



**GREEN  
CLIMATE  
FUND**

**Meeting of the Board**

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Provisional agenda item 10

**GCF/B.44/02/Add.01**

**4 March 2026**

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# Consideration of funding proposals – Addendum I

## Funding proposal package for SAP066

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### **Summary**

This addendum contains the following six parts:

- a) A funding proposal titled "SCALE – Strengthening Chad’s Adaptation for Land, Ecosystems and smallholders";
- b) No-objection letter issued by the national designated authority(ies) or focal point(s);
- c) Secretariat’s assessment;
- d) Independent Technical Advisory Panel’s assessment;
- e) Response from the accredited entity to the independent Technical Advisory Panel’s assessment; and
- f) Gender documentation.

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# Simplified Approval Process Funding Proposal

Project/Programme title: *SCALE – Strengthening Chad’s Adaptation for Land, Ecosystems and smallholders*

Country(ies): *Chad*

National Designated Authority(ies): *Mr. Abakar MOURNO ABDOULAYE, Ministry of the Environment, Fisheries and Sustainable Development*

Accredited Entity: *Acted*

Date of first submission: *[2025/09/25]*

Date of current submission/  
version number: *[2025/12/5] [V.04]*



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## Contents

### Section A PROJECT / PROGRAMME SUMMARY

This section highlights some of the project's or programme's information for ease of access and concise explanation of the funding proposal.

### Section B PROJECT / PROGRAMME DETAILS

This section focuses on describing the context of the project/programme, providing details of the project/programme including components, outputs and activities, and implementation arrangements.

### Section C FINANCING INFORMATION

This section explains the financial instrument(s) and amount of funding requested from the GCF as well as co-financing leveraged for the project/programme. It also includes justification for requesting GCF funding and exit strategy.

### Section D EXPECTED PERFORMANCE AGAINST INVESTMENT CRITERIA

This section provides an overview of the expected alignment of the projects/programme with the GCF investment criteria: impact potential, paradigm shift, sustainable development, needs of recipients, country ownership, and efficiency and effectiveness.

### Section E ANNEXES

This section provides a list of mandatory documents that should be submitted with the funding proposal as well as optional documents and references as deemed necessary to supplement the information provided in the funding proposal.

#### Notes to accredited entities on the use of the SAP funding proposal template

- The Simplified Approval Process Pilot Scheme (SAP) supports projects and programmes with a GCF contribution of up to USD 25 million with minimal to no environmental and social risks. Projects and programmes are eligible for SAP if they are ready for scaling up and have the potential for transformation, promoting a paradigm shift to low-emission and climate-resilient development.
- This template is for the SAP funding proposals and is different from the funding proposal template under the standard project and programme cycle. Distinctive features of the SAP funding proposal template are:
  - *Simpler documents*: key documents have been simplified, and presented in a single, up-front list;
  - *Fewer pages*: A shorter form with significantly fewer pages. The total length of funding proposals should **not exceed 20 pages**, annexes can be used to provide details as necessary;
  - *Easier form-filling*: fewer questions and clearer guidance allows more concise and succinct responses for each sub-section, avoiding duplication of information.
- Accredited entities can either directly incorporate information into this proposal, or provide summary information in the proposal with cross-reference to other funding proposal documents such as project appraisal document, pre-feasibility studies, term sheet, legal due diligence report, etc.
- Submitted SAP Pilot Scheme funding proposals will be disclosed simultaneously with submission to the Board, subject to the redaction of any information which may not be disclosed pursuant to the [GCF Information Disclosure Policy](#).
- For more information on how to develop Funding Proposals under the SAP please refer to the [Simplified Approval Process \(SAP\) Funding proposal guidelines](#).

A. PROJECT/PROGRAMME SUMMARY					
<b>A.1. Has this FP been submitted as a SAP CN before?</b>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			
<b>A.2. Is the Environmental and Social Safeguards Category C or I-3?</b>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>			
<b>A.3. Project or programme</b>	Indicate whether this FP refers to a combination of several projects (programme) or one project. <input checked="" type="checkbox"/> Project <input type="checkbox"/> Programme	<b>A.4. Public or private sector</b>	<input checked="" type="checkbox"/> Public sector <input type="checkbox"/> Private sector	<b>A.5. RfP</b>	Not applicable
<i>Check the applicable GCF result area(s) that the overall proposed project/programme targets. For each checked result area(s), indicate the estimated percentage of GCF and Co-financers' budget devoted to it. The total of the percentages when summed should be 100% for GCF and Co-financers' contribution respectively.</i>					
				<b>GCF Contribution</b>	<b>Co-financers' contribution<sup>1</sup></b>
<b>Mitigation total</b>				<u>Enter number</u> %	<u>Enter number</u> %
<input type="checkbox"/> Energy generation and access				<u>Enter number</u> %	<u>Enter number</u> %
<input type="checkbox"/> Low emission transport				<u>Enter number</u> %	<u>Enter number</u> %
<input type="checkbox"/> Buildings, cities and industries and appliances				<u>Enter number</u> %	<u>Enter number</u> %
<input type="checkbox"/> Forestry and land use				<u>Enter number</u> %	<u>Enter number</u> %
<b>Adaptation total</b>				<u>Enter number</u> %	<u>Enter number</u> %
<input checked="" type="checkbox"/> Most vulnerable people and communities				50 %	50 %
<input checked="" type="checkbox"/> Health and well-being, and food and water security				50 %	50 %
<input type="checkbox"/> Infrastructure and built environment				<u>Enter number</u> %	<u>Enter number</u> %
<input type="checkbox"/> Ecosystem and ecosystem services				<u>Enter number</u> %	<u>Enter number</u> %
<b>A.7.1. Expected mitigation outcome</b>  (Core indicator 1: GHG emissions reduced, avoided or removed / sequestered)	N/A	<b>A.7.2 Expected adaptation outcome</b>  (Core indicator 2: direct and indirect beneficiaries reached)	Indicate total number of direct and indirect beneficiaries 639,424		
		Indicate number of direct beneficiaries		Indicate number of indirect beneficiaries	
		261,715		377,709	
		Indicate % of direct beneficiaries vis-à-vis total population		Indicate % of indirect beneficiaries vis-à-vis total population	
		1.3%		1.9%	
<b>A.8.1. Total investment (GCF + co-finance<sup>2</sup>)</b>	Amount: 27,646,556.53 USD		<b>A.8.2 Total GCF funding requested (max USD 25M)</b>	Amount: 25,000,000.00 USD	

<sup>1</sup> Co-financer's contribution means the financial resources required, whether Public Finance or Private Finance, in addition to the GCF contribution (i.e. GCF financial resources requested by the Accredited Entity) to implement the project or programme described in the funding proposal.

<sup>2</sup> Refer to the Policy on Co-financing of the GCF.

<b>A.9. Type of financial instrument requested for the GCF funding</b>	<p>Mark all that apply.</p> <input checked="" type="checkbox"/> Grant <input type="checkbox"/> Loan <sup>3</sup> <input type="checkbox"/> Equity <input type="checkbox"/> Guarantees <input type="checkbox"/> Others:		
<b>A.10. Implementation period (months)</b>	<p>Indicate the number of months the project/programme is expected to be implemented. (i.e. From the effective date of the Funded Activity Agreement to the Completion Date)</p> <p>60 months</p>	<b>A.11. Total project/ programme lifespan (years)</b>	<p>Indicate the maximum number of years over which the outcomes of the investment are expected to be effective, i.e. to lead to adaptation and/or mitigation results.</p> <p>10 years</p>
<b>A.12. Expected date of internal approval</b>	<p>The date that the Accredited Entity obtained/will obtain its own approval to implement the project/ programme, if available</p> <p>9/20/2025</p>	<b>A.13. Has Readiness or PPF support been used to prepare this FP?</b>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<b>A.14. Is this FP included in the entity work programme?</b>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	<b>A.15. Is this FP included in the country programme?</b>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>
<b>A.16. Executing Entity information</b>	<p>The project will have two co-executing entities:</p> <ol style="list-style-type: none"> <li>1. Acted – acting through its Chad office (Acted Chad)</li> <li>2. The Special Fund for the Environment (FSE) – is a public administrative body of the Republic of Chad, under the technical oversight of the Ministry of the Environment, Fisheries, and Sustainable Development</li> </ol>		
<b>A.17. Scalability and potential for transformation (max. 100 words)</b>			
<ol style="list-style-type: none"> <li>1. SCALE is a paradigm-shifting initiative designed to scale the successes of two iterations of the EU funded project, ‘<i>Strengthening Climate Governance and Resilience in Chad</i>’ (AMCC) (2016–2024), which piloted climate-resilient agriculture and livelihoods in line with national adaptation priorities. Key best practices include improved livestock water access for pastoralists, climate-smart farming techniques that raise productivity, and the Agora30 platform, which supports institutional learning on adaptation. Under SCALE, Agora30 workshops and working groups will continue but transition from NGO management to the national entity FSE, strengthening sustainability and national ownership while informing Chad’s NDCs and NAPs. SCALE will replicate proven best practices in new provinces and scale-up new techniques while strengthening climate impact measurement frameworks that capture the results of adaptation strategies improving the investment case for future climate adaptation projects.</li> <li>2. Grounded in locally led climate action, SCALE aims to ensure the knowledge and technical barriers to adaptation are overcome, promoting sustainable, and climate resilient livelihoods across rural, hard to reach agricultural and pastoral communities. With attention to gender and inclusion, underserved women, youth and refugees will build safety nets through access to diversified livelihoods. Embedding skills and knowledge within all levels of the government, local institutions and communities, the program will directly support 261,715 people to adopt new climate resilient practices. The project will serve as a model with measurable climate impacts, for scaling adaptation practices across the Sahel, and other fragile states.</li> </ol>			
<b>A.18. Project/Programme rationale, objectives and approach (max. 300 words)</b>			

<sup>3</sup> Senior loans and subordinated loans.

3. Chad, the most vulnerable country in the world to climate change, has limited capacity to support adaptation and resilience building across the country. In the target provinces of Moyen Chari, Salamat, Sila and Ouaddaï, poverty, fragile livelihoods, food insecurity, and influxes of refugees stretch national and local capacities. Climate projections show an increase in temperatures, number of extremely hot days (> 40 °C), precipitation levels and variability (see Annex 2, section 6). This anomaly means rainfall will accrue in short periods of time, leading to longer dry spells, and increasing risk of flash floods.
4. SCALE supports farming and agro-pastoral communities to transition towards climate-adapted production systems. In farming areas (Moyen Chari and Salamat), which face heavier rainfall, threatening flooding and crop losses, project interventions will focus on promoting climate-resilient agriculture through farmer field schools. This will include demonstration sites and inputs to promote adaptation techniques for water, input and land management, with practices such as water harvesting, biopesticides and composting, while strengthening land governance for inclusion of women and youth. In agro-pastoral zones (Ouaddaï, Sila, and Salamat), SCALE will respond to high temperatures, more heat extremes, and variable rainfall. Agro-pastoral field schools will promote rangeland management, good animal husbandry practices, fodder production, and vegetation improvement. See Annex 2, section 8 for detailed adaptation techniques. Rangeland management will be reinforced through the provision of sustainable livestock water and fodder infrastructure.
5. As shocks increase across traditional pastoral and farming systems, the need for diversification of livelihoods to support resilient food security and income becomes more critical. SCALE supports alternative and climate resilient income generating activities, such as alternative livestock feeds, food preservation, and moringa/kawal production, with a focus on women and youth (see Annex 2, section 8). These livelihoods prioritise locally relevant adaptation techniques while supporting the most vulnerable to adapt to current and worsening shocks of climate change. Finally, SCALE addresses structural barriers to adaptation through capacity support to the government of Chad, at national and subnational level; strengthening authorities' ability to institutionalise and disseminate best practices for adaptation, whilst providing technical support to deliver on Chad's climate commitments.
6. Without urgent investment in adaptive solutions, climate change will continue to erode livelihoods, deepen food insecurity, and drive migration in Chad. However, the country has not been able to provide the required financing, due to high levels of public debt, poor fiscal management practices, and weak economic growth. Chad has one of the highest incidences of multi-dimensional poverty globally, at 65.8 percent,<sup>4</sup> making the target population among the poorest and most vulnerable in the world. Provincial and community capacities are stretched by the presence of nearly a million Sudanese refugees (Ouaddaï and Sila), and refugees from Central African Republic (Salamat and Moyen-Chari). Chad's extreme vulnerability and climate fragility align with GCF's current prioritisation of African least-developed countries to provide a clear justification for grant financing.
7. The project aligns with the GCF's strategic plan 2024-27 by contributing to the following targeted results: T1 supporting the government of Chad to advance implementation of their NAPs/NDCs by developing a high quality climate project pipeline for financing; T2 working with FSE (the most advanced DAE applicant in Chad) as an EE for this project to strengthen their programming capacity and experience managing and disbursing GCF funds; T4 supporting 261,715 people in Chad to adopt low emission climate resilient agricultural production, securing livelihoods; and T9 encompassing locally led adaptation through the engagement of the national government (FSE), as well as the provincial, local and customary authorities in the four provinces, alongside technical extension staff in the agriculture and livestock departments.

<sup>4</sup> Multidimensional Poverty Peer Network, (2023), Multidimensional Poverty in Africa. Available [here](#).

## B. PROJECT/PROGRAMME DETAILS

### B.1. Context and baseline (max. 500 words)

8. Chad has three main agro-ecological zones with highly varying conditions and livelihood production zones (detailed in Annex 2, section 3). Climate projections for the four SCALE-supported provinces in Chad show rising risks from both rainfall and temperature anomalies. **Ouaddaï**, the hottest province (29.1°C), is expected to face the largest increases in temperature (+1.3–1.8°C) and extreme heat days (+36 to +49), coupled with largest increase in 1-day precipitation anomaly (+14.3mm), heightening both water stress and flash flood risks. Similarly, **Sila** also faces significant warming (+1.3–1.7°C) and more extreme heat days (+32 to +44), along with large increase in one day precipitation anomaly (+12.9mm) increasing flash flood risk. **Salamat** will see substantial rainfall increases (+12–17%), particularly around the Bahr Salamat River, amplifying flood risk due to changes in inter-seasonal variability. **Moyen Chari** already has high rainfall (966 mm) and is projected to see further increases (+9–12%). However, due to inter-seasonal variability and increasing dry periods, rain-fed crop production cycles can be affected. Projections point to intensified flood hazards and growing heat stress across all provinces. (All references for climate analysis in Annex 2, section 5).
9. Chadian agriculture is extremely important for national GDP (contributing 20%) and for livelihoods of most Chadians (approximately 88% of the population), but is heavily impacted by climate change, being largely rain-fed and already shifting in locations due to changing climate zones. Livestock production, based extensively on natural rangelands, is dependent on forage resources which are also heavily linked to annual rainfall levels. Without adaptation support, it is likely that agricultural production in Chad will face further significant drops in food crop yields (10-25%), due to water shortfalls from drought, high temperatures and variations in rain. Reduced forage biomass will continue to shift transhumance routes and further strain tensions between herders and agriculturalists. In parallel, the continued degradation of vulnerable lands caused by poor land management practices will place stress on communities to open new agricultural and livestock areas that will highly impact biodiversity and environmental preservation across the country.<sup>5</sup>
10. These changing climate dynamics render agricultural and pastoral populations acutely vulnerable to climate risks, and intensify the need for support in breaking down barriers to adaptation:
  - a. The government of Chad has limited institutional and technical capacity to scale climate adaptation. There is no strong project pipeline linking NDCs and NAPs to concrete investments, and agencies lack staff, tools, and resources to design and track effective projects. Without measurable results, it is difficult to build business cases or attract private sector finance.
  - b. Knowledge-sharing and collaboration platforms are weak. Best practices are often lost, learning is fragmented, and new approaches remain small-scale. Limited social networks reduce collective resilience, and national policies rarely translate into practical action for vulnerable households.
  - c. Technical expertise for ecosystem-based adaptation is lacking. Institutions and local actors have limited know-how in areas such as rangeland restoration, watershed management, and agroforestry. Extension services are underfunded, leaving communities without guidance on proven climate-smart practices.
  - d. Households remain highly dependent on rainfed farming and livestock. Opportunities for diversification exist, but access to finance, technical skills, and markets is limited, especially for women and youth. Poor infrastructure and high risks keep families locked into vulnerable, low-return livelihoods.
11. SCALE has been designed to complement other regional climate programs. Targeted provinces have been selected based on vulnerability and climate risk profiles, and to ensure non-duplication with areas being targeted under other ongoing GCF climate-projects such as IFAD's "The Africa Integrated Climate Risk Management Programme," and FAO's "Scaling-Up Resilience in Africa's Great Green Wall." SCALE thus ensures efficient complementarity, with different actors focusing on different agro-ecological zones.

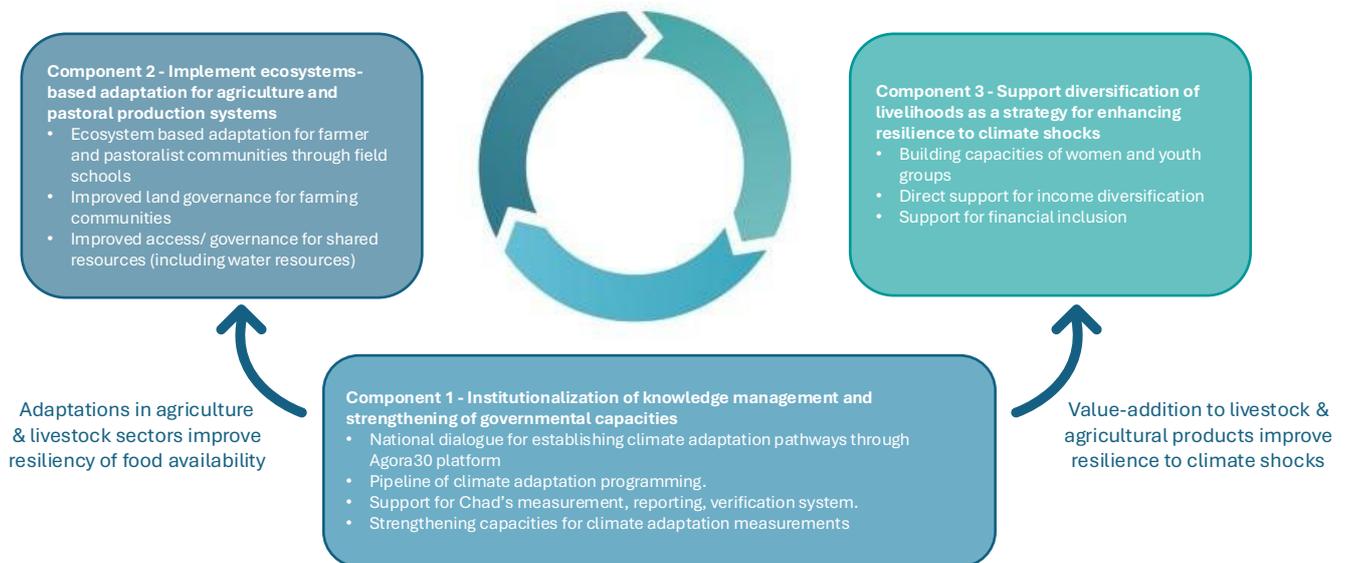
<sup>5</sup> UNDP, (n.d), Premier Plan National d'Adaption au Changement Climatique de la Republique du Tchad. Available [here](#).

As such, SCALE has also coordinated closely with the start-up phase of UNDP’s GCF funded “Multi-country Project Advancing Early Warning for All to identify synergies such as replicating early warning community messaging and systems in provinces not covered by UNDP, and data sharing through climate risk profiles to better inform climate adaptation needs. Although SCALE is not implemented in areas overlapping with the Great Green Wall, it will ensure that best practices and lessons learned through this initiative are also captured and capitalised upon as part of the institutional knowledge sharing component. However, the implementation and deliverables of SCALE are not dependent on the achievements or outputs of any other ongoing projects.

**B.2.1. Project/Programme description (max. 1,000 words)**

12. The project design is built on an integrated approach to climate-resilient agriculture and pastoralism, combining three components: 1. institutional strengthening, 2. ecosystem-based adaptation, and 3. livelihood diversification. Together, these interventions aim to transform vulnerable production systems in South and East Chad, improving resilience to extreme events and reducing climate risks for farming and pastoral communities.

### SCALE project components



13. The project ensures that adaptation practices are institutionalised and scaled, by embedding climate analysis and impact measurement into national systems, strengthening knowledge management platforms, and fostering community-level awareness. In parallel, ecosystem-based approaches: farmer field schools, water harvesting, and rangeland restoration help communities adopt climate smart practices. Support for inclusive land governance and the establishment of operation and maintenance systems for climate resilient infrastructure further ensures a sustainable natural resource base.

14. To further build resilience, the project supports diversified, climate-adapted livelihoods. Women and youth will receive training in entrepreneurship and financial literacy, alongside support for income-generating activities. Village Savings and Loan Associations (VSLAs) expand financial inclusion, while networking among market actors strengthens pathways for climate resilient products to reach end markets. By aligning institutional reforms, sustainable production, and economic diversification, SCALE aligns with GCF paradigm shift ‘*promoting resilient agriculture*’. The SCALE project will promote on-farm and communal adaptation practices and technologies that strengthen resilience to extreme events affecting agricultural systems.

15. **Component 1: Institutionalisation of knowledge management and strengthening of governmental capacities.**

This component responds to barriers 1 and 2 outlined in section B.1 - addressing the institutional weaknesses of the government of Chad and lack of knowledge management. This will be achieved through two pathways. First through evidence-based capacity building of key stakeholders for institutionalizing climate adaptation in the national frameworks, which will include development of a pipeline of projects through consultation, and training for government employees on their MRV system. Priority will be given to staff from FSE and the Ministry of Environment, Fisheries and Sustainable Development. The training will also be open to staff from other ministries, as identified by FSE and the Ministry of Environment, where their roles contribute to climate impact monitoring or the MRV system, including the NDA and relevant sectoral ministries.<sup>6</sup> Secondly through setting up national and sub-national platforms for information sharing and knowledge retention. Participants for this component would have the right technical background and be engaged in a relevant ministry/ provincial department and/or have specific experience in climate adaptation and knowledge management. Community outreach workers will have strong communication skills, while being interested and engaged in climate action. Full details on beneficiary selection are in Annex 2, section 8.

**16. Output 1.1: Institutional and technical capacities for impact measurement of climate adaptation projects are strengthened.**

SCALE will strengthen government capacity to mobilize climate finance by engaging a consultancy to undertake a consultative analysis with the government and other partners, and to prepare a sector-specific and thematic project pipeline for submission to climate funds and development partners. At least 160 government workers, from the Ministries outlined above, will be consulted in the analysis, and 20 will be trained on the MRV system, with gender representation. For the SCALE project, a measurement framework for adaptation impacts aligned with global tools (UNFCCC, UNEP, OECD) will be developed that can also support national monitoring initiatives. This will involve a literature review, contextualization through stakeholder consultations, toolkit design, training of stakeholders, including those from the Ministries outlined above, and a mid-term review of SCALE.

- **Activity 1.1.1: Participatory elaboration of climate adaptation national project pipeline (FSE)**
- **Activity 1.1.2: Strengthening climate adaptation impact measurement**

**17. Output 1.2: Climate adaptation knowledge and best practices are collected, shared, and scaled through inclusive platforms**

The project will reinforce knowledge management and dissemination of best practices through the Agora30 platform by reviving working groups on gender, land management, and climate adaptation (45 government and stakeholder staff), organizing national workshops (including 200 government and stakeholder staff), and the production of white papers to inform policy. The output will also include localized land use and climate hazard mapping in all four provinces and developing provincial land use and climate adaptation plans for Sila and Ouaddaï, (two land use adaptation plans) complemented by recurring knowledge-sharing workshops (180 provincial workers, farmers, pastoralists). In parallel, it will mobilize communities, including IPs, through outreach workers, radio campaigns, and identification of 'entry point' groups for the project activities - including women's associations, youth clubs, and cooperatives (160,000 people reached, 377,709 people listen to radio spots).

- **Activity 1.2.1: Reinforce national-level dialogues utilizing Agora30 (FSE)**

<sup>6</sup> Including the Ministry of Environment, Fisheries and Sustainable Development (and its technical departments such as DLCC, DFAP, DPA, DFLCD, DEPSS, DEELCPN, DEED, and the Communication Directorate), along with the Ministries of Production and Agricultural Industrialization; Livestock and Animal Production; Water and Energy; Finance, Economy, Planning and International Cooperation; Women and Childhood; Education and Civic Promotion; Health and Prevention; Commerce and Industry; and Youth and Sport. Other relevant institutions include the Secretary of State for Higher Education, Research and Vocational Training; FNE (National Fund for Water); CNRD (National Center for Research and Development); ITRAD and IRAD (Agronomic Research Institutes); ENATE (National Institute for Livestock Techniques); SISAAP (Information System for Food Security and Early Warning); ANADER (National Agency for Agricultural Support and Development); ANGMV (National Agency of the Great Green Wall); AEDE (Agency for Domestic Energy and Environment); ANAM (National Meteorological Agency); and CTCNS (National Monitoring and Control Committee for Environmental Aspects of Oil Production Projects).

- **Activity 1.2.2: Facilitate provincial level plans and knowledge sharing.**
- **Activity 1.2.3: Community-level awareness and leadership for climate adaptation.**

**18. Component 2: *Implement ecosystems-based adaptation for agriculture and pastoral production systems***

This outcome addresses barrier 3 in section B1, limited access (knowledge and inputs) to climate adaptation practices and weak understanding of sustainable natural resource management. SCALE strengthens the knowledge of vulnerable smallholder and agro-pastoral households by promoting adaptation techniques tailored to specific bio-climatic zones. Communities will receive training not only on practical techniques but also on the long-term benefits of sustainable land management for productivity and resource access. These approaches will help retain soil moisture, manage variable rainfall, reduce flooding risks, and restore degraded land.

**19. Output 2.1: Farming communities transition to climate-adapted production (Moyen Chari, Salamat)**

The project will establish 30 farmer field schools (FFS), each with 30 farmers, directly impacting 900 farming households, to disseminate climate-resilient practices such as water harvesting, improved seeds, mulching, and intercropping, supported by tailored curricula, training of lead/champion farmers (3 per FFS). Cash for work (for earthworks etc), as well as in-kind incentive packages will be provided, including equipment (trowels etc) seeds, and drip irrigation kits. Demonstration plots will be managed by lead farmers. Farmer participants will be required to have at least one hectare of land, and champions would be through self-selection, with a higher risk appetite and some standing in the community. In parallel, 100 households, either women or youth led, will receive consultations on land tenure, training on sustainable land management, and awareness-raising, with an intended result of land use agreements for at least 50 households by the end of the project, to set the precedent for women and youths' access to land. Women/youth participating in this activity would have no current or secured land access and be undertaking income generating activities on unsecured land. Consultation with indigenous leaders where relevant will ensure their voluntary participation of nomadic and semi-nomadic indigenous people.

- **Activity 2.1.1: Disseminate knowledge on climate resilient agriculture**
- **Activity 2.1.2: Implement small-scale water harvesting earthworks and soil management practices (co-implemented with FSE)**
- **Activity 2.1.3: Strengthen community land governance for the inclusion of women and youth.**

**20. Output 2.2: Agro-pastoral communities adopt climate adapted techniques (Ouaddaï Sila, Salamat)**

The project will establish 50 agro-pastoral field schools (APFS), each with 25 pastoralists, directly impacting 1,250 households to provide training and inputs (in-kind) on rangeland management, good husbandry practices, alternative fodder production. Soil and water conservation will be undertaken through cash for work, though tools will be provided in-kind. Understanding cultural dynamics within pastoralist households, specific provision for the inclusion of women will include small ruminant management and fodder production. Pastoralists participating in this output would be required to have at least 20-50 heads of livestock, access to pasture areas for fodder production. Rangeland management plans including pasture and water point mapping will be developed and incentivised through the rehabilitation of boreholes, ponds, and fodder storage facilities. If identified as part of project activities, indigenous people (IPs) will be included in consultations following a comprehensive IPP (as detailed in Annex 12a IPPF). A total of 258 water infrastructure works will be rehabilitated/developed, including 6 solarized boreholes with livestock water ponds, 240 water spreading weirs, and 15 improved hafirs. The sustainability of water points will be ensured through the training of operation and maintenance committees, including IPs where relevant. Additionally, 21 communal fodder storage infrastructures will be supported to improve access to livestock feed. Acted will manage the operation and maintenance of rehabilitated water equipment for 6–12 months while supporting communities to establish sustainable, community-led management through local water management committees. Each committee of about six members will set tariffs, payment models, and rules for water use and maintenance. Collected funds will be securely stored and used for repairs, staff, and administrative costs. Routine checks will be done by

a pump attendant, and major repairs by local technicians. The committee will keep financial and technical records, meet quarterly with the state water agent, and share regular reports with the community to ensure transparency and long-term sustainability.

- **Activity 2.2.1: Disseminate knowledge on climate resilient agro-pastoral approaches.**
- **Activity 2.2.2: Support for climate-resilient pastoral practices.**
- **Activity 2.2.3: Rehabilitation of small-scale water sources and communal infrastructure (co-implemented with FSE)**

**21. Component 3: Support diversification of livelihoods as a strategy for enhancing resilience to climate shocks**

Addressing barrier four in section B1, namely, lack of income diversification to support resilience to climate shocks in primary productions systems, this component will support households, women and youth groups, producer groups, and cooperatives to adopt alternative, climate-resilient livelihoods. By diversifying income sources, especially beyond rainfed farming and pastoralism, communities will reduce their exposure to climate risks and secure supplementary income off-season. Depending on cost, feasibility, and community capacity, SCALE will promote a mix of household-level and group-based activities.

**22. Output 3.1: Climate-resilient economic activities are strengthened and diversified**

880 individuals, 220 per province across the four provinces, who might be women, youth, refugees, or members of cooperatives or producer groups, will be selected based on a pre-set criterion: 1. 'inclusion' considering both socio economic and climate vulnerability (such as female head of households, dependency ratios), and 2. 'prioritisation' criteria considering previous experience, including self-employment, suitability of space for implementing the income generating activity (IGA) etc. The participants will then receive financial literacy, leadership, and business skills training. This will be undertaken alongside a market assessment to identify suitable IGAs. Beneficiaries will receive technical training and start up assets/grants for climate resilient IGAs such as poultry with alternative feed, beekeeping, dairy processing, gum arabic production, food preservation, oilseed processing, kawal/moringa cultivation, and kitchen gardens. These assets will be provided through in-kind modality for items that are not procurable in the projects target province, and through cash where items are available on the market. To strengthen financial inclusion, 20 VSLAs be established per province (80 VSLAs total, 10 members per group) and receive training but not seed funding. In addition, stakeholders including suppliers, buyers, and service providers will be mapped, and market information sessions organised to improve beneficiaries' access to value chains. VSLAs may choose to register formally if they wish, but their existence and operations are rooted in their informal, community based nature. They function based on mutual trust among members and do not require commercial registration. If they opt for formal registration, they fall under Chad's general association legislation (Ordonnance n° 023/PR/2018).

- **Activity 3.1.1: Strengthen women and youth's capacity by enhancing organisational, entrepreneurship, leadership skills.**
- **Activity 3.1.2: Support the development of climate-adapted IGAs (co-implemented with FSE)**
- **Activity 3.1.3: Roll out financial inclusion mechanisms, including the establishment/ scale up of women-led VSLAs.**
- **Activity 3.1.4: Mapping of stakeholders and upward integration of IGAs into targeted value chains**

**23.** Further details on the project design, theory of change, and activities are provided in the pre-feasibility study (Annex 2, Sections 7–8). Durable assets purchased with GCF funds will be used by Acted Chad during implementation, and an inventory and reallocation plan will be submitted to FSE at project closure. Final decisions on asset transfer or retention will be taken with the government in line with Article 24, which requires consultation with the Ministry of Finance. Under Article 3.2.2 of the FSE MPACF, disposal of fixed assets requires CEO responsibility and Board approval. Obsolete items must be identified in the annual inventory, theft reported within 48 hours, and approved disposals documented and updated.

### B.2.2. Outcome mapping to GCF results areas and co-benefits categorization

Fill in the GCF results area table below to map each project/programme outcome identified in section B.2.1 to the contributing GCF results area(s) by referring to the description of eight results areas provided in the guidance note.

Outcome number	GCF Mitigation Results Area (MRA 1-4)				GCF Adaptation Results Area (ARA 1-4)			
	MRA 1 Energy generation and access	MRA 2 Low-emission transport	MRA 3 Building, cities, industries, appliances	MRA 4 Forestry and land use	ARA 1 Most vulnerable people and communities	ARA 2 Health, well-being, food and water security	ARA 3 Infrastructure and built environment	ARA 4 Ecosystems and ecosystem services
Outcome 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outcome 2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outcome 3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If any co-benefits have been identified in section D.3, fill in the co-benefit table below to map each co-benefit to the corresponding category as defined in the FP guidance note.

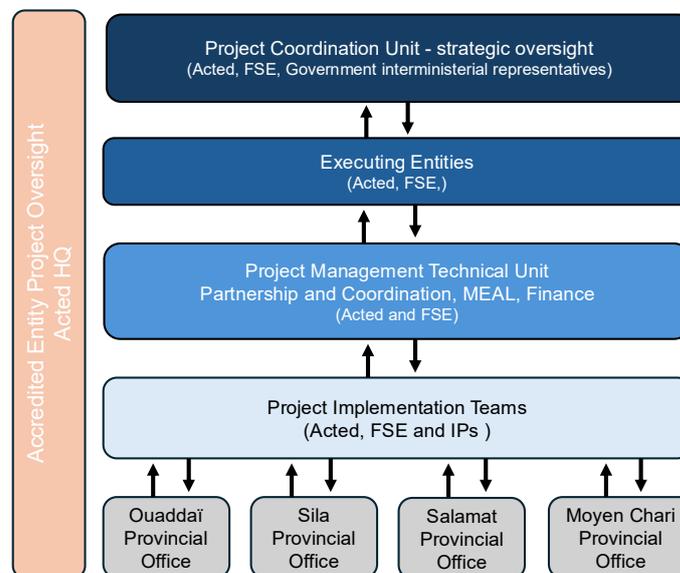
Co-benefit number	Co-benefit					
	Environmental	Social	Economic	Gender	Adaptation	Mitigation
Co-benefit 1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Co-benefit 2	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### B.3. Implementation / institutional arrangements (max. 750 words)

24. Acted will serve as the Accredited Entity (AE) for the SCALE project. All legal requirements and arrangements between Acted and GCF per the FAA agreement will be held and submitted by Acted headquarters in Paris. Acted's Chad branch and the Special Fund for the Environment (FSE) will serve as the executing entities for the project implementation in Chad. Under Component 1, FSE will lead Activity 1.1.1 on the participatory elaboration of a national project pipeline for climate adaptation and Activity 1.2.1 aimed at reinforcing national-level dialogues through the AGORA30 platform. Across Components 2 and 3, FSE will co-implement with Acted several activities, including Activity 2.1.2 on implementing small-scale water harvesting earthworks and soil management practices, Activity 2.2.3 on the rehabilitation of small-scale water sources and communal infrastructure, and Activity 3.1.2 supporting the development of climate-adapted income-generating activities (IGAs). The remaining activities will be implemented by Acted, either directly or through third party sub-granting.
25. FSE was specifically identified by the government of Chad as best placed and fit-for-purpose to lead the governments participation. A Memorandum of Understanding (MoU) will be signed between Acted HQ and the FSE to formalise the partnership, detailing overall aspects of the partnership, confirming both parties' intent to jointly develop and implement the project and attendant legal requirements, following Acted's standard legal partnership agreements. Once funding is secured, a project specific grant agreement (serving as a subsidiary agreement for the FAA and making it the legally and financially binding document) will also be signed between Acted HQ and FSE, containing the specific roles and responsibilities between the AE and EE, the division of activity implementation by FSE, financial duties and responsibilities, flow of fund processes, co-funding contributions, and reporting requirements, ensuring alignment with GCF policies and contract, national priorities, and Acted's fiduciary standards. Any further partnership agreements (third party sub grants) signed by either FSE or Acted Chad will be approved by the PCU and cascade GA legal requirements to downstream partners. The FSE will coordinate closely with ministries relevant to the project, including Agriculture, Livestock, Water, Energy,

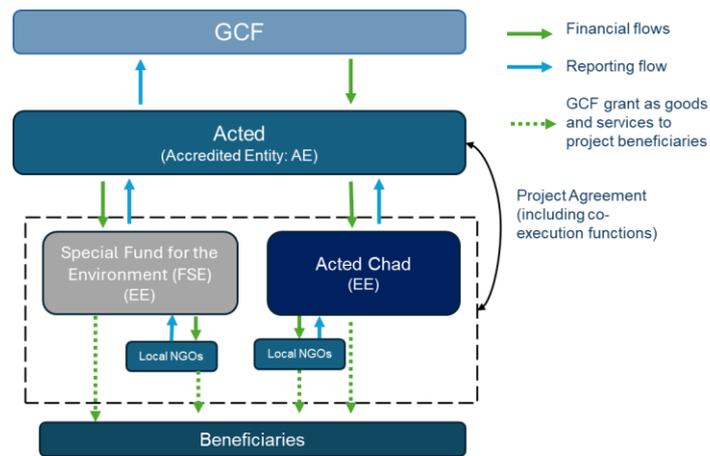
- Women, Youth and Rural Entrepreneurship, Industry and Start-Ups. FSE will also lead governmental monitoring, evaluation, and joint supervision missions with Acted and other stakeholders.
26. The division of the roles and responsibilities between Acted (HQ) and Acted’s Chad branch allow a firewall between the teams responsible for the oversight of the project (AE responsibilities), and the direct implementation at national level (EE responsibilities). The relationship, financial management, and project oversight between Acted HQ and Acted Chad will follow Acted’s normal internal processes and procedures.
  27. It is envisioned that both Acted Chad and FSE will sub-grant some of the activities in the proposal above, and as detailed in Annex 2, section 11. All third-party sub-granting procedures will follow the policies and rules of each EE and will be approved by the Project Coordination Unit (PCU), ensuring fiduciary integrity, transparency, and alignment with GCF financial management standards. During implementation, the project will continue engagement with relevant counterparts from other ministries, and technical agencies (Agriculture, Livestock, Water, Energy, Women, Youth and Rural Entrepreneurship, ITRAD, ANADER). Full details on the arrangements as AE, and EE, including relevant experiences and capacities for each organisation are detailed in Annex 2, section 11.
  28. In terms of project governance, Acted HQ will perform all duties and requirements per its role as AE, including overall project oversight and reporting to GCF. At the national level, a Project Coordination Unit (PCU) will be set-up for strategic oversight of the project throughout its implementation. The PCU will be chaired by the Ministry of Environment, Fisheries and Sustainable Development, and co-chaired by the Acted Project Director, meeting annually. The EEs will be responsible for reporting to and responding to the strategic direction set by the PCU to ensure that project objectives remain aligned with governmental priorities. Decisions of the PCU and the TU are binding on the EE’s, respecting GCFs regulations and within the scope of the project proposal
  29. For operational oversight, a project management Technical Unit (TU) will be established to ensure operational coordination and oversight throughout the project lifecycle meeting on a regular basis. Decentralised coordination and direct project implementation will be ensured through four primary provincial field offices, which will be responsible for day-to-day implementation and reporting to the TU. This multi-level management approach is designed to ensure responsive delivery, local ownership, and strong alignment with the government of Chad’s climate priorities. Full details on the project governance structure are detailed in Annex 2 section 11.

SCALE project governance structure



30. In line with the project execution arrangements outlined above, GCF funds will be received by Acted in its capacity as AE. It will operate as the fund manager and oversight of the project. Acted will channel

the funds for project implementation to the EEs – Acted’s Chad branch, and FSE who will lead in the execution of the activities in Chad, based on the project MoU and specific grant agreement with FSE, and normal internal Acted processes for Acted Chad. Where applicable, Acted’s Chad branch and FSE will establish sub-granting agreements with third-party implementers (government partners, CSOs, or private sector actors) who will deliver the final goods and services to project beneficiaries, payments to any third-party sub-grantees will be managed directly by each EE. Co-finance will be provided by both Acted Chad (contributing to the overall support costs for implementation in Ouaddaï and at Ndjamenas level) and by FSE (contributing with equipment and HR resources). These contributions help ensure strong value for money from the GCF grant contributions as implementation costs in rural Chad are extremely costly due to remote locations, and limited infrastructures. This flow of funds is depicted in the figure below.



## C. FINANCING INFORMATION

### C.1. Total financing

<b>(a) Requested GCF funding (i + ii + iii + iv + v + vi)</b>		Total Amount: <b>25</b>		Currency: <b>million USD (\$)</b>	
GCF Financial Instrument		Amount	Currency	Tenor & grace	Pricing
(i)	Senior loans	<u>Enter amount</u>	<u>Options</u>	<u>Enter years</u>	<u>Enter %</u>
(ii)	Subordinated loans	<u>Enter amount</u>	<u>Options</u>	<u>Enter years</u>	<u>Enter %</u>
(iii)	Equity	<u>Enter amount</u>	<u>Options</u>		<u>Enter % equity return</u>
(iv)	Guarantees	<u>Enter amount</u>	<u>Options</u>	<u>Enter years</u>	
(v)	Reimbursable grants	<u>Enter amount</u>	<u>Options</u>		
(vi)	Grants	<b>25</b>	<b>million USD (\$)</b>		
<b>Total amount</b>			<b>Currency</b>		

<b>(b) Co-financing information<sup>7</sup></b>		<u>2.64</u>		<u>million USD (\$)</u>		
Name of institution	Financial instrument	Amount	Currency	Tenor & Grace	Pricing	Seniority
<u>Acted</u>	<u>Grant</u>	<u>2.08</u>	<u>million USD (\$)</u>	<u>Enter years</u> <u>Enter years</u>	<u>Enter %</u>	<u>Options</u>
<u>FSE</u>	<u>In kind</u>	<u>0.56</u>	<u>million USD (\$)</u>	<u>Enter years</u> <u>Enter years</u>	<u>Enter %</u>	<u>Options</u>
<u>Click here to enter text.</u>	<u>Options</u>	<u>Enter amount</u>	<u>Options</u>	<u>Enter years</u> <u>Enter years</u>	<u>Enter %</u>	<u>Options</u>
<b>(c) Total investment</b> <b>(c) = (a)+(b)</b>		<b>Amount</b>		<b>Currency</b>		
		<u>27,64</u>		<u>million USD (\$)</u>		
<b>(d) Co-financing ratio</b> <b>(d) = (b)/(a)</b>		10,59%				
<b>(e) Other financing arrangements for the project/programme (max ½ page)</b>		<i>No other financial arrangements will be utilized</i>				

### C.2. Financing by component

Please provide an estimate of the cost per component (in line with Components described in Section B.2.1 above) and disaggregate by sources of financing as Annex 3. Also, ensure consistency with the Logical Framework (Annex 2a) and Timetable (Annex 2b) of the project/programme.

Component	Output	Indicative cost million USD (\$)	GCF financing		Co-financing		
			Amount million USD (\$)	Financial Instrument	Amount million USD (\$)	Financial Instrument	Name of Institutions
Component 1	Output 1.1	2,381,499.78	2,079,792.21	Grants	301 707,57	Grants	Acted Chad
		160,000	0	Grants	160,000	In Kind	FSE
	Output 1.2	4,440,419.77	3,798,143.00	Grants	402,276.76	Grants	Acted Chad
		240,000	0	Grants	240,000	In Kind	FSE
Component 2	Output 2.1	4,516,032.14	4,214,609.17	Grants	301,422.98	Grants	Acted Chad
		160,000	0	Grants	160,000	In Kind	FSE
	Output 2.2	6,642,703.84	6,240,711.67	Grants	401,992.17	Grants	Acted Chad

<sup>7</sup> If the co-financing is provided in different currency other than the GCF requested, please provide detailed financing information and a converted figure in the GCF requested currency in the comment box. Please refer to the date when the currency conversion was performed and the reference source.

Component 3	Output 3.1	Enter amount 6,812,351.77	6,309,505.82	Grants	502,845.95	Grants	Acted Chad
MEAL		1,217,046.54	1,166,761.95	Grants	50,284.60	Grants	Acted Chad
PMC		1,316,502.70	1,190,476.19		126,026.51		
<b>Indicative total cost (USD)</b>		<b>27,646,556.54</b>	<b>25,000,000</b>		<b>2,646,556.54</b>		

*This table should match the one presented in the term sheet and be consistent with information presented in other annexes including the detailed budget plan and implementation timetable.*

### C.3 Capacity Building and Technology development/transfer

*If the project/programme is envisaged to support capacity building and technology development/transfer, please specify the total requested GCF amount for these activities respectively in this section.*

C.3.1 Does GCF funding finance Capacity building activities?	Amount: 1,215,776.91 USD
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C.3.2. Does GCF funding finance Technology development/transfer?	Amount: 4,750,016.92USD
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### C.4. Justification for GCF funding request (max. 500 words)

31. Chad is a least developed country in Africa and ranks 187 out of 189 on the Human Development Index. Its economy, reliant on agriculture and livestock sectors (supporting 88% of households<sup>8</sup>), is severely affected by climatic hazards. Despite this, Chad has extremely limited technical capacity for scaling up climate-adaptation among the most vulnerable communities. GCF is uniquely positioned to support Chad because of its mandate to address climate adaptation for underserved and extremely vulnerable populations. GCF's strategic and technical focus on climate change will allow for transformational change through both piloting/scaling up novel approaches and technologies for climate change adaptation and complement other humanitarian/development-oriented projects in the country (a mapping of such interventions is provided in Annex 2 Pre-Feasibility). The SCALE project considers short- to medium-term economic development needs of the country while balancing it with longer-term climate related hazards, thus ensuring communities build long-term climate resilience.
32. As described in detail in Annex 2, agro pastoralists in Chad face critical climate related vulnerabilities that threaten not only their resilience and income generation potential, but also the country's overall food security and social stability. Despite this, there is little investment in scaling up innovative adaptation approaches due to:
- **Low government resources and capacity** - Despite political commitment, the government struggles to finance basic needs such as access to water, healthcare, housing, energy, and transportation. High national debt has forced spending cuts across sectors, resulting in limited public investment in climate adaptation. The weak institutional capacity of key government agencies, lack of reliable climate data, and fragmented governance structures make it difficult to attract sustained financing.
  - **Underdeveloped private sector** - The private sector is mostly dominated by the informal sector, which accounts for 72% of the country's GDP. Moreover, as mentioned in the pre-feasibility assessment, the private sector in Chad is fragmented without access to capital instruments, including structural constraints in the banking sector which affects credit accessibility for vulnerable populations, particularly in rural areas.

<sup>8</sup> World Bank, (2022), Chad Economic Update: Resilience in Uncertain Times: Harnessing Agriculture and Livestock Value Chains. Washington, DC: World Bank. Available [here](#)

- **Gaps in investments from other donors** - The financing needs of the Priority Action Program (PAP) within Chad's National Development Plan (PND) for 2017-2021 are estimated at 5,538.2 billion FCFA (approximately 10 billion USD). Only 11% is expected to be financed through domestic resources, 22% has been secured from external financing, leaving a substantial financing gap of 67%. A national stakeholder consultation conducted on September 15, 2025 confirmed such critical gaps in ensuring knowledge multiplication and scaling up of interventions<sup>9</sup>.
33. The SCALE project contributes to a paradigm shift by moving beyond fragmented interventions toward scalable, replicable, and sustainable climate resilience in Chad. By restoring 101,140 hectares of degraded land, supporting 3,030 households (with 50% of the target being women) to build climate resilient livelihoods, and embedding climate-smart practices into governance systems, the project will build long term resilience of communities. This transformative approach aligns directly with the GCF's mandate to drive systemic, lasting change for vulnerable farming and pastoralist communities. Additionally, GCF financing presents an opportunity for capacity building among key national stakeholders such as FSE and the NDA (through developing a pipeline of projects), improving their ability to access future climate financing, including GCF. Currently, Chad has only accessed GCF funding through multi-country projects, with a marginal share of project values compared to its financial needs. A direct GCF intervention would mitigate GDP losses due to climate shocks and address urgent technological, and investment needs to enhance local ecosystem and community resilience.

#### C.5. Exit strategy (max. 300 words)

34. SCALE's project exit strategy is designed to ensure that results and benefits extend well beyond the implementation period through:
35. **Building capacity of local institutions** - The project embeds training and skills transfer within provincial and national government institutions, equipping them with technical expertise through building a pipeline of projects for climate finance, strengthening national MRV system for tracking adaptation outcomes, and building a repository of best practices/lessons learnt for scaling up adaptation approaches and technologies in agricultural and pastoral sectors. This will enable the government to secure financing for supporting underserved communities adapt to extreme climate hazards. Moreover, all adaptation interventions including trainings, cash-for-work, technology/asset transfer will have integration of and monitoring by state agents to build sub-national stakeholders' knowledge and capacity for scaling up adaptation interventions.
36. **Building an evidence base for innovative technologies and approaches** - SCALE will leverage lessons learned from past initiatives including AMCC+ project, the great green wall initiative, other projects funded by development donors and research conducted by local knowledge institutions such as University of N'Djamena, as well as build a repository of lessons learnt from piloting new innovations through champion/lead farmers. This will allow stakeholders including governments, donors, and project implementers to replicate at scale the approaches and technologies tested, thus ensuring multiplier effects.
37. **Ensuring peer-to-peer exchange and building local multiplier networks**- The Farmer Field Schools (FFS)/Agro-pastoral Field Schools (APFS), as well as the women and youth groups will serve as knowledge brokers within their communities. This peer-to-peer exchange model creates multiplier effects, where successful adaptation practices spread organically through trusted local networks, reducing reliance on external actors and embedding resilience within community social structures.
38. **Building strong operation and maintenance of key infrastructures**- Investments in infrastructure such as small-scale water harvesting systems, water ponds, hefirs, water spreading weirs etc. will be accompanied by community-based management committees trained in operations and maintenance. By establishing clear governance structures, assigning roles, and linking local

<sup>9</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

committees with provincial authorities, the project ensures infrastructure remains functional and continues to deliver long-term adaptation benefits.

**C.6. Financial management/procurement (max. 300 words)**

39. The financial management of the project will follow Acted's approved procedures, guaranteeing transparent use of funds consistent with GAAP, Chad's SYCEBNL standards, and the GCF-approved budget. Controls will operate at three levels, ensuring that the entity's operations are conducted in a transparent and efficient manner and in accordance with the GCF's fiduciary requirements.
40. **A first level of control will be carried out by the finance department** of the Chad mission. The team will review purchase documentation in line with Acted's approved financial and logistical procedures, as well as with the country's legal standards; the accounting of documents in accordance with Acted's accounting standards (GAAP) and in compliance with the country's legal standards (SYCEBNL standards applicable in Chad in particular); and the proper analytical use of funds in accordance with the project budget signed with the GCF. The department will also be responsible for producing monthly analytical documents for financial monitoring of the project, known as "Budget Follow-Up," focusing mainly on the current use of funds and forecasts of future expenditure, in comparison with the budget signed with the GCF.
41. **A second level of oversight** will be performed by Acted's headquarters in Paris by the financial management control department. It will ensure the proper use of funds through compliance with procedures (internal control, risk management, legal compliance) and the maintenance of accurate accounting records. Financial information on the project will be reported to headquarters monthly as part of the internal reporting package sent from the mission to headquarters on the 15 of each month.
42. **A third level of control** will be carried out by Acted's independent Transparency, Compliance and Investigations (TCI) department. While implementing internal controls, the TCI Department contributes to identifying and mitigating risks to ensure sound financial management. The TCI field team conducts monthly compliance checks on project expenditures using a risk-based sampling approach to detect and correct gaps and weaknesses. Additionally, an annual internal audit plan is developed for Chad, including several assignments in the project's targeted areas, to assess compliance with Acted's procedures and policies. The resulting audit reports include recommendations to address deficiencies and improve processes.
43. In addition to these internal controls, Acted will ensure that **independent external auditors conduct annual audits** of the project's financial statements, applying internationally recognized accounting and auditing standards. Audited statements will be submitted to the GCF within four months of the fiscal year-end (December 31), in accordance with Articles 17.02(b) and 17.02(c) of Acted's Accreditation Master Agreement. These mechanisms guarantee that funds are used for their intended purposes and that the project always remains in compliance with fiduciary requirements. On a global level, the AE publishes each year a complete set of financial documents (balance sheet, P&L, treasury table, complete financial report according to the GAAP standards and requirements) audited by a well-established auditing firm, and publicly available on Acted's website.
44. The AE will receive the GCF funds on a dedicated interest-bearing account for which interest will be used for the purpose of the GCF as described in the AMA. For Acted Chad, the funds will be sent twice a month, after receipt of a formalized and detailed cash request indicating the cash requirements for the coming period, classified by type of expenditure, following normal Acted finance procedures. For FSE, after the signature of the project agreement, a 25 percent advance (based on their yearly projected expenditure) will be transferred from Acted headquarters. Following instalments will be issued based on proof of spending of at least 80 percent of the initial advance, and verification of their financial documents. Each cash request will be carefully reviewed and verified by the AE's dedicated GCF finance staff (notably against the budget and the activity workplan), before being processed by the AE's accounting and treasury department and validated by the finance head of department. Acted's procurement control process is outlined in Annex 8, procurement plan. FSE will use its own procurement procedures as validated by Acted as part of FSE's due diligence process.
45. Acted uses a continuous, multi-layered risk assessment process, with financial, operational, and compliance risks monitored through tools such as the country risk register, monthly reporting, weekly

coordination meetings, and internal audit oversight. Based on this ongoing assessment, Acted applies the financial and procurement controls in its Logistics and Finance Manuals. These manuals inform financial management and procurement and are the manuals included in our AMA 14.01. At area-office level, procurement follows value-based thresholds and purchases above USD 7,100 require capital-office validation. All procurement must follow competitive processes and multi-department validation. Financial controls include multi-level expenditure authorisation, segregation of duties, strong documentation and reconciliation procedures, and risk-based internal audit spot checks (outlined above).

## D. EXPECTED PERFORMANCE AGAINST INVESTMENT CRITERIA

### D.1. Impact potential (max. 300 words)

46. As one of the least developed countries and the lowest ranked on the ND-GAIN index, Chad is among the most vulnerable nations in the world to the impacts of climate change, facing severe constraints in mobilising financial resources to address climate-resilient priorities alongside ongoing development challenges. Limited access to climate finance, combined with the low adoption of adaptation practices and technologies across government, institutions, and NGO partners, continues to hinder progress toward sustainable development.
47. The SCALE project is fully aligned with the GCF results areas and will deliver transformative adaptation impacts across the South and East of the country. By targeting vulnerable households, including farmers, pastoralists, women, youth, and refugees, the project will directly enhance resilience and strengthen livelihoods in line with **ARA 1**. Through the promotion of climate-smart agro-pastoral practices, ecosystem-based adaptation strategies such as rangeland restoration, and diversified livelihood activities, the project will contribute to improved food security and sustainable natural resource management, consistent with **ARA 2.1** and **ARA 2.2**. These measures will not only increase household income and reduce poverty but also ensure the long-term productivity of rangelands and arable land for future generations.
48. In addition, the project will strengthen adaptive capacity and reduce exposure to climate risks, advancing **ARA 2.5** by introducing innovative approaches that embed climate-smart practices within community systems. At the institutional level, SCALE will reinforce market development/transformation at the sectoral and national level, thereby supporting the systemic transformation envisioned under **ARA 7**. Complementing this, the project will embed knowledge generation, training, and learning processes into governance and community structures, advancing **ARA 8** by ensuring that good practices and lessons are widely disseminated and sustained.
49. Finally, through reduced land degradation, improved soil carbon retention, and enhanced ecosystem services, the project will deliver important **co-benefits**, supporting Chad's efforts to follow a climate-resilient development pathway. The impact potential of SCALE is further iterated in Annex 2, section 9.2.1.

### D.2. Paradigm shift potential (max. 300 words)

50. The SCALE project will catalyse long-term climate-resilient development in Chad by institutionalising adaptation best practices within national and sub-national government, and throughout livelihoods systems in the South and East of the country. It will generate multiplier effects through institutional strengthening, ecosystem restoration, and livelihood diversification, shifting Chad's development pathway towards climate resilience in line with the National Adaptation Plan and GCF's paradigm shift objectives.
51. The **theory of change** posits that if vulnerable communities, especially women and youth, gain knowledge and access to climate-resilient agricultural and livestock practices through farmer and pastoral field schools, training, and input provision, and if households receive diversified adaptive livelihoods alongside inclusive financial and capacity-building support, they will be able to withstand climate shocks that undermine their primary sources of income. If these practices are systematically captured, shared, and scaled, their sustainability and replicability will extend beyond SCALE's

geographic reach and duration. Furthermore, if the government of Chad is supported in meeting its climate adaptation commitments, it will be better positioned to sustain progress along a climate adaptation pathway. Together, these initiatives will contribute to agricultural and pastoral systems becoming more resilient to climate change, because communities will be equipped with the tools, knowledge, and enabling environment to sustain adaptive practices over time.

52. Project **activities** will provide the base of the results chain. Support to the government of Chad, provincial authorities, customary authorities and communities in the uptake of climate adaptation technologies will result in the knowledge transfer of climate adaptation and diversification to 261,715 people. **Outputs** will include strengthened household adaptive capacity and diversification, repositories of proven practices, provincial-level extension of climate knowledge systems, and better monitoring of climate targets at government level. **Outcomes** will be increased livelihood resilience for farmers and pastoralists, diversified income streams, and institutionalized climate governance.
53. **Scalability**. SCALE will expand climate adaptation in Chad by scaling existing but underutilised approaches to reach vulnerable farmers, pastoralists, women, youth, and refugees. It will directly support 3,030 households included in the APFS, FFS, and IGAs, with a wider group of more than 43,000 households provided with the knowledge to scale climate adapted practices. SCALE will restore more than 100,000 hectares of degraded land, embedding scalable practices in governance and community systems. The project will deliver tangible results while strengthening the government of Chad's capacity to implement climate policies and access future climate finance.
54. **Replicability**. Building on AMCC+ and other initiatives, SCALE will overcome barriers to wider uptake of proven practices. A repository of climate-adapted measures (Agora 30) and knowledge systems extended to provincial levels will enable broader adoption. Demonstrations—biofertilizer, climate-adapted beekeeping, low-cost rangeland management—will provide transferable models, with community engagement generating multiplier effects within and between climatic zones in the region.
55. **Sustainability**. SCALE will embed resilience in governance and community systems to ensure long-term benefits. Government agencies will be strengthened in technical (land and rangeland management, climate-adapted livelihoods) and operational (entrepreneurship, leadership, VSLA) skills. Ecosystem-based adaptation and diversification will reduce vulnerability while restoration efforts continue delivering resource benefits beyond the duration of the program. The uptake of practices such as rangeland management has a reinforcing effect - healthy rangelands contribute to healthier livestock, improved livelihoods, and greater incentive to continue good management practices.
56. SCALE will advance **Chad's climate commitments** under the revised 2021 NDC and first NAP, both of which prioritise resilience in agriculture, livestock, water, and forestry, with particular attention to women, farmers, and agro-pastoral communities. The project directly addresses national adaptation priorities in four key areas: (i) agriculture and livestock, (ii) water, hygiene, and sanitation, (iii) gender and social protection, and (iv) education and communication. By aligning with the National Climate Change Strategy (SNLCC) and the National Climate Services Framework (CNSC), SCALE will reinforce Chad's institutional and community-level adaptation capacities. It also supports the objectives of the 2024–2028 National Development Plan and Vision 2030, contributing to sustainable growth and social equity through climate-resilient development pathways.

Paradigm shift potential of SCALE is further iterated in Annex 2, section 9.

### D.3. Sustainable development (max. 300 words)

57. A major **environmental co-benefit** of the SCALE project will be the restoration of more than 100,000 hectares of degraded land through improved rangeland management, soil and water conservation, and vegetation recovery. While these measures directly strengthen pastoral livelihoods and food security, they also generate wider ecosystem benefits. Restored soils and vegetation increase water retention and carbon sequestration, reducing erosion and enhancing climate regulation. Healthier soils and expanded vegetation cover create conditions for biodiversity

to thrive. In addition, SCALE will support further ecosystems services - medicinal plants for human and animal health, and the preservation of indigenous ways of life and cultural heritage of pastoralism in eastern Chad.

58. **Gender sensitive development** will be a co-benefit of SCALE. Climate change affects men and women differently due to their roles in agriculture and pastoralism, with women often facing disproportionate risks from declining water quality, reduced arable land, and climate hazards such as droughts, heatwaves, and floods. The SCALE project directly addresses these gendered vulnerabilities. Under Component 1, women's perspectives will be systematically integrated into national climate planning. Under Component 2, women will gain improved access to land and training in climate-resilient cultivation of staple and fodder crops—activities that align with their traditional roles while enhancing adaptive capacity. Component 3 will expand women's opportunities through income-generating activities that are culturally appropriate and sustainable. Sensitization activities will target both men and women, challenging stereotypes of productive versus reproductive roles and promoting more equitable participation. By narrowing resource and capacity gaps, the project enables women not only to safeguard household food security but also to actively contribute to adaptation planning and economic recovery. With GCF support, women will be better equipped to invest in livelihoods, recover from climate-induced losses, and build long-term resilience.

Co-benefits of SCALE are further iterated in Annex 2, section 9, and in Annex 4, Gender needs analysis and plan.

#### D.4. Needs of recipient (max. 300 words)

59. In Chad, poverty is widespread, and people lack access to basic services, due to socioeconomic challenges, politics (e.g., the lack of public expenses and investments), natural hazards (i.e. drought and flooding) and security (e.g., armed groups, volatile security context in neighbouring countries prompting mass displacements towards Chad). 36.5% of the population live in extreme poverty. Around 3.7 million people are expected to suffer from food insecurity in Chad in 2025 (IPC 3+). The country is facing severe food insecurity for the fifth year in a row, with 11 percent in IPC 4.<sup>10</sup> This is a staggering 240 percent increase since 2020.<sup>11</sup>
60. This is worsened by climate-change impacts. Under climate projections, the country will face mean annual temperature increases of +1.5 °C (SSP2.45) and +1.9 °C (SSP5.85), coupled with a rise in the number of extreme hot days above 40 °C. These changes will coincide with more intense rainfall concentrated into shorter periods, driving flash floods and longer dry spells. This dynamic will intensify both drought and flood risks. Studies show yields of key staples such as sorghum, maize, millet, and groundnut could decline by 6–10% by 2080, with heat stress above 40 °C causing widespread crop failures. Dairy cattle may also lose up to 9 kg of milk per cow per day, while reduced fertility, poor weight gain, and higher mortality threaten household nutrition and incomes.
61. The economy remains highly dependent on oil exports, which account for most of the government revenue and foreign exchange earnings, leaving the country extremely vulnerable to fluctuations in global oil prices. Local capital markets are underdeveloped, with little capacity to mobilize domestic savings into adaptation-oriented investments. In this regard, grant funding is required because taking on additional debt through loans would create unsustainable fiscal burdens, rather than alleviating the financing gap in Chad. Institutions in Chad still need strengthening to be able to manage large-scale projects. Grant financing is the most appropriate as it allows space to focus resources on building resilience, strengthening governance structures and enhancing implementation capacity.
62. Faced with these significant challenges, Chad has recognized its need to modernize and undertake a new direction towards inclusive growth, modern governance and economic diversification (including agriculture). This ambitious transformation goal is laid out in the newly launched *Chad Connexion 2030* (signed in May 2025), that also serves to underpin the newly secured loan from the IMF. The plan seeks to mobilize 30 billion USD in investments to undertake the transition, while also prioritizing institutional reforms that currently hamper most operating environments across Chad. Aligning with the implementation timeline of SCALE, the project will thus contribute to these new transformation goals.

<sup>10</sup> UNOCHA, (2025), Tchad : Aperçu des Besoins Humanitaires et Plan de Réponse (HNRP) 2025. Available [here](#).

<sup>11</sup> World Food Programme (WFP), (2024), Chad Country Strategic Plan 2024–2028. Available [here](#).

63. The SCALE project seeks to build technical capacity of institutions to access climate financing, scaling up/piloting innovative climate adaptation approaches and technologies and building a repository for capitalisation of such practices, and strengthening community-based knowledge networks for the most vulnerable/underserved populations to build community resilience to extreme climate shocks.

#### **D.5. Country ownership (max. 500 words)**

64. The project aligns directly with Chad's Nationally Determined Contribution (2021), which prioritizes a diversified, climate-resilient economy. Chad's NDCs also highlight the need for adaptation actions, including communicating on climate risks and adaptation technologies and strengthening the skills of actors (especially women and farmers) on intensified and sustainable agricultural production methods. The National Adaptation Plan (2021) seeks to enhance resilience across key sectors including agriculture, livestock, water, disaster risk reduction, and gender. The priorities between Chad's commitments in their NDCs and NAPs, highlight the countries focus on adaptation requirements, especially for agro-sylvo-pastoral actors, that provide the majority of Chads rural livelihoods. This prioritization has been closely integrated into SCALE, with each proposed component addressing a key adaptation requirement: strengthening of knowledge management at national and sub-national level, supporting ecosystems-based adaptations for agricultural and pastoral populations, and diversification of climate resilient livelihoods). SCALE also aligns closely with the overall sustainable development goals of Chad, set out in its Vision 20230. Chad's 2030 vision aims to prioritise improving living conditions and reduce social inequalities while preserving natural resources and adapting to climate change The project also aligns with one of the priority areas in the EU's multi-annual strategy (2021-2027) in Chad, supporting climate resilient agri-food systems and pastoral economies, building on the results from the previously EU-funded AMCC+ project. Full details on Chad's climate change policy framework and national level laws can be found in Annex 2, section 12, and Annex 12, section 2 respectively.
65. The original concept behind SCALE originated from the EU supported AMCC+ project, which supported a dedicated consultant to develop an initial project pipeline for climate financing for the government of Chad through an inclusive process. Consultations started at the governmental level between the AMCC+ project, the NDA affiliated with the Chadian Ministry of the Environment, and GCF. A series of concept note co-construction and validation workshops were held in N'Djamena between April and July 2024 involving the NDA, the focal points of climate funds, Ministries (Environment, Agriculture, Livestock, Water, Energy) and their technical agencies, research institutions, civil society, and the private sector. The workshops facilitated an iterative learning and development process to capitalize on key lessons learned and best practices from previous climate adaptation and resilience projects, which resulted in a concept note. However, the final draft concept lacked an AE to execute it.
66. Following Acted's accreditation with GCF and discussions with Chad's NDA, Acted agreed to take the concept note forward. Since then, Acted has undertaken further consultations and adjustments to the concept, to produce the final SCALE proposal presented here. This included stakeholder consultations at the national level with key ministries, agencies, research institutes and civil society actors, and at provincial level across all four target provinces. The consultations confirmed that the proposed SCALE project aligns not only with national level policies, but also with provincial priorities, and the needs of local communities. The full list of stakeholder consultation participants included in this process at the national and provincial level, and their findings can be found in Annex 2, section 12. As such, the SCALE proposal is backed by an extensive country ownership process and clearly aligns with the governments priorities for building a climate resilient Chad. Furthermore, SCALE utilizes a co-executing entity arrangement between Acted Chad and the Special Environment Fund (FSE), responding directly to a government request to have co-implementation of the project. This arrangement also supports FSE as a national entity in process of accreditation with GCF as a direct access entity to gain valuable experience and track-record of working with GCF financing. Details on the implementation arrangements and track record of the AE/Ees can be founds in Annex 2, section 11. A no objection letter from the government of Chad was received in support of the project at both concept note and proposal stage (see Annex 1).

**D.6. Efficiency and effectiveness** (D.6.1&2 are not applicable for this adaptation project).

D.6.3. Describe how the financial structure is adequate and reasonable in order to achieve the proposal's objective(s), including addressing existing bottlenecks and/or barriers; providing the minimum concessionality; and without crowding out private and other public investment. (max. 500 words)

67. The requested GCF concessional finance is essential to overcome the incremental costs and risk premiums associated with climate adaptation investments in Chad. The current debt of the government of Chad is at 34% of GDP. Although the country received a new extended credit facility from IMF in July 2025, it still faces formidable challenges stemming from humanitarian, climate, and security shocks, compounded by volatile oil prices and declining official development assistance. These factors have heightened balance-of-payment needs, strained public finances, and intensified social and humanitarian pressures, particularly with the unprecedented influx of refugees from Sudan. At the same time, the private sector is severely constrained in mobilizing adaptation finance. Financial institutions lack the long-term capital, risk assessment tools, and climate-adapted financial products necessary to serve smallholder farmers and pastoralists, who are often perceived as too risky and unbankable. GCF support is therefore catalytic and will serve to de-risk future investments by demonstrating viability of adaptation techniques, and leverage co-financing from government and development partners.
68. The SCALE project will provide grants to bridge the viability gap of planned climate-adaptation approaches and technologies. It deploys well tested climate adaptation measures, such as farmer managed natural regeneration, soil conservation techniques, water harvesting earthworks and rangeland restoration combined with indigenous technologies and approaches will maximize durability and efficiency of the adaptation techniques. SCALE will also modify industry best practices to fit the realities of Chadian farmers and pastoralists. For instance, climate-smart beekeeping, biofertilizer production, and modular fodder banks provide low-cost, replicable livelihood diversification options that reduce risk and improve resilience. Investment in the form of grants in such technologies and approaches will also reduce risk premiums for the private sector for future investments in climate adaptations through demonstrating proof of concepts. Grants will also benefit vulnerable populations such as rural communities, women and youth who face major barriers to accessing capital as outline in Annex 2 Pre-feasibility.

## E. ANNEXES

### E.1. Mandatory annexes

- Annex 1 NDA No-objection Letter(s) ([Template](#))
- Annex 2 Pre-feasibility (or feasibility) study ([Guidance](#))
- Annex 2a Logical Framework ([Template](#))
- Annex 2b Timetable ([Template](#))
- Annex 3 Budget plan that provides breakdown by type of expense including AE fees ([Template](#))
- Annex 4 Gender assessment and action plan ([Template](#))
- Annex 5 Co-financing commitment letter if applicable ([Template](#))
- Annex 6 Term sheet including a detailed disbursement schedule and, if applicable, repayment schedule
- Annex 7 Risk assessment and management ([Template](#))
- Annex 8 Procurement plan model ([Template](#))
- Annex 9a Legal Due Diligence (regulation, taxation and insurance) ([Template](#))
- Annex 9b Legal Opinion/Certificate of Internal Approvals ([Template](#))

### E.2. Other annexes to be submitted when applicable/requested

- Annex 10 Economic and/or financial analysis ([Guidance](#))  
(mandatory for private-sector proposals)
- Annex 11 Appraisal, due diligence or evaluation report for proposals based on up-scaling or replicating a pilot project
- Annex 12 Environmental and Social Action Plan (ESAP) ([Template](#))
- Annex 13 Operations manual for EDA projects ([guidance](#))
- Annex 14 Assessment of GHG emission reductions and their monitoring and reporting (for mitigation and cross cutting-projects)<sup>12</sup>

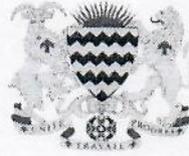
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**\*\*\* Please note that a funding proposal will be considered complete only upon receipt of all the applicable supporting documents. \*\*\***

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<sup>12</sup>Guidance on GHG emission reduction calculations for GCF projects/programmes is available on the GCF Programming Guidance (<https://www.greenclimate.fund/sites/default/files/document/gcf-programming-manual.pdf>), Box 12 "How to estimate greenhouse gas emission reductions for GCF". This annex is mandatory for Mitigation and Cross-cutting projects

**No-objection letter issued by the national designated authority(ies) or focal point(s)**



REPUBLIC OF CHAD  
MINISTRY OF THE ENVIRONMENT, FISHERIES AND SUSTAINABLE DEVELOPMENT  
NDA OF CHAD

N'Djamena, Chad, September 22<sup>nd</sup>, 2025

**Re: No-objection letter in respect of the funding proposal titled "SCALE – Strengthening Chad's Adaptation for Land, Ecosystems and smallholders" submitted by Acted**

We refer to the funding proposal titled "Scaling Adaptation: Strengthening Chad's Response to Climate Change in Chad submitted by Acted to us on 15.09.2025 (the "Proposal").

The undersigned is the duly authorized representative of Mr. Abakar MOURNO ABDOULAYE, the national designated authority of Chad.

Pursuant to GCF Decisions B.08/10, B.37/22, and B.41/02, the content of which we acknowledge to have reviewed, in my capacity as focal point, we hereby communicate our no-objection to the Proposal.

By communicating our no-objection, it is implied that:

- (a) The government of Chad has no-objection to the Proposal; and
- (b) The Proposal is in conformity with the national priorities, strategies and plans of Chad.

We also confirm that our national process for ascertaining no-objection to the Proposal has been duly followed.

Notwithstanding the foregoing, we expect Chad to take the necessary measures to ensure that the project as described in the Proposal is implemented in a manner consistent with applicable national laws.

We acknowledge that this letter will be made publicly available on the GCF website.

Kind regards,

Mr. Abakar MOURNO ABDOULAYE

Focal point of Chad



## Secretariat's assessment of SAP066

Proposal name:	SCALE – Strengthening Chad’s Adaptation for Land, Ecosystems and smallholders
Accredited entity:	ACTED
Country/(ies):	Chad
Project/programme size:	Small

1. The Secretariat has assessed this funding proposal against the GCF investment criteria and its consistency with GCF safeguards and policies. This proposal is recommended to the Board for approval. The Board may wish to consider approving this funding proposal in accordance with the term sheet agreed between the Secretariat and the Accredited Entity (AE), and, if considered appropriate, subject to the conditions set out in annex II to document GCF/B.44/02.

### I. Secretariat's assessment of the funding proposal against the investment criteria

Investment criteria	Does the proposal meet the requirements of the GCF investment criteria?	Strengths/main points of caution
<b>Impact potential</b>	Yes	The SCALE - Strengthening Chad’s Adaptation for Land, Ecosystems and smallholders project aims to enhance the climate resilience of farming and pastoralist communities in four highly vulnerable provinces of Chad (Salamat, Sila, Moyen-Chari and Ouaddaï) through the adoption of climate-adaptive techniques and technologies, while supporting diversified and resilient livelihoods. The project also focuses on strengthening capacities at the national and local level.

Investment criteria	Does the proposal meet the requirements of the GCF investment criteria?	Strengths/main points of caution
		<p>Through farmer field schools and agropastoral farmer schools, the project will promote climate-resilient agricultural and pastoral production systems, equipping communities to adopt adaptive practices and technologies. In addition, the project will rehabilitate small-scale infrastructure to increase access to water, improve rangeland management and provide training on income-generation activities to strengthen household livelihoods.</p> <p>At the institutional level, the project will build capacity in monitoring, reporting and verification and in climate impact measurement systems, enhance the Special Fund for the Environment’s (FSE) digital knowledge management platform and establish various community awareness initiatives.</p> <p>The project is expected to directly benefit 261,715 people and indirectly benefit 377,709 people, while rehabilitating and sustainably managing 101,140 hectares of degraded land through rangeland restoration, water harvesting and sustainable land management practices.</p>
<b>Paradigm shift potential</b>	Yes	<p>SCALE is a paradigm-shifting initiative designed to scale up the successes of two iterations of a project funded by the European Union, Strengthening Climate Governance and Resilience in Chad, implemented from 2016 to 2024. The project will catalyse long-term climate-resilient development in Chad by institutionalizing adaptation best practices.</p> <p>The project will generate multiplier effects through institutional strengthening, ecosystem restoration and livelihood diversification, shifting Chad’s</p>

Investment criteria	Does the proposal meet the requirements of the GCF investment criteria?	Strengths/main points of caution
		development pathway towards climate resilience in line with the national adaptation plan and the paradigm shift objectives of GCF.
<b>Sustainable development potential</b>	Yes	<p>SCALE covers various Sustainable Development Goals (SDGs): SDG 5 (gender equality), SDG 8 (decent work and economic growth), SDG 13 (climate action) and SDG 15 (life on land).</p> <p>It will deliver strong SDG co-benefits by restoring more than 100,000 hectares of degraded land through improved rangeland management, soil and water conservation and vegetation recovery, directly supporting SDG 13 (climate action) and SDG 15 (life on land) through enhanced carbon sequestration and ecosystem services.</p> <p>In parallel, the project will promote SDG 5 (gender equality) by addressing the disproportionate climate risks faced by women, improving their access to land, providing climate-resilient agricultural training and income-generation opportunities, and strengthening their participation in climate planning and economic decision-making.</p> <p>By rehabilitating critical ecosystems and narrowing gender gaps, SCALE will advance inclusive and sustainable development across multiple SDGs.</p>
<b>Needs of the recipient</b>	Yes	Chad is among the most climate-vulnerable countries in the world, ranking lowest on the Notre Dame Global Adaptation Initiative index, with an overall score of 25, including 0.65 for vulnerability and 0.16 for readiness to adapt to climate change.

Investment criteria	Does the proposal meet the requirements of the GCF investment criteria?	Strengths/main points of caution
		<p>The majority of the population depends on agriculture, pastoralism and other nature-based livelihoods, all of which are severely affected by climate variability and environmental degradation, resulting in heightened livelihood insecurity. The country is exposed to multiple climate hazards, including rising temperatures, erratic rainfall, land degradation and desertification, recurrent droughts and seasonal water scarcity, while institutional capacity to adopt and scale up climate-resilient practices remains extremely low.</p> <p>SCALE aims to strengthen institutional technical capacity to access climate finance, pilot and scale up innovative climate adaptation approaches and technologies and establish a repository to document and capitalize on best practices. It will also reinforce community-based knowledge networks to ensure that vulnerable and underserved populations are better equipped to build resilience against extreme climate events.</p>
<b>Country ownership</b>	Yes	<p>The project aligns with Chad’s nationally determined contribution, national adaptation plan, national programme for rural transformation and sector strategies on agriculture, livestock, water and land, and systemically and strategically fits with the country’s climate action goals. SCALE also aligns closely with the overall sustainable development goals of Chad, set out in its Vision 2030.</p> <p>Additionally, the project is a priority project for Chad. The national designated authority, the Ministry of the Environment, Fisheries and Sustainable Development, together with the Ministries of Agriculture, Livestock, Water and Energy and other technical agencies, were consulted extensively and validated the project together with the Agency for Technical Cooperation and</p>

Investment criteria	Does the proposal meet the requirements of the GCF investment criteria?	Strengths/main points of caution
		<p>Development (ACTED). The national designated authority nominated FSE, an institution working under its authority, to co-implement the project alongside ACTED as executing entities. Provincial governments and technical ministries (Agriculture, Livestock, Water, Land) will play roles in governance committees and monitoring, reporting and verification activities.</p>
<p><b>Efficiency and effectiveness</b></p>	<p>Yes</p>	<p>SCALE is highly cost-effective, with a USD 25 million investment generating 639,424 direct and indirect beneficiaries, an excellent cost-benefit ratio for a fragile Sahelian context.</p> <p>A significant share of the budget is allocated to direct field implementation under components 2 and 3, rather than overhead costs. Co-financing contributions from ACTED (USD 2.08 million) and FSE (USD 0.56 million in-kind) represent 10.6 per cent of total project financing, which is appropriate given Chad's fiscal constraints.</p> <p>Implementation efficiency is reinforced through the robust country systems of ACTED and three layers of financial oversight, complemented by public asset operations and maintenance committees that support the long-term sustainability of infrastructure investments and a clear exit strategy that ensures institutionalization within government systems.</p> <p>Results monitoring will be supported through monitoring, reporting and verification training, a dedicated measurement framework and application of the GCF-consistent Integrated Results Management Framework methodology to track adaptation beneficiaries.</p>

## II. Secretariat's assessment of the funding proposal's consistency with GCF safeguards and policies

Consistency with GCF safeguards and policies	Secretariat's assessment of the proposal	Remarks (strengths/points of caution)
<p><b>Environmental and social safeguards, including the Indigenous Peoples Policy</b></p>	<p>Consistent</p>	<p><b>Environmental and social risk category.</b> ACTED shared an environmental and social action plan (ESAP) as part of the funding proposal package, and the safeguards instrument identifies potential environmental and social risks and proposes mitigation measures. The ESAP was developed in compliance with the Environmental and Social Policy of ACTED and the GCF Revised Environmental and Social Policy and was screened against the interim International Finance Corporation Performance Standards. The ESAP will be continuously monitored and reported on throughout the duration of the project's implementation and is a core component of the funding proposal. Environmental and social screening was undertaken at the concept and funding proposal stages, and screening by ACTED confirmed that the project is categorized as category C. Project activities screening showed low to no environmental and social risks. The GCF Secretariat agrees with this categorization and confirms that the risk category is within the safeguards risk accreditation level of the AE and is consistent with the requirement of the GCF Revised Environmental and Social Policy.</p> <p><b>Grievance redress.</b> The accountability and feedback mechanism of ACTED is its formalized grievance redress mechanism, which will provide safe channels for women and youth to raise concerns. Through it, gender-related risks will be mitigated and women's leadership, economic empowerment and equitable access to resources will be strengthened. A human resources grievance redress mechanism will be available for reporting concerns related to the personal and professional conduct of ACTED staff, and the transparency mechanism of ACTED will be the channel for reporting issues related to the protection of assets and</p>

Consistency with GCF safeguards and policies	Secretariat's assessment of the proposal	Remarks (strengths/points of caution)
		<p>resources. A risk management plan will be in place to guide conflict-sensitive approaches throughout the implementation of the project. Through this package of measures, the AE will address land conflict risks and contribute to building longer-term capacities for peaceful resource management.</p> <p><b>Land acquisition and involuntary resettlement.</b> The project will strengthen community land governance with the inclusion of women and youth. This will strengthen land tenure and eliminate economic displacement and access restriction risks. During project preparation, consultations and mapping processes may highlight areas of contested access, requiring the use of a conflict-sensitive approach to avoid exacerbating tensions.</p> <p><b>Resource efficiency and pollution prevention.</b> The project will rehabilitate small-scale water sources and communal infrastructure. This activity does not pose a risk of significant extraction, diversion or containment of groundwater since it involves the rehabilitation of existing boreholes only, without increasing their original design capacity. However, preventive measures will be applied to ensure compliance with national regulations and to avoid impacts on the ground water table.</p> <p><b>Sexual exploitation, abuse and harassment (SEAH).</b> The revised GCF Environmental and Social Policy adopted by decision B.BM-2021/18 requires safeguarding from sexual exploitation, abuse and harassment (SEAH) in GCF-financed activities. The AE provided SEAH safeguarding in its submission to this funding proposal. Contextual risk factors include low awareness and enforcement of the law and entrenched cultural norms. Project-related risk</p>

Consistency with GCF safeguards and policies	Secretariat's assessment of the proposal	Remarks (strengths/points of caution)
		<p>factors include isolated project sites and male dominated project teams; the latter may affect project staff and other workers contracted by the project. The AE has outlined potential SEAH risks and associated project activities in the ESAP with women being particularly vulnerable. Mitigation measures include implementing the AE's SEAH policy and code of conduct which the contractors will also be expected to adhere to, training for project staff and awareness raising among community members, among others. Regarding the GRM, multiple reporting channels will be available to both staff and community members. Furthermore, the AE will respond to cases by enabling survivors to access medical care, psychosocial support, legal assistance, protective measures, and reintegration services. Contact details of the AE's and GCF redress mechanisms are included in the ESAP and will be available to receive SEAH complaints. SEAH mitigation measures will be monitored for their effectiveness and continuously improved. At the field level, reporting will be carried out monthly and progress reviewed quarterly and annually.</p> <p><b>GCF Indigenous Peoples Policy and Environmental and Social Safeguards 7: Indigenous Peoples.</b> Consistent with its categorization, the activities outlined in the funding proposal are low risk for Indigenous Peoples as per the Indigenous Peoples Policy. The project includes an Indigenous Peoples Planning Framework, and this should be highlighted as good practice. No Indigenous Peoples were identified during the design phase however the project indicates the possible presence of nomadic Indigenous Peoples in some project areas. Prior to implementation, further screening will be undertaken and, if Indigenous Peoples are identified, meaningful consultations will be initiated and an Indigenous Peoples Plan will be developed as required. The project foresees comprehensive inclusion measures to ensure regular consultations and joint decision-making</p>

Consistency with GCF safeguards and policies	Secretariat's assessment of the proposal	Remarks (strengths/points of caution)
		<p>through local land management committees, which will include representatives of Indigenous Peoples where they are affected. The project will support awareness-raising and monitoring of migration routes for livestock, alongside the provision of additional water sources to avoid inter-community conflict. In line with its roles and functions, the GCF Indigenous Peoples Advisory Group is available to provide advice to the AE. In line with the GCF Indigenous Peoples Policy, the GCF Indigenous Peoples focal point will be available for assistance at any stage, including before a claim is made.</p>
<b>Gender policy</b>	Consistent	<p>The AE provided a gender assessment and action plan with the funding proposal and complies with the requirements of the GCF Updated Gender Policy. The assessment examines gender dynamics in rural settings and the agriculture sector, describes the division of labour in different sub-sectors, and identifies structural inequalities faced by women in accessing resources such as land, agricultural inputs, and credit. Farming equipment is largely traditional and artisanal resulting in labour-intensive tasks being performed by hand. This increasing the workload of women over and above their reproductive tasks. Though women are active and indispensable contributors in agriculture, their roles are concentrated in low-value, informal activities with limited market access, while men dominate the more profitable segments of commercialization and decision-making. This reinforces women's economic marginalization and limits their adaptive capacity. Furthermore, high female illiteracy levels limit women's access to information, services, and economic independence. Moreover, intersecting inequalities, linked to displacement, age, and poverty, compound gendered vulnerabilities.</p>

Consistency with GCF safeguards and policies	Secretariat's assessment of the proposal	Remarks (strengths/points of caution)
		<p>To address these challenges, the project proposes targeted and inclusive interventions that embed gender responsiveness. A gender action plan (GAP) contains activities, qualitative and quantitative indicators, sex-disaggregated targets, timelines, responsibilities and costs for implementation. The project endeavours to embed women's perspectives into national adaptation planning through gender-inclusive consultations and training of government officials. In addition, dialogues will be conducted on gender norms and promote women's leadership in community adaptation. Women's equitable participation in farmer and pastoral field schools will be promoted, with specific measures to increase their access factors of production such land and agricultural inputs. Additionally, participation in farmer field schools will be made accessible to women and youth through adapted schedules, local delivery to reduce mobility constraints, and materials that consider the low levels of literacy among women. The GAP also targets women and youth with training, entrepreneurship support, and financial inclusion through women-led village savings and loan associations. Targets are also included for vulnerable groups such as people with disabilities, the elderly and female-headed households.</p>
<b>Risks</b>	Consistent	<p>The AE has identified heightened inherent risks of money laundering/terrorist financing (ML/TF) and other prohibited practices (PP) due to contextual factors including an informal, cash-based economy, limited banking penetration, and the presence of armed groups who may seek to receive assistance as project beneficiaries. In order to mitigate these risks, the AE will work with local authorities to vet and validate beneficiaries and enable community members to report suspicious activity via its Acted Feedback Mechanism (AFM), which allows for anonymous complaints and reporting. The AE also implements third-party</p>

Consistency with GCF safeguards and policies	Secretariat's assessment of the proposal	Remarks (strengths/points of caution)
		<p>verification, including automated screening. Risks of fraud, corruption, conflict of interest, and other PP are mitigated by a dedicated Transparency, Compliance, and Investigation department at both the AE's headquarters and Chad country office levels, enabling project oversight on-the-ground. Moreover, the AE monitors risks on a monthly basis, including through its monthly project risk register. Due diligence conducted on the co-EE, FSE, confirmed it has the requisite policies and controls relating to anti-fraud and corruption, and the AE will provide ongoing capacity-building to strengthen FSE's anti-money laundering/countering the financing of terrorism (AML/CFT) controls.</p>
<p><b>Fiduciary</b></p>	<p>Consistent</p>	<p>ACTED will serve as the AE, with ACTED Chad and FSE serving as the executing entities. ACTED headquarters will retain full oversight, fulfil all the obligations of the accreditation master agreement, manage GCF reporting and channel funds to ACTED Chad and FSE through project-specific grant agreements. FSE will lead key activities under components 1–3, including activity 1.1.1 on the national project pipeline, activity 1.2.1 on national-level dialogues, activity 2.1.2 on water harvesting and soil management, activity 2.2.3 on rehabilitation of water sources and communal infrastructure, and activity 3.1.2 on climate-adapted income-generation activities, coordinating closely with relevant national ministries.</p> <p>ACTED Chad will implement the remaining activities across components 2 and 3, including direct project implementation, community engagement, procurement and day-to-day financial execution and monitoring of ACTED-led activities, or will subgrant activities not covered by FSE. Both ACTED Chad and FSE may subgrant selected activities to approved third-party partners following the procurement and due diligence procedures of ACTED.</p>

<b>Consistency with GCF safeguards and policies</b>	<b>Secretariat's assessment of the proposal</b>	<b>Remarks (strengths/points of caution)</b>
		<p>GCF funds will be received in a dedicated ACTED headquarters project account. Disbursements to ACTED Chad will occur twice monthly based on validated cashflow requests, while FSE will receive an initial 25 per cent advance, with subsequent instalments released after at least 80 per cent of prior advances are accounted for. Financial management will follow the three-tier internal control framework of ACTED: ACTED Chad's finance department will conduct first-level expenditure reviews, while ACTED headquarters will provide second-level oversight and consolidate accounts, and the transparency, compliance and investigations department will conduct monthly compliance checks and annual internal audits. Independent external auditors will perform annual audits in line with the requirements of the accreditation master agreement. These arrangements will collectively ensure robust internal controls, transparent fund flows and adherence to GCF fiduciary standards</p>
<p><b>Results monitoring and reporting</b></p>	<p>Consistent</p>	<p>This is an adaptation project that aims to build the agricultural resilience of vulnerable communities in Chad. It targets adaptation results area 1 (most vulnerable people and communities) and adaptation results area 2 (health and well-being, and food and water security). The project is expected to directly benefit 261,715 people (representing 1.3 per cent of the national population) and indirectly benefit a further 377,709 people (1.9 per cent of the population).</p> <p>The AE provided a coherent theory of change outlining a clearly articulated results chain, the main project outcomes and co-benefits, the barriers facing the sector and the assumptions underpinning the project. A fully completed logical framework using the prescribed GCF template outlining the relevant core and supplementary indicators in line with the Integrated Results Management</p>

Consistency with GCF safeguards and policies	Secretariat's assessment of the proposal	Remarks (strengths/points of caution)
		<p>Framework was provided, in addition to additional project indicators. Being a simplified approval process project, the AE provided the required annexes from a monitoring, evaluation and learning standpoint, including information on the timing of key reporting activities and on mid-term and final evaluations. The project's budget identifies the costs allocated to monitoring, evaluation and learning, which are within the GCF recommended range.</p> <p>During the project review, the AE was provided with guidance to refine the core and supplementary indicators in the logical framework, clarify the monitoring, evaluation and learning budget and refine the timing of the completion report and final evaluation.</p>
<b>Legal assessment</b>	Not applicable	<p>The legal arrangements for the project will be based on the revised approach to legal arrangements adopted by the Board pursuant to decision B.42/13. Consequently, they will consist of a project-specific funded activity agreement which incorporates the Standard Conditions (Projects) dated 31 January 2026.</p> <p>The Accredited Entity has provided a legal opinion/certificate confirming that it has obtained all internal approvals and it has the capacity and authority to implement the project.</p> <p>The proposed project will be implemented in the Republic of Chad, a country in which GCF is not provided with privileges and immunities. This means that, amongst other things, GCF is not protected against litigation or expropriation in this country, which risks need to be further assessed. Moreover, the ability of GCF to undertake redress activities and/or investigations in such country may be hindered due to the absence of privileges and immunities for relevant GCF personnel.</p>

Consistency with GCF safeguards and policies	Secretariat's assessment of the proposal	Remarks (strengths/points of caution)
		<p>Therefore, it is recommended that the Board considers whether disbursements of GCF proceeds should only be made after GCF has obtained satisfactory protection against litigation and expropriation in the country, or has been provided with appropriate privileges and immunities for GCF and its personnel.</p> <p>GCF holds industrial property protection for its combined logo (sphere with the words "Green Climate Fund") in the country.</p> <p>Pursuant to decision B.41/08, the Board approved the accreditation of the Accredited Entity subject to the Accredited Entity delivering, amongst other things, an independent external quality assessment report (the "<b>Report</b>") from a qualified and competent professional confirming the overall effectiveness of the Accredited Entity's internal audit function prior to the submission of the Accredited Entity's accreditation mid-term review report.</p> <p>Under paragraph 79 of the Accreditation Framework of the Green Climate Fund adopted pursuant to decision B.42/13 (the "<b>RAF</b>"), there is no fixed accreditation term and consequently, there is no longer such a 'mid-term review'. Accordingly, in accordance with the transitional arrangements relating to the RAF (decision B.42/13, annex VI, paragraph 1(b)), the Secretariat, in consultation with the Accreditation Panel, has determined that the deadline for the Accredited Entity to deliver the Report should be two years and six months from the start date of the Accredited Entity's accreditation term (i.e. by 15 April 2028) as this would have been the deadline but for the adoption of the RAF. This deadline has been clarified in the term sheet accompanying the Funding Proposal for clarity.</p>



<b>Consistency with GCF safeguards and policies</b>	<b>Secretariat's assessment of the proposal</b>	<b>Remarks (strengths/points of caution)</b>
		<p>To facilitate prompt implementation of the project, it is recommended that any approval by the Board is made subject to the following conditions:</p> <ul style="list-style-type: none"><li data-bbox="1016 528 1957 639">(a) Signature of the funded activity agreement in a form and substance satisfactory to the GCF Secretariat within 180 days from the date of Board approval; and</li><li data-bbox="1016 663 1944 735">(b) Completion of the legal due diligence to the satisfaction of the GCF Secretariat prior to the signature of the funded activity agreement.</li></ul>

## Independent Technical Advisory Panel's assessment of SAP066

Proposal name:	SCALE – Strengthening Chad’s Adaptation for Land, Ecosystems and smallholders
Accredited entity:	ACTED
Country/(ies):	Chad
Project/programme size:	Small

### I. Assessment of the independent Technical Advisory Panel

#### 1.1 Overview

1. This is the first submission of the funding proposal entitled “Strengthening Chad’s Adaptation for Land, Ecosystems and smallholders (SCALE)”, submitted to the independent Technical Advisory Panel (iTAP) under the simplified approval process (SAP). The accredited entity (AE) is ACTED. The executive entities are ACTED-Chad and the Special Fund for the Environment (FSE), a public administrative body of Chad, under the technical oversight of the Ministry of the Environment, Fisheries and Sustainable Development.
2. This adaptation proposal focuses on two adaptation results areas (ARAs), namely ARA 1, most vulnerable people and communities (50 per cent), and ARA 2, health and well-being, and food and water security (50 per cent). The expected adaptation outcome includes 261,715 direct and 377,709 indirect beneficiaries in four provinces: Ouaddaï, Sila, Salamat and Moyen-Chari. The funding proposal is structured around three components:
3. **Component 1** focuses on institutionalizing knowledge management and strengthening governmental capacities and addresses institutional weaknesses within the Government of Chad and gaps in knowledge management. Activities under this component will strengthen institutional and technical capacities for measuring climate adaptation impacts and will ensure that climate adaptation knowledge and best practices are systematically collected, shared and scaled up through inclusive platforms.
4. **Component 2** aims to implement ecosystem-based adaptation for agricultural and pastoral production systems, addressing limited access to knowledge and inputs for climate adaptation practices as well as weak local capacities for sustainable natural resource management. The project will facilitate the transition to climate-adapted production systems in Moyen-Chari and Salamat and will promote the adoption of climate-adapted techniques in Ouaddaï, Sila and Salamat.
5. **Component 3** focuses on support for livelihood diversification as a strategy to enhance climate resilience, addressing the income diversification needed to reduce vulnerability to climate shocks in primary production systems. Activities under this component will provide training and incentives for 220 people per province to implement climate-resilient income-generating activities (IGAs). In addition, the project will establish 20 Village Savings and Loan Associations (VSLAs), which, according to the funding proposal (annex 2, p.15), strengthen community cohesion, encourage regular saving habits and improve household capacity to manage shocks and invest in livelihood activities.

6. The overall budget is USD 27,646,557, with a funding request to GCF of a grant of USD 25 million. ACTED will provide co-funding of USD 2,086,557 and FSE will provide in-kind co-funding of USD 560,000.
7. In its assessment, the iTAP considered all documents submitted as at 8 December 2025 and all the answers received by the iTAP as at 23 December 2025.

## 1.2 Impact potential

*Scale: N/A*

8. The funding proposal and its annex 2 present a structured analysis of climate risks. Following a clear country-level overview, the proposal characterizes agricultural and livestock systems across Chad's three main agroecological zones – the Saharan, Sahelian and Sudanian zones – further differentiated by livelihood subzones. It then provides a detailed profile of the project areas, including province-specific agricultural and pastoral activities, as well as key socioeconomic, cultural and biodiversity-related characteristics.
9. The funding proposal subsequently presents the climate change context, drawing on both country-specific information and regional climatic drivers, such as the West African monsoon. It analyses historical climate trends and future projections at the national level using two shared socioeconomic pathways (SSPs): SSP2-4.5 and SSP5-8.5. In addition, the proposal includes information on land degradation and desertification processes.
10. Based on the combination of these data sets, the AE prepared spatially averaged precipitation and temperature data for 1991–2020 and projected anomalies for the target provinces under the SSP2-4.5 and SSP5-8.5 scenarios for 2040–2059. This information was then used for analysing current and future impacts on crop and livestock production and on resource use conflicts.
11. The project proposes adaptation measures that clearly respond to the identified climate risks. These measures combine activities aimed at securing and, where possible, increasing the productivity of agricultural and pastoral systems under climate stress, diversifying income sources, and strengthening organizational and entrepreneurial skills, particularly among women and young people (components 2 and 3). Concretely, the project will replicate climate-resilient agricultural and livestock practices drawn from successful experience from previous initiatives funded by the European Union in Chad, namely the Strengthening Climate Governance and Resilience in Chad project (part of the Global Climate Change Alliance (AMCC) initiative, 2016–2019, and AMCC+, 2020–2024). The AE identified four key conditions that allow replication: (i) same agro-ecological zones, (ii) presence of implementing partners of AMCC and AMCC+ in the four targeted provinces, (iii) similarities in market functionality, and broadly comparable security and access conditions, as assessed by ACTED.
12. The project will directly benefit more than 250,000 people. According to the AE, beneficiary targeting will entail a two-step process: i) establishing eligibility and ii) prioritizing, among those eligible, the most relevant people to be targeted by each activity. The primary actors in this process will be the community targeting committee (CFC)<sup>1</sup> and ACTED.
13. The three project outcomes – strengthened institutional capacities and knowledge management for climate adaptation, scaled up climate-resilient agricultural and pastoral systems, and diversified, climate-resilient livelihoods for women and youth – are complementary. Components 2 and 3 deliver direct benefits at the local level, while component 1 addresses systemic constraints by strengthening Chad's capacity to plan, monitor and report

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<sup>1</sup> The community targeting committee includes village or site chiefs, representatives of women and youth, people with specific needs, religious leaders, elderly people and representatives of Indigenous Peoples.

on climate change adaptation, thereby supporting improved governance and the upscaling of adaptation efforts across the agriculture and livestock sectors.

14. The funding proposal acknowledges implementation challenges related to natural resource use and social tensions, notably those associated with access to land and resources, increasing refugee flows and challenges related to the governance of VSLAs, turnover of public officials and capacity limitations (annexes 2, 4, 12 and 12a to the funding proposal and responses from the AE to the iTAP).

15. In summary, the proposal makes effective use of available information on climate hazards, exposure and vulnerability to assess current and future climate risks; proposes context-appropriate adaptation measures through a gender- and youth-responsive lens; and includes a monitoring, evaluation, accountability and learning framework designed to support adaptive management, address implementation challenges and enable future replication or upscaling.

16. However, the realization of this potential is constrained by two structural factors: (i) Chad's complex and restrictive land tenure and land-use system, which can limit long-term land tenure or use rights for targeted populations, particularly women and refugees (see section 1.3 below for details), and (ii) the risk of heightened social tensions or conflict in the targeted provinces, arising either from unintended social impacts of the project and/or from spillover effects of conflicts in neighbouring countries (see section 1.4 below for details).

17. The iTAP acknowledges that the AE is aware of these contextual risks and has incorporated mitigation measures to the extent possible within the project's design. Taking these considerations into account, the iTAP assesses the adaptation impact potential of the funding proposal to be medium to high.

### 1.3 Paradigm shift potential

*Scale: N/A*

18. SCALE aims to promote transformational adaptation through two complementary pathways. The first pathway focuses on replicating, under Components 2 and 3, successful practices from the AMCC Chad and AMCC+ initiatives. This approach builds on existing experience and lessons learned in climate adaptation for agriculture and livestock systems, while facilitating access for women and youth to climate-resilient and diversified livelihoods.

19. The second pathway concentrates on creating enabling conditions for future upscaling and monitoring by strengthening governmental capacities at the national and provincial level and establishing a structured platform for managing climate adaptation knowledge (component 1). By enhancing institutional capacities for knowledge management, coordination and dissemination, the project will support replication in other provinces and will contribute to the development of a national adaptation monitoring system. A key element of this pathway is the transition from implementation led by non-governmental organizations, as in earlier initiatives funded by the European Union, to management by a national entity, namely FSE, a public administrative body of Chad, under the technical oversight of the Ministry of the Environment, Fisheries and Sustainable Development.

20. In order to facilitate coordination among international partners, the AE has identified 29 other donor-funded projects in Chad that are relevant to the targeted sectors.<sup>2</sup> The funding proposal refers to an ongoing dialogue with these international partners with the objective of increasing complementarity and synergies and avoiding duplication. However, the proposal is

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<sup>2</sup> International donors include, among others, the African Development Bank, the Arab Bank for Economic Development in Africa, the World Bank, the International Fund for Agricultural Development, the Food and Agriculture Organization of the United Nations, the United Nations Development Programme, the World Food Programme and the European Union.

unclear about the concrete mechanisms through which coordination, information-sharing and joint learning will be operationalized during implementation.

21. Two structural factors may limit the paradigm shift potential of the project: first, the complex and restrictive land tenure and land-use system in Chad (annex 2 to the funding proposal, pre-feasibility study; annex 4 to the funding proposal, gender assessment and action plan; and AE responses to the iTAP), and, second, the fragile and conflict-prone social context in the targeted provinces. In addition, the long-term transition towards climate-resilient pathways remains vulnerable, as the replication and upscaling of climate-resilient practices and livelihoods, along with institutional engagement, knowledge management and monitoring, continue to rely on humanitarian and development funding.

22. The iTAP recognizes that developments related to these factors are largely outside the direct control of the AE and executing entities. Nevertheless, limited access to secure land tenure and long-term land-use rights, particularly for women, youth and refugees, combined with existing social tensions and the interaction between land access and conflict dynamics, as well as the reliance on external funding sources, may present challenges for sustaining transformational change over time.

23. In consideration of the above, the iTAP assesses the paradigm shift potential of the project to be medium to high.

#### 1.4 Sustainable development potential

*Scale: N/A*

24. Beyond its contribution to Sustainable Development Goal (SDG) 13, on climate action, the proposal has the potential to contribute to the achievement of several other SDGs, including SDG 1 (no poverty), SDG 2 (zero hunger), SDG 5 (gender equality), SDG 10 (reduced inequalities) and SDG 15 (life on land).

25. In terms of **environmental co-benefits**, the ecosystem-based adaptation practices proposed for agricultural and pastoral production systems can contribute to increased carbon removal (climate change mitigation), the creation or strengthening of biodiversity islands and improvements in soil quality. The project's target of implementing climate-resilient practices across 100,000 hectares of land promises large environmental co-benefits in the four provinces. However, the extent to which these impacts will be realized will depend on the specific practices adopted and the scale and location of their implementation.

26. The iTAP expresses concern regarding the potential negative environmental impacts associated with the use of invasive species, such as *Moringa oleifera*, while acknowledging the potential benefits for food security and income generation. The iTAP therefore strongly recommends that the AE: (i) prepare and disseminate clear management guidance in local languages on the use of invasive species; and (ii) include specific indicators in the monitoring plan to enable the timely identification and management of potential negative environmental impacts.

27. Several activities, particularly under component 3, are expected to generate important **economic co-benefits**, including access to training in financial literacy and leadership, business skills development and strengthened access to VSLAs.

28. **Social co-benefits** from the implementation of the project will include improved access to training and knowledge, enhanced participation of targeted groups such as women and youth, and improved food production through climate-resilient agricultural and pastoral practices. The funding proposal includes an Indigenous Peoples policy framework that clarifies the principles, organizational arrangements and design criteria to be applied whenever project activities may involve Indigenous Peoples (annex 12a to the funding proposal) and the

safeguards, consultations and specific measures to mitigate potential negative impacts and facilitate potential positive impacts of the project on Indigenous Peoples.

29. The project was designed using a gender- and youth-sensitive approach (see annex 4 to the funding proposal, gender assessment and action plan) and includes indicators for monitoring progress in these areas (see the logical framework for the funding proposal).

30. The iTAP concurs with the analysis presented in annex 2 to the funding proposal regarding the multilayered relationship between access to and use of natural resources and the prevalence of social tensions and conflicts, and takes note of two key strategies defined by the project to address the corresponding challenges.

31. First, with regard to access to land and land-use rights, the AE clarified that “the project will facilitate access to land through negotiated, non-exclusive, and time-bound use arrangements (such as land leases) rather than ownership claims. For women, youth, and other marginalized groups, project-supported activities will be implemented on communal land, household plots, or land already under customary management, with the explicit consent of traditional authorities and land users”.<sup>3</sup>

32. While the iTAP acknowledges this approach as suitable for the implementation phase given the context, it notes that the absence of clear pathways towards secure and durable land-use arrangements for vulnerable groups, particularly women, youth and refugees, constitutes a significant structural constraint. This uncertainty may affect both the sustainability of project’s outcomes and the equitable distribution of benefits beyond the project lifetime.

33. With regard to the management of fragility and the risk of unintended negative impacts on existing social tensions, the AE explained that the project will apply a conflict-sensitive and adaptive management strategy structured around three pillars: early identification of emerging tensions or conflict, conflict prevention and responsive mitigation. The iTAP welcomes the inclusion of this strategy and considers it a necessary element for operating in a fragile and conflict-prone context. At the same time, the effectiveness of this approach will depend on timely implementation, adequate resourcing and the capacity to respond rapidly to evolving local dynamics.

34. In consideration of the above, the iTAP assesses the sustainable development potential to be medium to high.

## 1.5 Needs of the recipient

*Scale: N/A*

35. Chad is a large, landlocked low-income country in Central Africa with an estimated population of about 20 million people.<sup>4</sup> With a Human Development Index value of 0.416, Chad ranks among the lowest globally<sup>5</sup> and is classified as a State highly affected by institutional and social fragility.<sup>6</sup> The country spans three major agroecological zones, from the Sahara desert in the north, through the Sahelian belt, to the more fertile Sudanian zone in the south, which show spatial disparities in livelihoods, vulnerability and development outcomes.

36. The economy is narrowly based and highly vulnerable to shocks. While oil exports generate the bulk of the Government’s revenues, the funding proposal notes that “poor

<sup>3</sup> Responses to iTAP questions received as at 22 December 2025.

<sup>4</sup> See <https://ida.worldbank.org/en/financing/debt/country/chad>.

<sup>5</sup> See <https://hdr.undp.org/data-center/human-development-index#/indicies/HDI>.

<sup>6</sup> See the 2026 list of fragile and conflict-affected situations at <https://www.worldbank.org/en/topic/fragilityconflictviolence/brief/classification-of-fragile-and-conflict-affected-situations>.

management of oil revenues, and volatility in prices has significantly inhibited Chad's public spending and investments" (annex 2 to the funding proposal, p.14).

37. Agriculture and livestock remain the primary livelihood sources for most of the population. These systems are predominantly rain-fed and low in productivity, with limited access to inputs, services, finance and markets. The value of the multidimensional poverty index of the United Nations Development Programme in 2025 for Chad was 0.517.<sup>7</sup> Poverty is widespread, particularly in rural areas, and food insecurity is recurrent.

38. According to the Notre Dame Global Adaptation Index, Chad, with a score of 24.9, is the country most vulnerable to climate change.<sup>8</sup> Rising temperatures, increasingly erratic rainfall, prolonged droughts and more frequent and severe floods already affect water resources, crop and livestock productivity, and ecosystem services. The long-term decline of Lake Chad illustrates the combined pressures of climate change, environmental degradation and demographic growth. Adaptive capacity is extremely constrained by weak institutions, limited infrastructure and high levels of poverty and insecurity.

39. Fragility in Chad is compounded by political instability, intercommunal tensions and spillovers from regional conflicts, notably in Sudan, the Central African Republic and the Lake Chad basin. The country hosts large numbers of refugees and internally displaced people, placing additional pressure on land, water and social services, particularly in vulnerable areas.

40. According to the World Bank, Chad's development pathway faces multiple constraints, including domestic and regional conflict, weak governance, including public financial management, inadequate provision of basic services, fiscal sustainability challenges and overreliance on oil revenues, persistent gender inequality, climate change impacts and competition over natural resources, as well as inadequate infrastructure.<sup>9</sup>

41. The iTAP considers that the SAP proposal under review has been designed with awareness of the recipient's multiple needs and aims to address climate change vulnerability in the targeted provinces. Accordingly, the iTAP assesses the needs of the recipient to be high.

## 1.6 Country ownership

*Scale: N/A*

42. The funding proposal package includes a no-objection letter signed in September 2025 by the corresponding focal point in the Ministry of the Environment, Fisheries and Sustainable Development, the national designated authority of Chad (annex 1 to the funding proposal)

43. Chad has a strong framework for climate adaptation action. Key documents include the first nationally determined contribution, submitted in October 2021,<sup>10</sup> the national adaptation plan, from February 2022,<sup>11</sup> and the third national communication, submitted in September 2021.<sup>12</sup> The framework shows that development and climate priorities in Chad focus on strengthening climate-resilient agricultural and pastoral systems, improving water and natural resource management, restoring degraded landscapes, enhancing food security and nutrition, and building adaptive capacity at both the institutional and community level. Accordingly, integrated and conflict-sensitive approaches that link climate adaptation, livelihoods and resilience are essential to address Chad's overlapping climate and fragility challenges.

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<sup>7</sup> United Nations Development Programme. 2025. 2025 Global Multidimensional Poverty Index (MPI): Overlapping Hardships: Poverty and Climate Hazards. New York: United Nations Development Programme.

<sup>8</sup> See <https://gain.nd.edu/our-work/country-index/>.

<sup>9</sup> See <https://ieg.worldbankgroup.org/evaluations/chad-country-program-evaluation/chapter-1-introduction-and-country-context>.

<sup>10</sup> See <https://unfccc.int/documents/499019>.

<sup>11</sup> See <https://unfccc.int/documents/460775>.

<sup>12</sup> See <https://unfccc.int/documents/461041>.

44. ACTED is a newly accredited GCF entity, with an accreditation master agreement signed in July 2025. Its theory of change combines humanitarian assistance with a socially integrative approach and a strong commitment to promoting resilient ecosystems in its partnership with more than 40 countries worldwide. ACTED is active or collaborates in more than 20 countries across Africa.

45. The selection of the key sectors targeted by SCALE (agriculture and livestock) is well aligned with national policies and with priorities expressed at the provincial level and the needs identified by local communities. The AE further clarified to the iTAP that the selection of the four provinces was based on the presence and operational capacity of implementing partners from the AMCC+ initiative, as well as the established presence of FSE, the co-executing entity, in all four provinces. The participation of FSE reflects the Government of Chad's commitment to co-implementing the project and demonstrates an intention to mainstream climate change adaptation within governmental structures at both the national and subnational level.

46. Section 12 of the pre-feasibility study summarizes the stakeholder consultations conducted during the project's design. These consultations took place at both the national level and in the four participating provinces. Stakeholders highlighted the need to address key development challenges, including low livelihood productivity, inequitable land distribution, limited or no access to land for highly vulnerable groups, such as refugees and women-headed households, and increasing climate-related shocks. The outcomes of these consultations appear to have informed the project's design, in particular the Environmental and Social Action Plan (annex 12 to the funding proposal) and the Gender Assessment and Action Plan (annex 4 to the funding proposal).

47. Considering the above, the iTAP assesses the country ownership of this funding proposal to be high.

## 1.7 Efficiency and effectiveness

*Scale: N/A*

48. The total project budget is USD 27,646,557, with a funding request to GCF of USD 25 million in the form of a grant. ACTED will provide USD 2,086,557 as co-funding and FSE will contribute USD 560,000 as in-kind co-funding, resulting in a co-funding ratio of 10.59 per cent. The budget allocation is 25 per cent for component 1 (institutional development), 41 per cent for component 2 (climate-resilient agriculture and livestock practices), 25 per cent for component 3 (livelihood diversification), 4 per cent for monitoring, evaluation, accountability and learning and 5 per cent for project management.

49. The project aims to reduce climate vulnerability and improve adaptive capacity for an estimated 261,715 direct and 377,709 indirect beneficiaries across four provinces: Ouaddai, Sila, Salamat and Moyen-Chari. Considering Chad's high poverty levels, pronounced climate vulnerability, widespread fragility and the limited financial literacy and credit access of climate-vulnerable farmers and pastoralists, the use of a highly concessional grant is justified.

50. The exit strategy focuses on strengthening local institutional capacity, building evidence for climate-resilient practices, supporting local multiplier networks and developing key infrastructure. However, post-project investments, scaling up or replication remain largely dependent on continued international development or humanitarian funding, which poses a risk to the long-term sustainability of outcomes. The iTAP therefore recommends that the AE initiate the identification of feasible long-term financing mechanisms applicable to the four targeted provinces no later than the second half of the project implementation period.

51. In consideration of the above, the iTAP assesses the efficiency and effectiveness of the funding proposal to be medium to high.

## II. Overall remarks from the independent Technical Advisory Panel

52. Although Chad currently participates, or has previously participated, in eight GCF co-funded programmes,<sup>13</sup> SCALE represents the first GCF country-level project in this highly vulnerable country. Prepared by ACTED as the AE, the project focuses on two GCF adaptation result areas: ARA 1 (most vulnerable people and communities) and ARA 2 (health and well-being, and food and water security). The expected adaptation outcomes target 261,715 direct and 377,709 indirect beneficiaries across four provinces: Ouaddaï, Sila, Salamat and Moyen-Chari.

53. The funding proposal is clear, technically sound and carefully designed to respond to climate risks while explicitly accounting for Chad's context-specific fragility, in a country recognized as among the most vulnerable to climate change globally. The iTAP acknowledges the quality of the information provided and the overall coherence of the proposed approach.

54. Two contextual and interrelated factors, namely fragility and constraints related to land tenure and land-use rights for the targeted populations, may influence project implementation and outcomes. The AE is aware of the challenges and has prepared corresponding strategies, to the extent possible. These factors and the implementation of the risk management strategies warrant continued attention and adaptive management during the implementation phase. In this regard, the availability of the financial resources and technical capacities foreseen in the current budget will be important to support effective delivery of the project's intended outputs and outcomes.

55. The iTAP recommends that the Board approve this funding proposal.

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<sup>13</sup> FP092, FP162, FP178, FP183, FP205, FP211, FP258 and FP268

## Response from the accredited entity to the independent Technical Advisory Panel's assessment (SAP066)

Proposal name: SCALE – Strengthening Chad’s Adaptation for Land, Ecosystems and smallholders

Accredited entity: ACTED

Country/(ies): Chad

Project/programme size: Small

### Impact potential

Thank you, no comment.

### Paradigm shift potential

With regard concrete mechanisms through which coordination, information-sharing and joint learning will be operationalized during implementation, Acted coordinates with other humanitarian and development partners in country through many different fora, including:

- Humanitarian coordination fora among which : Humanitarian Country Team (HCT), INGO forum (FONGI), sectoral clusters (including Food Security and livelihood, WASH, Protection, CCCM/Shelter-NFI), transversal thematic working groups (Cash Working group, Accountability to Affected Population Working group, Anticipatory Action working group) as well as national network (PSEA national network and Gender Equity in Humanitarian Action network);
- Development/NEXUS coordination fora among which: ATI-Nexus coordination platform, Nexus Task force and Provincial Nexus Secretariats;
- Climate coordination fora among which: Access to Climate Finance (ACF) platform.

Acted accepts the remaining findings under paradigm shift potential.

### Sustainable development potential

The additional guidance on the production of *Moringa oleifera* as a potential income generating activity is well noted.

### Needs of the recipient

Thank you, no comment.

### Country ownership

Thank you, no comment.



**Efficiency and effectiveness**

Thank you, no comment.

**Overall remarks from the independent Technical Advisory Panel:**

## Simplified Approval Process

### **Annex 4: Gender assessment and action plan**

*SAP: SCALE – Strengthening Chad’s Adaptation for Land, Ecosystems and smallholders*



Acted, Chad, November 2025

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# 1. Introduction

Located in north-central Africa, Chad is a landlocked country at the heart of the Sahel region. The country faces multiple vulnerabilities, ranging from a fragile economy heavily dependent on agriculture and livestock to limited institutional capacities and the large-scale influx of refugees fleeing the conflict in neighbouring Sudan. These challenges are further compounded by the accelerating impacts of climate change. Over the past 30 years, Chad has experienced more than 40 climate-related disasters, affecting over five million people<sup>1</sup>. Increasingly erratic rainfall and rising temperatures directly undermine agricultural and pastoral productivity, with women and youth disproportionately affected by both conflict and climate shocks.<sup>2</sup>

The objective of the SCALE (*Strengthening Chad's Adaptation for Land, Ecosystems and Smallholders*) project is to enhance the resilience of agricultural and pastoral systems to climate change. This will be achieved by promoting access to climate-resilient agricultural and livestock practices, diversifying income streams for households exposed to climate risks, strengthening knowledge at both provincial and national levels, and building local and national governmental capacities. The project places women and youth at the forefront, ensuring that vulnerable groups most affected by climate change are better positioned to improve their practices and livelihoods, in alignment with their needs and aspirations.<sup>3</sup>

This gender assessment seeks to highlight women's roles and representation in Chad to ensure their full participation in the SCALE project.

## 1.1 Context

Chad is an ethnically, culturally and religiously diverse country with an estimated population of around 20 million people.<sup>4</sup> Women make up approximately half of the population. The country has a very young demographic profile, with nearly half of its inhabitants (46%) under the age of 15.<sup>5</sup> Life expectancy at birth remains low at 55 years, with men living on average until 53 years and women until 57 years.<sup>6</sup> Human development remains limited: Chad's Human Development Index (HDI) stood at 0.416 in 2023, placing it among the lowest-ranked countries globally.<sup>7</sup> In the 2024 Global Gender Gap Index published by the World Economic Forum,<sup>8</sup> Chad ranks 144th out of 146 countries, reflecting wide disparities between women and men across economic participation, education, health, and political empowerment.

Chad faces some of the most alarming maternal and reproductive health challenges globally, with a maternal mortality ratio of 748 deaths per 100,000 live births - far exceeding the regional average. High rates of adolescent fertility (135 births per 1,000 girls aged 15–19 in 2023)<sup>9</sup> are closely linked to the country's extremely high prevalence of child marriage, where 24% of women aged 20–24 were married before the age of 15, and 60% before the age of 18 - compared to only 8% of men before age 18.<sup>10</sup> These practices severely limit girls' educational and economic opportunities, reinforce cycles of early pregnancy, and contribute directly to poor maternal outcomes. Additionally, nearly 38% of women in unions live in polygamous marriages,

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<sup>1</sup> Overseas Development Institute (ODI), (2019), Pursuing disaster risk reduction on fractured foundations: The case of Chad. London. Available [here](#).

<sup>2</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>3</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>4</sup> World Bank, (2025), The World Bank in Chad: Overview. Available [here](#).

<sup>5</sup> World Bank, (2025), Ibid.

<sup>6</sup> World Bank, (2023), Life expectancy at birth: Chad. Available [here](#).

<sup>7</sup> United Nations Development Programme (UNDP), (2025), Human Development Reports insights: country ranking. Available [here](#).

<sup>8</sup> World Economic Forum, (2024), Global Gender Gap Report 2024. Available [here](#).

<sup>9</sup> World Bank, (2023), Life expectancy at birth: Chad. Available [here](#).

<sup>10</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

further constraining women’s autonomy and access to resources.<sup>11</sup> Addressing these deep gender inequalities is essential to reducing barriers to economic and human growth.

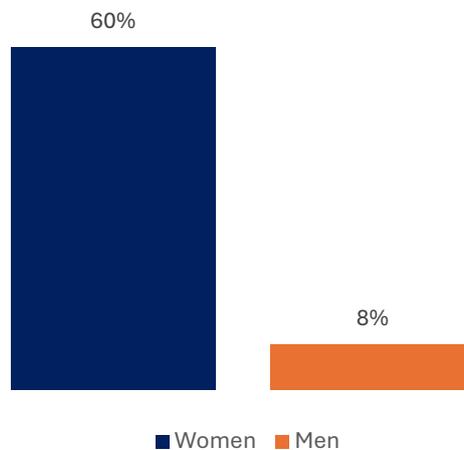


Fig. 1: Percentage of 20-24 years-old men and women married before 18 years old

Chad’s economy is largely sustained by agriculture and livestock, sectors that provide the main source of employment and income for rural communities, which represent around 75% of the population.<sup>12</sup> In 2020, agriculture accounted for 42.5% of national GDP, with livestock alone contributing 40% of agricultural GDP.<sup>13</sup> Despite this central role, poverty remains widespread: 46.7% of the population lives below the poverty line, with a markedly higher incidence in rural areas (59%) compared to urban centres (25%).<sup>14</sup> Agricultural and pastoral production is further undermined by the effects of climate change, particularly recurring episodes of drought and flooding, which heighten the vulnerability of rural livelihoods.

Hunger and malnutrition are widespread among the population of Chad. The February 2025 National Survey on Food Security (*Enquête Nationale de Sécurité Alimentaire* (ENSA)) of the Early Warning Food Security Information System (*Système d’Information sur la Sécurité Alimentaire et d’Alerte Précoce du Tchad* (SISAAP)) revealed that over half of Chadian households (53.2%) face inadequate food consumption, with higher prevalence in the north (62.5% in the Saharan zone) compared to the south (44.8% in the Sudanian zone).<sup>15</sup> More than half of households (53.5%) are adopting coping strategies, particularly female-headed households (60.4% versus 51.7% for male-headed).<sup>16</sup> The influx of refugee communities in eastern Chad, particularly in the regions bordering Sudan, has further aggravated food insecurity disrupting markets and increasing food prices.

## 1.2 Institutional framework for gender equality

**Major social, economic and political reforms have been undertaken by the Chadian government including the promotion of gender equality, women’s protection and representation.** The constitution of the 5th Republic, promulgated in 2023, grants legal gender equality (article 14); ensures the elimination of discrimination against women and female

<sup>11</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), *Analyse Genre Tchad*. Available [here](#).

<sup>12</sup> World Bank, (n.d.), *Rural population (% of total population): Chad*. Available [here](#).

<sup>13</sup> Institut National de la Statistique, des Études Économiques et Démographiques (INSEED), UNICEF, (2020), *Tchad : Enquête par grappes à indicateurs multiples, Rapport des résultats de l’enquête*. Available [here](#).

<sup>14</sup> Food and Agricultural Organisation (FAO), (2021), *Profil National Genre des Secteurs de l’Agriculture et du Développement Rural : République du Tchad*. Available [here](#).

<sup>15</sup> SISAAP Tchad, (2025), *Cadre Harmonisé d’identification des zones à risque et des populations en insécurité alimentaire et nutritionnelle au Sahel et en Afrique de l’Ouest (CH) : Tchad*. Available [here](#).

<sup>16</sup> Ibid.

genital mutilation (article 15); and enshrines women's representation in politics (article 34) in theory.<sup>17</sup> Chad is also a signatory of major international commitments such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the African Charter on Human and Peoples' Rights. However, Chad has yet to ratify the Protocol to the African Charter on Human and Peoples' Rights on the Rights of Women in Africa (Maputo Protocol).<sup>18</sup>

**Multiple institutions have been established to promote and monitor progress on gender equality in Chad.** The Ministry of Women, Early Childhood Protection, and National Solidarity is the government body responsible for promoting women's rights, protecting children, and strengthening national solidarity in Chad. Its work focuses on promoting social equity, fostering women's economic empowerment, combating gender-based violence, ensuring the legal protection of children, and supporting vulnerable groups. The Ministry is also tasked with implementing key national frameworks, including the 2024–2027 Action Plan of the National Strategy to Combat Gender-Based Violence (SNVBG), the National Child Protection Policy (2023–2038), and the Five-Year Action Plan of the National Gender Policy (2019–2023), which was developed to ensure the effective operationalization of the policy.<sup>19</sup> Additionally, specialised services responsible for women's advancement or gender issues, as well as the gender focal points within other public administrations have been established in public administrations to ensure the effective integration of gender considerations into policies, programs, and institutional practices.<sup>20</sup>

In practice, a significant volume of the monitoring work on the enforcement or implementation of these institutional frameworks, both in terms of acting as 'watchdog agencies' and conducting frontline work in communities, is done by civil society.

Although Chad has committed at the international level to eliminating gender inequalities, and has accordingly adopted a National Gender Policy, its Constitution still favours some inequalities. CEDAW experts emphasized that certain national laws in Chad still contain discriminatory provisions that contradict the principles enshrined in Articles 14 and 15 of the 2023 Constitution as well as Article 1 of the Convention on the Elimination of Discrimination. They also questioned the status of the draft family code, noting that its adoption would allow the State to explicitly prohibit all forms of direct and indirect discrimination, including those based on disability<sup>21</sup>. This discrepancy allows customary practices to persist that run counter to international commitments.<sup>22</sup>

## 1.3 Methodology

The objective of this gender needs assessment is to identify and analyse the differentiated roles, needs, vulnerabilities, and capacities of women, men, and vulnerable groups in relation to education, labour, climate change, protection, and gender-based violence in Chad. The assessment aims to ensure that the SCALE project integrates a gender-responsive approach by highlighting existing inequalities, assessing risks and opportunities, and aligning recommendations with GCF gender policy requirements.

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<sup>17</sup> Droit et Politique en Afrique, (2023), Constitution de la République du Tchad du 29 décembre 2023. Available [here](#).

<sup>18</sup> Office of the United Nations High Commissioner for Human Rights (OHCHR), (2025), Examen du Tchad au CEDAW : la Constitution de 2023, qui prévoit expressément l'égalité des sexes devant la loi, est saluée, mais la persistance de contraintes socioculturelles, de stéréotypes et de coutumes néfastes est relevée. Available [here](#).

<sup>19</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>20</sup> Ibid

<sup>21</sup> Office of the United Nations High Commissioner for Human Rights (OHCHR), (2025), In Dialogue with Chad, Experts of the Committee on the Elimination of Discrimination against Women Commend the 2023 Constitution, Ask about Low Birth Registration Rates and Harmful Cultural Practices. Available [here](#).

<sup>22</sup> Tagang G., Mburano Rwenge J.R., (2023), Genre et autonomie décisionnelle de la femme au Tchad. Available [here](#).

- The assessment combined a review of secondary data with primary data collection and analysis.
- Primary data was gathered by a consultant commissioned by Acted in August 2025, using Focus Group Discussions (FGD) with community members with stakeholders, local authorities and women's organisations. The focus groups were conducted separately by gender to create a safe space where both women and men could feel at ease sharing their perspectives and opinions.
- A total of 12 FGDs (58% women participants) were conducted in 2 districts.

## 2. Power and gender relations

*In Chad, gender relations are deeply influenced by entrenched social norms, traditional authority structures, and limited institutional enforcement of gender equality laws. This dynamic was confirmed in focus groups discussion in both Moyen Chari and Salamat.<sup>23</sup> Although some progress has been made in promoting women's participation in decision-making and political life, significant disparities remain across public, community, and household spheres.*

### 2.1 Women's participation in politics

In addition to the recent constitution change, the Chadian government has taken several legislative steps to enhance women's political participation. The 2023 Constitution (Article 34) and the 2024 Electoral Code both reinforce a 30% quota for women in elected and appointed positions. To support the implementation of these quotas, the government launched the *Programme national d'autonomisation économique et sociale de la femme (PNAESF)/ Decree N°0433/PR/MFPPE/2021*, which outlines mechanisms for ensuring the effective implementation of this quota, and promotes women's participation in decision-making.<sup>24</sup>

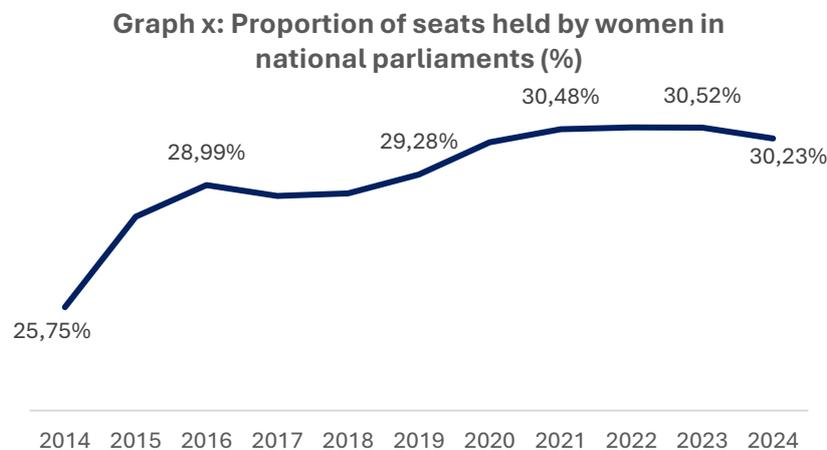


Fig. 2: Proportion of seats held by women in national parliaments (%), World Bank data

However, despite these legal frameworks, women remain underrepresented in political life. As of 2025, women represent 33.5% of parliament directly elected members<sup>25</sup> and 16.7% of cabinet ministers<sup>26</sup>. This lack of representation was highlighted in focus groups conducted as part of Acted gender assessment in both Salamat and Moyen Chari, as women feel

<sup>23</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>24</sup> UN Women, Ministère de la femme et de la petite enfance de la République du Tchad, (2024), Rapport national d'évaluation des trente (30) ans de mise en œuvre de la Déclaration et du Programme d'action de Beijing. Available [here](#).

<sup>25</sup> IPU Parline, (n.d.), Chad: National assembly. Available [here](#).

<sup>26</sup> UN Women, (2025), Women Political Leaders 2025. Available [here](#).

underrepresented in decision-making bodies including the National Assembly, Senate, and public administration despite local authorities mentioning their involvement.<sup>27</sup>

Alongside state efforts, **civil society organisations play a critical role in promoting gender equality in political life.** Organisations such as the Public Interest Law Center (PILC), the Réseau des Femmes Élus Locales d’Afrique – Tchad (REFELAT), and the National Coalition of Women Mediators have been active in advocacy, electoral training, and sensitisation campaigns to ensure that women are placed in competitive positions on electoral lists and can engage more meaningfully in public affairs.<sup>28</sup>

At the community level, women’s groups are equally significant actors. In both urban and rural contexts, they initiate income-generating activities and are key actors for social mobilisation. By pooling their resources (knowledge, experience, and financial means such as tontines), women’s associations are also known to contribute to literacy initiatives and awareness-raising, particularly around health and sanitation. They serve as catalysts for social energy and grassroots mobilisation, complementing the work of larger civil society organisations. The CELIAF (Cellule de Liaison des Associations Féminines) brings together a broad coalition of over 290 women’s associations. The network is actively engaged in areas such as education and women’s political leadership.<sup>29</sup>

However, many grassroots associations and initiatives face challenges related to limited financial resources, lack of technical skills, and weak organisational structures. Many operate primarily through voluntary work and self-financing, which constrains their ability to scale up and sustain activities.<sup>30</sup>

## 2.2 Social norms and cultural beliefs

Although Chad has made international commitments to eliminate gender inequalities and has adopted a National Gender Policy, its Constitution continues to allow for legal inconsistencies that sustain such inequalities. For example, Article 176 of the 2018 Constitution permits the application of customary and traditional rules within communities where they are recognized, pending formal codification,<sup>31</sup> and the 2023 constitution reaffirms that customary law takes precedence over formal law in terms of access to justice.<sup>32</sup> This legal provision creates space for customary practices that contradict international obligations, a situation further reinforced by the influence of dominant religious norms.

**Traditional beliefs strongly position men as the primary authority within households and communities in Chad.** Men are expected to make key decisions, manage family resources, and represent the household publicly, while women are often confined to domestic roles. Dominant interpretations of Islam and Christianity contribute to persistent views of women as subordinate, thereby limiting their opportunities to exercise equal rights or participate fully in public life,<sup>33</sup> which was further confirmed in focus groups conducted as part of Acted’s gender needs analysis in Moyen Chari and Salamat.<sup>34</sup> These norms are especially pronounced in rural areas, where traditional gender roles are more strictly observed, and men

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<sup>27</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l’adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>28</sup> UN Women, Ministère de la femme et de la petite enfance de la République du Tchad, (2024), *Ibid.*

<sup>29</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>30</sup> *Ibid.*

<sup>31</sup> République du Tchad, (2018), Constitution de la république du Tchad du 04 mai 2018 révisée le 14 décembre 2020. Available [here](#).

<sup>32</sup> Office of the United Nations High Commissioner for Human Rights (OHCHR), (2025), In Dialogue with Chad, Experts of the Committee on the Elimination of Discrimination against Women Commend the 2023 Constitution, Ask about Low Birth Registration Rates and Harmful Cultural Practices. Available [here](#).

<sup>33</sup> BUCOFORE, (2021), Etude sur les compétences féminines au Tchad : analyse des dynamiques de changement à l’égard des femmes. Available [here](#).

<sup>34</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l’adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

are considered the pillar of the family, assuming most responsibilities.<sup>35</sup> Focus groups in Moyen Chari and Salamat confirmed that women cannot move freely to study, work, or participate in public life, while boys can move freely to cities.<sup>36</sup> Additionally, child marriage, female genital mutilation, and heavy domestic burdens disproportionately affect girls, limiting their ability to reach their full potential. While legislation bans such practices, enforcement remains weak, in practice and the impact on girls' rights and development remains significant.<sup>373839</sup>

## 2.3 Decision-making within households and communities

**Women's participation in decision-making is constrained by multiple factors: social, cultural, economic, and educational.** Participants in focus groups in both Moyen Chari and Salamat raised that women do not participate in decision-making at household, community, or provincial levels. At the institutional level, the Civil Code affirms that the husband is the head of the family (art. 213), while the article 11 of Ordinance No. 03/INT/SUR/1961 of 2 June 1961 regulating civil status enshrines polygamy the default legal regime, unless expressly renounced by the husband.<sup>40</sup> This is reflected at the interpersonal level, with national data from 2015 showing that 38.4% of women have no decision-making autonomy; 45.7% have low autonomy; and only 15.9% have high autonomy.<sup>41</sup> Women's ability to influence decisions is significantly affected by their economic activity, ethnicity, and educational levels, along with those of their partners.

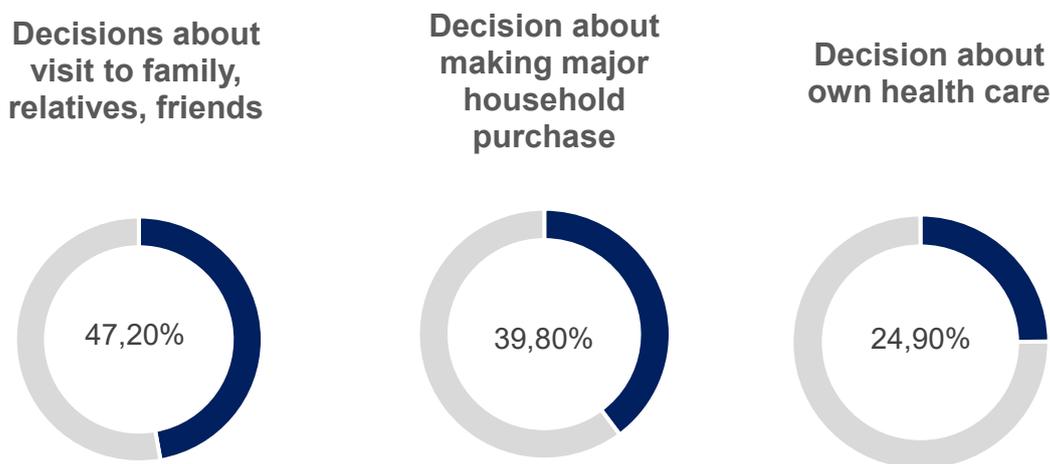


Fig. 2: Percentage of women ages 15-49 participating in decisions at household level (UN Women data)<sup>42</sup>

<sup>35</sup> Tagang G., Mburano Rwenge J.R., (2023), Genre et autonomie décisionnelle de la femme au Tchad. Available [here](#).

<sup>36</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>37</sup> Tagang G., Mburano Rwenge J.R., (2023), Genre et autonomie décisionnelle de la femme au Tchad. Available [here](#).

<sup>38</sup> Office of the United Nations High Commissioner for Human Rights (OHCHR), (2025), In Dialogue with Chad, Experts of the Committee on the Elimination of Discrimination against Women Commend the 2023 Constitution, Ask about Low Birth Registration Rates and Harmful Cultural Practices. Available [here](#)

<sup>39</sup> UN Women, Ministère de la femme et de la petite enfance de la République du Tchad, (2024), *Ibid*.

<sup>40</sup> Art. 177 of the 2018 Constitution does specify that matrimonial custom laws apply only if all concerned parties consent. See République du Tchad, (2018), Constitution de la république du Tchad du 04 mai 2018 révisée le 14 décembre 2020. Available [here](#).

<sup>41</sup> Tagang G., Mburano Rwenge J.R., (2023), Genre et autonomie décisionnelle de la femme au Tchad. Available [here](#).

<sup>42</sup> UN Women, (n.d.), Gender data: Chad. Available [here](#).

In one 2020 study, qualitative interviews highlighted stark contrasts between perspectives on women's decision-making between urban and rural populations.<sup>43</sup> According to this research, urban and educated individuals tend to support more egalitarian decision-making, while rural and less educated respondents reinforce the idea that men are the sole decision-makers. In many households, women require their husband's permission even for basic movements, such as leaving the house, reflecting the belief that the man is the “pivot of the family.” The authors noted that **rural women remain significantly disempowered in public decision-making and suffer from increased exclusion in all areas of their lives.**

## 2.4 Access to and control over resources

Although Chadian laws grant women equal inheritance and land ownership rights, these are seldom upheld in practice, consistently with custom laws. **Most women, particularly in rural areas, lack ownership of land, and widows are often dispossessed by in-laws upon the death of their husband.**<sup>44</sup> Indeed, focus groups participants in Moyen Chari and Salamat further confirmed that women do not own fields, land, or livestock, which belong to men; access is through rental or purchase.<sup>45</sup> In agriculture-dependent rural communities, where land is the main economic asset, women's lack of secure access significantly undermines their livelihoods, economic autonomy, and influence in household or community-level decisions. Operational measures seeking to challenge this inequality include the *Programme national d'autonomisation économique et sociale de la femme (PNAESF)*, which promotes women's engagement in decision-making processes and access to productive assets.

Additionally, **resource control in Chad remains generally male dominated, with men managing most economic and physical assets.** Even when women engage in economic activities, many report being unable to independently decide how to use their earnings, as doing so is seen as inappropriate or even indicative of marital discord.<sup>46</sup>

## 3. Education

*Most Sub-Saharan countries achieved similar results, sitting on the lower end of the gender gap index. Chad is among the bottom three globally which indicates significant gender disparities; early marriage and adolescent pregnancy contribute to high dropout rates, limiting girls' future opportunities.*

### 3.1 Educational attainment

**Global indicators in Chad reveal persistent gender disparities in education shaped by systemic, institutional, and socio-cultural factors.**<sup>47</sup> Despite national strategies such as the Interim Education Plan (PIET 2018–2020) and participation in regional assessments like PASEC, the education system still fails to provide inclusive and equitable services for girls and boys. Barriers such as food insecurity and long travel distances disproportionately affect female students. Programs supported by the WFP and international donors, such as school feeding and community-based education, aim to improve access to education and school retention, particularly for girls; however, their reach is limited.

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<sup>43</sup> Tagang G., Mburano Rwenge J.R., (2023), Genre et autonomie décisionnelle de la femme au Tchad. Available [here](#).; 2020 study quoted in the article

<sup>44</sup> Office of the United Nations High Commissioner for Human Rights (OHCHR), (2025), In Dialogue with Chad, Experts of the Committee on the Elimination of Discrimination against Women Commend the 2023 Constitution, Ask about Low Birth Registration Rates and Harmful Cultural Practices. Available [here](#)

<sup>45</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>46</sup> Tagang G., Mburano Rwenge J.R., (2023), Genre et autonomie décisionnelle de la femme au Tchad. Available [here](#).

<sup>47</sup> WFP, (2023), WFP Chad: Increasing access to life-changing education for girls and boys. Available [here](#)

Chad’s education system suffers from structural and financial challenges that disproportionately disadvantage vulnerable groups, especially rural populations and girls, despite official commitments such as free primary education and gender equality policies. The 2014–2017 budget crisis severely impacted the education sector, reducing the Ministry of Education’s budget by over 35% and leading to the closure of approximately 25% of primary schools, especially in rural areas. Besides, primary education is officially free, indirect costs such as textbooks remain a barrier for many families. Moreover, gender equality is not consistently mainstreamed across education policies, and implementation remains weak.

**Adult literacy rates further confirm a gender gap: only 18.6% of women aged 15 and above are literate in Chad, compared to 44.5% of men.** While female literacy has improved from just 5% in 1993, progress has been slow and uneven. Lower secondary completion rates show similar disparities, with only 15% of girls completing this level in 2021, compared to 25% of boys. Boys are consistently favoured in terms of progression to secondary school, with more than 80% boys completing secondary schools in the mid-2000s, while girls reached just over 60%.



Fig. 4: Lower secondary completion rate, total (% of relevant age group)<sup>48</sup>

<sup>48</sup> International Labour Organisation (ILOSTAT), (2025), Labor force participation rate. Available [here](#).

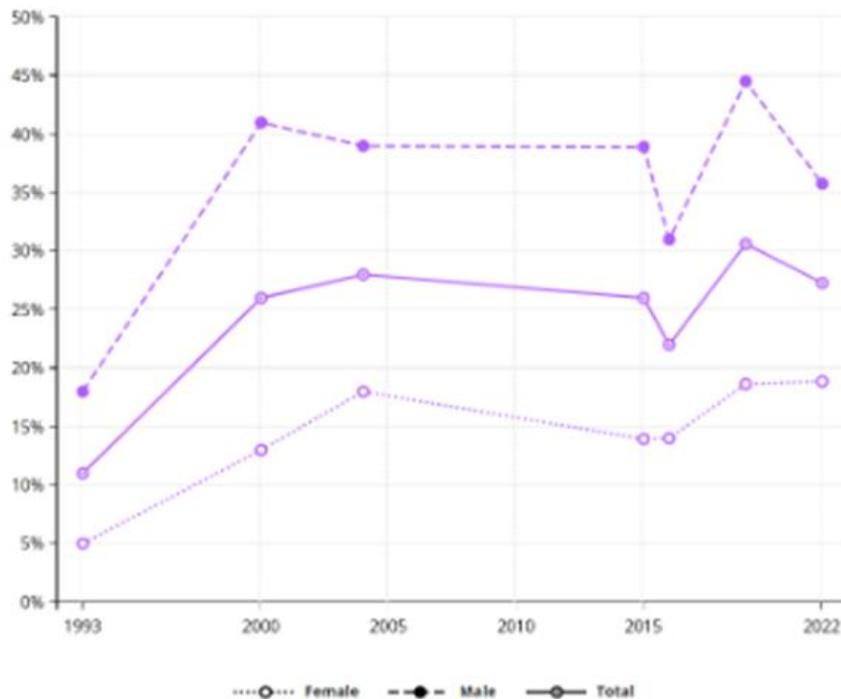


Fig. 5: Literacy rate (%)<sup>49</sup>

**Social norms and values, such as early marriage, adolescent pregnancy, and gender-based violence, continue to restrict girls’ access to education and skill development.**

Chad has one of the highest rates of child marriage globally, with 70% of girls married before age 18. This practice is more prevalent in rural areas and often results in girls being withdrawn from school, denying them educational and vocational opportunities. Data shows that women without formal education are significantly more likely to marry early, reinforcing the link between low education levels and early union. Preschool education is severely underdeveloped, with only 0.2% of children aged 36 to 59 months enrolled in early learning programs. Although gender disparities at this age are minimal, access remains limited, especially for vulnerable families, as 61% of preschool establishments are privately operated, with women being in charge of childcare. Participants in focus groups and stakeholders’ consultation in both Moyen Chari and Salamat also identify early marriage, poverty, distance to schools, parental discouragement, lack of teachers, and early pregnancy as a direct cause of low school enrolment rates.<sup>50</sup> These challenges are particularly acute in rural and conflict-affected areas, where girls are more likely to drop out or never enroll.

### 3.2 Access to education and training

**In terms of access to technical knowledge and skill development, women and girls continue to face unequal opportunities.** Vocational and technical education programs are not widely accessible, and gender-sensitive approaches are rarely integrated into curriculum design or delivery. As a result, the specific knowledge and skills of women, especially from vulnerable groups, are underused in contributing to project and program outcomes. Without targeted strategies to dismantle these barriers and include women’s voices, Chad risks reinforcing existing inequalities and missing opportunities for inclusive development and women’s empowerment.

<sup>49</sup> International Labour Organisation (ILOSTAT), (2025), Labor force participation rate. Available [here](#).

<sup>50</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l’adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

These disparities are rooted in social norms and values that limit girls' educational opportunities. The WFP Country Strategic Plan for Chad highlights how early marriage, adolescent pregnancy, and gender-based violence continue to restrict girls' access to education and skill development.<sup>51</sup> According to the EDS MICS 2014-2015 report, 70% of girls under 18 and 29 per cent of those under 15 are married. This harmful practice is more common in rural communities, and its consequences perpetuate the cycle of poverty for women and girls.<sup>52</sup> More often, married girls are withdrawn from school, depriving them of a decent education and effective participation in the economy. This can become a vicious circle, whereby the lower the level of education, the higher the of early marriage for a girl, illustrated by the fact that illiterate women are more likely to get married by the age of 18 than their literate counterparts.

While there are signs of progress in girls' access to education, both the secondary data and Acted's primary data collection clearly indicate that women and girls in Chad continue to face unequal access to education and skill-building opportunities. Without targeted strategies to dismantle barriers to accessing education and include women's voices, especially from vulnerable groups, Chad risks reinforcing existing inequalities and missing opportunities for inclusive development and compromising women's empowerment and integration into economic and social life.

## 4. Labour

*Women carry a disproportionate share of the labour burden in Chad, balancing domestic responsibilities, agricultural work on their husbands' plots, and their own small-scale production. This "triple workload" severely restricts their time for training, leadership, and income generation.*

### 4.1 Labour force participation, employment and poverty

**Labour force participation in Chad has declined over time, with persistent gender disparities.** ILO modelled estimates (1990–2024) show that male participation decreased from around 85% in 1990 to about 75% in 2024, while female participation fell from roughly 70% to 60% over the same period.<sup>53</sup> This stable gap of around 15 percentage points highlights enduring inequalities in access to economic opportunities. While data on employment and unemployment rates disaggregated by sex are unfortunately not available, Acted's primary data from women participants in focus groups discussion in Moyen Chari and Salamat confirmed limited to no employment opportunities and income-generating activities. Opportunities in mechanics and project management do exist in Salamat but are still discriminatory.

Chad recorded a Gini index of 37.4 in 2022, with 45% of the population living below the national poverty line (284,109 CFA francs) and 31% below the international poverty line (\$2.15).<sup>54</sup> Poverty data disaggregated by sex or social group is not available, which limits deeper understanding of gendered inequality.

Although no national statistics exist for Chad, FAO estimates show that women in sub-Saharan Africa generally work 12–13 hours more per week than men. In Chad, rural women, who make up about 40% of the population, work more than rural men.<sup>55</sup> They play a central role in subsistence agriculture and the informal sector, yet their work is undervalued, and income gaps

<sup>51</sup> WFP, (2024), Chad country strategic plan (2024-2028). Available [here](#).

<sup>52</sup> Institut National de la Statistique, des Études Économiques et Démographiques (INSEED), (2016), Enquête Démographique et de Santé et à Indicateurs Multiples au Tchad (EDS-MICS). Available [here](#).

<sup>53</sup> International Labour Organisation (ILOSTAT), (2025), Labor force participation rate. Available [here](#).

<sup>54</sup> World Bank, (2025), Chad Poverty and Equity Brief: April 2025. Available [here](#).

<sup>55</sup> UNDP, Oxfam, (2013), Six réalités sur les inégalités entre les hommes et les femmes dans le monde rural au Tchad. Available [here](#).

persist. Based on the Economic Participation and Opportunity Index, Chad achieves only 50% gender parity. Only 22% of the gender gap has been closed in professional and technical roles, and just 12% of firms report women among top managers.<sup>56</sup>

Local studies confirm the significant consequences of gender inequality. A 2020 diagnostic study in Bitkine and five other departments (PEPAF-Chad)<sup>57</sup> showed that discrimination against rural women contributes directly to household poverty (24.7%) and places 80–90% of family responsibilities on women.<sup>58</sup> The study further highlighted that these inequalities result in increased school dropouts, marital conflict, divorce, and family abandonment, while unequal access to resources and means of production hampers both women’s empowerment and broader community development. When women work, they are mostly employed in the informal sector, particularly subsistence agriculture, and income gaps reflect the undervaluation of their work.<sup>59</sup>

## 4.2 Division of labour

**In Chad, the division of labour is strongly gendered. Rural women are responsible for most “reproductive” tasks** (domestic work, childcare, caring for the sick, water collection, and fuelwood gathering) **to which they dedicate on average 63 hours per week.**<sup>60</sup> This workload is compounded by their role in “productive” tasks, as women also contribute significantly to agricultural production, food processing, and marketing. Despite this dual role, their income is consistently lower than that of men.<sup>61</sup> Structural factors exacerbate this imbalance; for 21% of the rural population, the nearest water source is over 30 minutes away, and 98% of rural households rely on wood for cooking fuel.<sup>62</sup> These burdens fall disproportionately on women and girls, reinforcing gendered inequalities in access to time, resources, and rest. Women often rely on children, especially daughters, to support them, thereby reproducing the gendered division of labour across generations.

The unequal distribution of rest time illustrates the disparity clearly. A 2014 WFP survey found that 54% of women had less than 6 hours of rest in a 24-hour period, compared to 24% of men. By contrast, 37% of men enjoyed more than ten hours of rest, compared to only 8% of women. This imbalance underscores the systematic undervaluation of women’s time and labour.<sup>63</sup> Overall, Acted’s primary data collection highlights that women in rural areas work more than eight hours per day (Moyen Chari) or six hours per day (Salamat), with heavier household burdens than men.<sup>64</sup> This situation is compounded by the very limited access of both men and women producers to agricultural research and innovation. The hoe remains the main tool for cultivation, and women continue to perform labor-intensive tasks by hand, such as grinding traditional *Kawal*. Mechanized farming, recently promoted by the PNSA, is still a new experience compared to animal traction, which has been practiced for centuries. In processing and storage, techniques remain largely traditional or artisanal across most value chains. However, a few projects focused on peanuts, shea, *dihé* (spirulina), fishing, and dairy

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<sup>56</sup> International Monetary Fund, African department, (2024), Assessing the Macro-Criticality of Gender Gaps in Chad. Available [here](#).

<sup>57</sup> African development bank group, (2021), Chad - Girls' Education and Women's Literacy Project (PEPAF) - Appraisal Report. Available [here](#).

<sup>58</sup> INADES-Formation, (2020), Inégalités basées sur le Genre au Tchad : La PEPAF-Tchad réalise une étude diagnostique. Available [here](#).

<sup>59</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l’Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>60</sup> UNDP, Oxfam, (2013), Six réalités sur les inégalités entre les hommes et les femmes dans le monde rural au Tchad. Available [here](#).

<sup>61</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l’Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>62</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>63</sup> Ibid

<sup>64</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l’adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

have introduced improved conservation and transformation technologies, particularly benefiting women.<sup>65</sup>

### 4.3 Women in agriculture

In Chad, women and men contribute differently to the agricultural sector, with **women highly concentrated in certain value chains such as groundnuts, sesame, vegetables, dairy products, shea, gum arabic, cereals peanuts and fishing.**<sup>66</sup> Women and children also provide much of the labour force during harvest, yet women's involvement often remains informal, artisanal, and under-recognised.<sup>67,68</sup> Rural women in Chad perform a greater number of productive tasks across a given sector, which increases their working hours. The domestic workload combined with the agricultural workload leaves very little time for rural women to rest, relax or engage in capacity-building activities (literacy, information, community or association meetings, etc.).

Table 1: Analysis of the Gender-Based Division of Labour in the Rural Sector<sup>69</sup>

Sub-sector	Gender division of labour	
	Women/Girls	Men/Boys
Agriculture	<ul style="list-style-type: none"> <li>- Practice of targeted crop cultivation:               <ul style="list-style-type: none"> <li>o Vegetables, oilseeds, and tubers.</li> <li>o Traditional and/or artisanal processing.</li> </ul> </li> <li>- Retailers of processed and unprocessed agricultural products.</li> </ul>	<ul style="list-style-type: none"> <li>- Cereal cultivation.</li> <li>- Product storage.</li> <li>- Sale of agricultural products as semi-wholesalers, wholesalers, and exporters.</li> </ul>
Livestock	<ul style="list-style-type: none"> <li>- Breeding small ruminants and poultry.</li> <li>- Watering and caring for sick animals.</li> <li>- Caring for small livestock.</li> <li>- Processing products: Milk and dairy products, dried meat, leather (processing into derivative products).</li> <li>- Selling milk and derivative products.</li> </ul>	<ul style="list-style-type: none"> <li>- Raising cattle, camels, horses, sheep, and goats.</li> <li>- Selling livestock or meat locally and nationally.</li> <li>- Exporting live cattle.</li> </ul>
Fishing	<ul style="list-style-type: none"> <li>- Processing of products.</li> <li>- Retail sale of processed or unprocessed products.</li> </ul>	<ul style="list-style-type: none"> <li>- Fish catching.</li> <li>- Sale of products as wholesalers and semi-wholesalers.</li> <li>- Fish export.</li> </ul>
Natural resources	<ul style="list-style-type: none"> <li>- Collection of non-timber products: fruit, wood, and other products.</li> <li>- Traditional or artisanal processing.</li> <li>- Retail sale.</li> </ul>	<ul style="list-style-type: none"> <li>- Hunting.</li> <li>- Semi-wholesale sales.</li> <li>- Imports (in the case of gum arabic).</li> </ul>

<sup>65</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>66</sup> Ibid.

<sup>67</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>68</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>69</sup> Beassemnda L., (2015), Analyse genre du secteur agricole et du développement rural au Tchad.

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|-------|---|---|
| Water | <ul style="list-style-type: none"> <li>- Member of the works management committees (but not in decision-making positions).</li> <li>- Water chore: distance traveled to fetch water and transport it.</li> <li>- Sanitation of water points built as part of the projects.</li> </ul> | <ul style="list-style-type: none"> <li>- Member of works management committees (including in decision-making positions).</li> </ul> |
|-------|---|---|

**Women face significant structural barriers in agricultural production.** Although the Civil Code grants equal land rights, only 15% of women own land individually compared to 58% of men, as customary and religious tenure systems prevail over statutory law.<sup>70</sup> Even when women access land, productivity is limited by restricted access to agricultural inputs, credit, equipment, and their generally lower levels of literacy and education.<sup>71</sup> Women cultivating their own plots frequently face a “triple workday,” balancing labour on their husband’s fields, their personal production, and domestic responsibilities.<sup>72</sup> Transformation activities also remain largely artisanal, with women lacking access to modern processing, storage, and packaging technologies that would allow them to add value.<sup>73</sup>

**Commercialization and market access:** Gender inequalities become even more pronounced along the commercialization chain. Women’s participation is concentrated in small-scale retail on local and weekly markets, where they often resell products purchased from local producers under the influence of intermediaries speculating on prices.<sup>74</sup> Their mobility is largely restricted to markets within or near their communities, limiting opportunities to reach more profitable or distant markets.<sup>75</sup> By contrast, men are more present as semi-wholesalers and wholesalers, better positioned to capture higher margins through bulk transactions and broader market access.<sup>76</sup> This unequal positioning reinforces women’s economic marginalization and reduces their bargaining power in price-setting processes, which are often determined outside the participation of rural producers, particularly during the lean season.<sup>77</sup>

**Decision-making and organization:** Women’s representation in agricultural decision-making bodies is limited to 19%,<sup>78</sup> reducing their influence over policies and market governance. While support to women’s organizations has improved their production and transformation capacities and generated additional income, these efforts have not systematically translated into economic empowerment or increased negotiating power in markets. Women’s associations often remain excluded from more profitable, formalized agricultural value chains, which continue to be male dominated.<sup>79</sup>

In these ways, the agricultural sector in Chad reflects a gendered division of labour across the cycle of production, transformation, and commercialization. Women are active and indispensable contributors, but their roles are concentrated in low-value, informal activities with limited market access, while men dominate the more profitable segments of commercialization and decision-making. These structural inequalities are reinforced by discriminatory socio-

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<sup>70</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l’Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>71</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>72</sup> Ibid.

<sup>73</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l’Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>74</sup> Ibid.

<sup>75</sup> Ibid.

<sup>76</sup> Ibid.

<sup>77</sup> Ibid.

<sup>78</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>79</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l’Agriculture et du Développement Rural : République du Tchad. Available [here](#).

cultural norms, weak dissemination of gender-equitable legal frameworks, and persistent gaps in access to productive resources and market opportunities.<sup>8081</sup>

## 4.4 Women in livestock

The livestock sector sustains about 40% of Chad's population and is central to food security, agriculture, and exports.<sup>82</sup> **Women play an essential but undervalued role in livestock, concentrated in less profitable activities with limited market access, while men retain control over assets, sales, and decision-making.**<sup>8384</sup> Men generally own large livestock, while women in Moyen Chari and Salamat are more involved in small ruminants, poultry, meat processing (*charmout*), and the informal sale of dairy products.<sup>858687</sup> Both sources highlight that women's activities are concentrated in low-value segments, while men dominate large-scale commercialization.<sup>88</sup> Women's groups engage in fattening (*embouche*), but their access to resources and support remains limited.<sup>89</sup> Data indicated that access to veterinary inputs is unequal between genders: veterinary services are more available for large livestock, leaving women disadvantaged in maintaining the health of small ruminants and poultry.<sup>90</sup> In pastoral zones, where 80% of the herd is kept far from settlements, women face additional vulnerability due to reduced access to social services and donor support.<sup>91</sup> Consistently with previous findings, men usually control decisions over agricultural and livestock products at household level, especially in polygamous households, where 39% of women of reproductive age live. Studies show these dynamics often create conflict when men sell products for non-essential use, sometimes leading to women's exclusion from resources and even violence.<sup>92</sup>

## 5. Climate change

*Climate change has intensified women's vulnerabilities, as they depend heavily on natural resources for food, water, and livelihoods. While Chad has taken important steps to strengthen institutional frameworks and integrate gender considerations into national climate responses, significant gaps remain in the practical implementation of these frameworks at community level. Limited access to land, mobility restrictions, and low adaptive capacity leave women disproportionately exposed to environmental shocks. Community consultations show women's coping strategies remain overlooked in climate planning.*

### 5.1 Vulnerabilities and differentiated impact

In Chad, climate change has differentiated impacts on women, men, girls, and boys due to entrenched gender inequalities, sociocultural norms, and unequal access to resources. The government acknowledges that women and children are among the most vulnerable groups

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<sup>80</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>81</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>82</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>83</sup> Ibid.

<sup>84</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>85</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>86</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>87</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>88</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>89</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>90</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>91</sup> Ibid.

<sup>92</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

across all three bioclimatic zones: Sahelian, Sudanian, and Saharan.<sup>93</sup> Women are central to the exploitation, preservation, and conservation of natural resources through activities such as agroforestry, collection of non-timber forest products, and subsistence agriculture in lowland areas. Yet, their effective participation is constrained by barriers including unequal access to water, limited decision-making power, and exclusion from resource management structures.<sup>94</sup> For this reason, women in Moyen Chari and Salamat propose improved seeds, tree planting, awareness, agricultural/pastoral infrastructure, and training as solutions.<sup>95</sup>

Gender inequalities exacerbate vulnerabilities to climate change. Women and girls face higher mortality rates during natural disasters and are disproportionately exposed to violence, including sexual violence, trafficking, and domestic abuse, which intensifies during and after crises.<sup>96</sup> Limited rights to water access force women into unsustainable agricultural practices that contribute to soil erosion, undermining both agricultural productivity and ecosystem stability. In addition, women's reliance on wood and other collective resources exposes them to greater risks linked to environmental degradation.<sup>97</sup>

## 5.2 Institutional response to climate change

At the **institutional level**, Chad has established several frameworks and initiatives to respond to climate change and strengthen resilience, with attention to vulnerable groups, including women:

- **National Adaptation Plan (PNA, 2018–2022)**: aimed at integrating climate adaptation into national planning and budgeting, with a focus on climate-sensitive sectors. It prioritizes improved access to climate information and mainstreaming gender considerations into adaptation strategies.<sup>98</sup>
- **Community-Based Climate Risk Management Project (2021–2026)**: implemented with support from the Ministry of Agriculture, Ministry of Environment, UNDP, and others, it seeks to reinforce the resilience of vulnerable populations, particularly women, to climatic shocks.<sup>99</sup>
- **Global Climate Change Alliance (AMCC & AMCC+ 2016–204)**: supports Chad in integrating climate change into key sectoral policies and implementing local projects. This includes promoting climate-resilient agriculture, sustainable pastoral resource management, and community awareness programs, with gender-sensitive components.<sup>100</sup>
- **Special Environmental Fund (FSE, established 1998, operational since 2012)**: a national financing mechanism to support projects on environmental protection, sustainable development, and climate change adaptation, including initiatives that target women's access to natural resources and sustainable livelihoods.<sup>101</sup>
- **National Agency for the Great Green Wall (ANGMV, established 2012)**: coordinates efforts to combat desertification, restore degraded lands, and promote climate resilience. In practice, it has provided women with training in income-generating activities, access to micro-credits, skills for improved cooking stoves, and opportunities in agroecology and moringa value chains.<sup>102</sup>

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<sup>93</sup> UN Women, Ministère de la femme et de la petite enfance de la République du Tchad, (2024), *Ibid.*

<sup>94</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>95</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>96</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

<sup>97</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>98</sup> UN Women, Ministère de la femme et de la petite enfance de la République du Tchad, (2024), *Ibid.*

<sup>99</sup> *Ibid.*

<sup>100</sup> *Ibid.*

<sup>101</sup> *Ibid.*

<sup>102</sup> *Ibid.*

## 5.3 Adaptation and coping strategies

Despite these institutional efforts, challenges remain. The **effective integration of gender into climate change strategies is still limited, particularly in ensuring women's equal participation in decision-making processes and equitable access to benefits.**<sup>103</sup> While women are included in management committees for water or natural resources, it is difficult to ensure their influence in mixed committees. Similarly, limited access to agricultural inputs, energy alternatives, and land rights continues to constrain their adaptive capacity.

Moreover, intersecting inequalities, linked to displacement, age, and poverty, compound gendered vulnerabilities. Displaced women, elderly persons, and refugees remain highly exposed to climate risks. At the community level, competition over scarce resources between farmers and herders, exacerbated by climate variability, fuels intercommunal conflicts. Women are excluded from conflict resolution processes, further marginalizing their voices and adaptation strategies.<sup>104</sup>

## 6. Protection and Gender-Based Violence (GBV)

*Chad has laws and strategies against GBV, but weak enforcement, patriarchal norms, and limited services, especially in rural areas, leave many survivors without support. Violence is widespread, yet most women do not seek help, underscoring the need for stronger implementation and accessible services. According to the 2024 IASC SEARO Index, Chad is classified among the 15 highest risk countries worldwide for Sexual Exploitation, Abuse, and Harassment (SEAH), and the seventh highest risk in Africa.*<sup>105</sup>

### 6.1 Existing legislations lack enforcement

Chad has introduced laws banning female genital mutilation (FGM) and child marriage and has adopted strategic frameworks such as the National Strategy to Combat GBV (2023–2027), the roadmap against child marriage and FGM (2024–2026), and protocols for Integrated Multisectoral Service Centres (CISM). These measures are supported by a national hotline (1390) and legal-aid partnerships with the Bar Association to provide survivors with judicial assistance.<sup>106</sup> However, **OHCHR experts<sup>107</sup> highlight widespread non-application of laws by state agents, political interference in judicial processes, and the release of perpetrators without due process.** Survivors face barriers in accessing justice, with limited services available, particularly outside urban areas, and some women held in prolonged pre-trial detention. Restrictive abortion laws, which prohibit termination in cases of rape even for minors, further undermine survivors' rights and contribute to unsafe abortion rates and maternal mortality. In both Moyen Chari and Salamat, women and young people report risks including GBV, early marriage, unwanted pregnancies, and harmful traditions.<sup>108</sup>

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<sup>103</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>104</sup> Food and Agricultural Organisation (FAO), (2021), Profil National Genre des Secteurs de l'Agriculture et du Développement Rural : République du Tchad. Available [here](#).

<sup>105</sup> Inter Agency Standing Committee (IASC), (2024), The Sexual Exploitation and Abuse Risk Overview (SEARO) Index. Available [here](#).

<sup>106</sup> UN Women, Ministère de la femme et de la petite enfance de la République du Tchad, (2024), *Ibid*.

<sup>107</sup> Office of the United Nations High Commissioner for Human Rights (OHCHR), (2025), In Dialogue with Chad, Experts of the Committee on the Elimination of Discrimination against Women Commend the 2023 Constitution, Ask about Low Birth Registration Rates and Harmful Cultural Practices. Available [here](#).

<sup>108</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

## 6.2 Patriarchal norms entrench harmful practices

Across Chad's more than 25 major ethnic groups, social organisation is largely patriarchal. **Harmful practices such as early marriage, FGM, and acceptance of intimate partner violence are reinforced by expectations of preserving “family honour” through reconciliation rather than prosecution.** Based on 2020 data, **high poverty levels (42% living below the poverty line, with 89% of the poor in rural areas) and female illiteracy (89%) limit women's access to information, services, and economic independence.**<sup>109</sup> Although prevention efforts, including the 16 Days of Activism, International Zero Tolerance Day for FGM, and the “Engagement de N'Djaména” initiative with traditional and religious leaders,<sup>110</sup> have raised awareness, deeply entrenched cultural norms and resistance to change slow progress in reducing GBV.

## 6.3 High prevalence and low help-seeking

Gender-based violence remains widespread in Chad. Among women in couples, 28.4% report experiencing at least one form of IPV, including 21.4% physical, 16.6% emotional, and 8.3% sexual violence.<sup>111</sup> **More than a third of women have experienced physical, emotional, or sexual violence in their lifetime**, while 11.6% of women aged 15–49 report sexual violence specifically. Annually, 7% of pregnant women experience physical violence, and 12% of all women experience sexual violence. Survivors rarely seek help: 44% neither disclosed the violence nor sought assistance. From 2021 to 2023, 30,782 GBV cases were recorded (84.6% women), yet only 53.7% (16,545 cases) received formal support.<sup>112</sup> **This gap between incidence and service uptake highlights the need to improve accessibility, confidentiality, and survivor trust in services.**

## 6.4 Crisis-Driven Sexual Exploitation, Abuse, and Harassment (SEAH) risks

Chad faces overlapping humanitarian crises (climate shocks, internal displacement, armed conflicts in neighbouring countries) with a systemic underinvestment in social services. The SCALE project targets border provinces adjacent to Sudan and Central African Republic (CAR) - areas experiencing massive influxes of refugees and returnees as well as high poverty rates. Humanitarian needs combined with scarcity of resources heighten exposure to “aid-for-sex” exploitation in these locations. In November 2024, Associated Press revealed multiple SEAH cases involving humanitarian personnel in Ouaddaï, yet few cases reached formal reporting systems due to fear of retaliation, lack of confidential channels, social stigma, and community pressure not to report.

In Sila and Ouaddai provinces – targeted by SCALE - more than 87% of the refugees and Chadian returnees are women and children with an extreme dependency to aid.

The P21 monitoring project collects protection incidents throughout 12 provinces in Chad, including those targeted by the SCALE project. From January to September 2025<sup>113</sup>, 10 185 incidents have been recorded, of which 5 353 in Ouaddai, 901 in Sila, 221 in Salamat and 186 in Moyen Chari. Among all the incidents, 33% were violations of the right to physical integrity and life; 32% were violations of private property right; 26% were gender-based violences; and 8% were violations of the right to freedom (kidnapping, arbitrary arrestations) and psychological violences (threats, insults). The analysis reveals that, despite the fact that 85%

<sup>109</sup> UN Women, Ministère de la femme et de la petite enfance de la République du Tchad, (2024), *Ibid*.

<sup>110</sup> *Ibid*.

<sup>111</sup> Allara Ngaba E. & Ndonou Tchoumdop M. E., (2024), Effet de l'autonomisation de la femme sur la violence conjugale au Tchad à partir de données EDS-MICS. Available [here](#).

<sup>112</sup> UN Women, Ministère de la femme et de la petite enfance de la République du Tchad, (2024), *Ibid*.

<sup>113</sup> UNHCR, (2025), Projet 21 – TCHAD : Note de monitoring de protection (Janvier - Septembre 2025). Available [here](#).

of interviewed households declare feeling safe within their community, 38% of the reported incidents shows an acute exposure to violations of human rights. This misalignment translates a normalisation of insecurity and violence, whereby the repetition of abuse is integrated into daily life, reducing the threshold of threat perception.

Southern Chad is particularly exposed to inter-community conflicts, and while the majority of intercommunal conflicts are located in provinces which are not covered by the SCALE project (the Logones (Occidental and Oriental), the Mayo Kebbi West and Lac), Moyen-Chari, Salamat and Ouaddaï have experienced intercommunal conflicts in 2025<sup>114</sup> (see OCHA Overview of inter/intra-community conflicts July 2025).

## 6.5 SEAH risks linked to aid delivery

Moyen Chari, Salamat, Sila and Ouaddaï provinces – targeted by the SCALE project – experience a high presence of national and international humanitarian and development actors, including INGOs, private sector actors as well as Defence and Security Forces (DSF). These actors are all in a dominant position with regards to local communities, either with regards to the assistance they bring and the beneficiaries they select; the income they generate through their business practices; or by their sovereign status (DSF). The overall workforce within the HDP actors is male-dominated (NGOs : *~75% men vs. 25% women in field teams*)<sup>115</sup>. While HDP actors continue their efforts to sensitise and put in place alert mechanisms, in a context where traditional norms do not prioritise the protection or promotion of women's rights, a male dominant workforce constitutes a high risk environment for SEAH.

Positions of power and influence within local governance bodies - whether institutional, customary or community-level - are largely occupied by men. At community governance level, community mechanisms are driven by men and inclusivity and representation remain a major challenge. Women are often excluded decision-making mechanisms. Targeting and programming strategies within aid delivery must therefore conduct careful analysis to ensure that they do not perpetuate or exacerbate SEAH risks.

## 6.6 Protection environment for SEAH

Chad has a national PSEA leadership (Resident Coordinator/HCT) and a functioning national PSEA Network with five sub-national task forces being rolled out (East, Lake, Center, North, South). A national inter-agency hotline exists, mapping of services has been initiated, and community information centres are active in certain regions. However, SEARO scoring shows that only 25% of organisations update the national SEAH dashboard, community complaint channels remain largely unknown, accountability mechanisms are fragmented, and linguistic diversity slows down SEAH messaging dissemination.

In this context, the SCALE project presents both a risk and an opportunity: activities target women and youth—groups statistically more exposed to SEAH—yet the project embeds risk reduction through women-only groups, complaint and referral pathways, integration of SEAH messaging in all awareness campaigns (institutional → sub-national → community level), and a survivor-centered grievance mechanism. By strengthening local governance, accountability,

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<sup>114</sup> OCHA, (2025), *Overview of inter/intra-community conflicts*. United Nations Office for the Coordination of Humanitarian Affairs. Available [here](#).

<sup>115</sup> OCHA, (2025), *Cartographie des Résultats de 2024 Inter-Agences de la protection contre l'Exploitation et les Abus* Available [here](#)

and women's self-empowerment and control over resources, the project contributes to reducing structural SEAH risk.

## 7. Gender-differentiated needs, priorities, and responses within the SCALE project

*The SCALE project recognizes and integrates the differential needs, vulnerabilities, and roles of women and men. Its activities, ranging from land governance to training, IGAs, and decision-making participation, are explicitly designed to ensure equitable access, participation, and empowerment of women, men, youth, and vulnerable groups.*

### 7.1 Differential needs and priorities of women and men

The gender analysis and focus group discussions (FGDs) conducted in Moyen Chari and Salamat show that women and men experience distinct needs and priorities in the context of climate change and rural livelihoods.<sup>116</sup> Women and youth lack equitable access to resources such as land, agricultural inputs, credit, training, and information. They also face socio-cultural barriers, early marriage, low literacy, and limited mobility. Men, by contrast, generally control land, decision-making structures, and household resources, with greater mobility to pursue work and education in urban areas.<sup>117</sup>

The project activities directly address these differential needs by ensuring equal participation of women in activities. **1) SCALE will prioritize income-generating activities that are most suitable for women**, taking into account their roles, skills, and cultural constraints; **2) it will promote Village Savings and Loan Associations (VSLA) as the main modality to include women in financial services**; **3) it will implement a specific activity to improve women's and youth's access to land so they can farm and engage in climate-resilient agriculture**; and **4) since cultural norms limit women's participation in herding, specific interventions (such as fodder production) will be provided for women to ensure they benefit equitably from project interventions.**

### 7.2 Gender Sensitivity in Acted's Grievance Redress Mechanism

Acted strives to meet the highest quality in its humanitarian and development projects and seeks to work with the affected populations in the best way possible, in an open and responsible way which builds trust and respect. As part of the SCALE project, Acted will implement its own accountability system - the Acted Feedback Mechanism (AFM). The AFM is a formalised procedure and mechanism that provides a safe, accessible and effective channel for communities served by Acted to raise complaints and concerns and for a response or redress to be given. The AFM helps Acted to understand our programmes from the perspective of project participants and other key stakeholders, giving Acted additional information to identify any issues and adjust its programmes to best meet community needs. It is managed independently of project implementation teams, by the MEAL unit in-country, and supported by dedicated Accountability staff at Acted HQ.

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<sup>116</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>117</sup> Ibid.

To ensure that the AFM is designed and managed in a way which is gender-sensitive and response to the specific needs of women, men, girls, and boys, Acted will establish gender-sensitive communication channels including female focal points (accountability and protection staff available in the East region) amongst staff and within gender-sensitive complaint committees (comprised of beneficiaries), as well as an AFM hotline (given the 89% illiteracy rate amongst Chadian women as detailed in Section 6.2). Awareness raising and providing information on the AFM is also conducted in a gender-responsive manner, ensuring that sensitisation materials include illustrations detailing unacceptable staff behaviour and available AFM communication channels to raise grievances with Acted.

Acted's safeguarding protocols for complaints related to sexual exploitation, abuse and harassment (SEAH) include an internal Acted investigation mechanism and an external pathway for referral. SEAH-related complaints received through the AFM are immediately transferred to country coordination for review and sent to the HQ Transparency, Compliance and Investigation (TCI) department for further investigation. Acted's TCI department manages an independent Transparency hotline, which receives SEAH complaints related to Acted's programmes and operations, and/or in relation to an Acted staff. If Acted staff, partners or contractors are found to be in violation of Acted's Policy against Sexual Exploitation, Abuse and Harassment, disciplinary actions are taken. It is important to note that following a survivor-centered approach, Acted ensures that complainants may halt the investigation at any step in the process, as it is contingent on the complainant's consent.

For external pathways, Acted refers non-Acted-related grievances on SEAH to relevant protection actors with complainant consent, integrating existing national grievance mechanisms within Acted's GRM strategy whenever feasible. For example, Chad's National Strategy to Combat GBV (2023–2027) is supported by a national hotline (1390) and legal-aid partnerships with the Bar Association to provide survivors with judicial assistance (detailed in section 6.1). All grievances received through the AFM are addressed promptly (within 15 working days) through an accessible, fair, transparent, and constructive process, and without retribution the individuals, groups, or communities that raised issues or concerns. Acted ensures this by giving the option to complainants to submit a grievance anonymously, understanding that complainants may still fear retaliation. Any grievances relating to social or environmental risk are anonymised and publicly available on Acted's AAP webpage. In cases where a complainant is not satisfied with the resolution of their grievance, the treatment of the grievance can be escalated to the HQ Accountability Unit, which is managed under the Programme, Impact and Accountability direction of Acted, for re-examination and oversight.

Confidentiality is upheld in the collection, processing and treatment of all grievances, with information shared internally on a need-to-know basis according to the sensitivity level. For the most sensitive grievances (Levels 4 and 5 detailed in Annex 12: Environmental and Social Action Plan), information is restricted to the staff collecting the grievance, the country MEAL manager, country coordination and potentially Acted's TCI department; any further involvement of Acted staff must be authorised by country coordination. Confidentiality breaches are in violation of Acted's Code of Conduct and will be investigated and responded to with disciplinary measures against staff, implementing partners, and contractors.

## 7.3 Recognition of distinct vulnerabilities and response strategies

The SCALE project has recognized the distinct vulnerabilities of women and men. As outlined above, women and youth are more exposed to climate risks due to limited adaptive capacity, restricted mobility, and exclusion from decision-making, while men face vulnerabilities related to pressures on agricultural and pastoral systems but retain greater access to adaptive strategies.<sup>118</sup>

Response strategies embedded in project design include (see also *Table 2: Gender Approaches to Differentiated Needs in SCALE for further details*):

- Integrating labour-saving and climate-relevant technologies into income-generating activities (IGAs) and Farmer Field School (FFS) trainings, with priority given to women's participation where feasible, to reduce time burdens and strengthen adaptive capacity.
- Supporting vulnerable women, youth, and refugees with access to land use agreements, helping reduce insecurity for female farmers without directly challenging sensitive tenure issues (Activity 2.1.3.2).
- Organizing women into groups and cooperatives under Outcome 3, with the aim of strengthening solidarity, improving income retention, and reducing vulnerability associated with isolation.
- Expanding opportunities for market access and social capital through targeted activities (e.g., Activity 3.1.4), enabling women to move beyond subsistence production into more resilient and profitable value chains.
- Embedding community-level awareness and leadership for climate adaptation (Activity 1.2.3) and conducting dialogues with men, traditional leaders, and religious authorities (Sub-activity 3.1.1.2) to address harmful norms and reduce risks of backlash against women's empowerment.

## 7.4 Anticipated roles of women and men

Women are expected to play active roles in climate-resilient agriculture, small-scale trade, livestock rearing (especially small ruminants and poultry), and participation in savings groups and IGAs. This entails a considerable time commitment given their already heavy domestic workloads, which average more than 6–8 hours of daily household responsibilities.<sup>119</sup> Men will continue in roles of crop and livestock production but are expected to engage more equitably in land governance, resource management, and project-level decision-making through sensitization and inclusion strategies. This may require increased mobility for both genders, but women's participation will be supported through women-only groups and localized training to reduce mobility burdens. Acted will further ensure women's participation in the project through the active involvement of female staff, who should make up approximately 30% of the project staff. Acted's Gender and Inclusion Technical Advisor will engage throughout the project to ensure that appropriate measures are put in place across programme locations and activities to facilitate the active participation of women.

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<sup>118</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>119</sup> Ibid.

## 7.5 Challenging gender inequalities

The SCALE project identifies multiple opportunities to challenge gender stereotypes and foster more equitable gender relations through targeted activities. FGDs in Moyen Chari and Salamat highlight persistent socio-cultural norms that limit women's and youth's access to resources, mobility, and decision-making.<sup>120</sup> As such, the project includes several equitable actions:

- Ensuring women's participation in the AGORA 30 platform at national, provincial, and local dialogue levels, creating spaces where women and youth can voice priorities alongside men (Outcome 3).
- Providing specific training for women's associations and youth clubs on sustainable land management and climate adaptation techniques (Activity 2.1.3), along with small-scale support to strengthen their ability to replicate and disseminate key knowledge.
- Prioritizing women's and youth's access to land through strengthened community land governance, including tailored sessions to address gender barriers and direct support for vulnerable women, youth, and refugees with insecure tenure (Activity 2.1.3).
- Promoting diversified climate-adapted livelihoods and women-only income-generating activities through targeted training and provision of technologies/assets (Outcome 3).

These measures build on women expressed capacity and willingness to contribute to household and community development if provided with opportunities and support.<sup>121</sup> By combining inclusive platforms, targeted capacity-building, and structural reforms to land and livelihood access, the project creates tangible entry points to challenge stereotypes and strengthen women's empowerment.

## 7.6 Equal access to information and opportunities

The project ensures women and men from vulnerable communities will have equal access to information and opportunities by:

- Disaggregating climate risk analyses by gender (Activity 1.2.2).
- Facilitating tailored training sessions for women and youth.
- Establishing women-only groups where needed to overcome socio-cultural barriers. At present, women and young people lack equitable access to information, resources, and opportunities, and are often excluded from decision-making.<sup>122</sup> The project's design directly responds to this gap.

## 7.7 Needs of vulnerable sub-groups

The project considers the needs of specific vulnerable groups, including children, women and men with disabilities, the elderly, widows, refugees, and marginalised populations. Activities such as 2.1.3.2 (support to vulnerable women, youth, and refugees with insecure land tenure) and 2.2.4 (equitable pasture access for women and youth) directly address these needs. FGDs show that women, youth, elderly, and people with disabilities rely mainly on trade, aid, and assistance, but these are insufficient to meet their needs.<sup>123</sup>

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<sup>120</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

<sup>121</sup> Ibid.

<sup>122</sup> Ibid.

<sup>123</sup> Ibid.

## 7.8 Use of women's and men's knowledge and skills

Women's and men's specific knowledge and skills are incorporated into project outcomes and solutions. Women's roles in agriculture, livestock, and trade are recognized and supported through targeted training, IGAs, and market-oriented interventions. Men's knowledge of land governance, large-scale farming, and pastoral systems will complement these efforts. **Through sensitisation and capacity-building, both groups will contribute to sustainable resource management, climate adaptation, and community resilience.** Women and young people affirm they have the skills to express themselves, defend their interests, and contribute to local development if supported.<sup>124</sup>

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<sup>124</sup> Djoula A., (2025), Rapport technique de consultation des parties prenantes sur le projet intitulé renforcement de l'adaptation du Tchad aux terres, aux écosystèmes et aux petits exploitants (SCALE). Available upon request.

Table 2: Gender approaches to differentiated needs in SCALE

Differentiated Needs	Risks	Opportunities (Gender Approach / Mitigation)	How SCALE Responds (Activities + Relevance)
Women and girls face low literacy, high dropout due to early marriage/pregnancy; limited vocational training.	Technical trainings risk excluding low-literacy women.	<i>Gender-sensitive:</i> Adapt training content and add literacy support. Mitigation: training selected to be inclusive of women with low literacy.	2.1.1 & 2.2.1 (FFS/APFS trainings integrate women participants); 3.1.1.2 (vocational/leadership training); 3.1.3.2 (VSLA training integrates literacy & numeracy). These activities ensure women can build knowledge while addressing barriers linked to education gaps.
Women carry a triple workload (domestic, family plots, own production).	Project risks overburdening women.	<i>Gender-sensitive:</i> Labour-saving technologies, flexible schedules, men's engagement.	2.1.1.3 (localized FFS training); 3.1.2 (labour-saving technologies in IGAs like Kawal processing) reduce drudgery; 1.2.3.1 & 3.1.3.1 (community awareness & sensitization of men) mitigate backlash and promote shared roles.
Women rarely own land; widows/refugees vulnerable to exclusion.	Land rights remain insecure.	<i>Gender-responsive:</i> Land use agreement activity will specifically target women, and other vulnerable groups who are excluded from land access.	2.1.3.1 (community land governance sessions) and 2.1.3.2 (land use agreements for women, youth, refugees). This secures practical access without escalating tensions, reducing vulnerability of marginalized groups.
Women's groups and youth associations underfunded, informal, disconnected.	Groups may remain weak.	<i>Gender-responsive:</i> Strengthen agency, finance, solidarity.	3.1.1.1-3.1.1.2 (training for women/youth groups); 3.1.3 (VSLAs); 3.1.2 (group-based IGAs); 1.2.3.3 (mapping/engaging community groups). These activities build social and financial capital to sustain collective action.
Rural women have limited access to markets, training, schools; confined to low-value activities.	Women excluded from services and opportunities.	<i>Gender-sensitive:</i> Localize training; improve market-related information access for women.	2.1.1.3 (localized FFS training); 3.1.4.2 Target women and youth for improved networking. These reduce travel requirements while building safe, collective pathways to markets.



Women more exposed to risks due to reliance on natural resources, limited mobility, low adaptive capacity.

Adaptation planning risks excluding women's knowledge.

*Gender-sensitive:* women are consulted to ensure technologies and approaches are relevant and appropriate for their needs

2.1.1 & 2.2.1 (FFS/APFS trainings prioritize women; in APFS, dedicated women's groups for small ruminants, fodder, etc.); 1.2.2.3 (provincial workshops for women's knowledge sharing); 1.2.1.1 (Agora30 on Gender & Resilience). These activities ensure women's roles in climate solutions.

Widows, refugees, elderly, PWDs face layered vulnerabilities.

Risk of exclusion from benefits.

*Gender-sensitive:* Ensure targeted inclusion through differentiated outreach.

2.1.3.2 (land use agreements for vulnerable groups); 3.1.1.1, 3.1.2 (inclusion of women/youth in IGAs); 3.1.4.2 (market access sessions for women/youth). Ensures disadvantaged groups are explicitly included in SCALE's benefits.

## 8. Conclusion and recommendations

The gender analysis confirms that the SCALE project is positioned as **gender-responsive**, with strong integration of women's and men's differentiated needs, vulnerabilities, and capacities. Agriculture, livestock, and climate governance interventions already embed equitable access to land, resources, and decision-making, moving beyond gender-sensitive approaches. Some project areas, particularly education, skills development, protection, and GBV, remain gender-sensitive, while labour and workload issues are currently addressed at a gender-aware level. These classifications reflect the progress made and highlight where further efforts can consolidate SCALE's position as a gender-responsive and sustainable project, in line with Green Climate Fund (GCF) gender policy and action plan requirements.

As such, recommendations for strengthening gender-responsiveness in SCALE focus on consolidating existing gender-responsive measures, addressing women's workload and time poverty, reinforcing women's collective action and access to resources, expanding education and vocational skills, institutionalizing women's participation in governance, and strengthening GBV prevention and accountability to ensure the project remains sustainable and fully aligned with GCF guidelines.

- 1. Improve participation of women in project activities:** Trainings should be offered through flexible schedules, and localized where feasible, including women-only groups to ensure higher participation and lower dropout rates. SCALE project already envisions establishing referral pathways for women's gender and protection concerns.
- 2. Expand women's access to appropriate technologies for improving adaptation outcomes:** SCALE project should ensure consultation with women to ensure technologies and approaches selected for improving climate adaptation take their perspectives into consideration and are appropriate, accessible and easy-to-use for women.
- 3. Challenge gender norms and sensitise men to ensure sharing of productive and reproductive responsibilities:** SCALE project already envisions sensitization of community members, including men on gendered split of responsibilities within the household. This approach should be systematically monitored and institutionalized within project activities where feasible to ensure no additional burden is placed on women's workload.
- 4. Strengthen women's collective action and organizational capacity:** Women's associations, youth groups, and VSLAs are critical platforms for resilience. Continued support in terms of capacity-building, financial inclusion, and linkages to markets and services will reinforce their role as sustainable actors in resource management and economic empowerment.
- 5. Secure women's access to productive resources:** Negotiated land use agreements for women, youth, and refugees are a pragmatic step toward improving tenure security in the Chadian context. SCALE should continue building on this approach, ensuring agreements are documented, transparent, and supported by community leaders, while aligning with national land governance reforms.
- 6. Expand skills and knowledge for climate adaptation specifically for women:** As mentioned, men generally have better access to knowledge and awareness of improved technologies and approaches. Intentional inclusion of women will ensure improved skills and ability to adapted to climate-change impacts.

By embedding these recommendations, SCALE consolidates its position as a **gender-responsive and sustainable** initiative, fully aligned with the GCF's Gender Policy and Action Plan. The project demonstrates clear recognition of vulnerabilities and integrates tailored strategies to ensure equitable participation and benefits for women, men, youth, and vulnerable groups, while also safeguarding long-term resilience and inclusivity.

## 9. Gender action plan

**Objective:** To ensure SCALE takes women's perspectives into account and is sustainable by embedding gender equality across project design, implementation, monitoring, and governance in alignment with the GCF Gender Policy and Action Plan.



Table 3: Gender action plan logframe

Activities	Gender Action Plan Activities	Indicators and Targets	Timeline	Responsibilities	Cost
<p><b>Impact Statement:</b> IF vulnerable rural communities – <i>especially women and youth</i> - gain knowledge and access to climate-resilient agricultural and livestock practices and inputs , diversified adaptive livelihoods, and inclusive financial and capacity-building support, and IF best practices are systematically captured, shared, and scaled, and IF institutional capacities and climate governance are strengthened, THEN agricultural and pastoral systems will become more resilient to climate change, BECAUSE communities will be equipped with the tools, knowledge, and improved enabling environment needed to reduce climate vulnerability and sustain adaptive practices over time.</p>					
Crosscutting	Recruitment of technical advisor	1 Gender & Inclusion Technical Advisor recruited	Y1-4	Acted HR team	Staff position recruited for a 4 year period over project duration - 113,601.26 USD
	Annual gender-responsive trainings delivered to all project staff and partners on gender norms, gender analysis, and inclusive leadership.  A reporting template) is developed, and partners are trained in gender-	1 training conducted for Acted staff on gender norms and leadership  100% of SCALE staff trained on gender analysis and gender norms  100% of SCALE staff trained on PSEAH  100% of SCALE partners trained on PSEAH and	Y1	Gender & Inclusion Technical Advisor, Acted MEAL Unit	No additional costs

	<p>responsive data collection and reporting.</p> <p>A participatory gender-responsive MEAL plan is developed and updated throughout implementation.</p> <p>Refresher trainings delivered in later project years to sustain institutional capacity.</p>	<p>gender-responsive data collection and reporting</p> <p>1 participatory MEAL plan developed</p>			
	<p>MEAL will regularly monitor IPs data from partners to ensure consistent disaggregation.</p>	<p>1 refresher trainings conducted on gender norms and leadership</p>	Y4-5	Acted SCALE Programme Managers	No additional costs
	<p>Gender budgeting and gender expenditure tracking by finance and MEAL teams. Cost per female beneficiary calculated using gender-disaggregated MEAL data.</p>	<p>Track budget shares for women targeted activities across the project.</p>	Y1-5	Acted MEAL unit, Acted finance unit.	<p>Output 2.1 FFS - 33% 1,512,833 USD</p> <p>Output 2.2 APFS – 6% 385,685 USD</p> <p>Output 3.1 IGAs</p>

					- 50% 3,249,174
	Establishment of local accountability committees, including women	80 local accountability committees established  At least 50% of local accountability committees members who are women  100% of local committees' members trained on PSEAH	Y1-5	Acted MEAL unit	
<b>Outcome 1: Institutionalization of knowledge management and strengthening of governmental capacities</b>					
Crosscutting	Strengthen recognition of women-led organisations within climate governance systems, ensure that women's priorities and constraints are formally integrated into provincial climate strategies, while reducing socio-cultural barriers through gender-transformative dialogue sessions based on ACTED's Gender Empowerment Curriculum. <b>(Activities 1.1.1, 1.2.2, 1.2.3)x</b>	70% of women beneficiaries reporting active participation in community decision-making  60% of women and 60% of men beneficiaries approve of women in leadership positions  70% of women beneficiaries agree that project activities take into consideration time required for chores done by women	Y1-5	Gender & Inclusion Technical Advisor, Acted MEAL Unit	No additional costs
<i>Output 1.1: Institutional and technical capacities for impact measurement of climate adaptation projects are strengthened.</i>					
Activity 1.1.1 Participatory elaboration of climate adaptation	Inclusion of women's rights organisation in the participatory design of the	4 women's rights organisations consulted	Y1-Y2	Acted, Govt, Gender & Inclusion Advisor	No additional costs

national project pipeline	national adaptation project pipeline  Gender considerations systematically integrated, supported by the Gender and Inclusion Advisor.  Workshops ensure minimum women's participation quotas and inclusion of gender-specific adaptation needs.	All projects in the pipeline consider gender needs  30% women participants in workshops			
Activity 1.1.2 Strengthen capacity for climate adaptation impact measurement	All climate adaptation measurement tools and frameworks reviewed and updated to integrate gender-differentiated vulnerabilities and needs.	100% toolkits/frameworks reviewed and updated by the Gender and Inclusion Technical Advisor	Y1	Gender and Inclusion Technical Advisor	No additional costs
<i>Output 1.2: Climate adaptation knowledge and best practices are collected, shared, and scaled</i>					
Activity 1.2.1 Reinforce national-level dialogues utilizing the AGORA30 platform	Inclusion of women & vulnerable groups in AGORA30 dialogues  Dialogues identify social and gender barriers to climate leadership.	30% women participants in AGORA30 meetings	Y2–Y5	Gender and Resilience group, Acted	No additional costs
Activity 1.2.2 Facilitate provincial-level plans and knowledge sharing	Identification and inclusion of women's groups; identification of agent of change  Gender-specific constraints are mapped: provincial planning exercises analyse	Of the respondents consulted for the design of the provincial level plans, at least 50% are women  Of the respondents consulted for the design of the provincial	Y2–Y3	Gender and Inclusion Technical Advisor, Acted MEAL Unit, FFS/APFS groups	No additional costs

	<p>gender-specific adaptation barriers (mobility, workloads, tenure)</p> <p>Women's constraints inform provincial plans: results feed directly into provincial climate adaptation plans.</p>	<p>level plants, at least 10% are elderly</p> <p>Of the respondents consulted for the design of the provincial level plants, at least 4% are People with a Disability (PWD)</p>			
<p>Activity 1.2.3 - Community-level awareness and leadership for climate adaptation.</p>	<p>Gender-balanced targeting committees ensure inclusive representation and identify women's groups for leadership pathways.</p> <p>Gender-transformative dialogues conducted to challenge restrictive norms and promote women's leadership in community adaptation.</p>	<p>50% community and focus groups discussions participants who are women</p> <p>10% community and focus groups discussions participants who are elderly</p> <p>4% community and focus groups discussions participants who have a disability</p> <p>30% of groups mapped are women's groups</p> <p>30% of groups identified to be supported under components 2 and 3 are women's groups</p>	<p>Y2-Y5</p>	<p>Gender and Inclusion Technical Advisor, Acted Programme team</p>	<p>No additional costs</p>
<p><b>Outcome 2: Farming communities transition to climate-adapted agro-ecological production (Moyen Chari, Salamat)</b></p>					
<p>Crosscutting</p>	<p>Deliver gender-sensitive training to reduce access gaps, strengthen land governance structures that recognise women's land rights, and enhance</p>	<p>70% of targeted women with improved access to land by the end of the project</p> <p>70% of targeted women with improved access to water</p>	<p>Y2-4</p>	<p>Gender &amp; Inclusion Technical Advisor, Acted MEAL Unit</p>	<p>No additional costs</p>

	women's legitimacy and bargaining power within natural resource governance. <b>(Activities 2.1.1 and 2.1.3)x</b>	sources by the end of the project  60% of targeted women reporting they can decide over the use of their land			
<i>Output 2.1: Farming communities transition to climate-adapted agro-ecological production</i>					
Activity 2.1.1 Disseminate knowledge on climate resilient agriculture	FFS participation is made accessible to women and youth through adapted schedules, local delivery, and literacy-sensitive materials.  All trainings include a gender perspectives module addressing differentiated constraints and opportunities.	100% of trainings will include a session on gendered perspectives  33% participants in FFS who are women (among whom 10% are head of household)  33% of recipients of seeds, cash for work and drip irrigation kits who are women.  70% of targeted women who agree that the training was adapted to their workload	Y1–Y2	SCALE project trainers, Ministry of Agriculture, Gender and Inclusion Technical Advisor	No additional costs
Activity 2.1.3 Strengthen community land governance for the inclusion of women and youth.	Land governance sessions integrate gender-specific barriers around ownership, inheritance, and customary norms.  Governance bodies include women representatives, and land agreements are secured for vulnerable individuals (women, PwD, elderly)	100% sessions conducted on land governance that incorporate gender content  50% participants of land governance sessions are women  10% of participants of land governance sessions are above 60 years old  4% of participants of land governance sessions are PwD	Y2–Y4	Acted, Land committees, Gender and Inclusion Technical Advisor	The costs for this are integrated into the budget for Activity 2.1.3 of 474,000 USD

		25 land agreements secured for women			
<i>Output 2.2: Agro-pastoral communities adopt climate-adapted techniques (Ouaddaï, Sila, Salamat)</i>					
Activity 2.2.1 Disseminate knowledge on climate resilient agro-pastoral approaches	APFS sessions scheduled and delivered close to communities to reduce mobility constraints for women.  Establishment of women-only APFS schools to promote safe participation.	6% of APFS members are women  1% of APFS members are PwD  6% of recipients of incentives including cash for work, tools, alternative fodder, will be women.  3 women-only APFS schools	Y1-Y2	Acted, Gender and Inclusion Technical Advisor, Local committees	The costs for this are integrated into the budget for Activity 2.2.1 of 2,341,148 USD
Activity 2.2.3 Rehabilitation of small-scale water sources and communal infrastructures	Rehabilitation prioritises reducing women's time burden related to water collection.  O&M committees include women members, who are fully trained in operation and maintenance roles	50% of community consultations conducted with women's participation  50% of community consultations conducted with the participation of elderly people  25% of community consultations conducted with the participation of PwD  20% of O&M committee members are women  100% of targeted women trained in O&M	Y2-Y4	Acted, Contractors, Local committees	No additional costs

Outcome 3: Support diversification of livelihoods as a strategy for enhancing resilience to climate shocks					
Crosscutting	Provide training that builds confidence and negotiation skills while addressing household-level norm-based restrictions faced by women and strengthen women-led VSLAs to increase control over savings, loans, and financial decision-making through peer-to-peer sessions. <b>(Activities 3.1.1 and 3.1.3)</b>	60% of targeted women reporting increased market access by the end of the project 70% of targeted women reporting increased income by the end of the project 70% of men and 70% women beneficiaries reporting greater acceptance of women's economic participation by the end of the project	Y2–Y5	Acted MEAL Unit, Trainers, Private sector partners	No additional costs
<i>Output 3.1: Climate-resilient economic activities are strengthened and diversified</i>					
Activity 3.1.1 Strengthen women and youth's capacity by enhancing organizational, entrepreneurship, leadership skills.	Women's groups are explicitly targeted for organisational development and leadership training.  Household-level gender sensitisation promotes shared decision-making and supportive intra-household dynamics.  Trainings ensure gender-responsive content and equal participation.	50% of selected beneficiaries who are women 10% of selected beneficiaries who are elderly 4% of selected beneficiaries who have a disability	Y2	Acted Programme and MEAL Unit, Local partners, Consultant	No additional costs
		50% participants trained on financial literacy, entrepreneurship, leadership are women  100% of trainings conducted include gender-sensitive session to address women and men's differentiated needs	Y2–Y4	Acted Programme, Gender and Inclusion Technical Advisor	No additional costs
					No additional costs

<p>Activity 3.1.2 Support the development of climate-adapted income-generating activities (IGAs).</p>	<p>IGA design is informed by women's priorities, ensuring affordability, cultural appropriateness, and workload considerations.</p> <p>Women receive equitable access to IGA training and productive assets, with monitoring of decision-making over asset use.</p>	<p>50% women trainees</p> <p>50% of women among IGA asset recipients</p> <p>70% of targeted women who report that participating in the IGA did not add to their workload</p> <p>60% targeted women reporting they can decide over the use of the assets received as part of the SCALE project</p>	<p>Y2–Y3</p>	<p>Acted, Gender and Inclusion Technical Advisor, Technical trainers</p>	<p>No additional costs</p>
<p>Activity 3.1.3 Roll out financial inclusion mechanisms, including the establishment/ scale up of women-led Village Savings and Loan Associations (VSLAs)</p>	<p>Community sensitisation explains the rationale for women-targeted financial inclusion measures.</p> <p>VSLAs are established or scaled up, with women constituting at least half of members and loan recipients.</p> <p>Peer-to-peer discussions promote gender-equitable behaviours and economic inclusion.</p>	<p>50% of VSLA members are women</p> <p>At least 20 peer-to-peer discussions on positive masculinities and women economic empowerment conducted within VSLA groups</p> <p>50% of VSLA loans accessed by women</p>	<p>Y2–Y3</p> <p>Y2–Y5</p>	<p>Acted, Gender and Inclusion Technical Advisor</p> <p>Acted MEAL Unit, Trainers, Private sector partners</p>	<p>The costs for this are integrated into the budget for Activity 3.1.3 of 1,051,480 USD</p> <p>No additional costs</p>

## 10. SEAH risk mitigation plan

To fully assess potential SEAH risks linked to the SCALE project, Acted used the GCF SEAH risk assessment toolkit. This entails screening: i) basic risk mitigation measures; ii) contextual level risks; iii) project-level risks. Based on the results of this screening, and combined with the ESS tool (see Annex 12), specific SEAH project risks were then identified linked to SCALE project activities. These risks were assessed for likelihood and potential impact, with a resulting mitigation plan elaborated.

The results of these varying layers of risk analysis are presented below:

Table 4: SEAH Risk Screening

Ensuring basic risk mitigation measures are in place ahead of stakeholder engagement	Responsibility	Comments
Does the AE have a SEAH Policy (or SEAH provisions in another policy)?	AE	Yes
Does the AE have an employee Code of Conduct?	AE	Yes
If the AE has contracted out stakeholder consultations, does that entity have a SEAH Policy (or are they contractually bound to apply the AE's)?	AE / Consultant	All Acted partners and subcontracted entities are required to have an internal SEAH / Safeguarding policy <b>or</b> to formally commit to applying Acted's SEAH Policy and Code of Conduct. Acted Chad's Safeguarding Department systematically assesses the PSEAH capacities of all implementing partners and supports them in developing a tailored SEAH Improvement Action Plan. Suppliers also accept Acted's ethical standards including PSEAH standards. Main suppliers and suppliers that have direct contact with local communities are regularly trained on PSEAH.
If the AE has contracted out stakeholder consultations, does that entity have an employee Code of Conduct (or are they contractually bound to apply the AE's)?	AE / Consultant	All associated entities must sign and comply with Acted's Code of Conduct and SEAH Policy. Acted Chad Safeguarding Department evaluates partners' compliance and supports them to adopt equivalent internal procedures if needed.
Have AE employees and consultants conducting stakeholder	AE / Consultant	All Acted Chad staff receive mandatory PSEA training at least

<p>consultations been trained on preventing SEAH and the Code of Conduct?</p>		<p>twice a year. All new staff undergo safeguarding and PSEA induction. MEAL and program teams receive enhanced training on complaint handling and survivor-centered approaches. Before each field mission, PSEAH focal points conduct a mandatory PSEA briefing. Daily workers and enumerators are trained prior to deployment. Suppliers also accept Acted's ethical standards including PSEAH standards. Main suppliers and suppliers that have direct contact with local communities are regularly trained on PSEAH.</p>
<p>Does the AE have a grievance mechanism in place in case of early SEAH complaints from stakeholder engagement?</p>	<p>AE</p>	<p>Yes. Acted has multiple safe and confidential reporting channels: (1) internal Transparency Line and confidential email for staff, suppliers and partners; (2) community feedback mechanism with multiple entry points (toll-free hotline, complaints boxes, community accountability focal points, MEAL staff on site). Communities are informed before every activity about expected humanitarian staff behaviour and available reporting channels. PSEAH visibility materials are systematically displayed (Acted Chad developed key messages using the Interaction Toolkit, PSEA Frontline Toolkit, Chad PSEA Network key messages, and IASC 6 principles).</p>
<p>Does the AE have a specialist on staff who can undertake the more advanced assessment in Stage 4 and deal with SEAH complaints?</p>	<p>AE</p>	<p>Yes. The mission has both national and international safeguarding / PSEAH staff, including a full-time Safeguarding Technical Coordinator. Acted HQ also provides dedicated PSEAH expertise. Budget is required only to co-fund national and international safeguarding staffing over the full project duration.</p>

Contextual Level (and Baseline Conditions)	Responsibility	Comments
Does the country have laws prohibiting sexual harassment / stalking generally?	National/State law (Gender Assessment)	Yes. Decree 003/PR/2025 on the prevention and repression of violence against women and girls (including SEAH). Sexual harassment is punishable by 6 months to 3 years of imprisonment + fine. However, enforcement remains weak due to lack of awareness of the law, cultural norms, limited access to justice mechanisms and low trust in authorities
Do labour laws prohibit sexual harassment in the workplace?	National/State law (Gender Assessment)	No explicit provision in labour law addressing workplace sexual harassment.
Does the country have laws prohibiting intimate partner violence (IPV)?	National/State law (Gender Assessment)	Yes. Decree 003/PR/2025 criminalizes IPV (6 months to 3 years of imprisonment + fine). However, implementation remains limited due to low reporting rates, social pressure, and barriers to accessing justice
What is the prevalence of GBV in the country?	National statistics (Gender Assessment)	Gender-based violence remains widespread in Chad. Among women in couples, 28.4% report experiencing at least one form of IPV, including 21.4% physical, 16.6% emotional, and 8.3% sexual violence. <sup>125</sup> More than a third of women have experienced physical, emotional, or sexual violence in their lifetime, while 11.6% of women aged 15–49 report sexual violence specifically. Annually, 7% of pregnant women experience physical violence, and 12% of all women experience sexual violence. Survivors rarely seek help: 44% neither disclosed the violence nor sought assistance. From 2021 to 2023, 30,782 GBV cases were recorded (84.6% women), yet only 53.7% (16,545 cases) received formal support. <sup>126</sup> This gap between incidence and

<sup>125</sup> Allara Ngaba E. & Ndonou Tchoumdop M. E., (2024), Effet de l'autonomisation de la femme sur la violence conjugale au Tchad à partir de données EDS-MICS. Available [here](#).

<sup>126</sup> UN Women, Ministère de la femme et de la petite enfance de la République du Tchad, (2024), *Ibid*.

		service uptake highlights the need to improve accessibility, confidentiality, and survivor trust in services.
What is the legal age a person can marry?	National law	18 years old, decree no. 006/PR/2015
Despite any laws, what is the prevalence of child marriage in the country?	National statistics	Very high prevalence. 24% of women aged 20–24 were married before age 15, and 60% before age 18, compared to 8% of men <sup>127</sup> .
What is the income level of the country?	World Bank ranking (H, HM, M, LM, L)	44,8% of the population live below the national poverty line in 2022. Extreme poverty (2.15\$ a day) reaches 36,5% in 2024. Chad ranks within the low-income economies (under 1,135USD/capita) according to World Bank.
Where does the country rank on global gender indices?	World Bank Reports / Other	146 (last place) on the Global Gender Gap Report 2025 of the World Economic Forum
Is there a national action plan on GBV and/or sexual harassment?	National government	Yes. National Strategy for the Prevention and Response to GBV (2023–2027).
Does the country have specialized services for survivors of GBV (at both the national and local level)?	Local gov / NGOs	Some multisectoral care centers exist (Integrated Multisectoral Care Centers / CISM), as well as the Maison Nationale de la Femme but only 8 centers nationwide, (based in N’Djamena, but free hotline reachable everywhere). Accessibility remains very limited especially outside major cities.
Is the country currently experiencing war, internal conflict or humanitarian disaster?	National / Media	Chad is exposed to multiple humanitarian crises including forced internal displacements, armed conflicts in neighbouring countries, climate disasters and epidemic outbreaks.
<b>Project level risk</b>	<b>Responsibility</b>	<b>Comments</b>
Are women concentrated in lower paid roles and mostly line-managed and supervised by men?	AE	Based on existing gender dynamics in Chad and Acted’s existing HR trends, women are likely to be concentrated in lower paid positions and to be managed by men. The lack of educational

<sup>127</sup> DAI Global Belgium, European External Action Service (EEAS), (2021), Analyse Genre Tchad. Available [here](#).

		opportunities for women and higher burden of household chores means that women are less likely to be on the formal workforce market nor to have medium-high technical expertise. These dynamics are reflected in the fact that Chad is ranked 146 (last place) on the Global Gender Gap Report 2025 of the World Economic Forum.
Are piece-rate systems or other performance-related pay structures used where individuals are in control of how much other workers get paid?	AE	No. The payment of workers is based on Acted's internal salary grid or daily worker wage memo. The value amounts are decided at Country Coordination level and approved in coordination with Acted HQ.
Will project workers have control over life-changing resources such as compensation or access to basic or highly sought-after resources?	AE	No
Will security personnel be used? Will they be armed?	AE	Acted contracts a private security company to ensure the guarding services of Acted office premises in Chad. The security agents are unarmed, in line with humanitarian principles and Acted's internal policies.
Will there be an influx of male workers into the project area?	AE	This is probable, as the labour market is very limited in Chad, and individuals are therefore used to relocate to areas where work opportunities are available. Knowing that the majority of the country's formal workforce is composed of men, it is possible that many employment posts related to the project will be taken by men.
Are local communities poor and lacking basic resources?	AE	Yes. The project targets the provinces of Moyen Chari, Salamat, Sila and Ouaddai which are largely characterised by poverty, fragile livelihoods, food insecurity, and refugee influxes.
Will migrant workers be employed by the project?	AE	Employment opportunities will not discriminate based on migration status and it is therefore possible that migrant workers and/or

		refugees may be hired on the project. This is notably a possibility in Sila and Ouaddaï provinces which have been particularly affected by the Sudanese refugee crisis since April 2023.
Will project workers all have formal contracts?	AE	Yes, all people that will receive a remuneration linked to project work will sign a formal contract with Acted, either through employee contracts or through daily work conventions.
Will goods frequently be transported over long distances, especially through poor and/or remote communities?	AE	Some project procurement will take place in well-provisioned urban centres with adapted markets, with goods then transported to the project locations – which are remote, rural areas.
Are worksites or project activities based in remote locations?	AE	Yes. The SCALE project focusses largely on agriculture and agro-pastoral activities in rural locations of Moyen Chari, Salamat, Sila and Ouaddaï provinces. To be noted that Chad is a landlocked country with very poor road transportation infrastructures reinforcing the remoteness of some areas.
Will project workers live in the community or in worker housing?	AE	Acted only provides housing for its international staff (guesthouse usually located within, or near the office premises). National staff are free to find housing wherever they wish.
Will workers be required to travel long and potentially unsafe distances?	AE	Depending on the role, some Acted staff will be required to travel to undertake field missions, travelling between various bases of the project. Security and road conditions vary depending on the location.
Will the project operate in highly pressurised work environments, with tight deadlines?	AE	SCALE is a long-term project implemented over a 5-year period. Hence, it is not expected that the work environment will be particularly pressurised, unlike for emergency/pure humanitarian projects (which Acted Chad has extensive experience in implementing).

<p>Is the project located within a male-dominated sector where female workers will be employed?</p>	<p>AE</p>	<p>The formal workforce in general in Chad is dominated by men, as reflected by the fact that Chad is ranked 146 (last place) on the Global Gender Gap Report 2025 of the World Economic Forum. SCALE will focus on the agricultural and pastoral sectors. In the agricultural sector, women's work is highly concentrated in certain value chains such as groundnuts, sesame, vegetables, dairy products, shea, gum arabic, cereals peanuts and fishing. Women provide much of the labour force during harvest, yet women's involvement often remains informal, artisanal, and under-recognised. In the livestock sector, women's role is concentrated in less profitable activities with limited market access, while men retain control over assets, sales, and decision-making.</p>
<p>Have communities voluntarily raised concerns in relation to SEAH/GBV during consultations?</p>	<p>AE</p>	<p>No. However, according to Acted's gender assessment (Annex 4), despite the fact that 12% of women in Chad experience sexual violence each year, there is a major trend in underreporting, with 44% of survivors neither disclosing violence nor seeking assistance. As such, a lack of concerns being voluntarily raised does not equate an absence of concern.</p>

Table 5: SEAH risk and mitigation plan

Activities	Summary of SEAH/ Harassment Risks	Mitigation Measures	Likelihood (score)	Impact (score)	Responsible party/ person
<b>Performance Standard 1: Assessment and management of environmental and social risks and impacts</b>					
1.1.1 Socio-economic & climate vulnerability assessments (incl. gender/age barriers)	SEAH during household/FGD consultations (power imbalance, isolated venues, male dominated teams).	Pre-field mission PSEAH briefings to data collection teams including enumerators; gender inclusive enumerator teams; safe venues & daytime hours; informed consent incl. PSEAH info; display/reporting channels; debrief & safeguarding follow-up.	Low	High	Project Manager, Safeguarding Technical Coordinator
1.1.3 Provincial knowledge platforms	Male-dominated institutions marginalise women/youth; harassment during travel or networking; undermining of survivor-centred approaches in public settings.	Display of safeguarding rules and alert mechanisms in meeting rooms; female facilitation; active bystander module; hotline.	Low	High	Program Manager, Safeguarding Technical Coordinator
<b>Performance Standard 2: Labour and working conditions</b>					
CROSSCUTTING : Internal workforce (Acted + contractors) – recruitment, induction, daily operations	Gender-imbalanced workforce (~75% men) increases risk of sexual harassment/abuse between staff; bullying/retaliation after reporting.	Mandatory PSEAH induction + bi-annual refresher; signed CoC; posters displaying PSEAH principles & reporting channels in all offices and bases; trained PSEAH focal points per field base to sensitise/receive/escalate complaints; quarterly staff	Low	High	Safeguarding Technical Coordinator

		discussion groups (mixed/women-only/men-only) to reassess risks; anti-retaliation policy enforced; HR memo promoting gender-balanced recruitment & active mapping of female candidates; supervisors receive dedicated training on PSEAH obligations and safe leadership practices, their PSEAH related responsibilities are included in ToRs.			
CROSSCUTTING : Field missions & travel (mixed teams, remote areas)	Harassment during travel/accommodation.	Safe travel/accommodation SOP; zero-alcohol on duty; anonymous staff reporting.	Low	High	Base Manager, Country Coordination
CROSSCUTTING : Contractor management (facilitators, enumerators, guards, drivers)	Contractor-on-staff or staff-on-contractor harassment; SEA with community via contractors.	Contract clauses binding to Acted PSEAH CoC; contractor PSEAH training; spot-checks; immediate suspension & referral pathways.	Low	High	Logistics Manager, Safeguarding Technical Coordinator
CROSSCUTTING : Supervision & performance processes	Quid pro quo harassment (favour for promotion/contract renewal); informal 1:1 late meetings.	Two-person performance meetings; performance evaluations reports reviewed by HR staff; transparent criteria; regular HR-led trainings on performance review process, including PSEAH & grievance policies; whistleblowing channel; supervisors trained on PSEAH obligations & expected conduct, with PSEAH related	Low	High	Base Manager, HR Manager, Safeguarding Technical Coordinator

		responsibilities included in supervisors' ToR; regular performance evaluations of supervisors including safeguarding criteria;			
CROSSCUTTING : Recruitment, mentorship (1:1)	Quid pro quo dynamics; boundary violations in closed offices/after hours; non-hierarchical power pressure.	Two-person selection panel interviews; publication of safe reporting mechanisms in all job advertisements and offices; HR staff trained on PSEAH & survivor-centred reception; mandatory trainings/mentorship attendance lists; whistle blowers protection policy.	Low	High	HR Manager; Line Managers; Safeguarding Technical Coordinator
<b>Performance Standard 4: Community health, safety and security</b>					
1.2.2 M&E / MRV alignment	Enumerator/monitor EAS toward community members; coercive data practices; data misuse exposing survivors.	Enumerator PSEAH training; no one-on-one interviews in isolated areas; data minimisation; survivor data protection SOP.	Low	High	Project Manager, Safeguarding TC
2.1.1 Farmer Field Schools (FFS)	Transactional sex for targeting; Male trainers pressuring female participants; isolated demo plots leading to SEA, unsafe travel to sessions.	Transparent selection; prioritise female trainers/program assistants; public, visible training sites; open with PSEAH key messages and reporting options; display multiple and community-friendly complaint pathways at all FFS sites; PSEAH Focal points on-call; consult women on locations; safe session timing; group travel; conduct regular	Low	High	Program Manager, MEAL Manager, PSEAH FP

		monitoring visits by PSEAH FPs.			
2.1.2 Agro-ecological inputs & technologies	Transactional sex for inputs/equipment.	Transparent eligibility & posting; hotline displayed on receipts/cards.	Low	High	Project Manager, MEAL Manager
2.1.3 Land governance for inclusive access (women/youth)	Backlash/retaliation against female participants/leaders; SEA linked to visibility and contact with project staff.	Early engagement of traditional/religious leaders; community sensitisation; regular gender-segregated group discussions with women and youth to continuously reassess SEA risks, identify pressures or backlash early, and co-construct adapted mitigation strategies.	Low	High	Project Manager, Gender & Inclusion Advisor
2.2.1 Agro-Pastoral Field Schools (APFS)	Harassment by livestock extension workers (male-dominated); unsafe travel to sessions.	Transparent selection; prioritise female trainers/program assistants; public, visible training sites; open with PSEAH key messages and reporting options; display multiple and community-friendly complaint pathways at all APFS sites; PSEAH Focal points on-call; consult women on locations; safe session timing; group travel; conduct regular monitoring visits by PSEAH FPs.	Low	High	Project Manager, Gender & Inclusion Advisor, PSEAH FP

2.2.2 Water infrastructure rehabilitation (boreholes/ponds/irrigation)	SEA at water points, especially at off-peak hours; coercion by caretakers/committee members.	Women consulted on siting/lighting; regular safety audits and gender-segregated group discussions to reassess risks at water points and co-design corrective measures; women-only hours; committee CoC; display reporting channels at water points; conduct regular monitoring visits by PSEAH FPs.	Low	High	Project Manager, Gender & Inclusion Advisor, PSEAH FP
2.2.4 Local resource management agreements (pasture access)	Retaliation against women/youth who claim access; harassment during negotiations.	Early engagement of traditional/religious leaders; community sensitisation; conflict-sensitive facilitation; regular gender-segregated group discussions with women and youth to continuously reassess SEA risks, identify pressures or backlash early, and co-construct adapted mitigation strategies; protection risk analysis.	Low	High	Project Manager; Gender & Inclusion Advisor
3.2.2 Cash grants to MSMEs/producer groups	Transactional sex in grant approval; favouritism; retaliation post-selection.	Pre-selection SEAH and reporting channels awareness sessions; independent and gender-balanced scoring panel; scoring panel trained on PSEA and safeguarding; no one-to-one meetings between staff and applicants; published criteria & feedback; MEAL audits; anonymised	Low	High	Project Manager; MEAL Manager, PSEAH FP

		scoring sheets; updated conflict of interest declarations by scoring panels; pre- and post-selection group discussions with vulnerable applicant groups; regular monitoring visits by PSEAH FPs.			
Office environment (all bases)	Sexist jokes, unwanted comments, digital harassment (messaging apps); bystander silence.	Respect at work policy; digital conduct; active-bystander training; quarterly safe-space circles.	Low	Medium	Safeguarding Technical Coordinator; Base Manager

The SEAH risks identified in the risk analysis table above could impact women, men, girls, and boys, but not in the same way.

- Women and girls are the most at risk, particularly in rural communities targeted by SCALE where:
  - Gender norms limit women and girls’ decision-making power and mobility.
  - Women and girls interact frequently with project staff (training, VSLA groups, leadership platforms).
  - Women and girls may rely on male staff for access to resources (agricultural inputs, IGA kitss, water infrastructure), creating power imbalances that can lead to sexual exploitation or transactional sex
- Girls, especially adolescent girls, are exposed to additional risk:
  - Higher likelihood of SEAH when attending mixed-gender youth training or farmer field schools.
- Men and boys may also face SEAH risks, although to a lower extent, including:
  - Harassment in male-dominated work environments,
  - Pressure to remain silent due to stigma.

Additionally, SEA/SH risks among project staff exist, given that the technical workforce is predominantly male in Chad, which may lead to:

- Misuse of authority,
- Harassment between staff members,
- Normalisation of discriminatory behaviours within teams.

## 10.1 SEAH risk mitigation costing

In order to implement the SEAH risk mitigation plan outlined in section 3.4 above, the following financial inputs are incorporated into the SCALE project budget:

	Quantity	Unit	Sub-frequency	Unit	Global frequency	Unit	Unit costs USD	% allocated	Total USD
Safeguarding Technical Coordinator	1,00	person	12,00	month	5,00	year	7,388.70	5%	22,166
Training costs (including safeguarding and protection)	97,50	ff	1,00	lumpsum	4,00	year	52.80	10%	2,059
Visibility/media (including safeguarding and protection)	1,00	lumpsum	1,00	lumpsum	1,00	lumpsum	70,000	5%	3,500

### 10.3 PSEAH key principles

Acted applies a zero-tolerance approach to Sexual Exploitation, Abuse and Harassment (SEAH). The SCALE project enforces Acted's Code of Conduct, Policy on Protection from SEAH and Child Protection Policy, which are binding on all staff, implementing partners, suppliers and contractors. These are aligned with the Inter-Agency Standing Committee (IASC) Six Core Principles, UN Secretary-General Bulletins ST/SGB/2003/13 and ST/SGB/2019/8, and the CHS Alliance guidelines.

Implementation is guided by the following principles drawn from Acted's PSEAH Policy (2025):

- Neutrality and impartiality: safeguarding measures apply uniformly to all stakeholders.
- Confidentiality: information is shared strictly on a need-to-know basis.
- Managerial responsibility: each line manager is accountable for prevention, reporting and follow-up.
- Survivor-centred and do-no-harm approach: survivor safety, dignity and informed consent are prioritised.
- Accountability and non-retaliation: any report made in good faith is protected from reprisal.

These commitments are implemented through Acted's internal PSEAH Checklist and Safeguarding Action Plan, which provide verifiable standards across all missions.

### 10.4 Comprehensive mitigation measures

The SCALE project applies comprehensive mitigation measures to address SEAH risks across all operations. These measures are defined through Acted's PSEAH Checklist, which ensures consistency in safeguarding implementation. The checklist covers forty-three standards organised under four operational pillars: Deterrence, Prevention, Identification and Response.

Under the deterrence pillar, recruitment integrates SEAH screening, including behavioural interviews, gender-balanced panels, reference checks and participation in the Misconduct Disclosure Scheme. All contracts include mandatory SEAH clauses, and confirmed breaches result in disciplinary action up to dismissal.

Prevention measures include mandatory induction and bi-annual refresher training for all staff, daily workers and partners. E-learning modules and investigation workshops complement field sessions. Quarterly dialogues, mixed, women-only and men-only, encourage discussion of workplace ethics and power dynamics. Acted Chad also participates in the national PSEA Network and Protection Cluster.

Identification mechanisms ensure visibility of acceptable conduct and complaint channels. Posters in French, Arabic and local languages display hotlines and reporting options: Acted (91 21 45 90 / 64 64 52 22), the inter-agency 1255 line, and Maison de la Femme du Tchad (1390). Community sensitisation sessions and gender-segregated focus groups provide safe spaces for disclosure. Response measures prioritise confidentiality, consent and timely survivor referral. Each allegation triggers a risk assessment and activation of immediate support, while all data are stored securely on password-protected systems with restricted access. In 2025, Acted Chad achieved an eighty seven percent compliance rate:

Pillar	Achievement 2025
Deterrence	Seventy-eight percent
Prevention	Eighty-five percent
Identification	Ninety-two percent
Response	One hundred percent
Overall	Eighty-seven percent

The 2025 results show that safeguarding standards are strongly embedded across all project bases.

## 10.5 Reporting protocols and complaints mechanisms

Acted applies an integrated, survivor-centred and gender-responsive grievance redress and feedback system, specifically adapted to SEAH reporting. This mechanism is embedded within Acted's broader Accountability to Affected Populations (AAP) framework and ensures accessible, confidential and ethical reporting across all project locations.

Acted considers that SEAH complaints should not be collected through a standalone mechanism, as duplicating systems can confuse affected communities and increase reporting barriers. Instead, SEAH alerts are channelled through existing accountability and feedback systems, with dedicated confidential routing to staff trained in handling SEAH-related complaints. The system combines:

- the Accountability and Feedback Mechanism (AFM) for community members and project participants; and
- the Transparency Line for staff, partners, contractors, and all third parties – which may also be used by community members and project participants who wish to report directly to Acted HQ.

Both mechanisms are inclusive, gender-responsive and accessible to women, men, girls, boys and persons with disabilities.

**The AFM** provides multiple safe entry points for SEAH-sensitive and other complaints, ensuring accessibility at community level. Entry points include:

- Toll-free hotline (1255) managed by the Inter-Agency PSEA Network.
- Complaint boxes (boîtes à plaintes) installed in accessible community spaces.
- Accountability focal points and trained MEAL staff.
- Local contact numbers (+235 91 21 45 90 / +235 64 64 52 22) displayed in all offices.
- Community awareness sessions and AFM committee meetings.

Visibility and accessibility are reinforced through posters, banners, laminated cards and leaflets in French, Arabic and local languages. All AFM complaints are categorised into five levels; Level 5 (sensitive complaints such as SEAH or Child Safeguarding) are immediately and confidentially redirected to the HQ Acted's HQ Transparency, Compliance and Investigation (TCI) Unit for assessment and follow-up.

All complaints are acknowledged within five working days, and follow-up actions are initiated within fifteen days, depending on the severity and confidentiality requirements. This integrated system avoids duplication and confusion by using a single-entry point for all feedback while ensuring that SEAH alerts are automatically channelled to trained safeguarding staff.



**The Transparency Line** (for SEAH, child safeguarding, misconduct and fraud) is a secure and confidential whistleblowing platform managed by Acted's HQ TCI Unit. It can be accessed online at <https://transparency.acted.org> or by email at [transparency@acted.org](mailto:transparency@acted.org). Information on the Transparency Line is widely disseminated to ensure awareness and accessibility:

- Posters are displayed in all Acted offices, bases and guesthouses, showing the contact email address and online platform link. The mechanism is systematically presented during all PSEAH staff trainings, partner capacity-building sessions and supplier onboarding briefings. Laminated quick-reference cards listing the hotline and email contacts are distributed to Programme, MEAL and field staff.

Reports are acknowledged within five working days by the HQ TCI Unit, which conducts a preliminary assessment and coordinates follow-up in accordance with Acted's PSEAH procedures. All information is treated with the highest level of confidentiality and shared only on a need-to-know basis.

**Visibility and awareness:** Information about both the Transparency Line and the AFM, including contact details and confidentiality commitments, is permanently displayed in Acted's offices, bases and project sites, and presented systematically during staff inductions, community meetings and partner orientations to ensure awareness of safe reporting options.

**Capacity and survivor-centred handling:** Accountability staff, PSEAH focal points and programme teams are trained on safe disclosure reception, informed consent, confidentiality and the do-no-harm principle. Upon receiving or witnessing a SEAH-related concern, staff must immediately notify the Country Director or use the Transparency Line. Field staff also receive laminated "SEAH Reporting Cards" reminding them of this procedure and listing key contacts – the Country Director, the Transparency Line and the inter-agency hotline. Protection against retaliation for anyone reporting misconduct or cooperating with authorised investigations is ensured through Acted's internal whistle-blowing policy, in line with the UN Secretary-General Bulletin (2017) on protection against retaliation.

**External reporting option (GCF IRM):** In addition to Acted's internal and community mechanisms, stakeholders may submit SEAH-related or other complaints directly to the GCF Independent Redress Mechanism (IRM), which receives and addresses grievances related to GCF-financed projects. Complaints can be filed through the IRM's secure online form at <https://irm.greenclimate.fund/case-register/file-complaint> or by email to [irm@gcfund.org](mailto:irm@gcfund.org). Acted will ensure these IRM contacts are advertised on local communication materials (office/site posters, banners, laminated cards and community leaflets) alongside Acted and inter-agency hotlines.

## 10.6 Procedures for SEAH cases

Procedures for SEAH cases are defined in Acted's Policy on Protection from SEAH (2025) and Investigation Memo v2.0 (2023). They ensure that each case is managed through a structured, survivor-centred and transparent process consistent with humanitarian best practice.

Upon receipt of an alert through the Transparency Line (<https://transparency.acted.org>) or the Accountability and Feedback Mechanism (AFM), the Country Director and the HQ Transparency, Compliance and Investigation (TCI) Unit conduct an immediate risk assessment to determine protection needs and potential health or security risks. Medical, psychosocial or



legal referrals are initiated based on the survivor’s informed consent, and the case is formally coded and secured within Acted’s encrypted database.

Investigations are led by the HQ TCI Unit in coordination with the Country Director and Safeguarding Coordinator. Evidence collection includes document review and structured interviews with reporters, survivors, witnesses and subjects of concern, using trauma-informed techniques. Investigators follow the balance of probabilities standard of proof, and all participants sign confidentiality agreements. Throughout the investigation, risk assessments are regularly updated, and protective measures—such as administrative leave or temporary relocation—may be applied. Findings are consolidated in a formal investigation report. Disciplinary decisions are made by HR management and the Country Director (for national staff) or HQ HR (for international staff). Donors are notified by the HQ IU according to contractual timelines, for instance within one week for USAID-funded projects. All external communications are anonymised and validated by HQ. Lessons learned feed directly into the mission’s Safeguarding Action Plan to strengthen prevention and accountability. All investigation materials are stored electronically on encrypted servers with limited access. No personal identifiers appear in HR records or external reports. If an allegation involves a third party, referrals are made through the national PSEA Network or Protection Cluster.

## 10.7 Survivor support modalities

Acted Chad guarantees timely, appropriate and survivor-centred assistance for any person affected by sexual exploitation, abuse or harassment. Support is provided strictly on the basis of informed consent, with full respect for confidentiality and dignity. Survivors may withdraw or modify their consent at any time.

Referrals follow the Standard Operating Procedures for Medical and MHPSS Referrals (SEAH-05.1), including for gender based violence (GBV), and use the Consent Form (SEAH-05.2.1) and Comprehensive Referral Form (SEAH-05.2.2) to ensure safe data handling. All forms are stored securely and shared only with authorised service providers. Survivors are informed of available options and can choose whether to engage with any or all of the services listed below.

Type of support	Modalities and partners
Medical care	Survivors have immediate access to healthcare facilities capable of providing Clinical Management of Rape (CMR) GBV, and post-exposure prophylaxis. Medical services are available through Acted’s network of national partners, the Ministry of Public Health, UNFPA-supported clinics and NGO medical partners. Survivors are accompanied to health facilities when needed to reduce safety or transport barriers. Costs of treatment are fully covered through Acted’s emergency support procedures.
Psychosocial and MHPSS support	Psychological First Aid (PFA) is provided immediately after disclosure by trained safeguarding or protection staff. Survivors are then referred to specialised mental health and psychosocial support (MHPSS) actors identified in the national GBV service-mapping. When in-person counselling is not feasible, confidential remote sessions are arranged. Psychosocial support

Type of support	Modalities and partners
	aims to stabilise the survivor, reduce trauma symptoms and promote recovery at their own pace.
Legal assistance	Survivors are informed of their right to pursue justice and receive legal advice free of charge. Acted coordinates with the Maison de la Femme du Tchad, the Association des Femmes Juristes du Tchad (AFJT) and other bar-supported partners to facilitate access to legal counselling and representation. All legal procedures proceed only with the survivor's explicit consent, and Acted may facilitate transportation or accompaniment where needed.
Community-based protection	Acted engages local protection committees, traditional and religious leaders, and women's groups to create safe spaces and prevent retaliation. Where security risks are identified, the Safeguarding Coordinator may request temporary relocation, safety escorts or confidential changes in work assignment. Community awareness sessions also emphasise confidentiality and non-stigmatisation of survivors.
Reintegration and livelihoods support	Survivors are assisted to rebuild their independence through links with Acted's livelihood and vocational programmes or with partner organisations providing micro-grants, vocational training and social support. This approach fosters economic recovery, dignity and reintegration without stigma. Survivors who wish to relocate permanently are connected with social protection services to facilitate transition and housing support.

Follow-up occurs within seventy-two hours of referral to confirm safe access and identify additional needs. The Safeguarding Coordinator maintains a confidential log of referrals and outcomes, reviewed quarterly to enhance response quality. The mission's SGBV Service Mapping (SEAH-05.3) is updated annually to ensure availability of qualified medical, psychosocial, legal and protection providers across all regions.

## 10.8 Oversight, monitoring and continuous improvement

Oversight of safeguarding falls under a shared accountability structure. The Country Director ensures overall compliance with Acted's PSEAH Policy, supervises reporting and coordinates donor notifications. The Safeguarding Technical Coordinator (TC) oversees focal points, ensures training coverage and updates the PSEAH risk matrix. At headquarters level, the Transparency, Compliance and Investigation (TCI) Unit manages investigations, validates findings and consolidates global learning across missions. Monitoring framework for preventive and mitigative SEAH measures: Acted Chad maintains a structured monitoring framework to ensure that preventive and mitigative SEAH measures are effectively implemented and continuously improved. The TC leads this framework under the supervision of the Country Director and with technical support from the HQ TCI Unit. At field level, two trained PSEAH



focal points per SCALE project areas will monitor preventive actions, awareness sessions and grievance channels, and report monthly to the TC for trend analysis and risk identification.

The TC maintains a country SEAH risk register, updated regularly to reflect contextual and programmatic risks. This register feeds into the annual PSEAH Action Plan, jointly developed with the Country Director. The plan translates Acted's four operational pillars—deterrence, prevention, identification and response—into concrete, measurable actions. For each activity, it specifies the process, expected result, performance indicator, responsible person, deadline and implementation status.

The Action Plan is a digital, living tool, updated in real time by focal points and accessible to management and HQ. This ensures ownership, accountability and transparency in progress tracking. Monitoring combines quantitative indicators and qualitative assessments to evaluate implementation and effectiveness.

Key indicators include:

- implementation rate of the PSEAH checklist per pillar (target at least eighty-five percent);
- percentage of SCALE project staff and partners trained on PSEAH (target one hundred percent);
- percentage of Acted field bases with functional and accessible grievance mechanisms (AFM and Transparency Line) (target one hundred percent of operational bases); percentage of survivors in SCALE project areas expressing satisfaction with referral services provided by Acted or SCALE partners (target at least seventy percent); percentage of survivors in SCALE project areas expressing satisfaction with referral services provided by Acted or SCALE partners (target at least seventy percent); number of SEAH awareness and prevention activities conducted per quarter; and
- number of SEAH-sensitive complaints received, investigated and closed.

Progress against these indicators is reviewed quarterly at mission level by the Safeguarding Coordinator and Country Director and annually by the HQ TCI Unit as part of Acted's global safeguarding reporting. At national level, Acted Chad contributes to the inter-agency PSEA Network, under the leadership of the Humanitarian/Resident Coordinator, sharing progress, good practices and lessons learned to strengthen collective accountability.

This integrated monitoring and governance framework ensures continuous oversight, timely adaptation of mitigation measures and evidence-based learning, embedding safeguarding commitments across all phases of programme design, implementation and review in line with Acted's PSEAH Policy and GCF ESAP standards.

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