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Country programme document

Chad

Summary

The country programme document (CPD) for Chad is presented to the Executive Board for discussion and approval at the present session, on a no-objection basis. The CPD includes a proposed aggregate indicative budget of \$88,820,000 from regular resources, subject to the availability of funds, and \$200,000,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2027 to 2030.

* [E/ICEF/2026/25](#).

Note: The present document was processed in its entirety by UNICEF.



Programme rationale

1. The demographic profile of Chad is characterized by rapid population growth and a predominantly young population, with more than 20 million people, including 11.1 million children (0–17 years, 55.2 per cent).¹ This youthful population and the country's significant agropastoral potential create important opportunities for socioeconomic transformation, provided investments in human capital are expanded and sustained. The ongoing political transition and the National Development Plan *Tchad Connexion 2030* signal strengthened national commitment to social sector development, governance modernization and equitable access to essential services. This evolving policy environment offers a favourable foundation for accelerating progress in child survival, development, learning, protection, legal identity and resilience, and advancing national priorities aligned with Sustainable Development Goals (SDGs) 1, 2, 3, 4, 5, 6, 10, 13, 16 and 17.
2. A review of past UNICEF-government cooperation shows measurable progress in child outcomes, reflecting sustained system-strengthening efforts. Under-5 mortality declined from 194 to 122 deaths per 1,000 live births,² while immunization coverage increased from 22.9 to 53.1 per cent.³ The prevalence of severe acute malnutrition fell from 4 to 2.1 per cent.⁴ Progress in gender equality in education is evident, with girls' enrolment rising from 77.8 to 85.4 per cent, and completion from 35.8 to 45.4 per cent over 2015–2025.⁵ Access to safe drinking water improved from 47.8 per cent in 2015⁶ to 52.1 per cent in 2024.⁷ Birth registration also increased from 8.9 per cent in 2004 to 25.7 per cent in 2019, accelerated by digitalized civil registration systems.⁸ These gains demonstrate strengthened, more equitable service delivery that can be further consolidated under *Tchad Connexion 2030*, the 2027–2030 United Nations Sustainable Development Cooperation Framework (UNSDCF) and the UNICEF-government programme.
3. Despite considerable agropastoral potential and natural resources, Chad continues to face persistent fragility and recurrent crises that hinder the realization

¹ Chad, National Institute of Statistics, Economic Studies and Demography (INSEED), *Projections démographiques 2009–2050. Tome 1: Niveau national* (N'Djamena, 2014), available at https://unicef-my.sharepoint.com/:b/g/personal/sfall_unicef_org/IQB0mdf-9mpNTYsWeKfZrDWXAXwJbHjX3TP1bb2n7gN1McA.

² UNICEF Chad and INSEED, *MICS6-Tchad, 2019: Rapport des résultats de l'enquête* (N'Djamena, 2021) [in French], available at https://unicef-my.sharepoint.com/:b/g/personal/sfall_unicef_org/IQCL7hyiA2H5Q4_0BpX89W40AYkn3adJiFDStIw39jQPqxc.

³ UNICEF and WHO, *Chad: WUENIC 2024 Revision* (Geneva and New York, 2025), available at https://unicef-my.sharepoint.com/:b/g/personal/sfall_unicef_org/IQDnOl7PbrOHT5Rw3ixyiVNPAVfPZ6Y30BLb1bJl2uL9LBA.

⁴ Saidou Kabore, *Enquête Nationale de Nutrition et de Mortalité Retrospective (SMART 2024): Note de synthèse* (N'Djamena, Ministry of Public Health, 2025) [in French], available at <https://reliefweb.int/report/chad/enquete-nationale-de-nutrition-et-de-mortalite-retrospective-smart-2024-note-de-synthese-19-janvier-2025>.

⁵ Chad, Ministry of National Education and Civic Promotion, *Annuaire statistique de l'éducation 2024 2025* (N'Djamena, 2025) [in French], available at https://unicef-my.sharepoint.com/:b/g/personal/sfall_unicef_org/IQDGziy-atOQRrFrQafmqO_KAdaWHkIIM2r0wEwyYwvTOXc.

⁶ Chad, INSEED, *Projections démographiques 2009–2050*.

⁷ WHO/UNICEF Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP), “Estimates on the use of water, sanitation and hygiene in Chad”, March 2023, available at https://unicef-my.sharepoint.com/:x/g/personal/sfall_unicef_org/IQDc0oZjwpU9S4fCk2T3IULCAYYIM88la6itqBQfX_9H5UE.

⁸ UNICEF Chad and INSEED, *MICS6-Tchad, 2019*.

of children's rights and slow progress towards the SDGs. Rapid demographic growth of 3.5 per cent per year⁹ has outpaced economic performance, with real gross domestic product (GDP) growth of 3.4 per cent in 2025 insufficient to prevent a decline in GDP per capita from \$747 in 2015 to \$567 in 2023.¹⁰ Limited fiscal space, compounded by rising security pressures, constrains the Government's ability to expand essential social services. Public allocations to education, health and social affairs declined from 3.8 per cent of GDP in 2014 to 2.9 per cent in 2024, while security and defence spending increased from 2.3 per cent to 3.4 per cent of GDP between 2016 and 2024.¹¹ These trends further reduce the resources available to strengthen systems essential for child survival, development and protection.

4. The Human Development Index of Chad of 0.416, and its ranking of 191 out of 193 countries,¹² reflect persistent structural poverty and limited access to essential social services. Poverty affects 44.8 per cent of the population, and rises to 56.6 per cent in rural areas.¹³ Children are disproportionately impacted, with 49 per cent living in monetary poverty, and 35–50 per cent experiencing multidimensional deprivation in nutrition; health; water, hygiene and sanitation (WASH); and education,¹⁴ constraining progress towards SDGs 1, 2, 3, 4 and 6. Human capital outcomes remain critically low: a child born in Chad today is projected to achieve only 30 per cent of his or her potential in health and education by age 18.¹⁵

5. The chronic exposure of Chad to recurrent and complex emergencies continue to constrain the realization of children's rights and deepen structural vulnerabilities. The country is among the world's most climate-affected contexts, ranked most vulnerable and among the least prepared to manage climate impacts,¹⁶ while the Children's Climate Risk Index identifies Chad as the second highest-risk country globally for children. Climate-related hazards, including frequent droughts, floods, epidemics, food insecurity, nutrition crises and intercommunal conflict, are compounded by persistent regional instability. As of February 2026, Chad hosts 2.23 million displaced people, including 1.53 million refugees and asylum-seekers, 219,595 internally displaced persons and 480,720 returnees, with refugees representing 68.5 per cent of this population.¹⁷ Since April 2023, the arrival of 918,568 people fleeing Sudan, 69 per cent women and children, has placed additional pressure on fragile host communities and overstretched services. As a

⁹ Ibid.

¹⁰ World Bank, "World development indicators", DataBank, available at <https://databank.worldbank.org/source/world-development-indicators>.

¹¹ Chad, Ministry of Finance, Budget and Public Accounts, *Rapport d'analyse des allocations budgétaires des secteurs sociaux sensibles aux droits de l'enfant* (Douguia, 2023) [in French], available at https://unicef-my.sharepoint.com/:w:/g/personal/sfall_unicef_org/IQDAv6hlMUKTRIHmgZ9V8232AXKRtaBjI4oatVV0qG6fMMY.

¹² Pedro Conceição and others, *Human Development Report 2025. A Matter of Choice: People and Possibilities in the Age of AI* (New York, 2025), available at <https://hdr.undp.org/system/files/documents/global-report-document/hdr2025reporten.pdf>.

¹³ Chad, INSEED, *Cinquième enquête sur les conditions de vie des ménages et la pauvreté au Tchad (ECOSIT5): Rapport de synthèse* (N'Djamena, 2024), available at https://unicef-my.sharepoint.com/:w:/g/personal/sfall_unicef_org/IQAuWj7AYyVeS4slPH58DiNjAZ-JG1Ja136oS0LPvfr-3Ys.

¹⁴ *Report_MODA_Chad.docx*.

¹⁵ African Development Bank, *Rapport Pays 2025: République du Tchad* (Abidjan, 2025) [in French], available at https://www.afdb.org/sites/default/files/documents/publications/tchad_cfr_2025.pdf.

¹⁶ Chen Chen and others, *University of Notre Dame Global Adaptation Initiative: Country Index Technical Report* (Notre Dame, Indiana, University of Notre Dame, 2024), available at https://gain.nd.edu/assets/581554/nd_gain_countryindex_technicalreport_2024.pdf.

¹⁷ UNHCR, *Tchad: Personnes déplacées de force* (Geneva, 2026), [in French], 2026, available at <https://reliefweb.int/report/chad/unhcr-tchad-personnes-deplacees-de-force-fevrier-2026>.

result, humanitarian needs remain substantial, with 4.5 million people, including 2.5 million children, projected to require assistance in 2026.¹⁸

6. Chad continues to face critical maternal, newborn, child and adolescent (10–19 years) health challenges driven by high levels of preventable mortality and persistent system bottlenecks across service delivery, demand and the enabling environment. Under-5 mortality remains among the highest globally at 100 deaths per 1,000 live births,¹⁹ reflecting limited access to quality care, preventable diseases and large immunization gaps, including more than 124,000 zero-dose children.²⁰ Health system capacity is severely constrained by inadequate and unevenly distributed facilities, long distances to care, frequent stockouts, weak cold-chain systems, and shortages of qualified personnel, with only 5.4 health workers and 4 physicians per 10,000 inhabitants.²¹ Community-level prevention remains weak, and adolescents, especially girls, face heightened vulnerabilities, with 60.6 per cent married before 18,²² and 23.9 per cent becoming mothers before 19. Care-seeking is further limited by poverty, displacement, out-of-pocket costs, harmful social norms and poor service quality. These challenges are compounded by low public health spending, dependence on external financing, weak coordination, limited decentralization and fragmented information systems, collectively undermining equitable access to essential health services.

7. Children's and adolescents' right to learn and develop skills in Chad is severely constrained by deep and persistent inequities across the education system. More than 3 million school-aged children are out of school,²³ with exclusion highest among girls, 70 per cent of those aged 16–18, alongside rural, nomadic, displaced and children with disabilities. Early childhood education remains minimal, with national coverage at just 1.7 per cent.²⁴ Despite administrative reports of 92 per cent primary enrolment, learning outcomes are critically low: 78 per cent of children complete primary school without basic reading skills, and 89 per cent without foundational numeracy.²⁵ Out-of-school rates are high across all ages, affecting 53.3 per cent of girls and 47.4 per cent of boys aged 6–11, and rising sharply in adolescence. Weak school environments further constrain attendance, with fewer than one-third of schools having basic water, and fewer than one-fifth having

¹⁸ UNICEF, "Chad appeal: Humanitarian action for children", 2026, available at <https://www.unicef.org/appeals/chad>.

¹⁹ David Sharrow and others, *Levels & Trends in Child Mortality: Report 2025* (New York, UNICEF, 2026), available at <https://childmortality.org/wp-content/uploads/2026/03/UNIGME-Child-Mortality-Report-2025.pdf>.

²⁰ WHO and UNICEF, *Chad: WHO and UNICEF Estimates of Immunization Coverage: 2023 Revision* (Geneva and New York, 2024), available at <https://cdn.who.int/media/docs/default-source/country-profiles/immunization/2024-country-profiles/immunization-2024-tcd.pdf>.

²¹ Chad, Ministry of Public Health, *Annuaire des statistiques sanitaires. Tome A, 37ième édition, année 2023* (N'Djamena, 2024) [in French], available at [Annuaire des statistiques sanitaires, Tome A, 37ième Edition, Année 2023](#).

²² UNICEF Chad and INSEED, *MICS6-Tchad, 2019*.

²³ Chad, Ministry of National Education and Civic Promotion and UNICEF, *Etude sur les enfants non scolarisés au Tchad: Enfants et adolescents en dehors du système éducatif ou à risque de le devenir* (N'Djamena, 2016) [in French], available at https://unicef-my.sharepoint.com/:w:/g/personal/sfall_unicef_org/IQBR7FWTQO5HRK7zSMWx50ANAUZUDLzFqJ8-ke4uaL5BffM.

²⁴ Chad, Ministry of National Education and Civic Promotion, *Annuaire statistique de l'éducation 2024 2025*.

²⁵ CONFEMEN, *PASEC2019: Qualité des systèmes éducatifs en Afrique subsaharienne francophone: Performances et environnement de l'enseignement-apprentissage au primaire* (Dakar, 2020) [in French], available at https://www.confemen.org/wp-content/uploads/2022/07/Resume_Pasec2019_Web.pdf.

functional sanitation.²⁶ Demand-side barriers – including poverty, child labour, harmful gender norms, early marriage, rural isolation, low parental confidence in schooling, and limited birth registration (77.4 per cent of children under 5²⁷) – drive exclusion and dropout. Supply-side constraints such as fragile infrastructure, overcrowded classrooms, incomplete school cycles, teacher shortages (particularly of women), and climate- and conflict-related disruptions further erode learning conditions. Refugee and displaced children face heightened vulnerabilities, with 49 per cent out of school despite targeted interventions.²⁸ Addressing these entrenched disparities and strengthening inclusive, gender-responsive and quality learning pathways are essential to advancing SDGs 4.1, 4.2, 4.5 and 16.9.

8. Malnutrition remains a major barrier to child survival, growth and development in Chad, contributing to an estimated 45 per cent of under-5 deaths.²⁹ Its long-term impacts including impaired cognitive development, reduced learning capacity and lower future productivity significantly undermine national human capital and resilience. In 2024, 44.5 per cent of children under 5 were affected by at least one form of malnutrition, with chronic malnutrition at 36.7 per cent, exceeding emergency thresholds.³⁰ Conditions are more severe in crisis-affected areas, with stunting reaching 40.6 per cent in Sudanese refugee camps.³¹ Severe acute malnutrition remains above humanitarian thresholds at 2.1 per cent,³² and in provinces such as Kanem and Lac, more than half of children are malnourished. Food poverty affects 72.2 per cent of young children,³³ reflecting low dietary diversity during critical growth periods. Structural inequities such as shortages of trained nutrition and health workers, weak supply chains and limited community outreach continue to restrict access to essential services, while suboptimal feeding practices linked to poverty, low maternal education and social norms further compromise nutrition outcomes. Adolescents remain underserved, facing high levels of thinness in rural areas and rising overweight in urban settings. These geographic, socioeconomic and system-level bottlenecks entrench deep nutrition inequities and limit children's and adolescents' ability to thrive.

9. Access to safe water, sanitation and hygiene in Chad remains critically inadequate, undermining children's and adolescents' rights to survival, development and learning. Only 52.1 per cent of households use basic drinking water services, while 86.1 per cent consume *E. coli*-contaminated water, and more than 93 per cent do not treat water.³⁴ Sanitation coverage is extremely low, and 16.1 per cent of households have improved sanitation and 62.2 per cent practice open defecation, rising to 77.6 per cent in rural areas.³⁵ Institutional WASH services are similarly

²⁶ Chad, Ministry of National Education and Civic Promotion, *Annuaire statistique de l'éducation 2024 2025*.

²⁷ UNICEF Chad and INSEED, *MICS6-Tchad, 2019*.

²⁸ Chad, Ministry of National Education and Civic Promotion and UNICEF, *Etude sur les enfants non scolarisés au Tchad*.

²⁹ Madewell, Zachary J. et al., 'Contribution of malnutrition to infant and child deaths in Sub-Saharan Africa and South Asia', *BMJ Global Health*. vol. 9, no. 12, 2024.

³⁰ Kabore, *Enquête Nationale de Nutrition et de Mortalité Retrospective (SMART 2024)*.

³¹ Gustave Bouloumeagne Moubitang, Guilaïne Tchadieu and Mahamat Garba Issa, *Enquêtes nutritionnelles SMART/SENS dans 25 camps de réfugiés et 6 strates de villages hôtes (réfugiés soudanais, centrafricains, nigériens et camerounais): Rapport final* (N'Djamena, UNHCR Chad, 2024), available at <https://coordination.ajala.app/urgence/api/pix/373ea169d06296c.pdf>.

³² Kabore, *Enquête Nationale de Nutrition et de Mortalité Retrospective (SMART 2024)*.

³³ Ibid.

³⁴ UNICEF Chad and INSEED, *MICS6-Tchad, 2019*.

³⁵ WHO/UNICEF JMP, "Estimates on water, sanitation and hygiene ladders for schools", 2024, available at https://unicef-my.sharepoint.com/:x:/r/personal/sfall_unicef_org/Documents/CHAD/CHAD-PME-2025/recalibrage/evidence-synthesis/WASH/JMP_2024_WinS_TCD_Chad.xlsx.

weak, leaving nearly 5.5 million school-age children without safe WASH in schools.³⁶ Women and girls are disproportionately affected, bearing most of the water collection burden. These gaps are intensified by rapid population growth, extreme climate vulnerability and recurrent floods, and droughts that damage fragile systems. Continued underinvestment, system-level governance considerations and limited maintenance further undermine service reliability, entrenching preventable disease and child-rights deprivations, and highlighting the urgency of climate-resilient, equitable and sustainable WASH services.

10. These deprivations are further compounded by systemic constraints, including a sustained decline in public financing for the social sectors. Education spending has fallen from 2.3 to 1.8 per cent of GDP, and health allocations from 1.4 to 1.0 per cent of GDP over the past decade.³⁷ Social protection coverage remains extremely limited, reaching only 2.4 per cent of the poorest households and just 0.3 per cent of children through health insurance – well below SDG 1.3 benchmarks.³⁸ System-level governance considerations, alongside challenges in investment execution and institutional capacity, continue to affect equitable and effective service delivery, constraining progress towards improved outcomes for children and adolescents.

11. Lessons learned from programmatic evaluations conducted by the country office demonstrate that community-based platforms, such as community-led sanitation, community-based health outreach, infant and young child feeding mother-to-mother support groups, and decentralized birth registration services, are essential to reaching the most vulnerable. Their impact is maximized when combined with economic and social empowerment measures that address the root causes of exclusion, including poverty and harmful norms. The response to the Sudanese refugee crisis demonstrates that integrating action within a humanitarian-development-peace nexus approach can reveal structural vulnerabilities, catalyse investments benefiting both displaced and host populations, strengthen social cohesion, and advance peaceful and inclusive societies, thereby safeguarding progress across the SDGs.

12. By leveraging national assets and current policy momentum, the programme will promote integrated, equity-focused, gender-responsive and climate-sensitive investments to accelerate progress towards the SDGs most critical for children and adolescents. In a context of chronic fragility and recurrent shocks, this approach aims to translate the potential of Chad into tangible, equitable and sustainable outcomes for every child, in alignment with *Tchad Connexion 2030*, the UNSDCF, the Strategic Plan and the 2030 Agenda.

Programme priorities and partnerships

13. The country programme was developed through a nationally led, participatory and iterative planning process convened by the Ministry of Planning and involving government institutions, civil society, Parliament, community

³⁶ WHO and UNICEF, *Progress on drinking water, sanitation and hygiene in school 2025–2023*: New York, 2024, available at <https://washdata.org/reports/jmp-2024-wash-schools>.

³⁷ Ministry of Finance, Budget and Public Accounts, Chad, *Rapport d'analyse des allocations budgétaires des secteurs sensibles aux droits de l'enfant* (N'Djamena, 2023) [in French], available at https://unicef-my.sharepoint.com/:w:/g/personal/sfall_unicef_org/IQDAv6hlMUKTRIHmgZ9V8232AXKRtaBjI4oatVV0qG6fMMY?rttime=RkRP5Dm_3kg.

³⁸ Chad, *Examen national volontaire des ODD: Edition 2024* (N'Djamena, 2024) [in French], available at <https://hlpf.un.org/sites/default/files/vnrs/2024/VNR%202024%20Chad%20Report.pdf>.

structures, adolescents (including those with disabilities), the United Nations country team and development partners. This process ensured full alignment with the national vision set out in *Tchad Connexion 2030*, the recommendations of the 2023 report of the African Committee of Experts on the Rights and Welfare of the Child, the UNSDCF, and the UNICEF Strategic Plan 2026–2029. The comparative advantage in Chad of UNICEF, grounded in its system-strengthening mandate, upstream policy engagement, and capacity to bridge humanitarian response and development programming, positions the organization as a partner of choice for accelerating equitable results for the most vulnerable children in fragile, climate-affected and displacement-affected communities.

14. Grounded in a risk-informed, equity-focused, gender-responsive and climate-sensitive approach, the programme is guided by the Strategic Plan's shifts of focus, impact, scale and differentiation, and is operationalized through two theories of change that articulate pathways for system-strengthening, community engagement, effective governance and leveraging of strategic partnerships. Programme priorities respond directly to a comprehensive analysis revealing severe, multidimensional and disproportionate deprivations among the poorest children, those with disabilities, adolescent girls, nomadic populations, and children affected by conflict, displacement and climate shocks, requiring concentration of efforts on the most critical and high-impact areas.

Child survival, development and well-being

15. The first programme priority aims to ensure the survival, development and full potential of all children and adolescents in Chad, with a focus on the most vulnerable and those living in fragile, climate-affected or emergency settings. Aligned with the UNICEF Strategic Plan impact result 1, the *Tchad Connexion 2030* priority on basic social services and the UNSDCF transformational priority on human capital, this programme outcome will strengthen systemic pathways to deliver equitable and resilient results. It will reinforce the performance, integration and resilience of health, nutrition, WASH, child protection and social policy systems; enhances preparedness, early warning and emergency response to safeguard continuity of essential services; and empower communities, adolescents and caregivers through strengthened engagement and social and behaviour change. Concurrently, investments will address structural bottlenecks by improving service delivery quality, expanding qualified personnel and climate-resilient infrastructure, and advancing child-sensitive planning, budgeting and public finance management at central and decentralized levels. Together, these interconnected shifts will reduce financial, institutional, behavioural and climate-related barriers, driving coherent, multisectoral and sustainable improvements in survival, development and protection outcomes for all children and adolescent girls and boys in Chad.

Access to quality learning and skilling

16. The second programme priority aims to ensure equitable access to inclusive, quality education, and the acquisition of foundational and transferable skills for all children and adolescents, particularly those who are marginalized, exposed to violence, living with disabilities, or affected by conflict, displacement or climate shocks. Aligned with impact result 2 of the UNICEF Strategic Plan, the *Tchad Connexion 2030* priorities on education and inclusion, and the UNSDCF focus on universal human capital, the programme strengthens systemic pathways to improve the performance, resilience and governance of the education system. It supports schools and communities to deliver safe, protective and climate-resilient learning environments integrated with WASH, health, nutrition, child protection and social protection services, while reinforcing community engagement and behaviour change

to promote participation and prevent violence, abuse and neglect. Investments in preparedness, qualified teachers, adequate learning inputs and climate-resilient infrastructure will address critical supply bottlenecks, while improved public finance management and child-sensitive planning will tackle structural constraints within the enabling environment. Together, these shifts reduce financial, institutional, cultural and climate-related barriers, enabling all children and adolescent girls and boys, including the most vulnerable, to enroll, remain in school, learn, and acquire the skills needed to realize their full potential.

17. The country programme will deploy integrated Strategic Plan change strategies to strengthen national systems, expand equitable service delivery, and reach the most marginalized girls and boys, including children with disabilities, through inclusive education, health, nutrition, WASH and child protection services. It will invest in climate-resilient, digitized and reliable supply chains, and integrated school- and community-based delivery to ensure continuity and quality of services at scale (Strategic Plan strategy 5) in development as well as humanitarian settings.

18. Leveraging partnerships and financing (Strategic Plan strategy 2) constitutes a core strategy for strengthening national systems and achieving results at scale for children's survival, development and learning. The programme will capitalize on strategic alliances to improve enrolment, retention and learning outcomes, while enhancing national capacities to deliver equitable, quality services nationwide. *Tchad Connexion 2030* provides an overarching framework for mobilizing domestic resources and coordinating contributions from technical and financial partners. Within this framework, UNICEF will work closely with the Government and partners engaged in *Tchad Connexion 2030* programmes related to water and sanitation (programme 1), education and training (programme 4), health (programme 6), state reform and decentralization (programme 14), and the inclusion of women and vulnerable populations (programme 15), ensuring that investments are aligned with national priorities and translate into tangible progress for children and adolescents.

19. As part of its programme strategy, UNICEF will support public finance reforms and decentralization to improve efficiency, equity and transparency in resource allocation for children. At central level, the programme will strengthen capacities for child-sensitive planning, budgeting, domestic resource mobilization and expenditure monitoring, while working with Parliament and civil society to enhance oversight and public participation. At decentralized level, UNICEF will support provincial and communal authorities to develop and implement child-sensitive local plans and budgets and promote meaningful child and youth (15–24 years) participation in local governance. The programme will also help expand fiscal transfers and mobilize complementary financing from development partners and the private sector. Strengthened governance and accountability mechanisms, including innovative financing for children, along with alignment with major investments by the World Bank, International Monetary Fund (IMF), African Development Bank (AfDB) and Islamic Development Bank (IDB), will reinforce national systems and sustain progress across essential social sectors.

20. UNICEF will contribute to strengthening inter-agency collaboration to enable the United Nations system to jointly leverage expertise, capacities and financing in support of national human capital systems. This cooperation will promote coherence, reduce fragmentation, and enhance the collective impact of United Nations agencies on outcomes for children and adolescents. UNICEF will also reinforce coordination mechanisms with technical and financial partners to advance system-strengthening, harmonized planning, joint advocacy and aligned financing, particularly in education, WASH and social protection sectors where

UNICEF serves as lead or co-lead, supporting scalable, high-impact interventions across the country.

21. The programme will deploy an integrated package of community-based interventions to address social and gender norms that hinder child survival, development, and the equitable schooling and retention of girls and boys. This approach will strengthen the capacities of front-line workers and community actors to adopt recommended practices and to engage actively in the effective management and use of basic social services (Strategic Plan strategy 4 and accelerator 2). Community mobilization efforts will reinforce the national positive parenting programme and promote positive social norms that advance the realization of children's rights. Social and behaviour change strategies will prioritize community and digital engagement, existing robust accountability and feedback mechanisms, and strengthen collaboration with community structures and traditional and religious leaders, to address harmful norms and practices and foster a more enabling and protective environment for children.

22. The country programme will expand meaningful engagement of adolescent girls and boys, including those with disabilities, by broadening opportunities for skills development and strengthening platforms for information-sharing, participation and civic engagement. As a Strategic Plan accelerator, it will amplify adolescent girls' voice, leadership and agency through community and intergenerational dialogue, digital literacy, and safe physical and online spaces. These efforts will increase demand for quality services, challenge harmful social norms and promote adolescents' active participation in local decision-making, contributing inter alia to sustained improvements in education, health, nutrition, child protection and WASH (Strategic Plan accelerators 1 and 3). Strengthened community feedback and accountability mechanisms will ensure adolescent and community priorities inform local governance, reinforcing equitable, sustainable and community-owned progress across essential social sectors.

23. In alignment with the Core Commitments for Children, humanitarian action will be implemented through prepositioned supplies, surge-ready personnel, emergency-ready partnerships, early warning and anticipatory action, and multi-hazard plans co-owned with ministries and decentralized authorities. The programme will contribute to the implementation of the localization strategy, strengthening the capacities of UNICEF, as well as national and local stakeholders, to deliver faster, more predictable and more accountable emergency response by streamlining procedures, clarifying leadership roles, improving risk-informed programming and reinforcing field presence.

24. Advancing gender equality will remain central to programme implementation by addressing the distinct needs of girls and boys, promoting positive social norms through the engagement of adolescents, youth and men, and strengthening institutional capacities and partnerships to deliver gender-responsive results. Strategic advocacy will reinforce the political, institutional and financial environment for child rights through coherent and coordinated messaging. The programme will also strengthen data and evidence systems by supporting national statistics, research and evaluation to expand the availability and use of quality disaggregated data for evidence-based advocacy, risk-informed and equity-focused programming, and social sector reforms. Enhanced knowledge-management platforms will further promote evidence-driven decision-making across sectors, directly supporting the achievement of the two programme priorities.

25. The country programme will strengthen child-focused climate governance to advance climate-resilient policies, strategies and coordination across climate-sensitive sectors, including WASH, while supporting child survival,

development and learning in development and emergency contexts. UNICEF will promote climate-resilient basic services, integrate climate change education, reinforce community preparedness for floods, droughts and other shocks, and empower adolescent girls and boys through adolescent-led adaptation and mitigation initiatives. Evidence generation and normative frameworks will be strengthened at national and decentralized levels, with climate resilience systematically embedded in emergency preparedness and response. Partnerships with Government, United Nations agencies, donors, civil society and the private sector will be expanded to mobilize resources through innovative financing mechanisms, including the Green Climate Fund, loss and damage instruments, and carbon markets, while amplifying youth-led climate action through digital platforms such as U-Report.

26. The programme will leverage digital innovation, interoperability and artificial intelligence (Strategic Plan accelerator 3) to expand access to essential services for vulnerable populations, strengthen national supply chains and support the progressive transition of supply-management functions to Government. These advances will improve operational efficiency and promote a more sustainable, paperless working environment. In parallel, the solarization of UNICEF offices and basic social services will reduce dependence on unstable power grids and enhance the continuity and quality of priority services, particularly in health and education.

Summary budget table

<i>Programme component</i>	<i>(In thousands of United States dollars)</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
Health	17 764	64 000	81 764
Nutrition	3 553	10 800	14 353
Water, sanitation and hygiene	6 217	22 000	28 217
Education	9 770	54 000	63 770
Child protection	9 770	6 800	16 570
Social inclusion	13 323	17 600	30 923
Programme effectiveness	28 423	24 800	53 223
Total	88 820	200 000	288 820

Programme and risk management

27. Programme management will be led by the Ministry of Planning in close collaboration with UNICEF and sectoral ministries to guide joint planning, monitoring, supervision and reviews, ensuring coordinated implementation and shared accountability for results. UNICEF will work closely with United Nations agencies to strengthen coordination within the UNSDCF results group on human capital and to advance the joint efficiency agenda. UNICEF will also continue reinforcing national and inter-agency mechanisms for emergency preparedness and response, particularly in nutrition, education, WASH and the child protection area of responsibility, to ensure timely, coherent and effective action during crises.

28. Programme and operational risks will be proactively managed through strengthened internal controls, streamlined procedures and enhanced mitigation measures, ensuring efficient use of resources, rigorous quality assurance and full adherence to the UNICEF zero-tolerance policy on fraud, sexual exploitation and abuse, and the “do no harm” principle. Anticipatory risk management through regular risk assessments, early warning systems and business continuity measures will help sustain operations in a context marked by volatility and recurrent shocks. These measures will reinforce programme integrity, transparency and resilience, enabling the country programme to deliver results efficiently and accountably in support of national priorities and children’s rights.

Monitoring, learning and evaluation

29. UNICEF will strengthen national data, monitoring and evaluation systems by supporting the National Institute of Statistics and line ministries to generate timely, high-quality data through Multiple Indicator Cluster Surveys (MICS) Plus, improved administrative systems, and analytical work with universities, reinforcing SDG, *Tchad Connexion 2030* and sectoral monitoring. This will expand national capacities in child rights research, digitalized data collection and evidence-based policymaking. Monitoring, learning and evaluation will be further enhanced through national knowledge-sharing platforms that convene Government, Parliament, universities, research institutions, civil society and programme experts to generate and use evidence for strategic decision-making. Programme reviews and strategic moments of reflection will document progress, lessons and outcome-level results, supporting adaptive management, accountability and continuous learning. UNICEF will also provide strategic leadership within joint UNSDCF programming, monitoring and accountability mechanisms, with particular emphasis on results group 1 on inclusive access to quality basic social services, strengthening of human capital and resilience, and reduction of disparities especially in rural and fragile areas.

30. Monitoring, evaluation and learning will be central to guiding evidence-based decision-making throughout the programme. Key evaluations outlined in the costed evaluation plan will generate insights to inform programme adjustments, including evaluability assessments and reviews of the theories of change. UNICEF will work with the Parliamentary Committee for Public Policy Evaluation, the Ministry of Planning, National Evaluation Association and the United Nations country team to advance country-led evaluations and support the institutionalization of public policy evaluation. To deepen understanding of system-level change, the programme will also support developmental evaluations examining how cooperation efforts strengthen national, subnational, front-line and community systems, while a summative evaluation of the cooperation programme will inform the design of the next country programme.

Annex

Results and resources framework

Chad – UNICEF country programme of cooperation, 2027–2030

Convention on the Rights of the Child: Articles 1–40 and 45 National priorities: Priority 2 of the National Development Plan <i>Tchad Connexion 2030</i> (2025-2030) on efficient social policies; Programme 1: Water and sanitation; Programme 4: Education; Programme 6: Health; Programme 14: State reforms, decentralization, peace, security and diplomacy; Programme 15: Social and economic inclusion. Related SDGs: SDG1,2,3,4,5,6,10,16
United Nations Sustainable Development Cooperation Framework (UNSDCF) outcomes involving UNICEF: 1
Related impact results of the UNICEF Strategic Plan 2026–2029: 1,2,3,4,5

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
Outcome 1. By 2030, vulnerable populations have equitable and inclusive access to quality basic social services, strengthening of human capital and resilience, and reduction of disparities especially in rural and fragile areas.	1. By 2030, the health system delivers resilient, quality maternal, neonatal, child health and vaccination services that are effectively managed and used by communities, especially the most vulnerable, including in emergencies.	Number of children under 5 years of age with symptoms of acute respiratory infection for whom advice or treatment was sought: B: 159 320 (2023) T: 256 999 (2030)	MICS, health information system	Health system is strengthened at all levels to deliver resilient, quality maternal, newborn, child and adolescent health and vaccination services, including in emergencies.	Ministry of Health, WHO, GAVI, NGOs	17 764	64 000	81 764
		Number of children receiving at least three doses of diphtheria, tetanus and pertussis (DTP) vaccine: B: 530 014 (2024) T: 773 239 (2030)						
		Number of live births attended by skilled health personnel (home and facilities): B: 338 274 (2023) T: 579 929 (2030)						

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
	2. By 2030, nutrition and food systems are strengthened to increase the availability and use of nutritious, safe, affordable and sustainable foods for young children, especially the most vulnerable, and to improve coverage and uptake of quality malnutrition prevention and treatment services, including in emergencies.	Number of children under 5 years of age who benefit from an essential package of nutrition interventions for the protection, promotion and support of breastfeeding, complementary foods and feeding practices, and related micronutrient supplementation: B: 5 058 537 (2025) T: 5 800 000 (2030)	National nutrition survey, MICS, health information system, food security and early warning information system	Key systems that prevent and manage malnutrition, across food, health, WASH, education and social protection, are strengthened at all levels, with improved coordination and accountability mechanisms ensuring that young children, including in emergencies, have access to nutritious, safe, affordable and sustainable foods and quality care. Parents, adolescents, young people and communities, especially the most vulnerable, are equipped to adopt optimal infant and young child feeding practices, and to promote appropriate use and effective and sustainable management of services for prevention and treatment of malnutrition, including in emergencies.	Ministries of Health, Agriculture, Women and Early Childhood, Social Action, Solidarity and Humanitarian Affairs, Finance, WFP, FAO, WHO, IFAD, NGOs, nutrition coordination platforms	3 553	10 800	14 353
		Number of children under 5 years of age who benefit from a minimum package of nutrition interventions detection and treatment of wasting: B: 406 893 (2024) T: 956 607 (2030)						
		Number of children under 5 years of age who benefit from a minimum package of nutrition interventions for the early detection and treatment of the more severe forms of child wasting and other forms of acute malnutrition: B: 427 646 (2025) T: 350 000 (2030)						
		Percentage of children aged 6–23 months receiving a minimum number of food groups: B: 27.9% (2024) T: 50.0% (2030)						

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
		Number of children under 5 years of age who benefit from early stimulation, nurturing care, responsive parenting and inclusive childcare services to support early childhood development: B: 425 077 (2025) T: 1 000 000 (2030)						
	3. By 2030, the education system delivers more resilient and higher-performing services, leading to improved enrolment, retention of girls and boys, and strengthened learning outcomes, including in emergencies.	Out-of-school rate (one year before the official primary entry age, primary and secondary school age): B: 56.8% (G: 59.4%; B: 54.3%) (2019) T: 42% (G: 42%; B: 42%) (2030) Proportion of children and young people achieving minimum proficiency in reading and mathematics Reading B: 22% (2019) T: 50.8% (2030) Math B: 11.5% (2019) T: 14% (2030)	MICS, PASEC, statistical yearbook	The education system has strengthened capacity to expand access and provide quality, inclusive education services for children and adolescents, particularly the most vulnerable, including girls, children with disabilities, and those from poor or nomadic households, and in emergency contexts. Adolescents and young people, parents, communities, and teachers have enhanced capacities to support enrolment, retention, learning follow-up and the sustainable management of education services in healthy, inclusive, protective and climate-resilient environments,	Ministry of National Education and Civic Promotion, Ministry of Women and Early Childhood, UNESCO, WFP, IDB, Plan International, NGOs	9 770	54 000	63 770

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
				including in emergencies.				
	4. By 2030, WASH institutions, health facilities, schools and community structures provide and sustain increased access to safe, inclusive, climate-resilient and quality WASH services, and promote the adoption of recommended WASH practices, including in emergencies.	Percentage of population using safely managed drinking water services: B: 6.34% (2024) T: 15% (2030)	MICS, WASH information system, JMP	The WASH system is strengthened at all levels to deliver safe, inclusive, climate-resilient and shock-responsive WASH services in health facilities, schools and communities, ensuring healthy and protective environments for children, including in emergencies. Parents, adolescents and young people, communities and service providers, including WASH, education and health actors, have enhanced capacities to adopt recommended WASH practices, improve access to and use of quality WASH services, and ensure their effective and sustainable management, including in emergencies.		6 217	22 000	28 217
		Percentage of population using safely managed sanitation services: B: 11.09% (2024) T: 20% (2030)						
		Number of children reached with climate-resilient drinking water and/or sanitation: B: Water: 45.86% Sanitation: 2.05% (2024) T: Water: 48.26 Sanitation: 3.25 (2030)						
	5. By 2030, the child protection system is strengthened at all levels to improve birth registration and	Percentage of children under 5 years of age whose births have been registered with a civil authority: B: 22% (2019) T: 50% (2030)	MICS, statistical yearbook	The child protection system has strengthened capacity to ensure access to birth registration and to quality prevention and response services	Ministry of Women's Affairs, Ministry of Social Action, Ministry of Education	9 770	6 800	16 570

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
	provide effective prevention and response to child marriage, violence, abuse, exploitation and neglect affecting children and adolescents, particularly the most vulnerable, in schools and communities, including in emergencies.	Percentage of women (20–24 yrs) married before age 15: B: 24.6% (2019) T: 18% (2030) Rate per 100,000 children accessing specialized social services to address child protection risks: B: 31 per 100 000 (2024) T: 47.5 per 100 000 (2030)		addressing child marriage and violence against girls and boys, especially the most vulnerable, in communities and schools, including in emergencies. Adolescents, young people, parents and community actors have enhanced skills to support birth registration and to prevent and respond to child marriage and violence against girls and boys, particularly the most vulnerable, and to promote the effective and sustainable use and management of protection services, including in emergencies.	(Gender Unit), UNFPA, UNDP, IOM, UNHCR and NGOs			
	6. By 2030, the performance of the national social protection system and public finance management in key social sectors for child survival, development and education is improved to better support children in	Proportion of population covered by social protection floors/systems B: 2.5% (2026) T: 3% (2030) Proportion of government budget allocated to Education, Health, Social Affairs and Women line Ministries: B: 24.7% (2026) T: 27% (2030) B: 0 (2025) T: 30 (2030)	MICS, ECOSIT	Ministries responsible for key social sectors essential to child survival, development and education, as well as local authorities, have strengthened capacities and increased financing to plan, budget, execute and report on public expenditures for the survival, development and schooling of girls and boys, especially	Ministry of Finance, Ministry of Social Affairs, local governments, World Bank, IMF, EU, AfDB, WFP	13 323	17 600	30 923

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)		
						RR	OR	Total
	situations of vulnerability, including in emergencies.	Number of municipalities or local governments that have institutionalized participatory planning or budgeting involving underserved and marginalized groups.		the most vulnerable, including in emergencies. The national social protection system has enhanced capacity to coordinate, design, implement and report on risk-sensitive and child rights-responsive social protection programmes that better support vulnerable children and adolescents, particularly for their survival, development and education.				
	7. By 2030, programmatic and geographic convergence, resource leveraging, innovation, interoperability and strategic partnerships are strengthened to enable agile, adaptive and effective programme management in development and emergency contexts.	Resources leveraged for the programme: B: \$62 500 000 (2026) T: \$2 888 200 000 (2030) Percentage of adolescent girls who report being able to express their opinions and be heard ("voice") B: 56% (2025) T: 64% (2030) Number of humanitarian programmes that have a planned and resourced component on community engagement for behaviour and social change with UNICEF support: B: 6 (2026) T: 20 (2030)	Insight, Review reports	Programme interventions are effectively coordinated and grounded in innovative, risk-informed, gender-responsive, equity-focused and child-rights-based approaches, leveraging strategic partnerships to improve children's survival, development and education, including in emergencies. National systems for early warning, prevention, preparedness and crisis response, and programme coordination	Ministry of Planning, INSEED, Ministry of Social Affairs, Solidarity and Humanitarians, Ministry of Communication, Ministry of Youth, Parliament, academia, High Council of Local Authorities and Traditional Leaders, adolescents' and youth associations, UNFPA, UNDP, WFP,	28 423	24 800	53 223

<i>UNSDCF outcomes</i>	<i>UNICEF outcomes</i>	<i>Key progress indicators, baselines (B) and targets (T)</i>	<i>Means of verification</i>	<i>Indicative country programme outputs</i>	<i>Major partners, partnership frameworks</i>	<i>Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)</i>		
						<i>RR</i>	<i>OR</i>	<i>Total</i>
				mechanisms are strengthened at all levels to enhance the resilience of basic social services and communities. Strategic alliances and innovative partnerships are strengthened to advance advocacy, promote children's rights and enhance the visibility of programme results, including in emergencies. Adolescent girls and boys gain increased access to skills, information platforms and civic participation opportunities and actively promote children's rights and recommended practices in their communities, including in emergencies. Communities are better equipped to address social and cultural barriers to children's survival, development and schooling, and to operate functional accountability and feedback mechanisms, including in emergencies.	GiZ, UNOCHA, UNHCR, IOM			

<i>UNSDCF outcomes</i>	<i>UNICEF outcomes</i>	<i>Key progress indicators, baselines (B) and targets (T)</i>	<i>Means of verification</i>	<i>Indicative country programme outputs</i>	<i>Major partners, partnership frameworks</i>	<i>Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (in thousands of United States dollars)</i>		
						<i>RR</i>	<i>OR</i>	<i>Total</i>
				National statistical and planning systems, M&E capacities and child-rights knowledge platforms are strengthened to generate quality data and evidence for results-based programming and performance management, including in emergencies. National procurement and supply management systems, innovative technology solutions and the solarization of social services are strengthened to improve programme implementation efficiency, including in emergencies.				
Total resources						88 820	200 000	288 820