less than one percent of women reported having any digital skills, while only 3.4 percent of men reported having at least one of nine digital skills measured by the Multiple Indicator Cluster Survey.<sup>24</sup>

## B. Sectoral and Institutional Context

### *Institutional arrangements and donor coordination*

8. **The Chadian government has prioritized expanding safety nets to one million extremely poor beneficiaries in its forthcoming National Social Protection Strategy (SNPS, *Stratégie nationale de protection sociale*).** The SNPS (2024-2028) will incorporate adaptive social protection, featuring the development of a national program and social registry, and will support sectoral coordination by the government. The previous SNPS (2016 – 2020) managed to increase the focus on social safety nets as a priority through the World Bank-financed Refugees and Host Communities Project (*Projet D'Appui aux Réfugiés et aux Communautés d'Accueil*, PARCA, P164748) and the European Union and French Agency for Development (*Agence Française de Développement*, AFD) financed Inclusive Development Program in the Hosting Zones project (*Developpement Inclusif des Zones d'Accueil*, DIZA) and universal health coverage, however, the establishment of key governance and coordination structures is still pending.<sup>25</sup> The government expects to finalize and endorse the SNPS this year.

<sup>18</sup> International Labour Organization. "ILO Modelled Estimates and Projections database (ILOEST)" ILOSTAT. Accessed April 25, 2023. <https://ilostat.ilo.org/data/>.

<sup>19</sup> Le Masson, Virginie (2017), Gender and Resilience: from theory to practice, BRACED

<sup>20</sup> World Bank.2024. Chad Gender Landscape. Washington, D.C.: World Bank Group.

<https://documentsinternal.worldbank.org/search/33861194>

<sup>21</sup> Multiple Indicator Cluster Survey (*Enquête par grappes à indicateurs multiples*, MICS) 2019

<sup>22</sup>The World Bank, The Global Findex Database 2021

<sup>23</sup>The World Bank, The Global Findex Database 2021.

<sup>24</sup>The World Bank Group, Chad Digital Economy Diagnostic (2023)

<sup>25</sup> The social protection governance structures include a high-level steering committee, (*Conseil National de Protection Sociale CoNaPS*) chaired by the Prime Minister and involving sectoral ministries, providing strategic direction. The social protection steering committee (*Comité de Pilotage de la stratégie*), comprising representatives from the public sector, private sector, NGOs, and development partners, will oversee the SNPS's overall implementation. Eventually, the permanent Technical Secretariat for Social Protection, staffed with specialists, is tasked with operational coordination, monitoring, and evaluation of the strategy and operations. At the decentralized level, regional action committees (*Comités Régionaux d'Action*) serve as consultative bodies throughout the system.



9. **Chad's refugee protection framework remains adequate, and the policy and institutional environment has improved significantly in recent years.** The latest Refugee Policy Assessment from the United Nations High Commissioner for Refugees (UNHCR)<sup>26</sup> confirms that progress was made on several fronts. First, the legal and institutional framework to promote protection through the asylum law, adopted on December 23, 2020, and promulgated under decree number 27, on December 31, 2020, was followed by its implementing decree promulgated by decree 486 on April 25, 2023. The domestication of the Kampala Convention for Internally Displaced Persons (IDPs) through the bill adopted by the Council of Ministers was submitted for examination to the National Transition Council (*Conseil National de Transition*) on May 23, 2023. The Refugee Policy Assessment noted that Chad continues to invest in services and social safety nets in refugee-hosting areas, such as enhancing access to the national education system. Chad also invested in a community awareness campaign to promote peaceful cohabitation and shared access to land. The application decree of the Asylum Law and the National Response Plan to the Impact of the Sudanese Crisis promotes self-reliance and local integration of refugees instead of settling in permanent camps. The government has prepared a strategy note in line with the 20th International Development Association replenishment (IDA20) guidelines and shared it with the World Bank, committing to support refugees and returnees through its policy program.

10. **However, the implementation of the refugee protection legal framework faces challenges related to the refugees' access to land and full participation in the economy due to the unavailability of secure and official identification documents (IDs).** Chad's refugee legal and institutional framework gives refugees and asylum-seekers the same rights as Chadian citizens to access state social protection programs. It offers refugees the right to own land, engage in formal employment and commercial activities, move freely, and access national social services.<sup>27,28</sup> However, the National Commission for Refugees and Returnees (*Commission Nationale pour l'Accueil et la Réinsertion des Réfugiés et des Rapatriés*, CNARR), the central government body supporting the refugee agenda in Chad, faces major challenges of limited financial resources and qualified human resources.

#### *Data and information systems*

11. **The lack of identification hinders the Unified Social Registry (USR), provision of mobile money payments, and ensuring the economic inclusion of poor households and refugees.** Overall, 92 percent of the population does not have a secure identity document, although the government currently authorizes the opening of mobile money accounts based on a program ID.<sup>29</sup> Significant deficiencies in civil registration in Chad, especially in rural areas, expose Chadians and refugees alike to a lack of provision for identification. Moreover, refugees born in Chad are at risk of statelessness due to low birth registration rates. In 2016, Chad created the National Agency for Secure Titles (*Agence Nationale des Titres Sécurisés*, ANATS) as the government institution in charge of operationalizing the civil registry and issuing identity cards for nationals and refugees using biometrics to tackle the identification challenges. The issuance of identity cards to refugees is facilitated by a memorandum of understanding signed between ANATS and CNARR in partnership with UNHCR. As of April 2024, around 200,000 refugees have had their biometric

<sup>26</sup> Dated February 24, 2024, and covering July 1 to December 31, 2023

<sup>27</sup> The World Bank, 2024. Chad Economic Update. Special Chapter: Hosting Refugees in an Inclusive Manner

<sup>28</sup> UNHCR, 2023. Chad: Refugee Policy Review Framework. <https://data.unhcr.org/en/documents/details/107254>

<sup>29</sup> As of March 2024, 1,623,000 have a secure ID Source: ANATS, 2024.



information registered.<sup>30</sup> The lack of identification for Chadians and refugees poses a significant challenge to mobile payments and the enrollment and updating of beneficiaries' data in the USR.

12. **The USR includes 600,000 households across 15 provinces, including refugees, but faces interoperability challenges with other databases due to the lack of a unique identifier.** The USR covers approximately 16 percent of the population, and refugees represent 12.3 percent of the data. The National Institute of Statistics and Demographics (*Institut National de la Statistique, des Etudes Economiques et Démographiques*, INSEED) is the institutional home of the USR and collaborates with 19 institutions, including projects financed by the World Bank, the European Union (EU), and the World Food Programme (WFP). Two primary challenges affect the USR. First, while the census-style data collection works well, the lack of identifiers makes it difficult to update the data for a particular individual or household. Second, the efficacy is limited by the lack of a comprehensive procedural manual, the lack of data lifecycle governance, and the need to develop a concrete vision and mission for the USR. However, INSEED has the technical requirements, the infrastructure, and the beginnings of a procedural manual to support an improved USR.

13. **Food Security and Early Warning and Response Systems (EWSs), including drought, are neither fully functional nor financed.** The central body for food security data collection, analysis, and response, the National Crisis Prevention and Management System (*Dispositif National de Prévention et de Gestion des Crises alimentaires, nutritionnelles et pastorales*, DNP GC), was established in 2017 in the Prime Minister's office. Of the three sub-institutions, only the Food Safety Information and Early Warning System (*Système d'Information sur la Sécurité Alimentaire et d'Alerte Précoce*, SISAAP) has been established, with the responsibility to regularly collect and analyze food security data as a baseline for the semi-annual *Cadre Harmonisé*. SISAAP is also in charge of lean season response coordination and monitoring/evaluation, including preparing the annual national food security response plan (*Plan National des Réponses*, PNR) for the lean season. SISAAP's challenges include assuring the quality and availability of data and drafting and coordinating of the PNR, all of which are linked to the frequent lack of resources.

14. **The flood early warning system infrastructure is limited, and responses tend to be delayed.** The Water Resources Directorate (*Direction de Ressources en Eau*) at the Ministry of Water (*Ministère de l'Eau et de l'Assainissement*) runs the national network of hydrological stations to monitor river levels. The system has limited coverage and irregular updates, driven primarily by communities initiating a reporting process through the administrative levels, which often reach the central level late. Central monitoring and response suffer as a result. The Directorate of National Solidarity at the Ministry of Social Action (*Direction de la Solidarité Nationale* at the *Ministère de l'Action Sociale, de la Solidarité Nationale et des Affaires Humanitaires*, MASSNAH) then oversees coordinating national flood-response efforts and collaborates with international partners.

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<sup>30</sup> Coordination meeting on response to inflow of refugees and returnees from Sudan, UNHCR, April 17, 2024.



*Programs and delivery systems*

15. **PARCA has piloted digital payment mechanisms but they are not being used for delivery to beneficiaries at scale.** The development of mobile money services beyond urban areas is hindered by mobile companies' lack of experience, limited network coverage, low population density, literacy, lack of identification documents, and informal money transfer services that provide better remunerations. PARCA monetary transfers have been hybrid, with beneficiaries receiving phones and SIM cards but redeeming funds at fixed locations and times. This is costly and limits the ability to provide rapid responses through emergency interventions. The Chad Digital Transformation Project (P180000, under preparation) aims to expand access to affordable and climate-resilient broadband connectivity and improve government capacity to deliver public services digitally. Its focus on Government-to-Person payments will strengthen the enabling environment for digital cash transfer delivery.

16. **Safety net interventions have started focusing on refugees, host communities, and humanitarian response.** The World Bank-financed PARCA and the EU-funded DIZA are Chad's most important safety net initiatives. Both are largely focused on refugee-hosting communities, with PARCA covering communities within 25 kilometers of a refugee camp and DIZA those 25-50 kilometers from a camp. Total coverage through PARCA and DIZA is 130,000 households, including 14,130 Cameroonian refugees. In June 2023, approximately 83,333 households received aid through cash transfers from various actors, including WFP, the United Nations Children's Fund (UNICEF), the Food and Agriculture Organization (FAO), and the United States Agency for International Development (USAID).<sup>31</sup>

17. **Chad has progressively scaled up productive measures to reach 60,000 households in 2024.** An initial pilot "light" package in 2017 significantly affected the economic and social well-being of beneficiaries, non-beneficiaries, and the local economy<sup>32</sup>. Two extensions have been made: 28,170 households in 2022 and 33,000 in 2024. These are built on both impact evaluation and qualitative studies on social and economic inclusion dynamics in refugee and host community areas.

18. **Displacement exacerbates refugee women's productive constraints, depriving them of economic and social resources; integration can help rebuild their economic and social capital.** Female-headed households represent over 50 percent of all refugee households, and women constitute 61 percent of the working-age population.<sup>33</sup> Refugee women, who mostly have agricultural backgrounds, are often forced into unfavorable employment arrangements due to limited access to land and insecure land tenure. Women have little time for Income-Generating Activities (IGA) due to domestic responsibilities, and they engage in petty trading, which presents viable income opportunities, but a lack of economic and financial resources hinders their engagement.

<sup>31</sup> Cash Working Group, June 2023. The assumption is made that all households have six members for purposes of aggregation.

<sup>32</sup> The World Bank, Impact des mesures d'inclusion productive des filets sociaux au Chad (2019).

<sup>33</sup> United Nations (UN) Office for the Coordination of Humanitarian Affairs (2023). CHAD: Overview of inter/intra-community conflicts. July 2023. <https://www.unocha.org/publications/report/chad/chad-overview-interintra-community-conflicts-january-2024>.



### C. Relevance to Higher Level Objectives

19. **The proposed project is strategically aligned with the World Bank's goals of ending extreme poverty on a livable planet, reflecting priorities outlined in the World Bank Group's Country Engagement Note for FY23-24.**<sup>34</sup> It supports enhancing citizen-state relations, increasing service access in vulnerable regions, and addressing forced displacement through a Humanitarian-Development-Peace Nexus approach aligned with the World Bank 2022 Fragility, Conflict, and Violence (FCV) strategy. The project integrates the strategic objectives delineated in the Government's Prevention and Resilience Allocation Action Plan and lessons from projects like PARCA, particularly Strategic Objective 3: increase access to basic services and enhance local development strategies in rural and conflict-affected areas, including refugees and host communities. It adheres to the Sahel CCDR and Africa West 2021-2025 strategic frameworks, focusing on human capital, climate resilience, and a new social contract. It employs the Green, Resilient, and Inclusive Development approach for recovery. It contributes to the World Bank's digitalization agenda by enhancing access to digital services, improving food security through safety net transfers, and boosting resilience to shocks. Additionally, the operation impacts six outcome areas of the Corporate Scorecard, promoting social safety nets, climate resilience, food security, digital services, gender equality, and support for displaced people and host communities. Finally, the proposed operation is aligned with the 2024-30 World Bank Gender Strategy; it expands access to and use of services that enable women's economic participation. In addition, it reduces GBV and FGM within human development measures.

20. **The operation contributes to the government's development plan, strategic objectives for social protection, and strengthening Chad's social safety net system.** The operation will directly contribute to the strategic axis of the "Development of a diversified and competitive economy" and "Improvement of the quality of life of the Chadian population" of the National Development Plan (*Plan National de Développement*) 2024 – 2028. By establishing a national social safety net program and strengthening the USR, the operation will contribute to the SNPS 2024 – 2028 strategic objectives and build foundational systems that will be used beyond the World Bank intervention.

21. **The project aligns with the Paris Agreement.** Project activities are consistent with Chad's Nationally Determined Contribution (NDC) and its strategies on climate change. On mitigation, Chad's latest target NDC was submitted to the United Nations Framework Convention on Climate Change to lower Greenhouse Gas (GHG) emissions by 19.3 percent in 2030 with external support compared to the baseline scenario. Project activities are not associated with any GHG emissions. The NDC declares adaptation to climate change a national priority and highlights droughts, high temperatures, and floods as key national hazards. The shock response efforts supported by the project have been designed specifically to enhance adaptation to these hazards. In line with the 2022 National Adaptation Plan, the NDC identifies "agriculture and livestock" and "gender and social protection" as priority areas 1 and 5 to strengthen the resilience of Chadian society and the economy to climate change. The project supports both priority areas directly, given its focus on climate shocks and drought-related food insecurity and on developing a national adaptive safety net program.

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<sup>34</sup> World Bank.2022. Chad - Country Engagement Note for the Period FY23-FY24. Report No. P500092, Washington, D.C. : World Bank Group. <https://documentsinternal.worldbank.org/search/33931823>



22. **The project is processed under condensed procedures as outlined in the World Bank Investment Project Financing (IPF) Policy Section III, paragraph 12 on Situations of Urgent Need of Assistance or Capacity Constraints.** The urgency comes from the need to respond quickly to the massive and increased inflow of refugees from neighboring countries to Chad and to support Chad's efforts in coping with these crises.

## II. PROJECT DESCRIPTION

### A. Project Development Objective

#### PDO Statement

23. **The Project Development Objectives (PDOs) are to increase access to social safety nets for poor and vulnerable populations and refugees, and to strengthen Chad's social protection system.**

24. **For this project, the following definitions are used:**

- Poor populations are people living below the national poverty line. Vulnerable populations are poor or quasi-poor people at risk of deeper deprivation after covariate or idiosyncratic shocks.
- Strengthening Chad's social protection system refers to the strengthening or establishment of (i) the USR, which allows for dynamic enrollment and targeting of beneficiaries of safety nets and other social assistance programs; and (ii) a payment platform, which allows for rapid and cost-effective payment delivery to beneficiaries.

#### PDO Level Indicators

25. **The PDO indicators are below.**

- *Increasing access to social safety nets for the poor and vulnerable populations and refugees:*
  - Beneficiaries of social safety net programs (all) (corporate scorecard indicator), of which female (number), youth (number), people with disability (number), refugees (number), and host communities (number)
  - Displaced people and people in host communities provided with services and livelihoods (corporate scorecard indicator), of which females (number), youth (number), people with disability (number), refugees (number), and host communities (number)
- *Strengthening the national social protection system:*
  - People with updated information in the USR (number), of which female (number), people with disability (number), and refugees (number)
  - Beneficiaries receiving digital cash transfer payments within the time frame specified in the Project Implementation Manual (percentage), of which females (percentage), people with disability (percentage), and refugees (percentage)



## B. Project Components

26. **The project supports the government in establishing and rolling out a new national Productive Social Safety Net Program (PSSNP) and building the foundations of a national adaptive and productive social safety net system.** To address immediate needs, the PSSNP will provide a productive package across nine provinces.

**Component 1: Rollout of the national PSSNP (US\$81.25 million equivalent of which US\$73.85 million equivalent IDA, including US\$40.13 million equivalent for Window for Host Communities and Refugees [WHR], and US\$7.4 million for Sahel Adaptive Social Protection Program [SASPP] Multi-Donor Trust Fund [MDTF])**

*Subcomponent 1.1: Integrated productive social safety net program (US\$64.35 million equivalent IDA, of which US\$34.87 million equivalent WHR)*

27. **The project will provide a three-year integrated productive package to extremely poor and vulnerable households, including refugee and host community households.** In line with the PSSNP, the interventions will meet beneficiaries' basic needs, build and protect their human capital, and develop resilient and sustainable productive capacity through climate-smart activities. Building on lessons from PARCA and other projects in an FCV context, the support will be phased with the first 18 months focusing on consumption support and human development interventions, complemented by productive inclusion for the remaining 18 months (see Figure 1). Cohorts will undertake interventions as was done in PARCA to build implementation capacity and not overload the system. The integrated package will include (i) quarterly cash transfers; (ii) accompanying measures for human capital development, climate change resilience, and basic financial education; and (iii) productive inclusion measures.<sup>35</sup> Nine target provinces were selected based on levels of poverty, exposure to climate shocks, levels of food insecurity, the presence of refugees, and government priorities.<sup>36</sup> Beneficiary households will be selected based on their estimated poverty level using Proxy Means Testing (PMT) as detailed in the USR manual. Women will be the beneficiaries of the cash transfers, including each wife in a polygamous household (as defined by INSEED). Implementation details are in the Project Implementation Manual (PIM).

28. **Quarterly cash transfers of XAF 45,000 (approximately US\$74)<sup>37</sup> will be provided to beneficiary households in selected provinces, including refugees and host communities over 24 months, increasing consumption and strengthening resilience to shocks.** Cash transfer recipients will be women. Communications campaigns will be designed with humanitarian and development stakeholders. Payments will be made using the module to be developed in Subcomponent 2.1 unless mobile payments are infeasible. Phones and SIM cards will be provided for those receiving mobile payments.

29. **Accompanying measures will be provided to all beneficiary households along three thematic pillars.** The intervention will support the design and implementation of the accompanying measures including the information and sensitizations campaigns and carrying out the behavioral change activities.

<sup>35</sup> Payments will be made using the module to be developed in Subcomponent 2.1 unless mobile payments are infeasible.

<sup>36</sup> Selected provinces include Batha, Ennedi Est, Kanem, Logone Oriental, Mayo-Kebbi Ouest, Ouaddai, Salamat, Sila, and Wadi Fira.

<sup>37</sup> The transfer value corresponds to approximately half of the food poverty gap and will help smooth consumption and enable investments in economic activities for self-sufficiency.

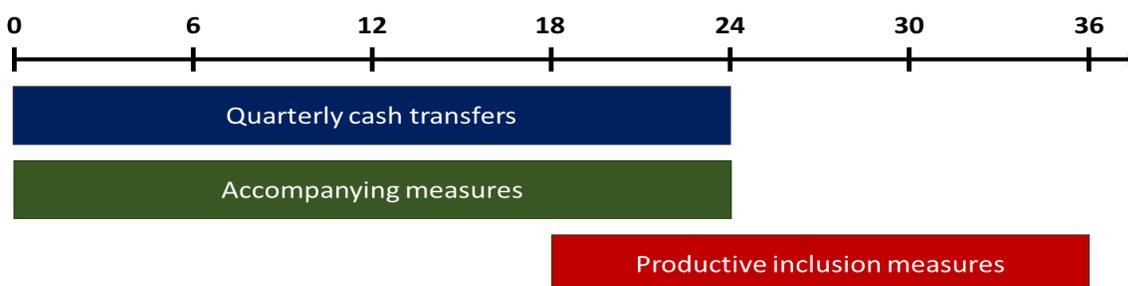


The intervention will cover the first two years through monthly education talks and visits for individualized support to certain groups, bimonthly radio broadcasts, and quarterly village assemblies. The three pillars are:

- a. **Human capital development:** The topics will include those already delivered under PARCA with the addition of GBV/FGM, social cohesion strengthening, and risks of alcohol consumption.<sup>38</sup>
- b. **Climate change resilience** will focus on reducing pressure on natural resources, including improved stoves and biochar. This will be implemented with the World Bankfinanced Human Capital and Environmental Protection through the Improved Cookstoves project (P504956). Further details are included in Annex 3.
- c. **Basic financial education:** Beneficiaries will receive basic financial literacy training to prepare them for productive inclusion measures. This will encourage saving through Village Savings and Loans Associations (VSLA) groups and VSLA networks as required.

30. **Beneficiary households will receive productive inclusion measures to enable them to start or develop economic activities, diversify livelihoods, and increase resilience to shocks.** The productive inclusion design leverages an impact evaluation and qualitative work from PARCA to address the specificities of the refugee-hosting area. Productive inclusion will have two phases. The first focuses on (i) instituting community sensitization and mobilization campaigns; (ii) supporting the organization of VSLA; (iii) providing training on psychosocial and emotional skills and micro-entrepreneurship; and (iv) providing technical assistance to develop simple business plans with a focus on climate-smart and sustainable livelihoods. The second phase starts after nine months: beneficiaries will receive a subsidy and coaching for the remaining nine months to support implementing the IGA in their business plans. The interventions will support women, including refugees, in initiating and expanding IGAs despite challenges. To attenuate tensions around natural resources, households will be encouraged to focus on off-farm livelihood options, climate-smart agricultural practices, and diversification of income sources.

Figure 1 Delivery timeline of PSSNP integrated productive package under Subcomponent 1.1 (months)



<sup>38</sup> Human capital development measures implemented by PARCA focused on (i) the importance of schooling for children, particularly girls; (ii) exclusive breastfeeding; (iii) supplementary feeding for children, and pregnant and breastfeeding women; and (iv) hygiene and sanitation.



*Subcomponent 1.2: Shock-responsive emergency cash transfers (US\$16.9 million equivalent of which US\$9.5 million equivalent IDA, including US\$5.26 million equivalent WHR, and US\$7.4 million SASPP MDTF)*

31. **The subcomponent will finance shock-responsive emergency cash transfers for different types of shocks using the PSSNP's delivery infrastructure.** Where available, USR data will be used for household targeting.

- a. **Lean season shock response:** using the *Cadre Harmonisé* and PNR, 40,000 acutely food-insecure households will receive a single emergency cash transfer to offset climate shocks, particularly droughts. These households will not already benefit from component 1.2, expanding the total beneficiaries. Given the greater impact on refugees and host communities, at least 30 percent of beneficiaries will be from these groups.
- b. **Flood and refugee response:** For 25,000 beneficiary households, a single emergency cash transfer will be provided in the case of either floods or a major refugee inflow. Triggering and targeting will be determined in coordination with the MASSNAH (for floods) and the CNARR (for refugee inflow events).<sup>39</sup> For another 3,000 beneficiary households, a rapid flood response mechanism will be developed and piloted, coordinated by an inter-ministerial steering committee. During the project's first one to two years, the support includes (i) developing a rapid response trigger using remote sensing or community-based early warning data and (ii) designing and establishing rapid response processes. Where appropriate, this will be coordinated with the N'Djamena Urban Resilience Project (P177044). Subsequently, the response mechanism will be tested on a limited scale to gather lessons supporting a potential expansion using additional resources.

**Component 2: Strengthening the social protection system (US\$25.75 million equivalent of which US\$14.15 million equivalent IDA, including US\$5.07 million equivalent WHR, and US\$11.60 million SASPP MDTF)**

*Subcomponent 2.1: USR, payment module, and food security early warning and response system –EWS- (US\$19.50 million equivalent of which US\$13.65 million equivalent IDA, including US\$4.87 million equivalent WHR, and US\$5.85 million SASPP Multi-Donor Trust Fund [MDTF])*

32. **Strengthening the USR.** An adaptive social protection system depends on reliable and timely data to inform planning, targeting, and rollout of interventions to deliver benefits efficiently. Deployment and extension of the USR will continue by selected provinces, prioritizing them based on the poverty headcount ratio, the exposure and vulnerability to climate shocks relying on the climate vulnerability score, and their accessibility to the security situation.<sup>40</sup> Existing USR data will be rigorously assessed and recertified. During implementation, data collection, management, and use rules that comply with data protection principles will be developed and applied in the PIM. Two regions will have pilots of on-demand intake and registration and updating instead of census-style data collection. These regions will also

<sup>39</sup> For the refugee response, a single transfer would be made to refugees once they are registered and relocated into camps based on PMT. At least 40 percent of the total resources of this response would be used for provinces hosting refugees. The division between host communities (70 percent of total resources) and refugees (30 percent) follows government policy, already applied in PARCA.

<sup>40</sup> Details on targeting methodology and process for data retention are in the USR operational manual.



decentralize updates, information dissemination, and Grievance Redress Mechanism (GRM) uptake. The pilot will be systematically evaluated and documented to support further USR decentralization.

33. **Development of a scalable and interoperable management information system leveraging unique identifiers for the USR.** The system will be designed to support government and partner uses based upon a framework of data management, protection (ownership, access rights, protocols), and streamlined data-sharing processes. The USR's management information system will facilitate coordination and efficiency, including during emergency responses to shocks. The required integration and interoperability across government and partner systems will be based on a new functional social ID number designed to be interoperable with ANATS ID and to link to existing identifiers.

34. **Development of a digital mobile payments module to expedite the distribution of cash transfers.** The project will convene stakeholders to refine the institutional anchoring, technical architecture, and business model to pave the way for a transition to digital payment of social benefits that is sustainable and consistent with the broader digital transformation of public services and administrations. The module will be able to issue payment instructions to financial services providers, collect reports, and reconcile information for transparent, reliable, and timely decisions. This module will link to the beneficiary operations system (Subcomponent 2.2) and be scalable, allowing multiple users to connect and process payments to reduce costs.

35. **The transition to digital payments will be gradual and based on a rigorous assessment of beneficiary experiences.** The project will identify favorable areas for digital payment development (e.g., power<sup>41</sup> and minimal connectivity) while continuing cash and hybrid modalities in other areas to protect operations. Beneficiaries will receive training on digital financial services to facilitate their use and to create synergies for other interventions. Post-distribution surveys will evaluate beneficiary satisfaction and identify improvements, covering aspects from transportation to privacy and grievance mechanisms.

36. **Enhancing the DNP GC capacity to strengthen the linkage between adaptive social protection, food security, and climate shock response.** The subcomponent will have two parts: support for SISAAP and operationalization of the Crisis Management Cell (*Cellule de gestion des Crises*; CGC).<sup>42</sup> SISAAP will receive support for its basic mandate through financing for (i) regular food security data collection and analysis of nutrition, food security, and vulnerability; (ii) expert support in the form of an international technical assistant; and (iii) technical capacity strengthening, including on the use of climate data with survey-collected food security data, aiming to improve the accuracy and granularity of climate shock and food security analyses. Where appropriate, priority will be given to remote-sensed data, especially in inaccessible areas. CGC support will finance (i) preparatory studies and accompanying technical assistance; (ii) equipment; (iii) the preparation of the annual PNR; (iv) the coordination of annual PNR implementation; and (v) monitoring and evaluation (M&E) activities, which will enhance the government's ability to plan for and coordinate response efforts to food insecurity shocks. The information produced by this subcomponent is essential to successfully implement Subcomponent 1.2's shock-responsive cash transfers.

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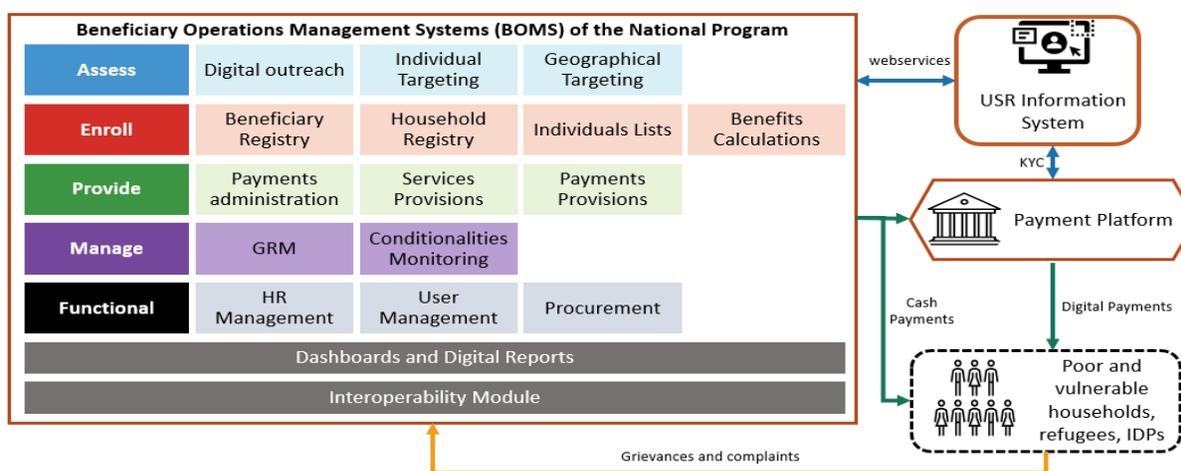
<sup>41</sup> The Chad Energy Access Scale-Up Project (P174495) is a potential partner in this.

<sup>42</sup> Support to the DNP GC will be closely aligned with that provided by the West Africa Food System Resilience Program (FSRP) Phase 2 (P178132).



37. **Beneficiary Operations Management System (BOMS): a comprehensive framework to support operations with the potential to serve other sources of financing.** The BOMS will be developed for the PSSNP to facilitate effective social protection delivery of operations, including outreach, assessment, enrollment, service provision, management, and back-office administrative functions built on an interoperability layer. The system will include the GRM to support responsiveness and accountability and for effective grievance submission and inclusivity, particularly for women and vulnerable groups. It will also connect to the USR and payment platforms for specific information/services. The BOMS will be designed to be reusable by other social protection programs through its architectural design. Figure 2 provides a schematic structure.

Figure 2: PSSNP Beneficiary Operations Management Systems



38. **The project will finance communication and outreach activities.** Including the development of a communications strategy, strengthening internal and external communication systems, producing communication materials and outreach campaigns about the integrated, productive package, and instituting three types of shock-responsive emergency cash transfers. The communication strategy and the produced material will be adapted and tailored to address and inform the poor, vulnerable, and refugees. The communication strategy will be a living document updated regularly to reflect the project’s advancement.

*Subcomponent 2.2: Establishing the delivery system for the PSSNP with the inclusion of refugees (US\$6.25 million equivalent of which US\$0.50 million equivalent IDA, including US\$0.20 million equivalent WHR and US\$5.75 million SASPP MDTF)*

39. **Establish and operationalize the key social protection governance structure as outlined in the SNPS.** To support the PSSNP program, an institutional assessment will determine the appropriate entity as the coordination structure and define the institution and capacity building required for the gradual transition of roles and responsibilities. To support the coordination of stakeholders, the subcomponent will also operationalize the high-level steering committee, the permanent technical secretariat, inter-ministerial units per SNPS strategic dimension, and provincial coordination committees.<sup>43</sup>

<sup>43</sup> Refer to footnote 25 for details.



40. **Refugee integration into the PSSNP.** Refugees require identification and quality services, which this subcomponent will support. CNARR will receive support, coordinated with UNCHR, to improve its capacity to provide refugee protection services, collect data, and manage inflows. The subcomponent will also support collaboration between CNARR and ANATS to facilitate the issuance of formal identification documents to refugees following the asylum law. These secure IDs will support refugee inclusion in the PSSNP and facilitate mobility, employment, and access to productive and financial assets.

**Component 3: Project management (US\$13.0 million equivalent of which US\$12 million equivalent IDA, including US\$4.8 million equivalent WHR, and US\$1.0 million SASPP MDTF)**

41. **This component will finance the Project Implementation Unit (PIU), M&E, capacity building, and evaluations.** The PIU staff, materials, and operating costs, including remote monitoring instruments such as Post Distribution Monitoring (PDM) and the Geo-Enabling Initiative for Monitoring and Supervision (GEMS), will be financed through this component. Financing will also be provided for process evaluations to evaluate (i) the extent to which the project contributes to the design and delivery of the adaptive PSSNP and (ii) the relevance of project design, objectives, components, and coverage. An impact evaluation will compare the effects of different delivery packages on productive inclusion measures. The evaluations may be disseminated with project proceeds. Finally, the component will strengthen existing government structures to help build line ministry capacity for sustainability. The PIU will manage the resources that support the line ministries.

**Component 4: Contingent Emergency Response (CERC, US\$0)**

42. **A CERC is included in the project per the Investment Project Financing Policy, paragraphs 12 and 13, for Situations of Urgent Need of Assistance and Capacity Constraints.** This will allow for rapid reallocation of uncommitted project funds in the event of an eligible emergency as defined in OP 8.00. A CERC manual will guide the activation and implementation of the CERC, and an Emergency Action Plan will be prepared to confirm activities and financing for a specific event.

**C. Project Cost and Financing**

43. **The project will use a standard Investment Project Financing (IPF) instrument with US\$100 million equivalent from IDA and US\$20 million provided by the regional SASPP MDTF.** Table 1 summarizes the breakdown of the budget per component and subcomponent.



**Table 1: IDA and MDTF allocation by component (in US\$ equivalent, million)<sup>44</sup>**

	Total	IDA		SASPP
		PBA	WHR	
Component 1: Rollout of the national PSSNP	81.25	33.72	40.13	7.40
1.1 Integrated productive social safety net program	64.35	29.48	34.87	0.00
1.2 Shock-responsive emergency cash transfers	16.90	4.24	5.26	7.40
Component 2: Strengthening the social protection system	25.75	9.08	5.07	11.60
2.1 USR, payment module, and food security early warning and response system	19.50	8.78	4.87	5.85
2.2 Establishing the delivery system for the PSSNP with the inclusion of refugees	6.25	0.30	0.20	5.75
Component 3: Project management	13.00	7.20	4.80	1.00
Component 4: Contingent Emergency Response Component	0.00	0.00	0.00	0.00
<b>Total</b>	<b>120.00</b>	<b>50.00</b>	<b>50.00</b>	<b>20.00</b>

#### D. Project Beneficiaries

44. **Direct project beneficiaries (781,200 people)<sup>45</sup>** will include under Subcomponent 1.1: (i) 62,200 households living in extreme poverty and vulnerable to climate shocks as beneficiaries (of whom 12,090 households will be refugees and 28,210 households will be in refugee-hosting communities); and under sub-component 1.2: (ii) 40,000 acutely food-insecure households (of whom 12,000 refugees or in host communities) as part of the annual lean season response; (iii) 25,000 shock-affected households (of whom 12,000 will be refugees or in host communities) who have either been subject to a major refugee-inflow event or a climate shock; and (iv) 3,000 flood-affected households as beneficiaries of the rapid flood response pilot program. Shock response activities will focus on the nine provinces covered by the PSSNP, although intervention areas may be adjusted based on need.

**Table 2: Beneficiaries of Subcomponent 1.1**

Province	Total population 2024	Poverty rate 2021	Refugee hosting	Households covered	Poor covered
Batha	788,178	48.4%	No	7,300	11.5%
Ennedi Est	180,658	22.3%	Yes	800	11.9%
Kanem	569,307	27.7%	No	3,000	11.4%
Logone Oriental	1,326,698	52.9%	Yes	13,400	11.5%
Mayo-Kebbi Ouest	965,912	63.1%	No	11,600	11.4%
Ouaddai	1,221,337	38.4%	Yes	8,900	11.4%
Salamat	514,733	41.7%	Yes	4,100	11.5%
Sila	862,356	42.3%	Yes	6,900	11.3%
Wadi Fira	862,337	37.5%	Yes	6,200	11.5%

<sup>44</sup> Notes: “PBA” refers to the country’s performance-based allocation; “WHR” refers to the Window for Host Communities and Refugees; and “SASPP” refers to the Sahel Adaptive Social Protection Program Multi-donor Trust Fund.

<sup>45</sup> Household size is estimated at six people per household.

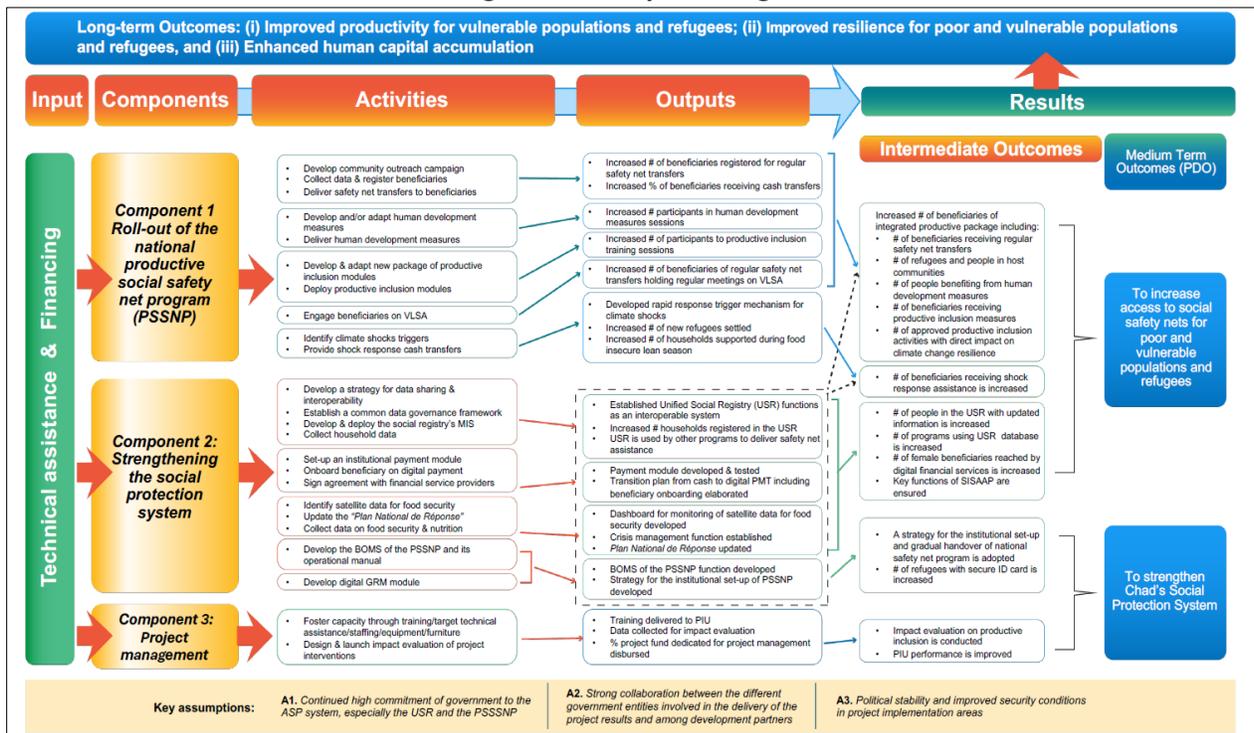


45. Indirect project beneficiaries will include (i) all households registered in the USR that could benefit from social programs of institutions using the social registry; (ii) all households benefiting from programs and initiatives that will use the payment platform; (iii) all households receiving improved food security early warning services or being targeted as beneficiaries based on improved food security data monitoring, and response coordination; (iv) refugees, as the institution in charge of the management of refugees will be strengthened; and (v) non-beneficiary members of the targeted communities of Subcomponent 1.1 and 1.2.

E. Results Chain

46. The project has the double objective of increasing access to social safety nets for poor and vulnerable people and strengthening Chad’s social protection system. The project relies on strengthening the technical and institutional capacity of the government to plan, implement, and coordinate various social protection instruments and interventions to achieve the project's long-term outcomes. In the medium and long term, integrated, productive inclusion interventions will contribute to improving food security, human capital outcomes, and the resilience of the households by enabling poor and vulnerable households to smooth consumption, invest in human capital and productive assets, and diversify their livelihood. The Theory of Change is depicted in Figure 3.

Figure 3: Theory of Change



F. Rationale for World Bank Involvement and Role of Partners

47. Several reasons justify the public sector intervention. First, poverty is omnipresent and significant, concentrated in rural regions and areas prone to shocks, explaining the need for public



intervention for equity purposes and ensuring access to minimum living conditions for the population and essential services. Second, to increase the efficiency of public spending, the public sector can align and coordinate fragmented programs around a common vision and set up minimum requirements to follow by actors. Third, the proposed project will strengthen the social protection system, channeling all interventions supporting government policy related to social cohesion and fragility reduction, enhancing the citizen-state relationship.

48. **The World Bank has the technical expertise required to support the Chadian government in achieving the development objective of this project.** The World Bank brings global experience in supporting governments in developing and implementing adaptive social safety nets and productive inclusion programs at a large scale. The World Bank has been one of the key global actors in developing innovative food security and climate shock response mechanisms, including via social safety nets. Its convening power will aid the collaboration across multiple government agencies and international partners. The World Bank has also been the main development actor providing technical and financial support to the government of Chad for the first national social safety net project, PARCA, which enabled the government to establish the Social Safety Nets Unit (*Cellule Filets Sociaux*, CFS).

49. **The project builds on and complements other projects in the World Bank portfolio, capitalizing on existing interventions, spatial approaches, and lessons learned.** The project builds on the lessons of PARCA to strengthen the social protection system. In clean energy, the project coordinates with the Chad Energy Access Scale-up (P174495) and the Improved Cookstoves project in targeting poor and vulnerable households. The digital payments work will be coordinated with the pipeline Chad Digital Transformation Project (P180000). In the East, the project will coordinate with the Chad Agribusiness and Rural Transformation project (P179238) on agricultural IGA and the Chad Fragility and Resilience project (P177163). For flood-related matters, the project will coordinate with the N'djamena Urban Resilience project (P177044). The project will build synergies for gender-related matters with the Sahel Women's Empowerment and Demographics Project (SWEDD; P150080). Synergy will be sought in the Government-to-Person platform the Digital Development Global Practice is developing. Additionally, the functional ID in the USR will be interoperable with the ANATS's ID, facilitating data exchange and update. This synergy between the project and the Digital Development Global Practice operation supporting ANATS will create a more inclusive and efficient ID system for delivering essential services to the population.

50. **Various partners (e.g., the EU, FAO, AFD, and UNHCR) and the informal Social Protection Task Force members set up in Chad in 2023 (WFP, UNICEF, and the World Bank) are strongly committed to supporting the project.** They have demonstrated their willingness to support the strengthening of the social protection system, particularly the USR, the shock response mechanism, and the implementation of the payment platform, and to work in collaboration with the World Bank to ensure successful joint policy dialogue with the government on areas related to adaptive social protection in Chad. A coordination mechanism will be set up, and information related to different programs, projects, and activities will be shared during periodic meetings. Joint actions such as studies and supervision missions will be organized.

## G. Lessons Learned and Reflected in the Project Design

51. **The project draws on lessons learned from almost seven years of supporting the government in Chad in implementing social safety nets, as well as global experience.** The lack of a strong, relevant, and effective system for coordinating adaptive social protection means that actors act in a scattered fashion,



with little impact, facing major constraints in resource mobilization. In addition, the COVID-19 pandemic and the regular shocks experienced highlighted the need to better address the needs of the most vulnerable local communities, as well as refugees and IDPs. Regarding the response to forced displacement, PARCA has highlighted the need to better respond to the host community's needs to guarantee social cohesion and the support of local authorities. In terms of beneficiary coverage in the refugee hosting provinces, the target of 30 percent refugees and 70 percent host communities is well accepted. In addition, using PMT to provide long-term cash transfers has not raised any major difficulties. Finally, in response to shocks, PARCA has shown the importance of a one-off payment to account for limited capacity and mitigate security risks. All these lessons were considered in the new operation's design.

52. **The project draws on the rich and varied experiences and lessons learned from various studies and analyses conducted by the World Bank relating to social safety net programs and the broader economic inclusion results.** The 2018 impact evaluation of the safety net pilot project in Chad showed that cash transfers contribute to a significant increase in household consumption of non-food and health products (79 percent of each US dollar transferred is spent on consumption). These transfers stimulate the development of agricultural activities and the ownership of assets and livestock. Households are significantly more likely to set up businesses, own commercial assets, and consequently have higher incomes. The same evaluation showed that cash transfers affect women differently from men and can go further when granted to women. Additionally, the implementation of the regional pilot program has been subject to a multi-country impact evaluation (Burkina Faso, Mauritania, Niger, Senegal). The results have demonstrated the effectiveness of productive inclusion measures implemented by national safety net programs in the Sahel region. The productive measures have substantially affected economic indicators such as consumption, food security, investments, savings, and income from women's IGA. Further, they have helped households diversify their economic activities, and increased investments in non-agricultural activities have led to significant income growth, and helped women strengthen their resilience to climate shocks, as non-agricultural incomes are generally less exposed to climate risks. The economic impacts are often significant, making productive inclusion measures highly effective in relation to their costs.<sup>46</sup>

### III. IMPLEMENTATION ARRANGEMENTS

#### A. Institutional and Implementation Arrangements

53. **The project will be anchored at MASSNAH.** MASSNAH will offer fiduciary oversight of the project. It is well-equipped to foster synergies between adaptive social protection and other sectors. A PIU will be created to coordinate the project's different components and hold overall fiduciary and implementation responsibilities. The PIU will be staffed with competitively hired specialists (see Annex 1 for details). The PIU will have decentralized offices in charge of implementing activities at the provincial level. The CFS, created by a decree in 2016, will support project set-up until the recruitment of key project staff and will play a role in overall supervision, ensuring coordination and synergies with other safety net initiatives.

<sup>46</sup> Sahel Adaptive Social Protection Program. <https://www.worldbank.org/en/programs/sahel-adaptive-social-protection-program-trust-fund/thematic-areas/productive-inclusion>



54. **INSEED will be an implementing partner for the activities related to the USR under Subcomponent 2.1.** It will have a focal point that will interface with the project and provide inputs into the Annual Work Plan and Budget (*Plan de travail et Budget Annuel*, PTBA).

55. **The project will coordinate regularly with CNARR and UNHCR to ensure complementarity and synergies with refugee response.** This will cover issues such as targeting refugee beneficiaries and the complementarity and synergy of interventions in refugee camps.

56. **The midterm review will evaluate the possibility of transitioning specific responsibilities to a national institution.** This will be based on the institutional assessment results in Subcomponent 2.2 and the World Bank's evaluation of the institution's capacity and support needs. The PIU will retain overall coordination and fiduciary responsibility.

57. **A Project Steering Committee (PSC) will be created to offer strategic guidance for project implementation.** The PSC will facilitate multisectoral collaboration, endorse the PTBA, address high-level strategic matters, and oversee the overall performance and impact of the project. Chaired by the Secretary General of the Ministry of Finance, Budget, Economy and Planning (*Ministère des Finances, du Budget, de l'Economie et du Plan*, MOFBEP), it will meet twice per year with a limited membership drawn from institutions involved in overseeing or executing adaptive social protection policies in Chad. UNHCR will be a member, given its refugee protection mandate.

58. **The interaction between the PIU central and decentralized offices, local Non-Governmental Organizations (NGOs), and decentralized government structures will ensure vertical coordination.** For Subcomponent 1.1, specialized local NGOs will be contracted to deliver accompanying and productive inclusion measures. The project will leverage the capacity of the decentralized network of social welfare workers of MASSNAH to deliver certain activities at the community level. For Component 2, the USR will collaborate closely with provincial offices of MASSNAH to pilot the decentralization of its services in two provinces. Provincial offices, alongside the network of social welfare actors, will serve as entry points for the USR at both provincial and community levels in two pilot provinces.

## B. Results Monitoring and Evaluation Arrangements

59. **Building on the experience from PARCA, the project will establish an M&E system.** The system will monitor implementation progress, including technical safeguards, fiduciary elements, and progress on the indicators specified in the results framework. Although the PIU will be responsible for the M&E, it will work with the decentralized network of social welfare workers of the MASSNAH and the Provincial Action Committees (*Comité Provincial d'Action*, CPA) to monitor where they can intervene. Remote monitoring systems such as PDM and GEMS will complement supervision missions. The M&E system will be incorporated into the project management information system.

60. **The project's results framework indicators will be monitored using administrative and survey data.** The PIM will further detail the monitoring protocols for each indicator. The M&E system will also closely monitor the project's impact on women and other vulnerable groups. Key indicators will be disaggregated by gender, disability, and refugee/host community status. A midterm review will assess detailed progress and ensure that expected outputs can be delivered as scheduled, per the project's overall development objective and duration. Subject to data protection laws and principles, data



generated by the program will also be a source to assess program performance in terms of its effectiveness and efficiency in addition to formal indicators.

### C. Sustainability

61. **Investments in a government-led and partner-supported national safety net program and system ensure the operation's sustainability.** Component 1's delivery through the PSSNP represents a government commitment beyond World Bank support. The government has committed to creating and implementing such a national program in its SNPS. Other partners have contributed to the elaboration of the SNPS and are interested in supporting its implementation. Component 2 is dedicated to investments in structural elements of the country's adaptive social protection system, whose implementation is driven by the government and of relevance beyond the World Bank financed operation. Key structural elements of the system, such as the social registry, payment platform, and institutional and financing frameworks for response to climate and other shocks, are important beyond this project.

62. **The project will support system-level reforms and strengthen the overall functioning of the national productive safety net program, the targeting, and the USR.** By developing the national PSSNP, the project aims to reform and enhance government leadership while pooling resources around a national vision. The system-level reform will include strengthening targeting and overall implementation, monitoring, and evaluating productive safety net programs and shock responses. The project will strengthen the tools to implement these reforms and the integrated management information system. The support of the project for the development of the USR will strengthen the government's leadership in coordinating activities related to safety nets and allow targeting of those most in need with other human capital interventions, such as those from the health and education sectors. The marginal cost of sustaining system-level reforms—once the behavior of key players has been changed—is expected to be low.

63. **Implementation by the government will strengthen institutional sustainability beyond the project.** The government-led implementation of this project provides an important opportunity to continue strengthening institutional capacity and delivery systems to enable the government to gradually take over the full management and implementation of a nationally owned safety net program in a phased approach. This will not only ensure sustained investment in predictable and reliable safety net provision for human capital accumulation but will also support increased citizen confidence in national institutions by signaling the government's commitment to supporting the welfare of its people.

## IV. PROJECT APPRAISAL SUMMARY

### A. Technical and Economic Analysis

64. **Cash transfers are an effective vehicle for the inclusive sharing of prosperity.** Evidence shows that cash transfers are accrued by the poor.<sup>47</sup> However, the coverage can lower this impact, as less than five percent of poor households in Chad have access to cash transfers.<sup>48</sup> Hence, extending cash transfer coverage to 20 percent of the poorest would significantly reduce poverty at an affordable cost.

<sup>47</sup> World Bank. 2021. *Burkina Faso – Protecting the Poor During the Recovery and Beyond*. 2021 April Economic Update.

<sup>48</sup> MICS, 2019



Simulations in a similar setting (Burkina Faso) show that extreme poverty would decrease by 40.5 percent for a cost of about 0.68 percent of GDP.<sup>49</sup> In addition, if used for those in need, regardless of their status, cash transfers can improve social cohesion.

65. **Households use cash transfers to invest in their children's human capital.** Transfers have been shown to have a positive impact on reducing child mortality.<sup>50</sup> In addition, cash transfers can improve consumption and human capital over the short and medium term.<sup>51</sup> Preliminary results from the impact evaluation of cash transfer under the Chad Safety Nets Project (P156479) have been shown to increase food consumption and improve social behavior and well-being. In the same setting, impact evaluations in Burkina Faso suggest that cash transfers significantly improved household socioeconomic conditions and children's education and health.<sup>52</sup>

66. **Many countries employ cash transfers to help households respond to covariate shocks.** In case of a covariate shock, safety nets can reduce the need to resort to negative coping strategies that trigger longer-term detrimental effects.<sup>53</sup> This is particularly relevant in Chad, where up to 48 percent of households are vulnerable to falling into poverty in the event of a shock and therefore adopt detrimental coping strategies, such as selling or consuming assets, especially in rural areas.<sup>54</sup> In Ethiopia, the Productive Safety Nets Program reduced the initial impact of drought on beneficiaries by 57 percent, eliminating the adverse impact on food security within two years.<sup>55</sup> Cash transfer is also seen as an effective vehicle for distributing resources to those who suffer much from the climate shocks.

67. **Strengthening Chad's social protection system is crucial for improving social spending efficiency, allowing reforms to broad and regressive subsidies such as food, fuel, or energy.** The country currently has a variety of non-contributory social protection programs that indicate a fragmented approach within the sector. There is also a lack of clear roles for different ministries in responding to shocks. By supporting the government in transitioning from these small, fragmented, and sometimes regressive projects to a harmonized, programmatic approach, efficiency is expected to improve. Further efficiency and implementation capacity enhancements can be achieved by strengthening delivery systems and establishing shared infrastructure, including a social registry, payments platform, and early warning systems as proposed under the operation.

<sup>49</sup> The extreme poverty line XAF 9,108,482 corresponds to the upper level of consumption of the second decile.

<sup>50</sup> Temidayo J. A and al. 2023, *The combined effect of social pensions and cash transfers on child mortality: evaluating the last two decades in Brazil and projecting their mitigating effect during the global economic crisis*, The Lancet Regional Health – Americas ;27: 100618; <https://doi.org/10.1016/j.lana.2023>.

<sup>51</sup> See, for example Barca et al.2015; Dammert et al.2018; Hill, Skoufias, and Maher 2019; Knippenberg and Hoddinott 2017; Akresh, de Walque, and Kazianga. 2016. *Evidence from a Randomized Evaluation of the Household Welfare Impacts of Conditional and Unconditional Cash Transfers Given to Mothers or Fathers*. Policy Research Working Paper 7730, World Bank, Washington, DC. Available at <https://openknowledge.worldbank.org/handle/10986/24647> License: CC BY 3.0 IGO. and others

<sup>52</sup> Akresh, de Walque, and Kazianga. 2016. *Evidence from a Randomized Evaluation of the Household Welfare Impacts of Conditional and Unconditional Cash Transfers Given to Mothers or Fathers*. Policy Research Working Paper 7730, World Bank, Washington, DC. Available at <https://openknowledge.worldbank.org/handle/10986/24647> License: CC BY 3.0 IGO; Akresh, Richard, Damien de Walque, and Harounan Kazianga. 2013. *Cash Transfers and Child Schooling – Evidence from a Randomized Evaluation of the Role of Conditionality*. Policy Research Working Paper 6340, World Bank.

<sup>53</sup> Barca et al.2015; Dammert et al. 2018; Hill, Skoufias, and Maher 2019

<sup>54</sup> World Bank, 2021, Chad Poverty Assessment: Investing in rural income growth, human capital, and resilience to support sustainable poverty reduction.

<sup>55</sup> Knippenberg, Erwin & Hoddinott, John F., 2017. Shocks, social protection, and resilience: Evidence from Ethiopia" ESSP Working papers 109, International Food Policy Research Institute



68. **By empowering refugees to meet their basic needs and to contribute to the economy of the host country, economic integration has the potential to be a triple win: for the host country, which sees its economy advance, for refugees who gain autonomy, and for international donors due to the reduced need for humanitarian assistance.** Even though refugees residing in camps have limited economic prospects, income generated by their efforts surpasses 54 percent of the poverty threshold, with aid accounting for just 14 percent. It is estimated that implementing economic participation initiatives could decrease refugee poverty rates from 88 to 50 percent, simultaneously boosting the income of impoverished refugees by over 50 percent.<sup>44</sup> The inclusion of refugees in an adaptive and productive social protection system can enable the creation of sustainable livelihood opportunities for refugees, contribute to the economic growth of the communities hosting them, and yield beneficial outcomes for the broader nation, as noted in the World Bank's report, "Refugees in Chad: The Road Forward."<sup>56</sup>

69. **The operation is aligned with the Paris Agreement's goals on mitigation and adaptation.** Regarding assessment and reduction of adaptation risks, per the G5 Sahel CCDR, the main climate and disaster risks are droughts, floods, and extreme heat. These are considered unlikely to have a material impact on the achievement of the PDO. In the case of floods, there is a low risk that an extreme flood event that the project responds to will impede the effective delivery of flood-responsive emergency cash transfers due to logistic challenges. Other project activities, such as delivering the integrated productive package, other shock-responsive cash transfers, and building and strengthening the social protection system, are not expected to be affected by climate-related risks. Thus, project activities can be considered as at low risk of adaptation. Regarding assessment and reduction of mitigation risks; all activities supported under the project can be considered universally aligned. The project activities have negligible GHG emissions and do not harm Chad's low GHG-emission development pathways.

## B. Fiduciary

### (i) Financial Management

70. **A Financial Management (FM) assessment was carried out for the project under the World Bank Policy and Directives on IPF and the Financial Management Manual for World Bank IPF issued on September 7, 2021.** FM responsibility for the project will be under the MASSNAH through the new PIU. The assessment focused on financial management capacity in planning and budgeting, financial accounting, financial reporting, internal controls, and external auditing. The implementing entity's arrangements are acceptable if they can record all budget transactions and balances correctly, support the preparation of regular, reliable financial statements, safeguard the entity's assets, and be subject to auditing arrangements acceptable to the World Bank.

71. **The project's overall FM residual risk rating is assessed as substantial, considering the mitigation measures included in the project design.** The proposed FM arrangements are adequate to meet the World Bank's minimum FM requirements. In response to the identified risks, the following measures have been agreed on to strengthen the FM systems for the project: (i) the recruitment of the FM team, which includes a qualified and experienced FM specialist, a qualified and experienced accountant, and five accounting assistants; (ii) the development of a PIM that will describe the FM, disbursement, and enhanced internal control policies and procedures; (iii) the procurement of the FM software of the PIU;

<sup>56</sup> Nguyen, N. T. V., Savadogo, A., & Tanaka, T., 2021. Refugees in Chad: The Road Forward. Washington, DC: World Bank.



and (iv) the recruitment of an internal auditor fully dedicated to the project. Furthermore, the PIU will submit quarterly unaudited Interim Financial Reports (IFRs) to the World Bank. Finally, the Project's annual accounts will be audited by an independent external auditor to be recruited within six months after effectiveness in compliance with the Terms of Reference acceptable to the World Bank. Detailed FM arrangements are provided in Annex 1.

## (ii) Procurement

72. **The procurement risk is moderate after implementing the proposed mitigation measures, including adequate staffing.** The Recipient will carry out procurement activities for the proposed project following the World Bank's 'Procurement Regulations for IPF Borrowers' (Procurement Regulations) dated on September 2023 under the New Procurement Framework (NPF); the "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by the International Bank for Reconstruction and Development (IBRD) Loans and International Development Association (IDA) Credits and Grants," dated October 15, 2006, revised in January 2011 and as of July 1, 2016; and other provisions stipulated in the Financing Agreements. All procuring entities, bidders, service providers, suppliers, contractors, and consultants shall observe the highest standard of ethics during the procurement and execution of contracts financed under the project under paragraph 3.32 and Annex IV of the Procurement Regulations. In addition, the World Bank has assessed the country's regulations and considers that the country's procurement arrangements do not conflict with the World Bank's guidelines.

73. **The PIU will be staffed with dedicated procurement staff and supported by the World Bank during implementation.** It is responsible for managing the day-to-day running of the project. As part of the PIU, the coordinator can make decisions during the procurement process. The PIU will regularly update the section on procurement procedures in the PIM. This manual will describe the processes and procedures related to the proposed activities, including maintaining and providing access to project procurement records as required by the Financing Agreement.

74. **Several key elements will be put in place for procurement, including:**

- a. **Systematic Tracking of Exchanges in Procurement (STEP).** The project shall use STEP as a procurement planning and tracking tool to prepare, clear, and update its Procurement Plans (PPs) and conduct all procurement transactions between the implementing agency and the World Bank.
- b. **Project Procurement Strategy for Development (PPSD):** A PPSD has been prepared. This PPSD describes how fit-for-purpose procurement activities will support project operations to achieve development objectives set and value for money. The procurement strategy is linked to the project implementation strategy at the regional and country levels to ensure proper sequencing of activities. It considers the institutional arrangements for procurement and includes a detailed assessment and description of the capacity of the national government to undertake procurement and manage contract implementation within an acceptable governance structure and accountability framework. Other issues considered include market behaviors, trends, and capabilities (i.e., market analysis) to inform the PP.



- c. **Procurement Plan:** Based on the PPSD, a detailed PP for the first 18 months was prepared. During project implementation, the PP will be updated at least annually or as required to reflect actual project implementation needs.

75. **The overall residual procurement risk is moderate after the implementation of mitigation measures.** A detailed description of the procurement and institutional arrangements is provided in Annex 1, Implementation Arrangements and Support Plan. Ongoing reforms to (i) eliminate the double review of procedures and (ii) change the thresholds and authority for approving contracts will also help to improve proper public procurement and contract management. However, experience has shown that: (i) most dedicated civil servants have little knowledge of the rules and procedures for awarding and managing public contracts and are subject to hierarchical influences on decisions; (ii) there are significant delays in the procurement process, a significant proportion of which occur in the preparation of tender documents; (iii) most delays are observed at the level of approval and signature of contracts within the state; and (iv) technical evaluation reports of proposals tend to be of poor quality.

### C. Legal Operational Policies

Legal Operational Policies	Triggered?
Projects on International Waterways OP 7.50	No
Projects in Disputed Area OP 7.60	No

### D. Environmental and Social

76. **The environmental risk is rated moderate as potential risks and impacts on the environment are expected to be manageable with good practice measures.** The proposed project activities do not involve civil works. Because no infrastructure is planned under the project, no irreversible impacts are anticipated. Occupational and community health and safety are the main potential risks associated with its activities. Also, the distribution of digital devices can pose environmental risks related to the safe final disposal of hazardous waste. Risks related to e-waste generation and energy consumption will require adequate mitigation measures, especially in the national context where waste management is generally limited. The Environmental and Social Management Framework has been prepared and includes all the above risk management measures. During implementation, all the activities will be submitted to Environmental and Social (E&S) screening to determine whether any E&S assessments are required before launching the bidding process.

77. **The social risk is assessed as moderate as well.** The risks relate to potential exclusion from participation/benefits and the possibility of social tensions between various beneficiary categories. The broader context in which the project activities will be implemented can be a challenge to effective and secure implementation, given that the locations are remote, there is a high prevalence of refugees, and levels of insecurity are changing. However, using local-level NGOs to implement and staff the PIU decentralized offices with E&S assistants will help with implementation and monitoring at provincial levels. The risk of sexual exploitation and abuse and sexual harassment (SEA/SH) is substantial. The main



potential risks are associated with the implementation of accompanying measures and activities, the registration for benefits, and the obtention of the necessary documentation to be included in the social registry as well as the modalities of project beneficiaries selection, which can create opportunities for project actors (officials from decentralized structures and NGO staff) to abuse their power in exchange for sexual favors. A Stakeholder Engagement Plan (SEP), Environmental and Social Management Framework (ESMF), Environmental and Social Commitment Plan (ESCP) and Labor Management Procedures (LMP) have been disclosed by the Recipient<sup>57</sup> in-country on May 16, 2024 and on the World Bank’s website on May 16 (LMP and ESMF) and May 19, 2024 (ESCP and SEP), and will be implemented throughout the project's life cycle.

### E. Cooperate Commitments

#### *Climate change*

78. **The project design focuses on building systems and instruments to increase beneficiaries’ resilience to climate change.** In Chad, climate risks such as extreme heat, droughts, floods, and climate-induced migration pose significant threats, especially in northern and eastern regions. Social protection measures like cash transfers increase resilience among the most vulnerable populations, enabling them to adapt to fast and slow onset climate events. Strengthening government capacity for coordinated response to shocks and developing a national safety net program will help reduce response times and increase the sustainability of interventions. In addition, economic inclusion measures in this project will emphasize IGAs that preserve the environment, and activities related to human development will include sensitization in managing natural resources. Further details on climate change-related contributions are included in Annex 3.

#### *Gender*

79. **Chad faces significant gender disparities, particularly in economic participation. The project will focus on narrowing the gender gap in economic inclusion.** One is the ownership of mobile money accounts, which has positively affected global women's welfare and poverty alleviation. The package of economic inclusion measures will integrate a module on life skills (psychosocial for women) and micro-entrepreneurship that has proven to empower women. The measure on human development will integrate a module aiming at reducing challenges to the empowerment of women, such as GBV and FGM, which are frequent in Chad. Furthermore, cash transfers have shown the potential to decrease GBV by addressing economic insecurity and poverty-related stress factors.

**Table 3: Labor and financial gender gaps**

Gender Gap	Action	Indicator
Low female labor force participation (48.4 percent)	<ul style="list-style-type: none"> <li>• Under Subcomponent 1.1, provide productive package. In particular, include the following interventions tailored to female beneficiaries:               <ul style="list-style-type: none"> <li>○ Digital payments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Female beneficiaries who have received an integrated productive support package (Baseline = 0; Target = 55,980)</li> </ul>

<sup>57</sup> Ministère de l’Economie, du Plan et de la Coopération internationale de la République du Tchad, 2024, Instruments de Sauvegarde Environnemental et Social Projet de Protection Sociale au Tchad (Versions Provisoires) <https://www.finances.gouv.td/index.php/component/k2/item/677-instruments-de-sauvegarde-environnemental-et-social-projet-de-protection-sociale-au-tchad-versions-provisoires>



compared to 70.8 percent among men)	<ul style="list-style-type: none"> <li>○ Life skills training (e.g., awareness of GBV/FGM, importance of educating girls, breastfeeding, supplementary feeding for children, pregnant and breastfeeding women)</li> <li>○ Support and training to run a successful micro-enterprise</li> <li>○ Membership in a VSLA</li> </ul>	
Gender Gap	Action	Indicator
Lower financial and digital inclusion gap among females. (13 percent of women and 15 percent of men use a mobile phone or the internet to send money, while 12 percent of women and 13 percent of men receive digital payments)	<ul style="list-style-type: none"> <li>● Provide phones and SIM cards to all female beneficiaries who receive mobile payments.</li> <li>● Facilitate linkage with digital financial services.</li> <li>● Orientation/training to support new female users to understand digital payment mechanisms, their uses, and risk mitigation.</li> </ul>	<ul style="list-style-type: none"> <li>● Female beneficiaries receiving digital cash transfer payments within the time frame specified in the Project Implementation Manual (Baseline = 0; Target = 90 percent)</li> <li>● Female beneficiaries reached by mobile financial services (Baseline = 0; Target = 30,000)</li> </ul>

**Citizen engagement and consultations**

80. **The project incorporates a comprehensive strategy of citizen engagement and consultation, drawing on lessons from the PARCA project.** This approach emphasizes active participation from local communities and authorities in project design, implementation, and monitoring, ensuring alignment with diverse local contexts and needs. The project also integrates a robust SEP and GRMs to address concerns efficiently, fostering community ownership and ensuring responsiveness to the specific challenges faced across different provinces in Chad. The project will enhance citizen engagement through early and inclusive engagement, consultation, disclosure, and address of grievances via the GRM system, using survey findings to assess beneficiaries’ satisfaction and improve project implementation.

81. **Persons with disabilities in Chad represent one of the most vulnerable groups of the population.** They frequently find it challenging to participate in economic activity, find employment, access housing, or afford food. In this regard, a strong connection exists between disability and poverty in Chad, as is the case with many other countries. The data on persons with disabilities, their needs, and the barriers they face is limited in Chad, which affect the ability to plan, deliver, and evaluate inclusive activities. According to the Demographic Health Survey 2014, the disability prevalence rate in Chad is 3.4 percent. This prevalence is identified using a list of medical conditions without reference to functional difficulty questions. However, the 2019 Multiple Indicator Cluster Survey 6 (MICS 6) identifies persons with disabilities using functional questions.



82. **The project will work on introducing the Washington group's short set of questions in the USR to improve knowledge about persons with disabilities (Component 2).** This will allow for the better identification of persons with disabilities and their participation in PSSNP. The project will be implemented so that persons with disabilities face no barriers to benefiting from the project's activities. In particular, Components 1 and 2 will be made accessible to persons with disabilities through (i) dedicated outreach efforts to target persons with disabilities, including outreach through organizations of persons with disabilities, and (ii) disability awareness training for project staff. Additional consultations with organizations of persons with disabilities will be organized during the project implementation, aiming to better the inclusion of persons with disabilities.

## V. GRIEVANCE REDRESS SERVICES

83. **Communities and individuals who believe they are adversely affected by a project supported by the World Bank may submit complaints to existing project-level grievance mechanisms or the World Bank's Grievance Redress Service (GRS).** The GRS ensures that complaints received are promptly reviewed to address project-related concerns. Project-affected communities and individuals may submit complaints to the World Bank's independent Accountability Mechanism (AM). The AM houses the Inspection Panel, which determines whether harm occurred or could occur because of the World Bank's non-compliance with its policies and procedures, and the Dispute Resolution Service, which provides communities and borrowers with the opportunity to address complaints through dispute resolution. Complaints may be submitted to the AM at any time after concerns have been brought directly to the attention of World Bank Management and after Management has been allowed to respond. For information on submitting complaints to the World Bank's GRS, visit <http://www.worldbank.org/GRS>. For information on how to submit complaints to the World Bank's AM, visit <https://accountability.worldbank.org>.

84. **The project will finance an integrated GRM for the PSSNP, interoperable with the USR, ensuring inclusivity, particularly for women and vulnerable groups.** Common uptake channels will be strengthened and disseminated to ensure beneficiaries can easily and effectively submit grievances and feedback regarding the safety net system and programs. The referral system will be reinforced to facilitate the submission of sensitive grievances securely and confidentially. Initially, the platform for grievance will serve the different components of the safety net system (USR, enrollment, eligibility, payments, etc.) and the PSSNP. In the medium term, it will be scaled to accommodate additional programs. Subcomponent 2.2 will finance the maintenance costs of the uptake channels (hotline and local structures), the communication strategy, and platform improvements to ensure scalability.

## VI. KEY RISKS

85. **The overall risk of the project is rated high.**

86. **The political and governance risk is rated high.** The political uncertainties and the elections that could lead to government reshuffling could represent a risk to the project with government leadership and PIU hosting. In addition, the national procurement framework includes procedures that do not allow effective implementation of operations (several levels of clearance, approval of small contracts by the



President, etc.). The options for mitigation measures are limited given the country's FCV status, its history of conflicts, the volatility of the transitional arrangement, and its being surrounded by countries with conflict. In terms of governance, the World Bank will support the government in building its technical and fiduciary capacity and safeguard its capacity for project implementation.

87. **The macroeconomic risk is rated high.** Chad's economic situation, characterized by modest growth and a heavy reliance on the volatile oil sector, presents significant challenges for the sustainable funding of a national social protection program. The macroeconomic risk in this context is considered high, as the sustainability of the social protection system relies on the government's commitment to long-term investment in social protection. A social safety net program with a strong, productive inclusion component could help reduce the impact of macro shocks and the poverty gap for the poor and vulnerable population, easing the financial pressure and adaptation.

88. **The sector strategies and policy risk is rated substantial.** Sector strategies and policies are in place to support the broader social protection agenda. However, there are limited social protection programs at the national level and fragmentation in coordination of existing programs. Delays in endorsing the social protection strategy and enhancing coordination may have implications for advancing the discussion of the adaptive system and its implementation. The project will support a more structured and systemic approach by supporting the government in establishing a national program. The project will emphasize the government leadership role and ownership of the adaptive social protection program, and it will actively participate in the working group working on the strategy and using the USR to foster better coordination.

89. **The technical design risk is rated substantial.** Considering the capacity constraints within the government, particularly at the local level, the technical design has substantial risks. The project will mitigate certain risk elements by aligning with other sector interventions financed by the World Bank to enable synergies and leverage existing capacity and knowledge. The provision of technical assistance and continuous dialogue with stakeholders, leveraging the programmatic Advisory Services and Analytics engagement, will further mitigate risks.

90. **The institutional capacity for implementation and sustainability risk is rated high.** The project will be implemented in remote areas with significant logistic constraints and uncharted local political dynamics, which are likely to be complex given the high prevalence of refugees, security risks, and an overall fragile governance context. National, provincial, and local administrative capacities are weak, particularly in areas with limited prior developmental interventions. The project will continue strengthening the delivery capacities by supporting the technical capacity needed to implement the national safety net program. Relying on local governments to design, supervise, and implement activities will be explored to enhance the government's capacity to implement the planned activities.

91. **The fiduciary risk is rated substantial.** The World Bank's engagement in social protection in Chad through earlier projects and PARCA has provided the experience in developing significant financial management and procurement capacity. This experience will be leveraged to build capacity for MASSNAH, focusing on training and support and close monitoring to enable effective project implementation.

92. **Stakeholder risk is rated substantial.** This is due to the fragile country context and potential tensions inherent to managing refugee inflows, particularly in areas with substantial development needs



and dwindling natural resources. The project will invest in maintaining social cohesion and mitigating potential conflicts, especially when dealing with displaced populations (a communication strategy and clear and transparent selection criteria for areas of intervention and beneficiaries will be essential elements of this). The focus will be put on risks related to gender equity and GBV, which the project will mitigate through accompanying measures such as community awareness and information campaigns. Coordination will be sought with key stakeholders to build synergies and avoid different operational procedures differing significantly.

93. **Other risks, such as security and refugee protection, are high.** Another substantial risk is the refugee protection situation. The lack of documentation of refugees, the need to ensure their freedom of movement, access to essential services, and child protection are critical issues to be considered. The project will encourage collaboration between CNARR and ANATS to ensure refugees can access secure IDs. The personal data protection framework will also be reinforced for efficient data collection and sharing for project implementation. Moreover, security risks are considered high. External security threats further complicate the fragile internal political landscape. The ongoing conflict in Sudan, as well as the activities of Boko Haram originating from Nigeria and armed groups from the Central African Republic, add layers of complexity and risk. These regional conflicts can potentially exacerbate internal instability and disrupt project implementation. The World Bank will provide support to the Recipient in undertaking a security risk assessment to better analyze the main security risks and define the most appropriate mitigation measures. The assessment will be conducted in close coordination with other World Bank-financed projects intervening in the same areas.



VII. RESULTS FRAMEWORK AND MONITORING

PDO Indicators by PDO Outcomes

Baseline	Period 1	Closing Period
<b>Increasing access to adaptive social safety nets for the poor and vulnerable populations and refugees</b>		
<b>Beneficiaries of social safety net programs (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	560000	781200
➤Youth beneficiaries of social safety nets programs (Number)		
Jun/2024	Jun/2027	Jun/2029
0	70200	140600
➤Female beneficiaries of social safety nets programs (Number)		
Jun/2024	Jun/2027	Jun/2029
0	230000	338200
➤People with disabilities beneficiaries of social safety net programs (Number)		
Jun/2024	Jun/2027	Jun/2029
0	14100	39000
➤Refugee beneficiaries of social safety nets programs (Number)		
Jun/2024	Jun/2027	Jun/2029
0	47800	106000
➤Host community beneficiaries of social safety net programs (Number)		
Jun/2024	Jun/2027	Jun/2029
0	115300	248000
<b>Displaced people and people in host communities provided with services and livelihoods (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	100800	222600
➤Female displaced people and people in host communities provided with services and livelihoods (Number)		
Jun/2024	Jun/2027	Jun/2029
0	43100	96500
➤Youth displaced people and people in host communities provided with services and livelihoods (Number)		
Jun/2024	Jun/2027	Jun/2029



0	20000	40000
➤ Displaced and in host community people with disabilities provided with services and livelihoods (Number)		
Jun/2024	Jun/2027	Jun/2029
0	15000	33000
➤ Refugees provided with services and livelihoods (Number)		
Jun/2024	Jun/2027	Jun/2029
0	32500	66780
➤ People in host communities provided with services and livelihoods (Number)		
Jun/2024	Jun/2027	Jun/2029
0	88400	155820
<b>Strengthening the national social protection system</b>		
<b>People with updated information in the Unified Social Registry (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	50900	1170000
➤ Refugees with updated information in the Unified Social Registry (Number)		
Jun/2024	Jun/2027	Jun/2029
0	156000	354600
➤ Females with updated information in the Unified Social Registry (Number)		
Jun/2024	Jun/2027	Jun/2029
0	226000	507000
➤ People with disabilities with updated information in the Unified Social Registry (Number)		
Jun/2024	Jun/2027	Jun/2029
0	87500	175500
<b>Beneficiaries receiving digital cash transfer payments within the timeframe specified in the Project Implementation Manual (Percentage)</b>		
Jun/2024	Jun/2027	Jun/2029
0	45	90
➤ Female beneficiaries receiving digital cash transfer payments within the timeframe specified in the Project Implementation Manual (Percentage)		
Jun/2024	Jun/2027	Jun/2029
0	47	90
➤ People with disabilities receiving digital cash transfer payments within the timeframe specified in the Project Implementation Manual (Percentage)		
Jun/2024	Jun/2027	Jun/2029
0	45	90
➤ Refugees receiving digital cash transfer payments within the timeframe specified in the Project Implementation Manual (Percentage)		
Jun/2024	Jun/2027	Jun/2029



0	45	90
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Intermediate Indicators by Components

Baseline	Period 1	Closing Period
<b>Roll-out of the National Productive Social Safety Net Program (PSSNP)</b>		
<b>Beneficiaries who believe that female genital mutilation (FGM) is not acceptable (Percentage)</b>		
Jun/2024	Jun/2027	Jun/2029
0	40	70
➤ Male beneficiaries who believe that female genital mutilation (FGM) is not acceptable (Percentage)		
Jun/2024	Jun/2027	Jun/2029
0	50	70
➤ Female beneficiaries who believe that female genital mutilation (FGM) is not acceptable (Percentage)		
Jun/2024	Jun/2027	Jun/2029
0	65	70
➤ Community leaders in the project areas who believe that female genital mutilation (FGM) is not acceptable (Percentage)		
Jun/2024	Jun/2027	Jun/2029
0	60	70
<b>Approved productive inclusion activities with direct impact on climate change resilience (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	70000	15000
<b>Beneficiaries who have received the integrated productive support package (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	42000	62200
➤ Female beneficiaries who have received an integrated productive support package (Number)		
Jun/2024	Jun/2027	Jun/2029
0	30000	55980
➤ People with disability who have received an integrated productive support package (Number)		
Jun/2024	Jun/2027	Jun/2029
0	1700	3000
➤ Refugees who have received an integrated productive support package (Number)		
Jun/2024	Jun/2027	Jun/2029
0	7200	11130
➤ Host communities who have received the integrated productive support package (Number)		



Jun/2024	Jun/2027	Jun/2029
0	13100	25970
<b>People who have received shock response assistance (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	225000	408000
➤ Female recipients of shock response assistance (Number)		
Jun/2024	Jun/2027	Jun/2029
0	95300	176800
➤ People with disability recipients of shock response assistance (Number)		
Jun/2024	Jun/2027	Jun/2029
0	9000	20000
➤ Refugees recipients of shock response assistance (Number)		
Jun/2024	Jun/2027	Jun/2029
0	29000	40000
➤ Host communities' recipients of shock response assistance (Number)		
Jun/2024	Jun/2027	Jun/2029
0	51000	96400
<b>Strengthening the Social Protection System</b>		
<b>Female beneficiaries reached by mobile financial services (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	18000	30000
<b>Social safety net programs using the USR database (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	3	5
<b>Key functions of SISAAP are ensured (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	3	4
<b>A strategy for the institutional set-up and gradual handover of national safety net program established (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	3	4
<b>Refugees who have been issued secure national refugee's cards (Number)</b>		
Jun/2024	Jun/2027	Jun/2029
0	50000	80000
➤ Female refugees who have been issued secure national refugee's cards (Number)		



Jun/2024	Jun/2027	Jun/2029
0	45000	56000
➤ Refugees with disability who have been issued secure national refugee's cards (Number)		
Jun/2024	Jun/2027	Jun/2029
0	2500	4000
<b>Project Management</b>		
<b>Project fund used for project management (Percentage)</b>		
Jun/2024	Jun/2027	Jun/2029
0	7	12
<b>Impact evaluation of project interventions completed (Yes/No)</b>		
Jun/2024	Jun/2027	Jun/2029
No	Yes	Yes
<b>Project related grievances addressed within project approved timeline (Percentage)</b>		
Jun/2024	Jun/2027	Jun/2029
0	60	80
<b>Beneficiaries reporting satisfaction with project supported services (Percentage)</b>		
Jun/2024	Jun/2027	Jun/2029
0	70	80



**Monitoring & Evaluation Plan: PDO Indicators by PDO Outcomes**

**1. Increasing access to adaptive social safety nets for the poor and vulnerable populations and refugees**

Beneficiaries of social safety nets programs (corporate scorecard indicator) (number)	
Description	The number of individuals benefiting from safety nets programs supported by IBRD and IDA operations. Social safety nets are non-contributory programs that include cash-based interventions, public works and workfare programs, fee waivers for services, and in-kind assistance to address critical needs (such as food, medicine, shelter, and social services). The indicator builds on and enhances existing methodologies. The target has been set at 130,200 beneficiary households (around 781,200 people) and baseline of 0.
Frequency	Quarterly
Data source	PIU, National Safety Net Program
Methodology for Data Collection	The PIU decentralized offices will prepare simplified reports on the number beneficiaries of integrated productive package and shock response cash transfers. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform. Data will be collected as households before converted into individuals by multiplying by the average household size (six persons).
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Female beneficiaries of social safety nets programs (number)</i>	
Description	Number of female recipients in the poor and vulnerable households in the nine selected provinces who have benefited from the integrated productive package (Subcomponent 1.1) and/or the shock-responsive cash transfers (Subcomponent 1.2). The target has been set at 338,200 people and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on integrated productive package and shock response cash transfers
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of integrated productive package and shock response cash transfers. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Youth beneficiaries of social safety nets programs (number)</i>	
Description	Number of youth (people aged 15 – 24 years) within the poor and vulnerable households in the nine selected provinces who have benefited from the integrated productive package (Subcomponent 1.1) and/or the shock-responsive cash transfers (Subcomponent 1.2). The target has been set at 140,600 with a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on integrated productive package and shock response cash transfers



Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of integrated productive package and shock response cash transfers. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>People with disabilities beneficiaries of social safety nets programs (number)</i>	
Description	People with disabilities (identified using Washington group of questions: <a href="https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/">https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/</a> ) within the poor and vulnerable households in the nine selected provinces who have benefited from the integrated productive package (Subcomponent 1.1) and/or the shock-responsive cash transfers (Subcomponent 1.2). The target has been set at 39,000 with a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on integrated productive package and shock response cash transfers
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of integrated productive package and shock response cash transfers. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Refugee beneficiaries of social safety nets programs (number)</i>	
Description	Number of refugees (registered by CNARR and UNHCR) recipients into the poor and vulnerable households in the nine selected provinces who have benefited from the integrated productive package (Sub-component 1.1) and/or the shock-responsive cash transfers (Subcomponent 1.2). The target has been set at 106,000 with a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on integrated productive package and shock response cash transfers
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of integrated productive package and shock response cash transfers. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Host community beneficiaries of social safety nets programs (number)</i>	
Description	Number of host communities (within 25km radius of refugee camps registered by CNARR and UNHCR) recipient into the poor and vulnerable households in the nine selected provinces who have benefited from the integrated productive package (Subcomponent 1.1) and/or the shock-responsive cash transfers (Subcomponent 1.2). The target has been set at 248,000 with a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on integrated productive package and shock response cash transfers
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of integrated productive package and shock response cash transfers. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.



Responsibility for Data Collection	PIU, National Safety Net Program
<i>Displaced people and people in host communities provided with services and livelihoods (CRI)</i>	
Description	The number of refugees, internally displaced persons, and people in host communities reached with services, jobs, or cash transfers. This may include asylum seekers or others in need of international protection. This indicator includes delivery of services such as improved access and quality of social services, financial services, infrastructure, agribusiness, health, education, trade, and entrepreneurship development. The target has been set at 222,600 people and a baseline of 0.
Frequency	Quarterly
Data source	PIU, National Safety Net Program
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers for resilience. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Females displaced and in host communities provided with services and livelihoods (number)</i>	
Description	Female refugees and host community's recipient of quarterly cash transfer for resilience as part of the integrated productive package in the nine selected provinces. The target has been set at 96,500 people and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on regular cash transfers
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers for resilience. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Displaced and host communities' youth provided with services and livelihoods (number)</i>	
Description	Displaced and host communities' youth (people aged 15 – 24 years) received a quarterly cash transfer for resilience as part of the integrated productive package in the nine selected provinces. The target has been set at 40,000 and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on regular cash transfers
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers for resilience. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Displaced and host community people with disabilities provided with services and livelihoods (number)</i>	



Description	Displaced and host community people with disabilities (identified using Washington group of questions: <a href="https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/">https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/</a> ) received a quarterly cash transfer for resilience as part of the integrated productive package in the nine selected provinces. The target has been set at 33,000 and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on regular cash transfers
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers for resilience. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Refugees people provided with services and livelihoods (number)</i>	
Description	Number of refugees (registered by CNARR and UNHCR) recipients of quarterly cash transfer for resilience as part of the integrated productive package in the nine selected provinces. The target has been set at 66,780 and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on regular cash transfers
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers for resilience. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>People in host communities provided with services and livelihoods (number)</i>	
Description	People in host communities (within the 25km radius of refugees camp registered by CNARR and UNHCR) recipient of quarterly cash transfer for resilience as part of the integrated productive package in the nine selected provinces. The target has been set at 155,820 and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on regular cash transfers
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers for resilience. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<b>2. Strengthening of a national adaptive social protection system</b>	
<i>People with updated information in the Unified Social Registry (number)</i>	
Description	This indicator measures the efficiency and adaptiveness of social protection systems as the availability of updated information in the USR increases the rapidness of delivery including shock response at low cost. Defined as households in the USR with updated information (three years or less). The target has been set at 1,170,000 people (15 percent of poor people nationwide) and baseline of 0.



Frequency	Quarterly
Data source	Quarterly report from the USR unit, National Safety Net Program report
Methodology for Data Collection	The USR unit computes the number of households for whom data have been updated either from users of USR data base or from data collection of USR within the last three years.
Responsibility for Data Collection	USR unit, PIU, National Safety Net Program (to ensure update by USR users)
<i>Refugees with updated information in the Unified Social Registry (number)</i>	
Description	Refugees registered by CNARR and UNHCR with updated information in the USR no more than three years ago. Defined as member of households in the USR with updated information (three years or less) The target has been set at 354,600 people and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from the USR unit, National Safety Net Program report
Methodology for Data Collection	The USR unit computes the number of households for whom data have been updated either from users of USR data base or from data collection of USR within the three years.
Responsibility for Data Collection	USR unit, PIU, National Safety Net Program (to ensure update done from USR users)
<i>Females with updated information in the Unified Social Registry (Number)</i>	
Description	Females with updated information in the Unified Social Registry no more than three years ago. Defined as member of households in the USR with updated information (three years or less)
Frequency	Quarterly
Data source	Quarterly report from the USR unit, National Safety Net Program report
Methodology for Data Collection	The USR unit computes the number of households for whom data have been updated either from users of USR data base or from data collection of USR within the three years. The target has been set at 507,000 people and a baseline of 0.
Responsibility for Data Collection	USR unit, PIU, National Safety Net Program (to ensure update done from USR users)
<i>People with disabilities with updated information in the Unified Social Registry (Number)</i>	
Description	People with disabilities (identified using Washington group of questions: <a href="https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/">https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/</a> ) with updated information in the Unified Social Registry no later than 3 years. Defined as member of households in the USR with updated information (three years or less) The target has been set at 175,500 people and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from the USR unit, National Safety Net Program report
Methodology for Data Collection	The USR unit computes the number of households for whom data have been updated either from users of USR data base or from data collection of USR within the three years.
Responsibility for Data Collection	USR unit, PIU, National Safety Net Program (to ensure update done from USR users)
<i>Beneficiaries receiving digital cash transfer payments within the timeframe specified in the Project Implementation Manual (Percentage)</i>	
Description	This indicator measures the timeliness of the digital payment system (with the exception of areas without network coverage).  Numerator: number of people who received cash transfers under Subcomponent 1.1 through mobile phone or other digital means for a specific period covered by ISR within the timeframe specified in the Project Implementation Manual. Denominator: number of people who received one of cash transfers under Subcomponent 1.1 through mobile phone or other digital means. The target has been set at 90 percent and the baseline is 0.
Frequency	Quarterly



Data source	Quarterly report from the PIU, National Safety Net Program report
Methodology for Data Collection	The PIU will prepare reports on the number beneficiaries of cash transfers for resilience based on the reports from payment agencies and the payment platform in relation to the time the payment is made available on the beneficiary digital account.
Responsibility for Data Collection	PIU
<i>Female beneficiaries receiving digital cash transfer payments within the timeframe specified in the Project Implementation Manual (Percentage)</i>	
Description	Numerator: number of females who received cash transfers under Subcomponent 1.1 through mobile phone or other digital means for a specific period covered by ISR within the timeframe specified in the Project Implementation Manual. Denominator: number of females who received cash transfers under Subcomponent 1.1 through mobile phone or other digital means. The target has been set at 90 percent and baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from the PIU, National Safety Net Program report
Methodology for Data Collection	The PIU will prepare reports on the number beneficiaries of cash transfers for resilience based on the reports from payment agencies and the payment platform in relation to the time the payment has been launch and become available on the beneficiary digital account.
Responsibility for Data Collection	PIU
<i>People with disabilities receiving digital cash transfer payments within the timeframe specified in the Project Implementation Manual (Percentage)</i>	
Description	Numerator: number of people with disability (identified using Washington group of questions: <a href="https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/">https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/</a> ) who received cash transfers under Subcomponent 1.1 through mobile phone or other digital means for a specific period covered by ISR within the timeframe specified in the Project Implementation Manual. Denominator: number of people with disability who received cash transfers under Subcomponent 1.1 through mobile phone or other digital means. The target has been set at 90 percent and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly report from the PIU, National Safety Net Program report
Methodology for Data Collection	The PIU will prepare reports on the number beneficiaries of cash transfers for resilience based on the reports from payment agencies and the payment platform in relation to the time the payment has been launch and and become available on the beneficiary digital account.
Responsibility for Data Collection	PIU
<i>Refugees receiving digital cash transfer payments within the timeframe specified in the Project Implementation Manual (Percentage)</i>	
Description	Numerator: number of refugees registered by CNARR and UNHCR who received cash transfers under Subcomponent 1.1 through mobile phone or other digital means for a specific period covered by ISR within the timeframe specified in the Project Implementation Manual. Denominator: number of refugees registered by CNARR and UNHCR who received cash transfers under Subcomponent 1.1 through mobile phone or other digital means. The target has been set at 90 percent and the baseline is 0.
Frequency	Quarterly
Data source	Quarterly report from the PIU, National Safety Net Program report
Methodology for Data Collection	The PIU will prepare reports on the number beneficiaries of cash transfers for resilience based on the reports from payment agencies and the payment platform in relation to the time the payment has been launch and become available on the beneficiary digital account.



Responsibility for Data Collection	PIU
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**Monitoring & Evaluation Plan: Intermediate Results Indicators by Components**

<b>Component 1 Roll-out of the National Productive Social Safety Net Program (PSSNP)</b>	
<b>Beneficiaries who believe that female genital mutilation (FGM) is not acceptable (Percentage)</b>	
Description	This indicator would provide insights on changing attitudes around social norms and the change in perceptions after accompanying measures. Numerator: number of beneficiaries who believe that FGM is not acceptable Denominator: number of beneficiaries interviewed in the survey The target has been set at 70 percent and a baseline of 0.
Frequency	Yearly
Data source	Quarterly Project progress reports, Iterative Beneficiary Monitoring (IBM) report
Methodology for Data Collection	Remote IBM survey after each cash transfer cycle of 3 years
Responsibility for Data Collection	PIU
<b>Male beneficiaries who believe that female genital mutilation (FGM) is not acceptable (Percentage)</b>	
Description	This indicator would provide insights on changing attitudes around social norms and the change in perceptions after accompanying measures. Numerator: number of men beneficiaries who believe that FGM is not acceptable Denominator: number of beneficiaries interviewed in the survey The target has been set at 70 percent and a baseline of 0.
Frequency	Yearly
Data source	Quarterly Project progress reports, IBM report
Methodology for Data Collection	Remote IBM survey after each cash transfer cycle of 3 years
Responsibility for Data Collection	PIU
<b>Female beneficiaries who believe that female genital mutilation (FGM) is not acceptable (Percentage)</b>	
Description	This indicator would provide insights on changing attitudes around roll-out social norms and the change in perceptions after accompanying measures. Numerator: number of people who believe that FGM is not acceptable Denominator: number of people interviewed in the survey The target has been set at 70 percent and a baseline of 0.
Frequency	Yearly
Data source	Quarterly Project progress reports, IBM Report
Methodology for Data Collection	Remote IBM survey after each cash transfer cycle of 3 years
Responsibility for Data Collection	PIU
<b>Community leaders in the project areas who believe that female genital mutilation (FGM) is not acceptable (Percentage)</b>	
Description	This indicator would provide insights on changing attitudes around social norms and the change in perceptions after accompanying measures. Numerator: number of community leaders (traditional leaders, administrative leaders and religious leaders) in the project areas who believe that FGM is not acceptable Denominator: number of community leaders (traditional leaders, administrative leaders and religious leaders) in the project areas interviewed in the survey The target has been set at 70 percent and a baseline of 0.



Frequency	Yearly
Data source	Quarterly Project progress reports, IBM report
Methodology for Data Collection	Remote IBM survey after each cash transfer cycle of 3 years
Responsibility for Data Collection	PIU
<b>Approved productive inclusion activities with direct impact on climate change resilience (number)</b>	
Description	During the implementation of Productive inclusion measures, support will be provided to beneficiaries to develop activities which do not harm the environment. These activities will be related to value chain linked to clean cooking solutions, smart and climate resilience agriculture. The target has been set at 15,000 productive inclusion activities and a baseline of 0.
Frequency	Yearly
Data source	Quarterly Project progress reports, GEMS data collected on human development measures participation
Methodology for Data Collection	Quarterly report from PIU, report from implementation agencies (NGOs)
Responsibility for Data Collection	PIU
<b>Beneficiaries who have received an integrated productive support package (number)</b>	
Description	Poor and vulnerable households' beneficiaries of (i) cash transfers (as in subcomponent 1.1), (ii) accompanying measures for human capital development, climate change resilience, and foundational measures for economic inclusion; and (iii) productive inclusion measures. The target has been set at 62,200 and a baseline of 0.
Frequency	Every three years
Data source	Quarterly report from PIU, report from implementation agencies (NGOs), National Safety Net Program report, GEMS data collected on productive support
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number of beneficiaries. The reports will then be consolidated by the PIU central office and control against the report from implementation agencies (NGOs).
Responsibility for Data Collection	PIU, National Safety Net Program, Implementation agencies
<b>Female beneficiaries who have received an integrated productive support package (number)</b>	
Description	Number of female who received (i) cash transfers (as in sub-component 1.1), (ii) accompanying measures for human capital development, climate change resilience, and foundational measures for economic inclusion; and (iii) productive inclusion measures. The target has been set at 55,980 people and a baseline of 0.
Frequency	Yearly
Data source	A quarterly report from PIU, a report from implementation agencies (NGOs), National Safety Net Program report, GEMS data collected on productive support
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number of beneficiaries. The reports will then be consolidated by the PIU central office and control against the report from implementation agencies (NGOs).
Responsibility for Data Collection	PIU, National Safety Net Program, Implementation agencies
<b>People with disability that have received an integrated productive support package (number)</b>	
Description	Number of people with disabilities (identified using Washington group of questions: <a href="https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/">https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/</a> ) who received (i) cash transfers (as in sub-component 1.1), (ii) accompanying measures for human capital development, climate change resilience, and foundational measures for economic inclusion; and (iii) productive inclusion measures. The target has been set at 3000 people and a baseline of 0.



Frequency	Yearly
Data source	Quarterly report from PIU, report from implementation agencies (NGOs), National Safety Net Program report, GEMS data collected on productive support
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number of beneficiaries. The reports will then be consolidated by the PIU central office and control against the report from implementation agencies (NGOs).
Responsibility for Data Collection	PIU, National Safety Net Program, Implementation agencies
<i>Refugees that have received an integrated productive support package (number)</i>	
Description	Refugees (registered by CNARR and UNHCR) beneficiaries of (i) cash transfers (as in subcomponent 1.1), (ii) accompanying measures for human capital development, climate change resilience, and foundational measures for economic inclusion; and (iii) productive inclusion measures. The target has been set at 11,130 people and a baseline of 0.
Frequency	Yearly
Data source	Quarterly report from PIU, report from implementation agencies (NGOs), National Safety Net Program report, GEMS data collected on productive support
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number of beneficiaries. The reports will then be consolidated by the PIU central office and control against the report from implementation agencies (NGOs).
Responsibility for Data Collection	PIU, National Safety Net Program, Implementation agencies
<i>Host communities who have received an integrated productive support package (number)</i>	
Description	Host communities (within 25km radius of refugee camps registered by CNARR and UNHCR) beneficiaries of (i) cash transfers (as in sub-component 1.1), (ii) accompanying measures for human capital development, climate change resilience, and foundational measures for economic inclusion; and (iii) productive inclusion measures. The target has been set at 25,970 people and a baseline of 0.
Frequency	Yearly
Data source	Quarterly report from PIU, report from implementation agencies (NGOs), National Safety Net Program report, GEMS data collected on productive support
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number of beneficiaries. The reports will then be consolidated by the PIU central office and control against the report from implementation agencies (NGOs).
Responsibility for Data Collection	PIU, National Safety Net Program, Implementation agencies
<i>People who have received shock response assistance (number)</i>	
Description	Poor and vulnerable beneficiaries who received cash transfers in response to shock identified based on (i) living in areas targeted by the annual <i>PNR</i> ; and/or (ii) being in a host community or newly settled refugees in areas triggered and targeted in collaboration with CNARR; and/or (iii) being in areas of floods triggered and targeted with MASSNAH and/or (iv) being in areas triggered by the rapid flood response mechanism. The target has been set at 408,000 beneficiaries and a baseline of 0.
Frequency	Bi-annually
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on lean season assistance and shock response
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers in response to shocks. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform. For reporting, the number of households will be converted in number of people by multiplying by 6 (average household size in Chad)



Responsibility for Data Collection	PIU, National Safety Net Program
<i>Female recipients of shock response assistance (number)</i>	
Description	Number of female who received who received cash transfers in response to shock identified based on (i) living in areas targeted by the annual PNR; and/or (ii) being in a host community or newly settled refugees in areas triggered and targeted in collaboration with CNARR; and/or (iii) being in areas of floods triggered and targeted with MASSNAH and/or (iv) being in areas triggered by the rapid flood response mechanism. The target has been set at 176,800 people and baseline of 0.
Frequency	Bi-annually
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on lean season assistance and shock response
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers in response to shocks. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>People with disability recipients of shock response assistance (number)</i>	
Description	Number of people with disabilities (identified using Washington group of questions: <a href="https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/">https://www.washingtongroup-disability.com/question-sets/wg-short-set-on-functioning-wg-ss/</a> ) who received cash transfers in response to shock identified based on (i) living in areas targeted by the annual PNR; and/or (ii) being in a host community or newly settled refugees in areas triggered and targeted in collaboration with CNARR; and/or (iii) being in areas of floods triggered and targeted with MASSNAH and/or (iv) being in areas triggered by the rapid flood response mechanism. The target has been set at 20000 people and baseline of 0.
Frequency	Bi-annually
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on lean season assistance and shock response
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers in response to shocks. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Refugees recipients of shock response assistance (number)</i>	
Description	Refugees registered by CNARR and UNHCR who received cash transfers in response to shock identified based on (i) living in areas targeted by the annual PNR; and/or (ii) being in a host community or newly settled refugees in areas triggered and targeted in collaboration with CNARR; and/or (iii) being in areas of floods triggered and targeted with MASSNAH and/or (iv) being in areas triggered by the rapid flood response mechanism. The target has been set at 40,000 beneficiaries and a baseline of 0
Frequency	Bi-annually
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on lean season assistance and shock response
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers in response to shocks. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform. For reporting, the number of households will be converted in number of people by multiplying by 6 (average household size in Chad)
Responsibility for Data Collection	PIU, National Safety Net Program
<i>Host communities' recipients of shock response assistance (number)</i>	
Description	Host communities (within 25 km radius of refugees camps registered by CNARR and UNHCR) who received cash transfers in response to shock identified based on (i) living in areas targeted by the annual PNR; and/or (ii) being in



	a host community or newly settled refugees in areas triggered and targeted in collaboration with CNARR; and/or (iii) being in areas of floods triggered and targeted with MASSNAH and/or (iv) being in areas triggered by the rapid flood response mechanism. The target has been set at 96,400 beneficiaries and a baseline of 0.
Frequency	Bi-annually
Data source	Quarterly report from PIU, payment operators, payment platform, National Safety Net Program report, GEMS data collected on lean season assistance and shock response
Methodology for Data Collection	The provincial representation of PIU will prepare simplified provincial reports on the number beneficiaries of cash transfers in response to shocks. The reports will then be consolidated by the PIU central office and control against the reports from payment agencies and the payment platform.
Responsibility for Data Collection	PIU, National Safety Net Program
<b>Component 2 Strengthening the Social Protection System</b>	
Female beneficiaries reached by mobile financial services (number)	
Description	This indicator addresses the gender financial gap the project aims to close through the payment module. The project will provide female beneficiaries of productive inclusion with a mobile phone and a digital money account with access to the payment module.
Frequency	Yearly
Data source	PIU, NSNP steering committee and USR unit
Methodology for Data Collection	Quarterly Project progress reports, GEMS data collected on human development measures participation. The target has been set at 30,000 households and the baseline is 0.
Responsibility for Data Collection	PIU
Social safety net programs using the USR database (number)	
Description	Social safety net programs seeking and obtained data from the USR database for their interventions
Frequency	Quarterly
Data source	Quarterly report from the USR unit
Methodology for Data Collection	The USR unit computes the cumulative number of requests for data that have been agreed. The target has been set at 5 and the baseline 0.
Responsibility for Data Collection	USR unit, PIU
Key functions of SISAAP are ensured (number)	
Description	This indicator measures the functionality of SISAAP related to food security early warning and response system (EWS) through gradual steps with each step receiving a score of 1
Frequency	Yearly
Data source	PIU
Methodology for Data Collection	The PIU and the NSNP gather information on evolution of each step for functionality of SISAAP into its annual report. Steps scored 1 are: – Data on food security and nutrition data has been collected every year – A Technical Assistant has been hired – A dashboard for monitoring of satellite data for food security has been developed – The PNR is developed every year by the crisis management department The target has been set at 4 and a baseline of 0.
Responsibility for Data Collection	PIU
A strategy for the institutional set-up and gradual handover of national productive social safety net program established (Number)	
Description	This indicator measures the establishment and gradual handover of the PSSNP through gradual steps with each step receiving a score of 1



Frequency	Yearly
Data source	Quarterly Project progress reports
Methodology for Data Collection	The PIU gathers information on evolution of each step for setting up and handover of the PSSNP into its annual report. Steps scored 1 are: 1) Decree to create PSSNP issued 2) Institutional anchoring of the PSSNP defined 3) Program implementation manual developed 4) PSSNP is set up, fully equipped with key staff recruited or assigned by government 5) At least one program financed by government is implemented by the PSSNP The target has been set at 5 and a baseline of 0.
Responsibility for Data Collection	PIU
<b>Refugees who have been issued secure national refugee's cards (number)</b>	
Description	In collaboration with CNARR, ANATS will issue formal identification documents to refugees. Only refugees registered by CNARR and UNHCR will be considered. A target has been set at 80,000 refugees and a baseline of 0.
Frequency	Quarterly
Data source	Project quarterly progress reports
Methodology for Data Collection	Review of project quarterly progress report.
Responsibility for Data Collection	PIU, CNARR, ANATS
<b>Female refugees who have been issued secure national refugees' cards (number)</b>	
Description	In collaboration with CNARR, ANATS will issue formal identification documents to refugees. Only refugees registered by CNARR and UNHCR will be considered. A target has been set at 56,000 refugees and a baseline of 0.
Frequency	Quarterly
Data source	Project quarterly progress reports
Methodology for Data Collection	Review of project quarterly progress report.
Responsibility for Data Collection	PIU, CNARR, ANATS
<b>Refugees with disability who have been issued secure national refugees' cards (number)</b>	
Description	In collaboration with CNARR, ANATS will issue formal identification documents to refugees. Only refugees registered by CNARR and UNHCR will be considered. A target has been set at 4,000 refugees and a baseline of 0.
Frequency	Quarterly
Data source	Project quarterly progress reports
Methodology for Data Collection	Review of project quarterly progress report.
Responsibility for Data Collection	PIU, CNARR, ANATS
<b>Component 3 Project management</b>	
<b>Project funds used for project management (percentage)</b>	
Description	This indicator measures the share of project resources dedicated to project management in component 3. <u>Numerator:</u> total amount used for project management by the PIU, including payment of salaries, outreach and communication, audit, M&E, rental for PIU office and transports. <u>Denominator:</u> Total budget of the project used. The target is to keep this share below 12 percent and a baseline of 0.



Frequency	Quarterly
Data source	Project quarterly progress reports
Methodology for Data Collection	Review of project quarterly progress report
Responsibility for Data Collection	PIU
Impact evaluation of project interventions completed (Yes/No)	
Description	This indicator measures the completion of an impact evaluation of project interventions.
Frequency	Yearly
Data source	Project quarterly progress reports
Methodology for Data Collection	Review of project quarterly progress report
Responsibility for Data Collection	PIU
Project related grievances addressed within project approved timeline (percentage)	
Description	This indicator tracks the functioning of the grievance redress mechanism. The specification of timeline will be defined in the Grievance Redress Mechanism Manual and SEP. Numerator: complaints related to the project that are registered and addressed within the timeframe indicate into the GRM manual Denominator: complaints related to the project registered A target has been set at 80 percent and a baseline of 0.
Frequency	Quarterly
Data source	Quarterly Grievance Redress Mechanism reports
Methodology for Data Collection	Review of project, quarterly GRM reports
Responsibility for Data Collection	GRM, PIU
Beneficiaries reporting satisfaction with project supported services (percentage)	
Description	This will track the beneficiary level of satisfaction at least once a year through IBM survey. Numerator: number of beneficiaries who reported they are satisfied. Denominator: total number of surveyed beneficiaries A target has been set at 80 percent and a baseline of 0.
Frequency	annually
Data source	IBM survey
Methodology for Data Collection	Annual IBM reports
Responsibility for Data Collection	M&E PIU staff



## ANNEX 1: Implementation Arrangements and Support Plan

COUNTRY: Republic of Chad

Chad Adaptive and Productive Safety Nets Project

### Project Institutional Arrangements

- The PIU core staff will include a project coordinator, a procurement specialist, a financial management specialist, a Cash Transfers Specialist (responsible for Component 1), a Human Development Specialist (responsible for accompanying measures for human capital development); a Productive Inclusion Specialist (responsible for productive inclusion measures under Component 1); an M&E specialist, an Environmental Specialist, a Social Development Specialist, and a Gender specialist.** The core team will be supported by a communication officer, an accountant, an administrative assistant, an IT specialist, an internal auditor, and an internal controller. CFS will support project setup until key project staff are recruited, and will play a role in overall supervision, ensuring coordination and synergies with other safety net initiatives. INSEED will be an implementing partner for the activities related to the USR under Subcomponent 2.1. INSEED will have a focal point who will interface with the project and provide inputs into the PTBA.
- An institutional assessment during the first year of implementation will inform the government strategy for structuring the adaptive and productive safety net system and its national program.** The project will support the establishment of an autonomous agency to facilitate the coordination and efficient administration of the various systems. These include the social registry, the mobile payment module, BOMS and GRM. Additionally, the project will provide support to the government in defining clear strategy for the setup of the national program aimed at expanding cash transfers for resilience and shock response in a way that can manage diverse funding sources and ensure harmonization with the broader social protection and disaster risk management sectors. These initiatives will be supported financially under subcomponent 2.2. The project midterm review will assess the phased transfer of the program to a more permanent framework under MASSNAH.
- The project's institutional structure will align closely with and be integrated into the coordination mechanisms established by SNPS.** At the strategic level, PSC will engage with the National Council for Social Protection (*Conseil National de la Protection Sociale*, CoNaPS), which serves as the political body responsible for providing strategic direction in implementing the SNPS, in conjunction with the initiatives outlined in the National Development Plan. At the technical and coordination levels, the PIU will work closely with the Technical Secretariat for Social Protection to ensure effective operational coordination throughout the implementation, monitoring, and evaluation phases of the SNPS. The project will provide technical assistance (Subcomponent 2.2) in collaboration with other development partners to support the government in operationalizing these national coordination structures. The project will engage in various coordination mechanisms at national and local levels including the coordination of the response to the Sudanese emergency, set up by the UNHCR; the coordination between development actors (UN, EU, and the World Bank Group) on the emergency in eastern Chad; and various working groups, clusters (food security) and subclusters (GBV).
- Based on the lessons learned from PARCA, the PIU will establish four decentralized offices to enhance vertical coordination and provide more effective implementation support at the provincial**



**level.** The selection of the office locations will be based on their proximity to the project target areas and considerations for security. Each office will be staffed with essential personnel, including an office coordinator, accountant, procurement assistant, and M&E/safeguards officer. These offices will undertake procurement, oversee associated financial transactions, support implementation of safeguards, coordinate activities, and conduct monitoring tasks.

5. **Local NGOs, contracted to deliver accompanying measures and productive inclusion measures, will be responsible for hiring and supervising field workers as necessary.** Based on learning from other experiences in the region, contracts with NGOs will be grouped by zones that are as large as possible to exploit economies of scale and as small as necessary to ensure the availability of local expertise. Framework contracts will be introduced to ensure automatic extension after satisfactory evaluation. These measures are aimed at reducing the number and frequency of procurement processes. Collaboration with agents from MASSNAH will be reinforced to conduct sensitization sessions (village assemblies), communication activities (radio broadcasts), and local-level monitoring. They will each select, train, and supervise two community/camp relays. Each relay will oversee three groups of 25 beneficiaries, conducting educational talks and home visits. Community relays will receive a monthly allowance equivalent to the transfer provided to beneficiaries. Project staff from decentralized offices and MASSNAH communal agents will oversee the activities implemented by Qualified Field Agents and community relays. The project decentralized offices will also coordinate with the CPA, when they are operational, to monitor activities and provide regular updates on project implementation progress and outputs. This collaborative approach ensures transparency, enhances accountability and fosters alignment with regional stakeholders.

### Financial Management and Disbursements Arrangements

6. **Planning and budgeting.** In close collaboration with all involved implementing partners and technical units, the PIU will prepare an initial work plan and budget for implementing project activities considering the Project's objectives. Approved activities in the budget will be captured in the PP. The PIU will prepare the PTBA on an annual basis, which will be approved by the PSC and submitted to the World Bank for no objection no later than November 30 of each year before the year covered by the work plan. The budgetary discussions will begin at least six months before the fiscal year of implementation, and the PP will be considered the starting point. Once the budget is approved, the budget execution will be monitored through the automated accounting software to serve as a basis for a monthly follow-up based on a variance analysis report comparing planned with actual expenditures that will be part of the quarterly unaudited IFR.

7. **Accounting and financial reports.** FM functions will be carried out by a team including (i) a qualified and experienced FM specialist; (ii) a qualified and experienced accountant; and (iii) a minimum of five accounting assistants to be recruited through a competitive process in compliance with World Bank's rules. The PIU will have the overall FM responsibility for budgeting, accounting, reporting, disbursement, and internal control. An Accounting information systems software will be procured to generate the project's financial reports. The IFRs will be submitted on a quarterly basis to the World Bank within 45 days after the end of each quarter. The FM Specialist will be responsible for the preparation of the project's periodic financial reports and annual financial statements based on the financial information registered in the accounting software. The IFRs will contain at least the following: (i) statement of sources and uses of funds (with expenditure classified by disbursement category); (ii) statements of sources and



uses of funds (with expenditure classified by component/activity); and (iii) contract monitoring; and (iv) the budget execution reports. Annual project financial statements would be prepared based on SYCEBNL (*Système Comptable des Entités à But Non Lucratif*) accounting standards. The financial statements would cover the government's fiscal year. The first financial reporting period will be determined by the time when payments for eligible expenditures will be initiated. The functional and reporting currency is Central African franc (XAF).

8. **Internal control and Internal audit arrangements.** The internal control policies and procedures will be documented in the Administrative, Accounting and Financial Manual of procedures to be included in the PIM. An Internal Audit Unit will be established within the PIU and will implement the project's internal audit annual work-program. This internal audit unit will be staffed with an experienced internal auditor to be recruited within three months after project effectiveness and will need to strengthen project governance by providing governance advice to the project team and by conducting internal audit missions quarterly using a risk-based approach to ensure due compliance with agreed procedures. These quarterly internal audit reports need to be submitted to the World Bank within 45 days after the end of the quarter.

9. **Transparency, accountability, and anti-corruption efforts will be encouraged** including via a complaint handling mechanism; a communication strategy to inform the public through the media on all aspects of the Project; and the publication on the implementing entity or government websites of budgets, financial reports and audited financial statements. The PIU will also have to deal with fraud and anti-corruption in accordance with the World Bank Anti-Corruption Guidelines referred to in the Financial Agreement.

10. **Disbursements under the project will be carried out in line with the World Bank Disbursement Guidelines.** The project activities will be financed by funding from IDA and a Trust Fund. The project funds will be disbursed through traditional IPF disbursement methods. The advance and designated account (DA) may be used for the project. In that case, a Designated Account (DA) denominated in XAF will be opened and maintained in a commercial bank on terms and conditions acceptable to IDA for payment of eligible expenditures. The advanced funds will be based on three months spending forecast and be earmarked for the project. The disbursement procedures, including paths for authorization of withdrawals, will be described in detail in the FM section of the PIM. The project's DA will function under the co-signature of the project Coordinator and the FM Specialist of the PIU. A detailed Disbursement and Financial Information Letter (DFIL) explaining all arrangements will be issued and will include the minimum application size for withdrawal applications, the ceiling of the DA balance, documentation requirements, and the frequency of application. The DA ceiling and minimum amount for direct payments will be flexible, based on the three-month forecast.

11. **Documentation of expenditure.** Eligible expenditures will be documented by Statements of Expenditures for advance, reimbursement, and by invoices for direct payments. The Statements of Expenditure will follow the templates provided in the DFIL. If a DA is used, the bank statement will be required to document the account balance. For direct payments, the World Bank will require copies of the original documents evidencing eligible expenditures in the form and substance specified in the DFIL. Records include documents such as invoices and receipts. The PIU is required to maintain original documents evidencing eligible expenditures, making them available for audit or inspection. These documents should be maintained for the period required by local legislation.



12. **Audit arrangements.** The Financing Agreement will require the submission of Audited Financial Statements for the project to the World Bank within six months after year-end. The auditor will conduct an annual audit of the annual financial statements. A single opinion on the Audited Project Financial Statements in compliance with International Standards on Auditing will be required. The external auditors will prepare a Management Letter giving observations and comments, and providing recommendations for improvements in small grant management, accounting records, systems, controls, and compliance with financial covenants in the Financing Agreement.

13. **FM Action Plan:** The FM Action Plan in Table A1.1 has been developed to mitigate the overall FM risks.

Table A1.1: FM Action Plan

	Issue	Remedial action recommended	Responsible entity	Due date
1.	Staffing	Recruit a FM specialist and an accountant, based on Terms of References (ToRs) satisfactory to the World Bank	MOFBEP / PIU	Before effectiveness
		Recruit, based on ToRs satisfactory to World Bank, an experienced internal auditor	MOFBEP / PIU	Within three months of effectiveness
		Recruit five accounting assistants, based on ToRs satisfactory to the World Bank	MOFBEP / PIU	Within three months of effectiveness
2.	FM manual of procedures	Update and adopt the PIM including detailed FM procedures	MOFBEP / PIU	Before effectiveness
3.	Information system accounting software	Procure a Tom2Pro accounting software for the management of the proposed project, with specifications acceptable to the World Bank.	MOFBEP / PIU	Within three months after effectiveness
4.	External auditing	Recruit an independent auditor with qualifications that are acceptable to the World Bank	MOFBEP / PIU	Within six months after effectiveness (auditors recruited to audit three years of accounts)

14. **Implementation Support Plan:** Based on the outcome of the FM risk assessment, the following implementation support plan is proposed. The objective of the implementation support plan is to ensure the project maintains a satisfactory financial management system throughout the project’s life.



Table A1.2: FM Implementation Support Plan

FM Activity	Frequency
<b>Desk reviews</b>	
IFR review	Quarterly
Audit report review of the project	Annually
Review of other relevant information such as interim internal control systems reports.	Continuous as they become available
<b>On site visits</b>	
Review of overall operation of the FM system.	Twice per year (Implementation Support Mission). Once per year as soon as the FM residual risk becomes Moderate.
Monitoring of actions taken on issues highlighted in audit reports, auditors’ management letters, internal audit, and other reports.	As needed
Transaction reviews (if needed)	As needed
<b>Capacity building support</b>	
FM training sessions	During implementation and as and when needed.

**Procurement**

15. **Procurement under the project will be carried out in accordance with the World Bank’s Procurement Regulations under the NPF;** the ‘Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants’, dated October 15, 2006, and revised in January 2011 and as of July 1, 2016; and other provisions stipulated in the Financing Agreements.

16. **All procuring entities as well as bidders and service providers,** that is, suppliers, contractors, and consultants shall observe the highest standard of ethics during the procurement and execution of contracts financed under the project in accordance with paragraph 3.32 and Annex IV of the Procurement Regulations.

17. **The Recipient shall prepare and submit to the World Bank a General Procurement Notice (GPN)** and the World Bank will arrange for publication of GPN in United Nations Development Business (UNDB) online and on the World Bank’s external website. The Recipient may also publish it in at least one national newspaper with a large circulation. The Recipient shall publish the Specific Procurement Notices for all goods, works, non-consulting services, and consulting services and the Requests for Expressions of Interest on their free-access websites, if available, and in at least one newspaper of national circulation in the Recipient’s country. For open international procurement selection of consultants using an international short list, the Recipient shall also publish the GPN in UNDB online and, if possible, in an international newspaper of wide circulation, and the World Bank arranges for the simultaneous publication of the GPN on its external website.



18. **The PIU will coordinate the different components of the project and hold overall fiduciary and implementation responsibilities.** The project coordinator will be responsible for decision-making during the procurement process. The PIU will update the PIM (including the section on procurement procedures) that will describe the processes and procedures related to implementation. PIU decentralized offices will be authorized to procure goods and services up to a predefined threshold and oversee associated financial transactions.

19. **Procurement Action Plan:** The Procurement Action Plan in Table A1.3 has been developed to mitigate the overall procurement risks.

**Table A1.3. Action Plan for Strengthening Procurement Capacity**

No.	Key Risks	Mitigation Actions	Responsible Entity	Timeline
1	The procurement team and technical staff involved in procurement processes have not mastered the World Bank's NPF and its tools.	Train the procurement team (the procurement specialist and procurement assistants), technical experts, FM staff, and the tender committee members in the World Bank's NPF.	PIU/World Bank	No later than six months after project effectiveness
2	Timeouts in the implementation of some activities, mainly evaluation committee management and awarding of contracts	Closely monitor and exercise quality/ control on all aspects of the procurement process. - Establish a procedure for appointing members of tender evaluation committees, based primarily on qualifications.	PIU	Throughout project implementation
3	Low quality of the expression of needs and technical specifications	Hold workshops and conferences before the preparation of bids/proposals and set up for wide publication of bid document.	PIU	Throughout project implementation
4	Weak capacity of the PIU staff in the award and contract management, low quality of the expression and technical specifications	Hire an experimented expert to provide ongoing procurement and contract management support, needed	PIU/World Bank	Throughout project implementation
5	Delay in delivery time which could affect the activity schedule	Systematically provide a dissuasive application clause for late payment penalties and apply it if necessary.	PIU	Throughout project implementation
6	Poor description of supplies during preparation of the Tender File	Involve the competent public service or experts in the field in preparing the file.	PIU / World Bank	Throughout project implementation



No.	Key Risks	Mitigation Actions	Responsible Entity	Timeline
7	Low quality of services and/or Poor quality of equipment and supplies delivered.	Required, in the request for bids the presentation of the manufacturer's certificate. Checking compliance with technical specifications	PIU/Supplier	Throughout project implementation
8	In the case of specialized equipment, there is a shortage or lack of reliable suppliers on the local market.	Entrust the procurement of these supplies to UN agencies.	PIU	Throughout project implementation
10	Archiving is not consistent, even in STEP	Use dedicated local and equipment. Classify and archive all information in STEP as the recruitment process progresses	PIU	Throughout project implementation

20. **A PPSD has been prepared by the Recipient**, carrying out an in-depth assessment, describing the project implementation context, capacity assessment, market situation, and associated potential risks and mitigation measures to achieve value for money in pursuit of the PDOs. The PPSD sets out the selection methods to be followed in the procurement of goods, works, and non-consulting and consulting services financed under the project. The underlying PP will provide a list of procurable items, descriptions, cost estimates, review types, selection methods, and market approaches as presented in the PPSD. Major contracts identified in the PPSD include:

- The recruitment of providers to ensure cash transfer to beneficiaries in the 9 regions of Chad and in case of urgency. This process would be carried out through open competition at national level, or through direct contract when justified;
- The recruitment of NGOs to implement accompanying measures, and for those to implement productive inclusion measures will fit more with open competition at National level through Consultant Qualification, considering the dispersion and the specificity of activities.

21. **Procurement Plan.** The Recipient has prepared detailed 18-month PPs, which have been agreed by the government and the World Bank during the negotiations. The PP will specify, for each contract, (i) a brief description of the activities/contracts; (ii) the selection methods to be applied; (iii) the estimated costs; (iv) time schedules and the World Bank’s review requirements; and (v) any other relevant procurement information. During project implementation, it will be updated annually or as required to reflect implementation needs and improvements in institutional capacity. The Recipient shall submit to the World Bank, for its review and approval, any updates of the PP.

22. **STEP.** The Recipient shall use STEP to prepare, clear, and update its PP and conduct all procurement transactions. It will provide data on procurement activities, establish benchmarks, monitor delays, and measure procurement performance. Use of STEP is mandatory.



23. **Filing and record keeping.** All records pertaining to award of tenders, including bid notification, register pertaining to sale and receipt of bids, bid opening minutes, bid evaluation reports and all correspondence pertaining to bid evaluation, communication sent to/with the World Bank in the process, bid securities, and approval of invitation/evaluation of bids will be retained by respective agencies and in electronic or hard copy and uploaded in STEP. The Procurement Procedures Manual will set out detailed procedures for maintaining and providing readily available access to project procurement records, in compliance with the Financing Agreement.
24. **Training, workshops, study tours, and conferences.** These activities would comprise workshops and training, based on individual needs, group requirements, on-the-job training, and hiring consultants for developing training materials and conducting training. Selection of consultants for training services follows the requirements for selection of consultants above. All training and workshop activities (other than consulting services) would be carried out on the basis of approved annual work plans/training plans that would identify the general framework of training activities for the year, including (i) the type of training or workshop; (ii) the personnel to be trained; (iii) the institutions which would conduct the training and reason for selection of this particular institution; (iv) the justification for the training, how it would lead to effective performance, and implementation of the project and or sector; (v) the duration of the proposed training; and (vi) the cost estimate of the training. Report by the trainee(s), including completion certificate/diploma upon completion of training, shall be provided to the project coordinator, and will be kept as parts of the records and will be shared with the World Bank if required.
25. A detailed training and workshops' plan indicating the nature of training/workshop, number of trainees/participants, duration, staff months, timing, and estimated cost will be submitted to the World Bank for review and approval before initiating the process. The selection methods will derive from the activity requirement, schedule, and circumstance. After the training, the beneficiaries will be requested to submit a brief report indicating what skills have been acquired and how these skills will contribute to enhance their performance and contribute to the attainment of the project objective.
26. **Operational costs.** Operational costs financed by the project would be incremental expenses incurred by the PIU on account of project implementation, including in-country travel, office materials and supplies (stationary and other consumables, but not limited to the purchase of equipment), office rentals and maintenance, utilities (including electricity and water), communication costs (including telephone and internet charges), equipment rental, operation maintenance and repair, and transport cost of the staff related to supervision activities in the field (including per diem). Such services' needs will be procured using the procurement procedures specified in the PIM accepted and approved by the World Bank.
27. **Procurement Manual.** Procurement arrangements, roles and responsibilities, methods, and requirements for carrying out procurement shall be elaborated in detail in the Procurement Manual, which may be a section of the PIM. The manual shall be prepared by the Recipient and agreed with the World Bank by the effective date of the financing agreement.
28. **Procurement methods.** The Recipient will use the procurement methods and market approach in accordance with the Procurement Regulations. Procurement will therefore follow (i) direct selection; (ii) use of framework agreements including existing ones; (iii) procurement from United Nations agencies; and (iv) increased thresholds for Requests for Quotations and national procurement. Open National



Market Approach is a competitive bidding procedure normally used for public procurement in the country of the Recipient and may be used to procure goods, works, or non-consulting services provided it meets the requirements of paragraphs 5.3 to 5.6 of the Procurement Regulations.

29. **Requirements for the use of national procedures.** The World Bank has assessed the country procurement regulation and found that the principles and most of the procedures are in compliance with the World Bank standards for procurement. In general, the country’s new procurement procedures do not conflict with the World Bank Guidelines, but in cases of conflict, the provisions of the World Bank prevail. However, for National Competitive Bidding procedures for goods and works to become acceptable to the World Bank, some special provisions will be required regarding advertisement, access for foreign bidders to participate, limitation of domestic preference, deadlines for submission of bids, the evaluation and contract award process, standard bidding documents, fraud and corruption clauses in bidding documents, inspection by the World Bank, and obstructive practices and debarment under the national system.

30. The thresholds for particular market approaches and procurement methods and the World Bank’s prior review requirements are indicated in Table A1.4.

**Table A1.4. Thresholds for Procurement Methods and Prior Review**

No.	Expenditure Category	Contract (C) Value Threshold (US\$ equivalent)	Procurement Method	Contracts Subject to Prior Review / (US\$, equivalent)
1	Works	$C \geq 10,000,000$	Open Competition International Market Approach and Direct Contracting	All
		$200,000 < C < 10,000,000$	Open Competition National Market Approach	$\geq 10,000,000$
		$C \leq 200,000$	Requests for Quotations	None
2	Goods, IT, and non-consulting services	$C \geq 2,000,000$	Open Competition International Market Approach and Direct Contracting	Tous
		$100,000 < C < 2,000,000$	Open Competition National Market Approach	$\geq 2,000,000$
		$C \leq 100,000$	Requests for Quotations	None
3	National short list for selection of consultant firms	$C < 200,000$	For consulting services	None
		$C \leq 400,000$	For engineering and construction supervision	None
4	International short list for selection of consultant firms	$C \geq 200,000$	For consulting services	$\geq 1,000,000$
		$C \geq 400,000$	For engineering and construction supervision	$\geq 1,000,000$
5	Selection of individual consultants	All values	All approaches	$\geq 300,000$
6	Direct contracting	All values		As agreed in the PP
7	Training, workshops, study tours	All values	Based on approved PTBA	PTBA



### Procurement supervision

31. In addition to the prior review and implementation support mission carried out by the World Bank, it is recommended that at least two missions be carried out each year, with one visit to the field to carry out post review of procurement actions.

32. **Oversight and monitoring arrangements for procurement.** The World Bank will prior review contracts according to the prior review thresholds set in the PPSD/PP. All contracts not covered under such prior review will be subject to post review during implementation support missions and/or special post review missions, including missions by consultants hired by World Bank or a third-party independent auditor delegated by World Bank. The World Bank may conduct, at any time, independent procurement reviews of all the contracts financed under the grants. In addition, the World Bank will ensure that all procurement documents, including those for post and prior review, are reviewed by the E&S specialists of the implementing agencies to ensure the inclusion of relevant E&S clauses as required. A PIM will be prepared and submitted to the World Bank for review. It will define the project's internal organization and its implementation procedures, and include, among other things, all relevant procedures for calling for bids, selecting consultants, and awarding contracts. The project monitoring arrangements for procurement will be specified. The detailed 18-month PP will be uploaded on the World Bank's website.

33. **Contract management and expenditure reports.** As part of the procurement management reports, the PIU will submit contract management and expenditure information for the project in quarterly reports to the World Bank. The procurement management report will consist of information on procurement of goods, works, and consultants' services and compliance with agreed procurement methods. The report will compare procurement's performance against the agreed plan and as appropriately updated at the end of each quarter. The report will also provide any information on complaints by bidders, unsatisfactory performance by contractors, and any information on contractual disputes, if any. These contract management reports will also provide details on payments under each contract and will use these to ensure that no contract overpayments are made, or no payments are made to sanctioned entities.

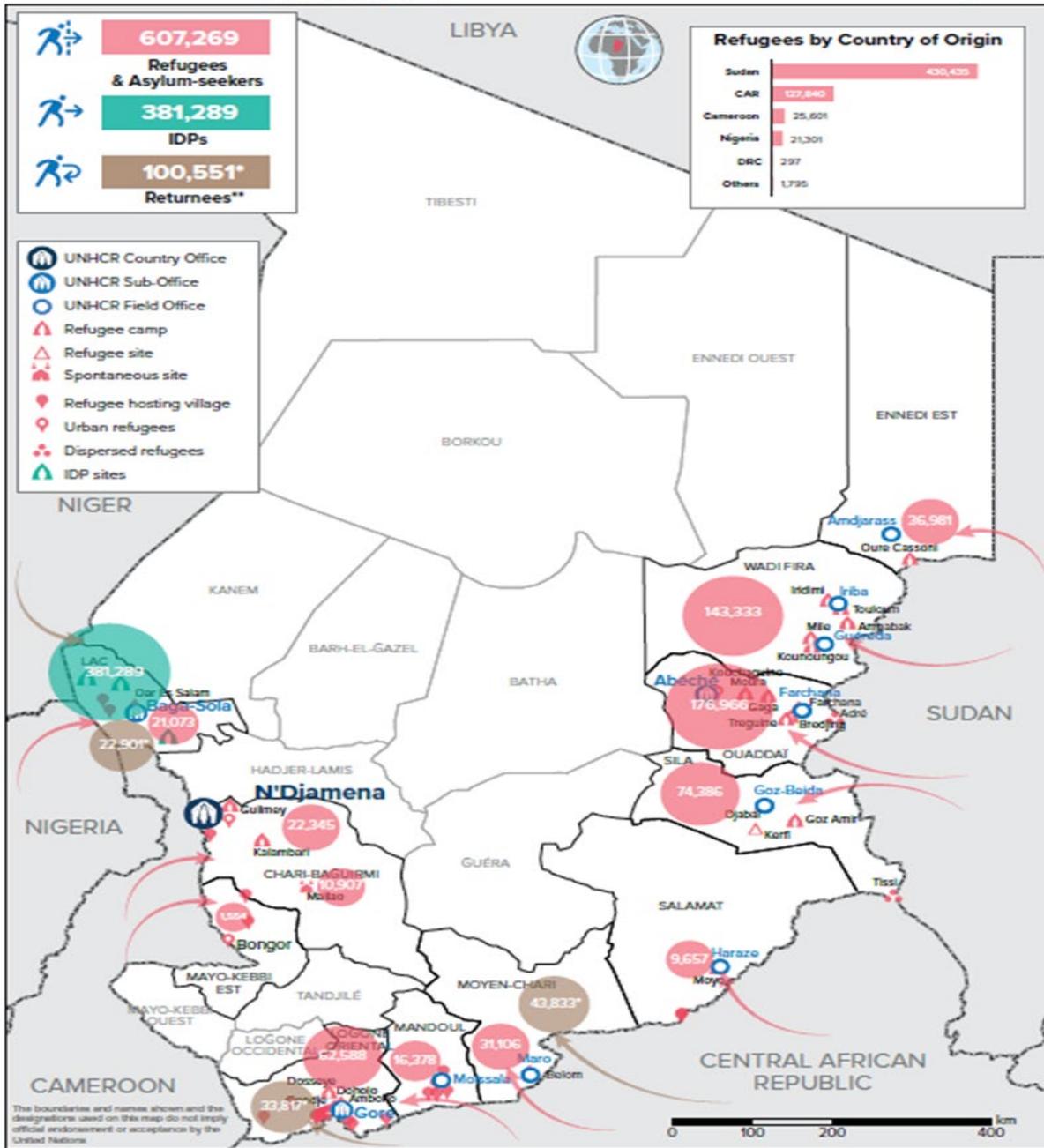
34. **World Bank Implementation Support Plan.** The World Bank will undertake at least two implementation support missions each fiscal year. These missions will focus on review of implementation progress and progress toward achieving the PDO; identification of implementation risks, bottlenecks, and mitigation measures; review of FM, procurement, and support to implementing agencies. In-depth field missions will also be carried out, focusing on specific risks or bottlenecks that come up during project implementation. Accompaniment and on-the-job support will also be provided by the World Bank to implementing agencies through regular monthly and quarterly technical meetings. Development partners supporting social protection will also be invited to participate in the six-monthly implementation support missions, quarterly technical meetings, and ad hoc field visits in support of government agencies. The World Bank will support the institutional assessment and capacity building strategy for the gradual transfer of responsibilities of the ASNP to permanent structures. A process evaluation and a midterm review will be conducted to evaluate the implementation processes and achievements and to provide recommendations towards strengthening project implementation.



ANNEX 2: The situation of Refugees, IDPs and Returnees



CHAD: Situation of Refugees, Internally Displaced Persons and Returnees as of 30 April 2023



\* Returnees in South: last assessment in Nov 2019 (IOM-DTM) / \*\* Returnees: Chadians returned from abroad, at risk of statelessness  
Data sources: UNHCR, CNARD (Refugees & Asylum-seekers); IOM-DTM (IDPs, Returnees) Feedback: Ahmed Mendoukh, mendoukh@unhcr.org Creation date: 09 May 2023

Sources : UNHCR, Commission Nationale d'Accueil et de Réinsertion des Réfugiés et des Rapatriés (Refugees & Asylum Seekers); International Organization for Migration (IOM) DTM (IDPs, Returnees).



### ANNEX 3: Climate change-related contributions

The project's contributions to climate change adaptation and mitigation are summarized below:

1. **Component 1, Roll-out of the national PSSNP (IDA US\$73.85 million equivalent, TF US\$7.4 million):** This component finances the establishment and implementation of a package of activities that intends to increase households' ability to adapt to the impacts of climate change by providing both a productive package promoting resilience through climate sensitive IGAs and ad hoc climate shock-responsive safety net benefits to beneficiaries.

2. **Sub-component 1.1, Integrated productive social safety net program (IDA US\$64.35 million equivalent):** The integrated productive package supported in this sub-component intends to contribute to both climate change adaptation and mitigation of beneficiaries vulnerable to climate change. It finances a first phase of interventions including quarterly cash transfers as well as accompanying measures for climate resilience and human capital and then focuses in a second phase on productive inclusion measures supporting livelihood diversification away from climate sensitive agriculture. This package of interventions is designed to respond to the needs of a country in which 88 percent of the population depend on agriculture, primarily subsistence-based and rainfed.<sup>1</sup> In particular:

- a. **Beneficiaries will be targeted based on climate vulnerability:** areas characterized by high poverty, exposure to climate change-related shocks, and food insecurity (which is also driven to a large extent by climate change-related shocks) will be prioritized. At the individual level, the PMT selection will ensure the most vulnerable households, who rely on subsistence-based rainfed agriculture vulnerable to climate change, are selected.
- b. **Regular quarterly cash transfers (IDA US\$42.9 million equivalent)** will support adaptation by helping all beneficiary households who suffer from climate change due to their reliance on rainfed agriculture, so they can cope with those shocks and smoothen their consumption. The regular transfers are critical for recipients to meet urgent food consumption needs resulting from climate change, avoid harmful human capital eroding negative coping strategies (such as reducing education expenditures) and mitigate climate-induced risks (such as cutting down trees to make charcoal for sale, among others). Successful results to that effect have been recently demonstrated in Niger.<sup>2</sup>
- c. **Beyond the cash transfers, all households will benefit from a set of accompanying measures (IDA US\$4.35 million equivalent).**
  - i. **Accompanying measures for climate resilience:** Through climate change soil degradation and pressures from additional displaced populations present due to ongoing refugee crises, many communities have increased wood cutting and consumption. Cooking with solid fuels

<sup>1</sup> <https://blogs.worldbank.org/en/african/afw-six-charts-understand-chads-food-security-crisis>

<sup>2</sup> Premand, P. and Stoeffler, Q., 2022, "Cash transfers, climatic shocks and resilience in the Sahel", Journal of Environmental Economics and Management 116, October 2022, 102744, <https://www.sciencedirect.com/science/article/pii/S0095069622000973>.



on traditional cookstoves exposes household members to pollutants known to increase the risk of morbidity and mortality. Children in Chad living in households cooking with solid fuels are two times more likely to be stunted (low height-for-age) due to indoor air pollution. To meet demand for wood, a large amount of deforestation is taking place, worsening climate change, and making rural/poorer communities more vulnerable to poverty through increased soil degradation. This intensifies existing poor agricultural conditions from increasing temperatures, droughts, and flooding. To prevent a further deterioration of these environmental pressures, a clean cooking module will be included as one of the accompanying measures. This will provide knowledge sharing and financing equipment to incentivize the use of clean energy approaches for cooking (improved stoves and biochar). This is expected to support the protection of biodiversity and use of clean energy, thus contributing to climate change mitigation. Beneficiaries are expected to improve clean cooking as measured by the Multi-Tier Framework for Cooking<sup>1</sup>, in particular in the dimensions of Efficiency and Exposure. IDA resources will be used for parts of the implementation cost and be complemented by the Human Capital and Environmental Protection through Improved Cookstoves project (P504956) and will be implemented in coordination with the Chad Energy Access Scale Up Project (P174495).

ii. **Accompanying measures for human capital:** Human capital building measures will strengthen climate change adaptation by providing information on best nutrition practices in a climate-change affected food security context. Human capital building measures will also include a module on early childhood development, strengthening beneficiaries' long-term capacity for economic development and thus resilience to climate change-related shocks.

d. **Productive inclusion measures (IDA US\$17.1 million equivalent):** Productive inclusion measures will directly contribute to adaptation by enabling beneficiaries to start or develop their small business by promoting climate-smart activities as IGAs. Off-farm livelihoods and climate-smart agricultural practices will be promoted to avoid reliance on rain-fed agricultural practices. The activities will include micro entrepreneurship training, participation in savings groups, and a graduation grant. These activities have been shown to (i) increase consumption and reduce poverty which is driven to a significant extent by climate change in Chad and is expected to increasingly do so in the future<sup>2</sup>; and (ii) support the diversification of household economic activities away from agriculture towards off-farm labor such as small-scale trading or small-scale production of goods such as oil or soap, thus reducing the exposure to climate change-related shocks<sup>3</sup>. Some beneficiaries of the productive inclusion program in Niger for example also adopted solar energy practices or transformed their agriculture practice from being rainfed to irrigated.

3. **Sub-component 1.2, Shock-responsive emergency cash transfers (IDA US\$9.5 million equivalent, TF US\$7.4 million):** Guided by the PNR, the sub-component will support different types of

<sup>1</sup> <https://www.worldbank.org/en/topic/energy/brief/fact-sheet-multi-tier-framework-for-cooking>

<sup>2</sup> Bossuroy, T. et al., 2022, "Tackling psychosocial and capital constraints to alleviate poverty", Nature 605, 291-297 (2022), <https://www.nature.com/articles/s41586-022-04647-8>.

<sup>3</sup> Ibid.



shock-responsive cash transfers that aim at increasing the adaptive capacity of households in need of assistance following climate shocks.

- a. **Lean season response (IDA US\$5.3 million equivalent, TF US\$4.3 million):** Emergency cash transfers will be provided to support households affected by seasonal food insecurity which is increasingly driven by climate change, in particular due to the increasing length and reduced predictability of the lean season. Climate change increasingly affects food insecurity during the lean season, as it both reduces overall agricultural productivity and via regularly recurring climate shocks such as droughts and floods. This is reflected in growing overall food insecurity numbers during the last few years. The cash transfers during the lean season address this climate change-related rise in food insecurity specifically.
  - b. **Flood and refugee influx response (IDA US\$3.1 million equivalent, TF US\$3.1 million):** The sub-component will also reserve a dedicated budget to respond to major shocks, either induced by extreme floods or a refugee influx event. Due to the scarcity of water and the temporary drying up of certain waterways, communities have tended to settle and establish their livelihoods close to water. Excess rainfall from a better-than-normal season thus often leads to climatic hazards, thereby exacerbating communities' vulnerability to flooding. Shock-responsive cash transfers will be supported, supporting households with rapid relief when it is most needed.
  - c. **Rapid flood response pilot (IDA US\$1.1 million equivalent):** The sub-component will finally support the development of a rapid flood response pilot program that will use a data-driven early warning trigger indicator (exploring satellite data) to trigger rapid response payments and thus both further speed up the relief provided to shock-affected households and increase the availability of objective data on climate shocks.
4. **Component 2, Development of an adaptive social protection system (IDA US\$14.15 million equivalent, TF US\$11.6 million):** The elements of the national adaptive safety net system that will be established and strengthened under this component all directly contribute to increased adaptivity through a more efficient, rapid and effective delivery of shock-responsive cash transfers through the safety net, in particular in response to climate shocks. Key dimensions of an adaptive social protection system are its capacity to rely on adequate household data in the social registry as well as on climate change-related shocks to inform the planning of adaptive programs, along with the capacity to efficiently deliver those programs rapidly through digital transfers. This sub-component thus intends to improve adaptivity of the system by supporting (i) the expansion of the social registry to populations at risk of poverty, climate and security shocks and the strengthening linkages across databases; (ii) the development of digital payments; and (iii) the climate sensitivity of the food security and early warning system. These activities will allow for improved planning, coordination, and efficiency in the implementation of programs, including for climate shock response through reliable data and delivery systems.



5. **Sub-component 2.1, USR, payment module, and food security early warning and response system (IDA US\$13.65 million equivalent, TF US\$5.85 million):**

- a. **Unified Social Registry (IDA US\$10.65 million equivalent, TF US\$5.35 million):** The sub-component will support the operationalization of the Unified Social Registry which will serve as a central database for both government and non-government actors to identify vulnerable households, including those affected by climate change, and enable their access to social services to strengthen their resilience, including through emergency programs responding to climate shocks. Technical assistance and financial support will be provided to register households across the country, prioritizing areas characterized by high poverty and food insecurity (induced by climate change-related shocks) and exposure to climate change-related shocks. The USR will be used for targeting beneficiary households of social programs, including programs that will strengthen households' adaptive capacity whether through medium term safety nets interventions or short-term shock responses. USR data will include household geo-localization data so households can be targeted rapidly within shock-affected areas, with a view to ultimately replacing current post-shock targeting practices of community-based targeting or post-shock surveys. This screening of households for climate shocks, using geo-localized information and analysis of risk factors will allow the government to better anticipate areas where climate shocks might occur, reinforcing the Chadian shock response system's ability to effectively respond to these shocks.
- b. **Payment module (TF US\$0.5 million):** The sub-component also supports the development of a central platform for payments to beneficiary households of social services that will include a digital payments modality including for shock response payments to households affected by climate change-related shocks. Significant efficiency gains are expected for such shock-related payments as digital payments will (i) avoid procurement procedures, coordination, and implementation of over-the-counter cash providers and (ii) avoid potential delays of physical cash transfer provision due to climate shock-related impediments (e.g., floods). Digital payments will also facilitate the use of digital financial services, e.g., savings and credit access, thus strengthening climate resilience. The optimization of cash delivery will also offer potential for mitigation through decreased needs for travel by avoiding over-the-counter cash delivery.
- c. **Food security early warning and response system (IDA US\$3.0 million equivalent):** The sub-component will strengthen the government's central food insecurity detection and response mechanism. Food security is driven by climate shocks, particularly drought. Technical assistance and financial support will be provided to strengthen the SISAAP's data collection via the semi-annual food security survey, enabling greater reliability and accuracy of the Cadre Harmonisé which forms the basis for the annual lean season response plan, the PNR. The project will also strengthen SISAAP's monitoring of climate shock early warning data using satellite data, including through the development of a dashboard that will facilitate tracking of different remote-sensed climate indicators during the agricultural season and whether they have reached alert thresholds. A more systematic analysis and use of the data to project impacts on food security will equally be supported. This will strengthen the availability of data related to climate change-related shocks and related government analytical capacity. The sub-component will also support the establishment and operationalization of the CGC, the agency in charge of planning



and coordinating the government's response to food insecurity shocks, including those induced by climate change-related shocks such as droughts.

6. **Sub-component 2.2, Establishing the delivery system for the PSSNP with the inclusion of refugees (IDA \$0.50 million equivalent, TF US\$5.75 million):** This sub-component will establish a national adaptive safety net program, durably anchoring the shock-responsive safety net agenda in the government. A comprehensive, integrated Management Information System for the national safety net program will be developed and implemented through this sub-component. This is expected to greatly enhance the program's administrative processes, including shock-responsive cash transfers. This is expected to enhance the speed with which shock-responsive cash transfers can be implemented.