



The World Bank

Chad Energy Access Scale Up Project (P174495)

Project Information Document (PID)

Appraisal Stage | Date Prepared/Updated: 28-Jan-2022 | Report No: PIDA31625



BASIC INFORMATION

A. Basic Project Data

Country Chad	Project ID P174495	Project Name Chad Energy Access Scale Up Project	Parent Project ID (if any)
Region AFRICA WEST	Estimated Appraisal Date 24-Jan-2022	Estimated Board Date 30-Mar-2022	Practice Area (Lead) Energy & Extractives
Financing Instrument Investment Project Financing	Borrower(s) Republic of Chad	Implementing Agency The Ministry of Economy, Planning, Development and International Cooperation, Societe Nationale de l'Electricite (SNE), Ministry of Petroleum and Energy	

Proposed Development Objective(s)

The Project Development Objective (PDO) is to increase access to electricity and clean cooking in Chad.

Components

- Component 1: Electrification via grids
- Component 2: Electrification via Standalone Solar Systems
- Component 3: Clean cooking and natural resource management
- Component 4: Project management and Technical Assistance
- Component 5: Contingency emergency response component (CERC)

PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	395.00
Total Financing	395.00
of which IBRD/IDA	295.00
Financing Gap	0.00

**DETAILS****World Bank Group Financing**

International Development Association (IDA)	295.00
IDA Grant	295.00

Non-World Bank Group Financing

Commercial Financing	100.00
Unguaranteed Commercial Financing	100.00

Environmental and Social Risk Classification

Substantial

Decision

The review did authorize the team to appraise and negotiate

Other Decision (as needed)

B. Introduction and Context

Country Context

1. **Chad is a low-income, fragile country with substantial and multi-faceted development challenges.** It is one of the poorest and least developed countries in the world, ranking 187 out of 189 countries and territories with respect to human development.¹ Chad gross national income per capita in 2020 was US\$660 (177th place per Atlas methodology) and US\$1,500 (178th rank in terms of purchasing power parity).² The population of Chad exceeded 16 million people in 2020, out of which about 42 percent live below the national poverty line of FCFA 242,094 per year or less than US\$1.2 per day. More than three-fourth of the Chad population live in rural areas, and about nine-tenth of the country's poor are in rural areas. Chad faces a difficult geographical and geopolitical environment; it is the fifth largest country in Africa, landlocked and crossed by the Sahara, and it is prone to climate risks. The security and humanitarian situations are challenging given the security tensions along the border areas and serious threats from non-state armed groups particularly in the Lake Chad region.

2. **Chad's economic recovery was hampered by COVID-19 and security risks.** The COVID-19 pandemic has significantly disrupted Chad's economic recovery, which started in 2018. Chad entered into

¹ <http://hdr.undp.org/sites/default/files/hdr2019.pdf>.

² <https://data.worldbank.org/indicator/NY.GNP.PCAP.CD?locations=TD>.



recession in 2020 as the economy contracted by 0.9 percent. Both the fiscal and current account balances deteriorated substantially, and difficulties in financing fiscal deficit may have led to further domestic arrears' buildup. The pandemic has highlighted Chad's oil dependence and vulnerability to multiple and often concurrent shocks. The passing of the Chad President in April 2021 deepened the slowdown in economic activity in the second quarter of 2021, as the new authorities shifted public resources from critical investments toward the political transition and security-related spending to curb sociopolitical tensions. Economic growth is projected to gradually rise, due to the recovery in global oil markets, international trade, and economic activity in agriculture and industry. While oil exports have already picked up, the recovery is expected to be modest in 2021 with growth at 0.9 percent (-2 percent in per capita terms), due to economic disruptions resulting from insecurity and political unrest that also heavily affect services.

3. Security risks originating in neighboring countries have persistently destabilized the regional economy and created a situation of acute humanitarian needs and large refugee inflows into Chad. Over the past 25 years, the number of refugees in Chad continued to grow, and many refugees have been in the country for more than a decade. By December 2021, Chad was hosting 560,000 refugees and asylum seekers, accounting for more than 3 percent of the population in the country. Most of the refugees are housed in 20 refugee camps across nine provinces of Chad. In addition, more than 406,000 internally displaced persons (IDPs) reside in the Lake Chad area. Details on refugees and host communities are provided in annex 1.

4. The UNHCR baseline Refugee Protection Assessment (RPA) and the updated RPA as of 30 June 2020 mentioned areas where the Government has demonstrated an openness to improve refugee protection. These mainly relate to the Global Refugees Forum (GRF) policy pledges on the inclusion of refugees in sectorial plans, the out-of-camp approach, and the transition from refugee camps to village structures, the issuance of ID cards and travel documents; the support for voluntary repatriation to countries of origin; and the adoption of a draft national asylum law and domestication of the Kampala Convention. On 23 December 2020, the Government adopted its first ever national asylum law. It ensures refugees and asylum-seekers fundamental protection and enjoyment of rights, including freedom of movement, the right to work and access to healthcare, education, and justice. The law conforms to international standards enshrined in the 1951 Refugee Convention and its protocol and the 1969 OAU Convention on Refugees. The passage of this law marks an important step in Chad's commitment to its GRF pledge to strengthen the legal, physical and material protection of refugees and asylum seekers.

5. Chad continues to meet the eligibility criteria for the IDA19 Window for Host Communities and Refugees (WHR) which includes the following: (a) the number of United Nations High Commissioner for Refugees (UNHCR) registered refugees it hosts, including persons in refugee-like situations, is at least 25,000 or at least 0.1 percent of the country's population; (b) there is adherence to an adequate protection framework for refugees; and (c) a strategy for long-term solutions is in place that benefits refugees and host communities. Chad's eligibility was originally confirmed in September 2017 and was reconfirmed under IDA19 in September 2020, with the approval of the Additional Financing to the Refugees and Host Communities Support Project (P164748).

6. The World Bank, following consultations with UNHCR, confirms that the protection framework for refugees is adequate in Chad. (UNHCR update of August 8, 2021). It has an adequate institutional and



monitoring framework to ensure the implementation of the refugee protection framework³, including: a) a dedicated agency (CNARR) set up within the Government to manage refugee protection; b) an action plan to implement a Comprehensive Refugee Response Framework; c) a ministerial-level high committee integrating representatives of all sectors contributing to the refugee agenda; and d) the asylum law enacted in December 2020.

7. In terms of gender equality, Chad ranks 147 out of 153 countries for the Global Gender Gap Index and 187 out of 189 for the Gender Inequality Index with significantly worsening trends in the past few years.⁴ Women are disadvantaged for productive activities due to limited agency, access to resources, and employment opportunities as well as high fertility rates that can exacerbate these challenges. In addition, female-headed households are on average more likely to be poorer than male-headed ones, with 39.2 percent of female-headed households in the bottom wealth quintile, compared to 21.2 percent of those headed by males, which also affects their opportunities to access electricity with an apparent gap favoring male-headed households nationwide. Chad's gender gap analysis is provided in annex 3.

8. While Chad has low greenhouse gas (GHG) emissions, it is highly vulnerable to the impacts of climate change. It accounts for 0.21 percent of global emissions but is ranked 179 out of 188 countries in terms of its vulnerability to climate change impact.⁵ Mean annual temperature projections indicate increases of over a 2°C by mid-21st century. Projections for mean annual precipitation indicate increases in precipitation over Chad throughout the 21st century.⁶ As detailed in annex 3, the climate and disaster risk screening indicates that Chad is at a high risk from river flood, urban flood, water scarcity, extreme heat, and wildfires.⁷

Sectoral and Institutional Context

9. Chad is a global outlier in terms of energy access. Despite the endowment of fossil fuels and excellent solar resources, Chad has among the lowest electricity access rates in the world at 6.4 percent (against a Sub-Saharan Africa average of 48 percent). Lack of electricity undermined the prospects of economic development of the country and badly affected the living standards of its population. In addition, many locations in Chad are facing energy shortages with respect to fuel for cooking. This issue is particularly acute in the North-East region of Chad—an arid semidesert zone with very limited biomass resources—that hosts more than two-thirds of refugees.

10. Electricity access is mostly limited to cities. The national power grid of Chad is made of city-based systems that are not interconnected, which did not support electrification outside of these cities and left most of the country without access to electricity. Therefore, there are significant disparities in electricity access between urban and rural areas (20 percent and less than 1 percent, respectively).⁸ Electricity access in locations without power grid is limited to a small number of customers, who can afford the prohibitively

³ See annex 1 for details

⁴ Human Development Report. <http://hdr.undp.org/sites/default/files/hdr2020.pdf>.

⁵ Notre Dame Global Adaptation Initiative Country Index. <https://gain.nd.edu/our-work/country-index/rankings/>.

⁶ <https://climateknowledgeportal.worldbank.org/country/chad/climate-data-projections>.

⁷ <https://thinkhazard.org/en/report/50-chad>.

⁸ According to the National Electricity Emergency Plan (NEEP) approved by the Government of Chad in July 2020.



high cost of electricity from individual diesel generators that often exceed US\$0.5 per kWh. The rest of the population—more than 90 percent of the people that live in Chad—face acute and chronic energy deprivation. They are forced to use expensive and/or polluting solutions—candles, kerosene lamps, and flashlights—to get some lighting in their homes and spend time and incur high cost when charging phones in often remote locations.

11. **Electricity access in cities with power grids is limited and unreliable.** The power system in the capital city of N'Djamena has by far the biggest capacity—of about 150 MW. Total installed capacity in a dozen of secondary cities is about 25 MW. Power systems in N'Djamena and 12 secondary cities are operated by the national power utility, *Société Nationale de l'Électricité* (SNE). Power systems in a few cities are operated by a local private company. All existing power systems provide electricity access to only a fraction of customers—about one-third in N'Djamena and less than one-tenth in the secondary cities. Due to the financial distress of SNE, electricity service provision has been unreliable, with frequent and often prolonged cuts in supply, even in N'Djamena.

12. **Fundamental issues facing the national power utility badly affected its ability to increase electricity access in Chad in the past decade.** SNE has been operating at loss since its establishment in 2011 because of a series of issues that can be found in many electricity utilities in the region and beyond but in the case of Chad have particularly been acute. These include (a) a deficient framework governing the relations between the state and SNE; (b) inadequate tariffs, ranging from FCFA 85 per kWh (US\$0.15 per kWh) to FCFA 125 per kWh (US\$0.22 per kWh); (c) high electricity production costs (estimated on average at US\$0.22 per kWh), with all the electricity coming from expensive and polluting diesel/heavy fuel oil plants; (d) high technical and commercial losses (of about 40 percent); and (e) low collections of electricity payments from customers (of only about 50 percent).

13. **With revenues well below costs and reliance on the central budget to cover a considerable share of operating costs, SNE faces chronic cash shortages and is not able to maintain its assets, let alone invest in grid expansion.** SNE increasingly relies on support from the Government of Chad (GoC), in the form of an in-kind subsidy (fuel to the power stations), which imposes a considerable burden on the fiscal budget. The subsidies totaled US\$84 million in 2019 (0.8 percent of the national gross domestic product [GDP]) and effectively translated into a subsidy per customer close to US\$1,000 per year. Despite the significant recurrent public subsidies, SNE faces chronic cash shortages. Public entities and a number of other categories of customers were released by the state (often implicitly) from the obligation to pay for electricity. This, together with deficient commercial practices, stripped SNE of cash and caused the accumulation of payables and receivables that now exceed SNE's annual revenue. As a result, SNE has not been in a position to properly maintain its assets let alone invest in access expansion. The persistent loss-making operation of SNE also badly affected private sector appetite to invest in power generation and sell electricity to SNE.

14. **Private sector-led electrification did not develop in Chad.** In many countries in Africa and worldwide, the private sector played an increasingly important role in electrification in the past decade. It was made possible because of the substantial reductions in costs of solar photovoltaic (PV) and battery storage that in turn created a vibrant market for stand-alone solar systems (SSSs) and hybrid mini grids with the growing share of solar PV and storage for electricity generation. In addition to technological advances and economies of scales that enabled cost reductions, many countries developed policies and regulations to support private sector participation, particularly in mini grids. Also, countries mobilized



funds, often with the help of international financial institutions, to provide affordability gap subsidies to private developers of mini grids and suppliers of SSS to make these electricity solutions affordable to the population. Unfortunately, Chad did not benefit from these opportunities and its market of mini grids and SSSs remained undeveloped. Off-grid solar (OGS) suppliers in Chad have a narrow geographical coverage and relatively poor supply chains and distribution networks, preventing them from scaling up their business, let alone reaching customers in remote areas. The solar market is dominated by counterfeit and low-quality products that spoil the market and consumer sentiment. When available, high-quality solar energy products are expensive and unaffordable for the majority of end users, including both productive uses and households.

15. The Government recognized the importance of electricity for the economic development of the country and implemented several important policy actions in the past years. In July 2020, the Government approved the NEEP that sets ambitious objectives of achieving a 38 percent access rate by 2023 and 53 percent by 2030. In addition, the Electricity Law was enacted in August 2019, which liberalized the power sector, with notional unbundling of generation, transmission, and distribution, with the objective of promoting private sector participation in both generation and distribution segments. Also, the law created the Electricity Sector Regulatory Agency (*Agence de Régulation du Secteur de l'Électricité*, ARSE) and expanded the mandate of the Rural Electrification, Energy Efficiency and Renewable Energy Agency (*Agence de Développement de l'Électrification Rurale et de la Maîtrise de l'Énergie*, ADERM).

16. The World Bank support to the Chad energy sector has significantly grown since 2018. The World Bank reengaged in the sector in 2018 after more than a decade of hiatus. A Power Sector Note prepared in 2018 looked at the main issues facing the sector, identified options, developed recommendations, and shaped a World Bank Group (WBG) strategy in the sector aiming at (a) boosting energy access, (b) improving the operational and financial viability of SNE, and (c) promoting regional power trade. The strategy is supported by a combination of investment projects and a technical assistance (TA) and capacity-building program, as elaborated in the following paragraphs.

17. The ongoing Cameroon-Chad Power Interconnection Project (CCPIP, P168185) of US\$385 million, including an IDA grant of US\$90 million to Chad, will (a) enable affordable electricity imports from southern Cameroon to lower costs of electricity and green energy mix in Chad; (b) eventually enable electricity trade from Chad to northern Cameroon; (c) strengthen and expand the power distribution grid in N'Djamena to increase the number of connections, improve reliability of supply, and increase SNE's customer base; (d) improve the operational and commercial performance of SNE; and (e) provide power access to locations along the high-voltage power transmission line from Cameroon–Chad border to N'Djamena. The power interconnector between the two countries and the transmission infrastructure on the Cameroon side are expected to become operational by the end of 2027.

18. The Regional Off-Grid Electricity Access Project (P160708), approved by the World Bank in 2018, provides support to 19 countries, including Chad. The project is leveraging the regional economies of scale and harmonizing policies and standards as well as business procedures to develop a regional market of stand-alone solar products and crowd in private investments.

19. An ongoing technical assistance (TA) program supports critical energy sector reforms aimed at attracting private investments and ensuring reliable, sustainable and affordable energy supply. Two main issues facing private sector participation, namely in the form of independent power producers (IPPs),



are incomplete legal status and financial insolvency of SNE. To address the legal status issue, power sector assets that used to be on the balance of an SNE predecessor will be transferred to the SNE balance sheet by the middle of 2022. The SNE financing situation will be enhanced by implementing a revenue protection program at SNE. The first phase of the program, which is planned to be implemented by the middle of 2023, will focus on ensuring electricity payment collections from 2,000 largest customers that account for more than 60 percent of the SNE revenue. Subsequently, the second phase will improve metering, billing and payment collections from the mass market that is responsible for the remaining 40 percent of the SNE revenue. Another TA support area that aims to improve SNE financial viability is a reduction in cost of power generation by replacing the existing practice of unsolicited proposals to competitive procurement of new power generation capacity. Furthermore, TA will strengthen capacity of the energy regulator ARSE and support it in further developing a regulatory framework, including service level, technical requirements, tariff levels, for SNE and private mini-grids. In addition, TA supports the development of a performance contract between the GoC and SNE to delineate their respective roles and responsibilities that should improve SNE operational and financial performance. These activities will help put SNE on a recovery path.

20. The World Bank-supported energy access strategy in Chad pursues a two-pronged approach: (a) off-grid electrification driven by the private sector to promptly boost access and (b) national grid-based electrification by SNE that is strategically important but will take time to materialize. In the past, it was virtually impossible to sustainably increase energy access without addressing basic issues concerning sector institutions, policies, and regulations. These fundamentals are still valid and essential for national grid-based access and regional power trade and are supported by the World Bank in Chad as outlined in the preceding paragraphs. However, international experience, including in Africa, shows that it takes significant time and effort to address sector systemic issues required for sustainable electricity supply and electrification by the national power utility, as well as regional power trade. At the same time, private sector-led off-grid electrification, and notably via SSS, which have seen a rapid development in the past decade worldwide and especially in Africa, offers an excellent opportunity to rapidly advance the access agenda despite systemic issues facing the Chad power sector and SNE in particular. The WBG energy access strategy in Chad capitalizes on this opportunity and places high importance on private sector-led off-grid electrification to efficiently achieve results on the ground and help the country meet its ambitious electricity access target of 53 percent by 2030. The proposed Chad Energy Access Scale Up Project is a first in a series of energy access projects for Chad that may in the future be structured under a Multiphase Programmatic Approach (MPA).

21. The Chad Energy Access Scale Up project aims to boost access from about 6 percent today to 30 percent or about 1 million households by 2027, mostly by the private sector. The project design was informed by the preliminary outcomes of the ongoing national electrification analysis for Chad that prioritizes isolated power systems/mini grids for cities and SSSs for rural areas through 2027. In addition, sectoral issues and SNE constraints and challenges were considered. SNE will only be fully in charge of expanding access in N'Djamena and delegate the expansion and operation and maintenance (O&M) of power systems in 12 secondary cities to the private sector. Collectively, 100,000 customers or 10 percent of the project access objective are targeted through these interventions by or with the participation of SNE. Electricity access to the remaining 90 percent of households will be driven by the private sector that will operate independently from SNE. The project will maximize the role of the private sector and enable its participation through affordability gap subsidies in support of electrification via SSS, isolated power



systems, and mini grids that in addition to households will provide access to productive uses, businesses, and public entities.

22. The project will place special attention on alleviating energy deprivation of refugees and host communities. Refugee and host communities in Chad face severe energy shortages with respect to both electricity and fuel for cooking. The latter is a major challenge, and the consumption of firewood is a driver of environmental degradation and a major source of protection risk, especially for women and children, accounting for 55 percent of refugees, who are mostly tasked with gathering firewood. Shortage of fuel for cooking causes competition for these resources and tensions between refugees and nearby host communities. The project aims to provide electricity access to about 440,000 refugees from 20 refugee camps and 700,000 Chadians who live within 25 km from a refugee camp.⁹ Interventions on clean cooking and natural resource management will target about 370,000 people from refugee camps and host community locations. Proposed interventions to alleviate energy deprivation of refugees and host communities were informed among others by the outcomes of the study ‘Refugees in Chad: The Road Forward’.¹⁰ Further details on the refugee and host community population and related project activities can be found in annex 1 of the PAD and in the Project Description section.

C. Proposed Development Objective(s)

Development Objective(s) (From PAD)

The Project Development Objective (PDO) is to increase access electricity and clean cooking in Chad.

Key Results

23. The project aims to electrify more than 6 million people in Chad, including 400,000 refugees and about 740,000 Chadians from host communities, as well as provide electricity access to 3,500 productive uses of electricity, 850 medical centers and 500 schools. In addition, 370,000 people from refugee camps and host communities will benefit from clean cooking solutions and related economic and health benefits.

D. Project Description

24. The project comprises five components. Table 1 summarizes the five components, financing, and anticipated division of labor between the public and private sectors.

Table 1. Project at a Glance

#	Components	IDA (US\$, millions)	Public Sector Role	Private Sector Role
1	Electrification via grids	165		

⁹ The criterion of 25 km is replicated from the ongoing Refugees and Host Communities Support Project (*Projet d'Appui aux Réfugiés et aux Communautés d'Accueil* [PARCA]; P164748), with which the project in question will build synergies.

¹⁰ <http://pubdocs.worldbank.org/en/68922163557476771/Refugees-in-Chad-The-Road-Forward>.



#	Components	IDA (US\$, millions)	Public Sector Role	Private Sector Role
1.1	Expanding electricity access in N'Djamena	50	Financing of the N'Djamena power distribution facilities and financing of some battery storage	Financing and O&M of solar PV and storage
1.2	Expanding electricity access in 12 secondary cities	55	Financing of distribution facilities and some storage	Financing of solar PV and storage and O&M of generation and distribution facilities
1.3	Electrification of additional secondary cities and towns	60	Financing of CAPEX/affordability gap subsidies	Financing and O&M of power generation and distribution facilities
2	Electrification via SSS	93		
2.1	Electricity access for productive uses and households	65	Financing of affordability gap subsidies	Financing, supply, and installation of solar PV and storage and after-sale service
2.2	Electrification of public entities	28	Financing of solar PV and storage facilities	Supply and installation (S&I) of solar PV and storage and after-sale service
3	Clean cooking and natural resource management	20	Financing of studies and pilots, affordability gap subsidies for clean cookstove, and natural resource management activities	Financing, supply, and installation of clean cookstoves and after-sale service
4	Project management and technical assistance	17	Financing of project management and TA	Administrating select project activities
5	Contingent emergency response component (CERC)	—	Financing of CERC	Implementing select activities under CERC
	TOTAL	295		

Note: CAPEX = Capital expenditures.

Legal Operational Policies

Triggered?

Projects on International Waterways OP 7.50

Yes

Projects in Disputed Areas OP 7.60

No



Summary of Assessment of Environmental and Social Risks and Impacts

25. The environmental and social risk is deemed substantial at concept stage under the World Bank ESF, based on the nature and scale of the project activities under Components 1, 2 and 3. The funding of the project is geared towards: (i) Rehabilitation and construction of power distribution infrastructure such as the construction of solar and storage plants up to a few MW in capacity including power lines, substations and solar PV plants up to a few MW in capacity with storage; (ii) Sale and installation of SSS for three groups of customers: households, productive uses and public institutions (schools and health centers) in rural areas; (iii) Construction of utility scale solar PV plants (tens of MW) and storage in the Ndjamenya region as well as the construction of transmission power lines to connect solar PV plants with the Ndjamenya power grid; and (iv) clean cooking solutions and electricity supply for refugee communities.

26. The Project is expected to have overall positive environmental and social impacts as it will contribute to expand access to electricity services in urban and rural areas through off-grid solutions, including mini-grids and SSS, and in the Ndjamenya grid through solar PV plants and storage. The deployment at scale of off-grid and mini-grid technologies would also serve as catalyst for improved access to basic services (health, education), economic development and electricity services of the population in areas affected by energy poverty, which entrenches fragility.

27. However, there are environmental and social risks and impacts that will need to be assessed and managed through a risk-based approach during preparation and implementation. The primary risks identified during identification include: (i) environmental and community health related risks from inadequate storage, transportation and disposal of waste; (ii) occupational health and safety issues related to civil works; (iii) socio-political risks specifically related to insecurity especially in the North and Center regions of the country; and (iv) low trust in the government that could lead to the rejection of project interventions.

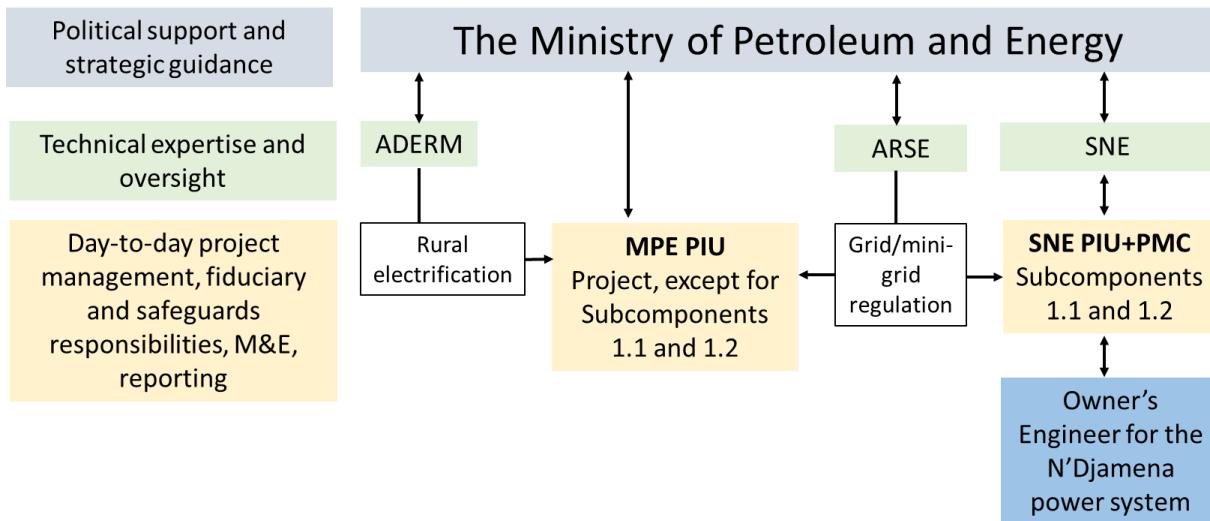
E. Implementation

Institutional and Implementation Arrangements

28. The MPE will provide the overall policy, strategic guidance, and steering of the entire project. In addition, the ministry will serve as a high-level implementing entity of all project components, except for Subcomponents 1.1 and 1.2. The ministry will be supported by the energy regulatory agency, ARSE, and the rural electrification agency, ADERM. The MPE will delegate day-to-day project implementation to a competitively selected entity that will be contracted by the ministry and will serve as a ministry PIU. The PIU will be staffed with fiduciary specialists and technical and safeguards experts and other specialists required to implement the project. The PIU is expected to be procured before project effectiveness with the objective of signing the contract and having the PIU in place shortly after effectiveness. Until that time, PIU functions in support of project preparation are implemented by the existing SNE PIU.



Figure 3. Project Implementation Arrangements



Note: M&E = Monitoring and evaluation; PMC = Project Management Consultant.

29. SNE will be the implementing entity for Subcomponents 1.1 and 1.2 as these will support grid electrification falling under the responsibility of SNE. Furthermore, Subcomponent 1.1 concerns electrification of N'Djamena that is also supported under the ongoing CCPIP that is implemented by SNE. Day-to-day implementation and supervision will be carried out by the SNE PIU that is responsible for the implementation of the CCPIP and supported by a PMC. The SNE PIU will also be supported by an owner's engineer who will be hired under the CCPIP to carry out studies and help SNE prepare bidding documents and supervise investments in the N'Djamena power system that will be financed by both the CCPIP and the access project. For environmental and social risk management, the SNE PIU is already staffed with key specialists in environmental and social safeguards. A capacity assessment was conducted during preparation to assess the PIU's ability to implement this project under the ESF and this confirmed that further capacity building will be required to strengthen the PIU in this area. In addition, to ensure proper O&M of transmission lines and substations constructed, SNE will require capacity building to strengthen their management and monitoring of occupational safety risks, environmental and social risks, and impacts related to transmission lines and substations. SNE will remain responsible for ensuring that environmental and social commitments are met throughout the life of the proposed project.

30. The MPE and SNE will prepare a PIM detailing the organizational and technical procedures that govern the project, including FM, procurement, social and environmental safeguards procedures, and GRM. It will also include detailed Terms of Reference (ToR) for all the PIUs' staff. The GRM will facilitate citizen engagement and a timely resolutions of project related issues and concerns expressed by the public.

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Country Director:	Rasit Pertev	01-Feb-2022
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