

REPUBLIC OF CHAD

UNITY *WORK*PROGRESS

COMMUNE OF THE CITY OF N'DJAMENA



Roadmap for the municipality of N'Djaména

Together with MIDI for the vision of
N'Djaména Tindjamma

2025-2027

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Preamble

As the economic and political capital of Chad, N'Djaména is, by virtue of its strategic location and important role in the life of the nation, the country's principal city. It must be at the forefront of developments and drive the vital development of our country.

Together, let's make the heart of N'Djamena beat!

Today, strengthening a municipal administration that is up to the challenge is a necessity, both to ensure efficient management of the city and to support the rebuilding of a decentralized Chad, based on the rule of law and good governance. In this respect, N'Djaména, as a natural pioneer in the decentralization process, has a duty to set an example. However, the capital's health situation remains critical, marked by anarchic solid waste management, the absence of a wastewater treatment system, river and groundwater pollution, and the scarcity of drinking water in new districts. These challenges are particularly acute during the rainy season, when flooding accentuates health and environmental risks.

To cope with this situation, which is marked by the effects of climate change, the N'Djaména City Council has drawn up a roadmap based on the 12 projects and 100 actions of the Head of State, Marshal MAHAMAT IDRIS DEBY ITNO, to lay the foundations for a strong municipal administration and development for the city of N'Djaména.

What's more, Field Marshal Mahamat Idriss Deby Itno's vision, as set out in his program, challenges the Autonomous Communities to improve people's living conditions.

Taking all these issues into account, this roadmap for the Commune of the city of N'Djaména is designed to meet the challenges of the Vth Republic head-on, and to help implement the commitments made by the highest authorities.

Accompanied by an operational plan for its implementation, it provides the framework for all actions aimed at improving the capabilities of the municipal administration and, consequently, the living conditions of local residents.

At N'Djaména's central town hall, the political will is strong. But the scale of the challenge requires the mobilization of everyone, especially the State and the citizens themselves.

I therefore urge all those involved in urban development to commit themselves wholeheartedly to the implementation of the chosen areas of intervention. Together, we can succeed. I also invite all our national and international partners to join us in this common vision, to make the Commune de la ville de N'Djaména the primary lever for implementing public policies that are fairer and closer to reality.

I am firmly convinced that the implementation and appropriate monitoring of the operational plan of this roadmap for the Commune de la Ville de N'Djaména will enable our capital city to make progress towards achieving the Sustainable Development Goals to which Chad has subscribed.

For the Municipal Executive

The Mayor

SENOUSSI HASSANA ABDOULAYE

Executive summary

The commune of N'Djamena, aware of the major challenges it faces, has drawn up a strategic roadmap aimed at sustainably improving the living conditions of its inhabitants. This document is aligned with the Sustainable Development Goals (SDGs) based on the 12 projects and 100 actions of the Head of State, Field Marshal MAHAMAT IDRIS DEBY ITNO.

The roadmap presented calls for an overall investment of 118.23 billion FCFA, organized around seven strategic priorities aimed at strengthening municipal governance and improving living conditions in N'Djaména. Priorities include restructuring the town hall to improve service quality (2.07 billion), controlling urban expansion and meeting environmental challenges (1.16 billion), as well as improving essential basic services, the main budget item with 104.39 billion to be mobilized. Other key areas include youth employment (3.77 billion), civil security (1.16 billion), decentralized cooperation (0.17 billion) and the operationalization of the Public Interest Agency (5.52 billion). **To date, only 2.47 billion FCFA are available, which highlights the need to seek additional funding of 115.76 billion FCFA to realize these ambitions for the city of N'Djamena**

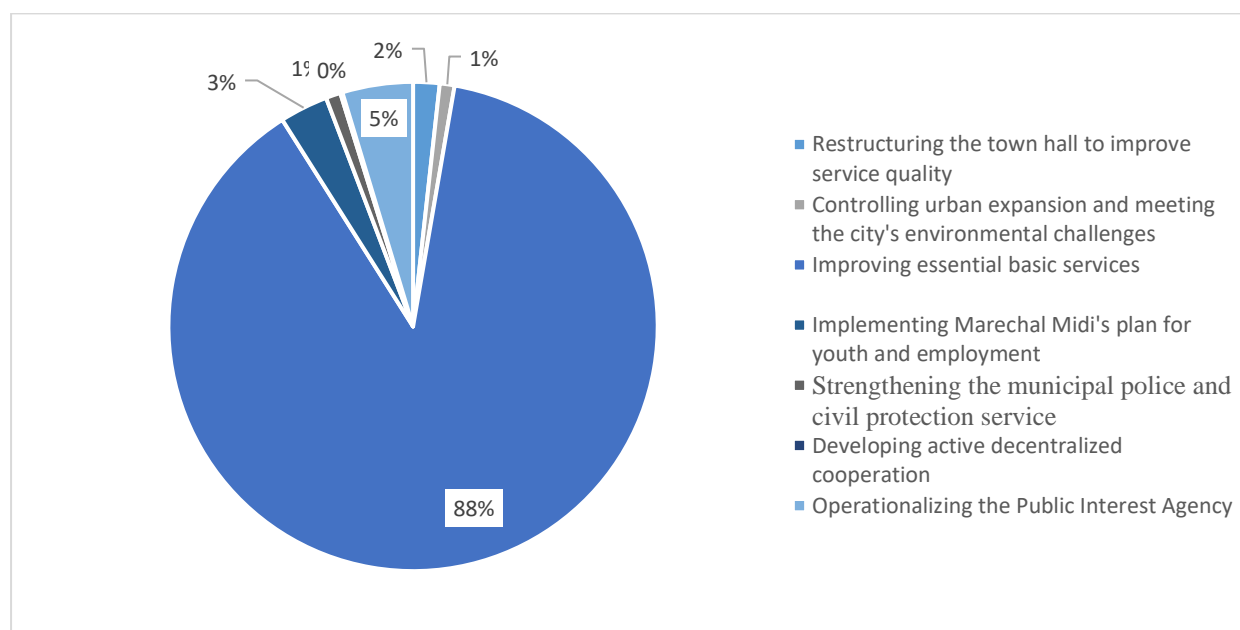
Implementation of the N'Djaména City Hall roadmap is expected to produce significant results in terms of urban governance, public services and socio-economic development. Major results include the administrative restructuring of the mayor's office through the creation of a graphic charter and the development of a new organizational chart, the control of urban expansion with the implementation of development plans, and the substantial improvement of essential services, notably access to drinking water, electricity and sanitation. The plan also includes strong actions in favor of youth and employment, capacity-building for the municipal police force, and the operationalization of a Public Interest Agency for inclusive governance.

The breakdown of the budget by priority area clearly shows that priority is given to improving essential basic services, which alone accounts for 88% of the total budget, or almost all the resources earmarked. This concentration reflects the urgency and scale of needs in terms of access to drinking water, sanitation, electricity and other basic services. The other priorities, although strategic, receive more modest shares of the budget: restructuring the town hall absorbs 5%, followed by implementation of the Marshal's plan for youth and employment (3%),

operationalization of the Public Interest Agency (2%), and strengthening the municipal police (1%). Urban expansion control and decentralized cooperation each receive 1% or less, reflecting an effort to strike a balance between heavy structural investment and cross-functional actions in support of local governance.

A monitoring committee will be set up to oversee the implementation of actions, comprising representatives from the mayor's office, the relevant sectoral ministries and civil society. This committee will ensure that objectives are met, that resources are used efficiently and that strategies are adjusted in line with the realities on the ground.

Graph1 : Breakdown of the budget for the roadmap for the city of N'Djamena



Source: N'Djamena commune roadmap

Table1 : Funding requirements by roadmap axis 2025-2025

In billions of FCFA	Financing available	Financing to be sought	Total
Focus1: Restructuring the town hall to improve service quality	0.25	1.82	2.07
Area 2: Controlling urban expansion and meeting the city's environmental challenges	0.66	0.50	1.16
Priority 3: Improve essential basic services	0.66	103.73	104.39
Axis 4: Implementing Marshal Midi's plan for youth and employment	0.56	3.21	3.77
Priority 5: Strengthen the municipal police and civil protection service	0.16	1.00	1.16
Axis 6: Developing active decentralized cooperation	0.17	-	0.17
Axis 7: Operationalize the Public Interest Agency	0.02	5.50	5.52
Total	2.47	115.76	118.23

Source: N'Djamena commune roadmap

Introduction

Since the 1996 United Nations Cities Summit in Istanbul, cities have been recognized by the international community as one of the major challenges for economic and social development, as well as for the future of the planet.

In fact, as predicted by demographers, three out of every six people today live in cities, two of them in the developing world. These figures illustrate the scale of the challenge posed by the urban phenomenon in today's world, and the growing pressure it is currently exerting on cities at all levels.

Demographic growth and the urban and metropolitan sprawl of cities in the making mean that they are falling further and further behind in terms of capacity - be it institutional, financial, technical, human or even conceptual - in the face of an "urban question" that is increasingly complex to grasp. It is therefore clear that national and international players will be increasingly called upon by their local counterparts (local authorities) to address issues relating to planning, sustainable development, public management and, more broadly, what is now referred to as "urban governance".

In Chad, the floods of 2024 affected 19 of the 23 provinces, causing considerable human and material damage. In N'Djaména, according to a report by the Comité National de Prévention et de Gestion des Inondations, the consequences were particularly severe: 9,590 houses were destroyed, affecting 11,357 households and 60,953 people. In addition, 20 hectares of agricultural fields were ravaged, and 21 head of livestock were swallowed up, illustrating the scale of this natural disaster on the living conditions and livelihoods of urban populations.

Rates of access to essential basic services in N'Djaména remain extremely low, revealing a profound deficit in urban infrastructure. According to data from the 2009 general population census, only 19.6% of inhabitants have access to taps connected to the Société Tchadienne des Eaux (STE), while 22.5% benefit from electricity supplied by the Société Nationale d'Électricité (SNE). Access to sanitation remains very limited, with only 4% of the population having flush toilets. What's more, only 15.5% of the population have access to an organized waste collection service, underlining the urgent need to strengthen the supply of basic public services. 9.6% of households evacuate wastewater via cesspools, etc.

This document, the Commune's Roadmap, in connection with the 12 building sites and 100 actions, defines the actions to be carried out over the period 2025 to 2027 to improve the living environment of the population of N'Djaména. These include restructuring N'Djaména's municipal services to improve governance, implementing urban planning tools to meet the challenges of climate change, and improving access to essential basic services. Given the region's demographics and the challenges of unemployment, the implementation of the MIDI plan dedicated specifically to youth and employment will facilitate the integration of young people (culture, sport, art, etc.) into society and combat the harmful consequences of unemployment. The development of active decentralized cooperation will be an important means of mobilizing resources in support of the city's projects. Finally, at community level, we will be raising awareness among the population of the need for responsible management of their immediate environment.

This roadmap aims to define a coherent and realistic development strategy for the commune of N'Djamena, based on the priority issues defined with stakeholders. It is in line with local development and poverty reduction objectives, and is consistent with national strategies (NDP, Sustainable Development Goals).

I. Roadmap context

1.1. Presentation of the city of N'Djaména and urban challenges

N'Djamena is a major national and regional center with a population of over two million. As the country's political and economic capital, it is home to a number of major facilities, including the Presidency, ministries, embassies and international organizations. The city's average growth rate, ranging from 2% to 4% between 1960 and 2024, is now close to 6%, with urban areas consuming 1,480 hectares and 41,000 hectares respectively. Demographic growth remains very strong, and the city of N'Djamena is characterized by a general lack of basic facilities and the uncontrolled development of certain sectors.

It is a commune with special status, divided into 10 arrondissements. Commercial and industrial functions are spread throughout the city, while the central districts are becoming increasingly densely populated, posing serious problems of flow management (congestion) and stock management (road occupation, millet markets). Transport, though disorganized, plays an important role in the urban economy, with heavy goods vehicles, commercial vehicles, two-wheelers and so on. The intense traffic of cabs, minibuses and motorcycle cabs is a major source of insecurity and pollution in urban areas. Although a transport and traffic plan was drawn up in 2011 with the support of the European Union, its implementation has remained very limited due to a lack of funding for the infrastructure recommended by the study

Inadequate land control and management of urban sprawl contribute to the growing need for facilities. The cohabitation of several land tenure systems and titles aggravates residential insecurity for residents and complicates the development of industrial or commercial zones on the outskirts of the city. Since 1975, this anarchy has encouraged the uncontrolled urbanization of flood-prone areas unsuitable for habitation, particularly to the north/east and south of the city, which account for almost 40% of the urbanized area. The health and social consequences are disastrous in the rainy season (flooding, epidemics, collapse of dwellings, enclavement of neighborhoods, etc.).

[illegible]

The health situation in the city of N'Djaména remains particularly worrying. It is characterized by haphazard garbage management, the absence of a collective wastewater treatment system, pollution of the river and groundwater, as well as limited access to drinking water of less than 30%, forcing inhabitants of outlying districts to resort to private boreholes of dubious quality. In 2018, a survey carried out in the 7th and 9th arrondissements revealed that 80% of the 10,000 boreholes surveyed supplied contaminated water. This situation is exacerbated every year by flooding during the rainy season, which intensifies health risks while also causing the enclosure of certain neighborhoods, significant material losses and, in some cases, loss of life.

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drawn up to this end, but they have failed to provide an effective framework for N'Djamena's urbanization:

- **1962 Urban Master Plan (Legrand Plan):** This document underestimated the demographic and spatial development of the conurbation.
- **Housing rehabilitation project in N'Djamena (1984):** This project was launched following the military events of 1979. Its aim was to rebuild neighborhoods that had been destroyed in the aftermath of the events.
- **Urban Reference Plan (PUR - 1996):** N'Djamena's PUR proposed guidelines for the city, which have been little followed. The PUR needs to be updated and implementation mechanisms put in place.
- **Plan d'Orientation Révisé "Préparer le Tchad aux défis du 21^{ème} siècle"** to provide decent, viable and sustainable housing and a healthy living environment.
- **Urban rehabilitation and management project (PADS - 1992-1997):** Project aimed at rehabilitating urban infrastructures, improving the environment and strengthening N'Djamena's urban management capabilities; as well as improving land management through the completion of the city's addressing system (1993). The city's addressing system now covers only 60% of the urbanized area, and needs to be completely overhauled.
- **The Agence Tchadienne d'Exécution des Travaux d'Intérêt Public (ATETIP -1997-2000-** WB financing and government counterpart) carried out some drainage and sanitation infrastructure work, but soon closed down for lack of funding.
- **Scoping document (2008):** Mandated by the DURAH project under the direction of MATHU, this document is clearly not a Schéma Directeur d'Aménagement et d'Urbanisme (SDAU). It was drawn up in a very short space of time, benefited from limited financial and human resources, and presents a relatively summary level of detail. As a result, the development of the city of N'Djaména has not been given any real direction.
- **The Basic Services and Environment Project (2000-2010),** financed by AFD, enabled the first autonomous drinking water supply and drainage network to be set up beyond the 1st bypass road (North/East districts), following the floods that hit the city of N'Djaména in 1998.
- **Stormwater Sanitation Master Plan produced by the Urban Development Support Project (PADUR)** in 2011 with funding from the World Bank.

- **The vision of the late Marshal of Chad to make N'Djaména the showcase of Central Africa:** from 2003 onwards, N'Djaména began its development in terms of paved roadways, including public lighting, gutters and public and private establishments housing government services and banks, through the financing of major presidential projects. The length of asphalt roadways has increased from 60 km in 2000 to over 300 km in 2010.

Graphic3 : Traffic image in the city of N'Djamena



Source: N'Djamena City Hall

1.2. Actions already taken to promote urban development

In terms of infrastructure, the city has seen a marked improvement over the past two decades, thanks to the efforts of development partners and the exploitation of oil resources. Thanks to these funds, the city of N'Djamena has benefited from new asphalt roads and rainwater drainage systems.

Graph4 : Some of N'Djamena's infrastructure already completed



Source: N'Djamena City Hall

The various urban projects currently underway aim to directly improve living conditions for local residents through the construction of sanitation and drinking water supply infrastructures.

1.1.1. Projects financed by AFD

Agence Française de Développement (AFD) is particularly active in this field. It has been supporting the city of N'Djaména for a number of years, notably through the provision of market facilities (market renovation, creation of a road exchange center) and water and sanitation infrastructures (mini drinking water networks in outlying districts, rainwater drainage).

Graph5 : Some infrastructure projects carried out by AFD



Source: N'Djamena City Hall

Drinking water supply and drainage projects in the city's eastern districts, coupled with the implementation of a waste collection and disposal system, have facilitated the urbanization of several districts (Amtoukoin, Ndjari, Ngabo, etc.). These achievements have had a major impact on improving the quality of life of residents throughout the city.

The N'Djaména Water and Sanitation Project (PEAN), which ran from 2014 to 2022 and was co-financed by AFD and the European Union, made a significant contribution to strengthening the rainwater drainage system, excreta sanitation and drinking water supply in the city's northern and eastern districts.

Improving the level of service provided to the population of N'Djaména, to which sanitation infrastructures and the operation of an efficient waste management service contribute, also calls for the implementation of essential measures to increase resources capable of absorbing the increase in recurring costs incurred by these services. To this end, a City Contract has been signed between the State and the Municipality of N'Djaména. This document constitutes the contractual framework for the 2006-2008 period, designed to strengthen the city's capacities. On the one hand, it will enable the Commune to continue to maintain the drainage facilities built in the eastern areas of the city, and the extensions to secondary collectors that will be built to improve rainwater drainage. It will also enable the city's technical services to organize the waste removal service. The implementation of this city contract is supported by the provision of technical assistance to the town hall.

The city contract includes support designed to encourage departments that play a key role in assessing and mobilizing resources, to become fully involved in achieving the objectives of increasing municipal resources.

1.1.2. Urban Development Support Project (PADUR)

The Commune has also benefited from the Urban Housing Improvement Project (DURAH), which aims to implement the national urban development and housing policy, by providing low-income populations with (i) sanitized plots of land and low-interest loans to build their homes, (ii) the rehabilitation of squatter settlements, and (iii) strategic urban development plans for the largest urban centers.

This project, prepared by the Chadian government with financial support from the UNDP and technical assistance from UN-HABITAT, comprises three components: *(i) improving housing quality, (ii) drawing up a strategic framework for urban development planning and (iii) institutional capacity-building in the sector.*

Begun in 2004, the project took nine years to complete (three successive phases of three years each). The total cost of the project is around US\$50 million. Funding is mainly provided by the Chadian government, through oil revenues.

The project, which targets five major cities in Chad (N'Djaména, Sarh, Moundou, Abéché and Doba), aims to sustainably improve urban living conditions by enhancing people's access to basic infrastructure and services. It also aims to consolidate the technical and financial capacities of municipal administrations and decentralized government departments, while mobilizing and optimizing the resources needed to maintain urban infrastructure and facilities.

The PADUR project, structured into a "Capacity-building in urban and municipal management" component and a "Construction and rehabilitation of basic urban infrastructure" component, is co-financed by the Chadian government to the tune of 12 million from oil revenues, and by a World Bank grant to the tune of 15 million, for a total budget of 27 million US dollars. In 2007, the project financed sanitation work around the Marché à Mil, and provided technical and financial services with training, equipment and tools for urban and financial management. These various efforts to develop the city's management capacities and infrastructure are a direct response to the MDGs and are perfectly in line with the National Poverty Reduction Strategy.

Finally, one of the prerequisites for strengthening the city of N'Djaména's management capacities is the coordination of all stakeholders, such as Ministries, City Hall, civil society and development partners.

1.3. Urban development initiatives in progress

The World Bank, the EU, AFD and the Netherlands are providing technical support to the Ministry of Land Management, Urban Planning and Housing, the Ministry of Water and Energy and the N'Djaména City Council, through the provision of technical assistance and the financing of training courses, missions and projects. Emblematic projects currently underway include

1.1.3. Integrated Flood Control and Urban Resilience Project in N'Djaména (PILIER)

This \$150 million project, entirely financed by the World Bank, aims to reduce the risk of flooding in N'Djaména, while strengthening the city's climate resilience. Its development objectives are twofold: to mitigate the impact of flooding through the construction of sustainable rainwater and river water management infrastructures, and to improve urban planning and municipal services. In

particular, it will provide the city with a water management master plan, urban planning tools (SDAU, PDU, PUR) and an effective early warning system, while strengthening the technical capabilities of municipal services and the resilience of populations to the effects of climate change. The project will run for six years, ending in October 2029.

1.1.4. Canal des Jardiniers Development Project (PACAJ)

This project, financed by AFD to the tune of 15 million euros, aims to improve the living conditions of the population living in the districts bordering the Marigot des Jardiniers (around 145,000 inhabitants), with 2 main objectives:

- Cleaning up and rehabilitating the canal that structures the urban fabric of this area through direct action on stormwater and solid waste management infrastructures;
- Offer its population access to high-quality urban services and local amenities.

1.1.5. N'Djaména Drinking Water Supply Project (AEP-N'Djaména)

The AEP- N'Djaména project aims to improve access to drinking water in urban and peri-urban areas of the city of N'Djaména, in line with the objective of raising access to drinking water in N'Djaména from 30% to 45% by 2026 and 80% by 2030

The project benefits from total funding of 60 million euros, mobilized by the Netherlands, the European Union and the French Development Agency (AFD), broken down as follows: 30 million euros (19.7 billion FCFA) provided by the Netherlands, 15 million euros (9.8 billion FCFA) by AFD, and 15 million euros (9.8 billion FCFA) by the European Union.

The works planned to sustainably improve access to drinking water in N'Djaména are based on the following components:

Champ captant Ouest (1st district) :

- Construction of 3 boreholes, each with a capacity of 125 m³/h
- Construction of a 6,000 m³ above-ground reservoir
- Laying of 1,555 linear meters of pipe between the boreholes and the reservoir
- Installation of a 350 m³/h intermediate pumping station
- Laying of 10,550 linear metres of 700 mm cast-iron pipe and 5,430 linear metres of 500 mm cast-iron pipe

Water towers and boreholes :

- Construction of 2 new 2,000 m³ water towers
- New borehole at Patte d'Oie
- Rehabilitation of 32 existing boreholes and 12 water towers

Distribution networks and connections :

- 205 km of new distribution networks
- Rehabilitation of 36.8 km of existing network
- Rehabilitation of 20,800 water meters and 30,800 individual connections

1.1.6. Accelerated road asphaltting program (Government)

The city of N'Djaména is currently in the process of asphaltting more than 80 km of urban roads. This program is part of the development policy of **Marshal MAHAMAT IDRIS DEBY ITNO**, President of the Republic, Head of State, based on **12 projects and 100 actions**

II. A new start for the city of N'Djamena

2.1. Coupled elections on December 29, 2024

The legislative and local elections of December 29, 2024 mark the end of the transition initiated after the dramatic events that led to the death of Chad's Field Marshal IDRIS DEBY ITNO on April 20, 2021.

Over a one-year period, three major ballots will be held: the constitutional referendum (December 2023), the presidential referendum (May 2024), and the legislative and local elections (December 2024). The President of the Republic, Head of State, Field Marshal MAHAMAT IDRIS DEBY ITNO, made a commitment to the people of Chad during his presidential campaign in May 2024 in the words "Mon projet pour le Tchad" ("My project for Chad"). This vision of MIDI has been translated into 12 projects and 100 actions.

Following the local elections of December 29, 2024, twenty provincial councillors were elected for the City of N'Djaména. At the installation session on February 26, these councillors in turn elected a mayor, a deputy mayor and two session secretaries to form the executive, in accordance with the spirit of Law N°022/CNT/2024 of October 14, 2024 on the special status of the city of N'Djaména. This installation of the elected representatives resulting from the coupled elections of December 29, 2024 marks a new departure to ensure socio-economic development inspired by the MIDI's political program. For the new Municipal Council called upon to implement this political program, it is necessary to act through a formal framework which is the Roadmap.

2.2. Vision

This Roadmap is based on the realities of the Commune and the Mayor's project, inspired by Marechal MAHAMAT IDRIS DEBY ITNO's vision of a rebuilt and prosperous Chad. It is therefore a document that takes into account the realities and brings them into line with the President of the Republic's social project, as implemented at local level by the executive of Mairie centrale de N'Djaména.

2.3. Goal

The roadmap drawn up by the municipal executive is designed to meet the urban challenges facing the people of N'Djaménois, in order to meet their legitimate expectations.

2.4. Objectives General

The general objectives are to revitalize municipal services, design and implement harmonious development of the capital and improve basic social services in line with the vision of the Head of State, through targeted actions.

2.5. Objectives

Improving the quality of life for the people of N'Djaména, in line with MIDI's vision, is achieved through operational objectives aimed at :

- Restructuring the town hall to improve service quality
- Controlling urban expansion and meeting the city's environmental challenges;
- Improving essential basic services ;
- Implementing the MIDI plan for youth and employment ;
- Strengthen the municipal police and the civil protection service;
- Developing active decentralized cooperation.

Table2 : Consistency table Objectives - Axes - Expected results

	Lines
Focus 1: Restructuring the town hall to improve service quality	Result 1.1. The graphic design competition is organized
	Result 1.2. An exhaustive inventory of the town hall's assets is carried out
	Result 1.3. An inventory of municipal buildings and equipment is carried out
	Result 1.4. The archiving room at the town hall is
	Outcome 1.5. Complete transparency in financial management is established and mayoral revenues have increased
	Result 1.6. The city contract is up to date
	Outcome 1.7: A tax policy adapted to the realities of the local market economy is defined
	Result 1.8. Municipal administration services are operational
	Outcome 1.9: A donor roundtable to mobilize resources is organized
	Result 1.10. The local civil service is set up
Priority 2: Control urban expansion and meet the city's environmental challenges	Result 2.1. Planning and monitoring-evaluation tools are in place
	Outcome 2.2. A strategy for managing environmental risks and combating the effects of climate change is designed and implemented
	Result 3.1. An infrastructure and equipment management strategy is designed and implemented
	Outcome 3.2. Citizens are involved in municipal management
	Result 3.3. The communal solid and liquid waste management system is improved
	Outcome 3.4. Citizens are involved in keeping the city clean and in waste management
	Result 3.5. The city's drainage system is strengthened, rehabilitated and maintained.
	Result 3.6. The banks of the city of N'Djamena are developed and enhanced

Priority 3: Improve essential basic services	Result 3.7. The city's sidewalks are laid out, cleared and maintained on a regular basis to ensure safe passage for pedestrians.
	Result 3.8. Public schools have become a framework for the emergence and promotion of academic and civic excellence.
	Outcome 3.9. The healthcare system is improved for better patient care
	Result 3.10. The city's lighting system is improved
	Outcome 3.11. Facilitate access to housing and decent housing
	Result 3.12. Improve public transit services to facilitate
	Outcome 3.13. N'Djaména's cultural and sports infrastructures are functional and lively, contributing to a dynamic and inclusive community life.
	Result 3.14. Management of cemeteries, funeral parlors and mortuaries is reorganized
	Result 3.15. Reference markets are restructured and built
	Result 3.16. A cinema is created
Axis 4. Implement Marechal Midi's plan for youth and	Result 3.17. Bus stations and parking lots are reorganized
	Result 4.1. The values of the Republic and a sense of public interest are forged in every young person
Priority 5: Strengthen municipal police and protection services	Result 4.2. Artistic initiatives by young people are supported
	Result 5.1. The issues of competent human resources and adequate working materials in the municipal police force and fire department are addressed.
	Result 5.2. The status of the Municipal Police is reviewed and their capacity in terms of modern equipment and training is strengthened.
	Result 5.3. The status of firefighters is reviewed and their technical and operational capabilities are strengthened.
Axis 6. Developing active decentralized cooperation	Result 6.1. Twinning with other communes to exchange best practices is developed
	Result 6.2. Existing partnerships and/or inter-communal solidarity are strengthened
	Results 6.3. Partnerships are diversified
Area 7: Operationalization of the Public Works Agency	Results 7.1. The Public Works Agency is operational

Source: N'Djamena commune roadmap

III. Strategic priorities

In order to achieve the specific objectives set, the following strategies will be implemented for each axis.

3.1. Restructuring the town hall to improve service quality (Axis 1)

Good governance is the cornerstone of the Executive's actions. A profound reform of the town hall and its urban space is necessary. This will involve :

Designing the city's graphic charter: the current graphic charter for the city of N'Djaména is represented by a fortified building, providing a wealth of information on the city's history and assets. The City Council intends to launch an open competition for artists, architecture firms and engineering firms to produce a new graphic charter that will take into account the visibility of the city of N'Djaména. Terms of reference will be drawn up, and a jury will be set up to select the charter.

Carry out an exhaustive inventory of the Town Hall's assets: this will give us a true picture of the Town Hall's situation, and enable us to assess its challenges and opportunities. This will enable us to optimize the reorganization of our departments, thereby improving their efficiency.

Carry out an inventory of municipal buildings and equipment: this will enable the municipal executive to create a decent working environment for municipal staff, making them more productive.

Build an archive room: the Commune of the city of N'Djaména is a center for the creation of administrative acts (birth, marriage, death, land, etc.). To date, there are no archiving facilities. The creation of such a structure is becoming obvious.

Introducing a dematerialized system for municipal revenue collection and transparent management: it has become apparent that the collection of mayoral revenues is still uncontrolled and gives rise to considerable wastage. In order to ensure sound mobilization through an honest procedure, it is urgently necessary to take a census of all mayoral taxpayers and to modernize the collection system by resorting to the dematerialization of the procedure.

Updating the city contract: Improving the level of service provided to the population of N'Djaména, to which sanitation infrastructures and the operation of an efficient waste management

service contribute, also calls for the implementation of essential measures to increase resources capable of absorbing the increase in recurring costs incurred by these services. To this end, a City Contract has been signed between the State and the Municipality of N'Djamena. This document constitutes the contractual framework for the period 2006-2008, and will be updated.

Define a tax policy adapted to the realities of the local market economy: the Commune's tax system comprises its own taxes and taxes granted by the State. In both cases, we will be changing the rates applied to certain taxes with a view to optimizing the Commune's financial resources, while taking social justice into account.

Digitizing municipal administration services: the digitization of municipal administration services will enhance efficiency and lighten the load on staff. Above all, the digitization policy will aim to make town hall services more accessible to users.

Organize a donor roundtable to mobilize resources: to support the implementation of the actions set out in the Roadmap, the Communal Council will take the necessary steps to organize a donor roundtable to mobilize funds.

Implementing the local civil service: N'Djamena will be a pioneer in implementing the local civil service, in line with the resolutions and recommendations of the inclusive and sovereign national dialogue initiated by the President of the Republic. This reform will promote recruitment based on competence, open to all, following an equitable and fair competitive examination process. Current mayoral staff will benefit from capacity-building in line with their missions. Recruitment will be open to all, and will respect the 30% *quota* reserved for women, with particular emphasis on young people.

3.2. Controlling urban expansion and meeting the city's environmental challenges(Axis 2)

Create planning and monitoring-evaluation tools: this will involve drawing up the master plan for urban development, as well as all planning tools (*strategic development plan communal, land-use plan, urban reference plan, PLU*) to set clear priorities and mobilize the resources needed to implement them. A monitoring and evaluation system will be set up, with key performance indicators to measure the progress of projects and their impact on citizens.

Designing and implementing a strategy to manage environmental risks and combat the effects of climate change: our strategy will include a plan to prevent and control rainwater and river flooding, in particular by combating the overflowing of the Chari and Logone rivers. A reforestation policy will accompany this strategy, with the "**one N'Djaménois, one tree**" initiative. We will green N'Djamena. The green spaces department will be strengthened both in terms of equipment and qualified personnel. Unallocated communal spaces will be inventoried and developed, and riverbanks and canals continuously maintained. The department will be equipped to combat rodents and other harmful insects, as well as the proliferation of mosquitoes.

3.3. Improve basic essential services (Axis 3)

Design and implement an infrastructure and equipment management strategy (urban roads, street lighting, gutters and retention basins, etc.). This strategy will make it possible to develop, with the support of the State, infrastructures likely to relieve congestion in the city, including at major junctions.

Involving citizens in municipal management: Residents will be actively involved in a participatory approach, using digital tools to map potholes throughout the city. This collaborative approach will enable the rapid identification of areas in need of repair, to ensure a more effective and targeted intervention. By mobilizing the community and modern technologies, we aim to improve the quality of road infrastructure and promote a safe, well-maintained urban environment for all citizens.

Improve the communal waste management system (pre-collection, collection, sorting and recovery of waste), including the installation of intermediate dumps, the construction of public landfill sites at the city's outskirts, and sorting and landfill centers. The purchase of suitable collection vehicles will help to set up solid and liquid waste collection programs in all parts of the city. This system should evolve towards the creation of an autonomous waste management structure.

Involve citizens in waste management and city cleanliness, through a massive awareness campaign and the provision of cleanliness materials. Inter-neighborhood and inter-school cleanliness competitions will be organized each year to perpetuate this culture. A plea will be made

to the Ministry of National Education for the introduction of civics and ethics courses in elementary school.

Reinforce, rehabilitate and maintain the rainwater drainage system: this will involve creating and enlarging certain gutters and sewers, as well as regularly cleaning them throughout the urban area. As flooding of the Chari River has become exceptional in recent years, it is essential that all outlets be equipped with gates, cofferdams or non-return valves. The Municipal Executive will mobilize all necessary energies to make these actions a reality.

Development and enhancement of riverbanks: over 30 km long, the banks of the Chari and Logone rivers are in a state of advanced degradation, due to the removal of earth and fill by the local population, and the effects of erosion. During floods, river water flows over these banks to inundate neighborhoods. It is often said that the people of N'Djaména turn their backs on the rivers. To this end, the Communal Council will take the necessary steps to enhance the riverbanks by creating areas for bathing, health and walking.

Develop, free up and regularly maintain sidewalks to enable pedestrians to circulate in complete safety. This will involve organizing the occupation of sidewalks by shopkeepers.

Making public schools a framework for the emergence of excellence : education is at the heart of the political project of the Head of State, His Excellency **MAHAMAT IDRIS DEBY ITNO**. In line with his wish to overhaul the education system, the Town Hall will work alongside the State to rehabilitate public high schools and colleges. The capital's major high schools and middle schools will be refurbished to create an environment conducive to the development of teachers and students. To give students access to digital education, the Mairie will develop free Internet access in dedicated youth spaces in every arrondissement of the city. The Town Hall will support the reinforcement of existing technical and vocational high schools and the orientation towards promising fields to support the socio-economic fabric of our city.

During our term of office, the Mairie will work to support the creation of a lycée d'excellence dedicated to young girls, in line with the Head of State's policy for the promotion of women. This school will produce future women leaders who will contribute to the development of Chad and defend our traditional values everywhere.

Improving the healthcare system for better patient care : one of the responsibilities of the Central Town Hall in the area of healthcare is "the construction and maintenance of equipment". On this basis, a major plan will be put in place to equip health centers, so that our healthcare system performs better. In this way, the Mairie Centrale will stand shoulder to shoulder with the State to provide better care for our fellow citizens.

In collaboration with the State, and with the support of technical and financial partners, the Mairie Centrale will strengthen the social centers in each arrondissement by encouraging the development of local health services and the installation of medical professionals.

A considerable effort will be made to raise awareness and take preventive action against the various diseases and illnesses that are rampant, including malaria, cholera and AIDS. We are committed to leading this fight with the support of the city's associations and committed young people. Improving our city's sanitation will also contribute to this effort.

Increasing access to water and energy : Access to water and energy remains a major challenge for improving living conditions for the population. This is one of the priorities of the President of the Republic, who continues to multiply initiatives in this field. The Municipal Executive will spare no effort to raise the level of access to water and electricity throughout the city. To achieve this, the Municipal Executive will work closely with the Ministry in charge of water and energy and its departments (SNE/STE) to :

- Connect outlying neighborhoods to the public drinking water network;
- Progressively cover all arrondissements with public drinking water points;
- Set up a water quality control service;
- Promoting solar energy;
- Equip all arteries in N'Djaména with a modern public lighting system .

Facilitating access to decent housing : Access to decent housing for every household is essential. In this area, the Municipal Executive is committed, with the Ministry in charge of housing and urban planning, to :

Include spaces specifically reserved for social housing to combat land speculation: N'Djaména is a working-class city, where all social classes rub shoulders and can live within their means. We need to preserve this. We'll set aside space for the construction of low-cost apartments and villas accessible to all sections of the population.

Creating partnerships to facilitate access to bank loans: many homeowners struggle to finish their construction projects for lack of sufficient funds. As a result, it's not uncommon to find construction projects stretching over a decade. Aware of the importance of acceptable housing in a city's development, we will be working to find ways and means of speeding up building projects to support the city's development and change its image. This is why the Municipal Executive will have to develop strategic partnerships with banks (notably the Banque de l'Habitat) to mobilize them in the construction projects of our residents.

In agreement with the Ministry of Transport, improve public transport services to facilitate mobility : in our capital, the cost of transport is extremely high, and the number of buses, cabs and motorcycle cabs is very high. This situation is not without consequences: congestion, traffic accidents and carbon emissions from smoke. Road safety is also one of the priorities of the Municipal Executive.

There is an urgent need to put in place mechanisms to provide appropriate responses to these issues. In this respect, in line with the Head of State's policy to create Bus Rapid Transit (BRT) in N'Djaména, the Executive's action will be part of a long-term approach aimed at reorganizing and reducing the cost of transport and ensuring better safety for all. To this end, the Town Hall will work to :

- Create a N'Djamena Transport Authority, i.e. a communal public transport service;
- Reinforce road signs to inform and guide drivers;
- Organize awareness campaigns on compliance with the Highway Code and the rules of the road;
- Create regulated parking zones and parking lots to limit congestion and illegal parking.

Developing culture, arts and sports: As a crossroads of cultures, N'Djaména must vibrate to the rhythm of our cultures and traditions. In this respect, the Dary Festival is a fine example to be strengthened and expanded. The Executive's ambition is to see the city's agenda filled with cultural activities to enable young people to open up to differences and flourish in their cultural richness. The following measures will be taken in the course of the next mandate:

- The streets of N'Djaména will once again be alive with the traditional dances and gathering activities that once graced the afternoons of the locals;
- The mythical fairs that used to take place in the city's open spaces will be reinvented;
- The Month of the Book, an international event, will be held in N'Djaména, in partnership with the Ministry of Culture;
- A Maison des Arts, with a recording and production studio, will be created to offer artists a place to meet, create and learn from each other;
- An area dedicated to cinema (7^e Art) will be created to encourage young people to take an interest;
- To help our young people explore their potential and passion, we need to create learning spaces.

Create a cinema: despite the massive introduction of androids, the cinema remains a meeting place for entertainment. Improving the entertainment environment is a duty for the municipality.

Creating a municipal library: idleness is a phenomenon that plagues young people in N'Djaménois. The creation of a municipal library will enable young people to give themselves over to reading to increase their intellectual capacity and facilitate documentary research.

Reorganize cemeteries, funeral services and the morgue : the Municipal Executive's wish is to see the deceased accompanied with decency and respect. To this end, the Executive will improve funeral services and equip the Town Hall with a municipal morgue. Cemetery access and management will be improved.

Restructuring and building benchmark markets: the Municipal Executive will work to modernize markets, revitalize the economy and transform the urban landscape. By combining modernity, sustainability and local roots, markets will become a symbol of dynamism and innovation. The aim is to achieve better business management.

Reorganizing bus stations and parking lots: the Municipal Executive has a global vision of sustainable and inclusive mobility. To this end, urban facilities such as bus stations and parking lots must contribute to the smooth flow of traffic, reduce congestion and improve the quality of life of the people of N'Djaménois.

3.4. Implement the MIDI plan for youth and employment (Axe 4)

The Executive wishes to support our city's young people by offering them the services they need to develop and the opportunity to become real agents of change. This is why we are proposing a

local version of the MIDI plan for youth and employment. Because, like the President of the Republic **MAHAMAT IDRIS DEBY ITNO**, the Municipal Executive is deeply convinced that the salvation of our country lies in its youth, and that the emancipation of youth lies in decent employment. These connected young people, often influenced by globalization, aspire to professional careers, autonomy and a high quality of life. It is the right of urban youth to have access to leisure and culture, as well as social and economic integration.

The PLAN MIDI POUR LA JEUNESSE ET L'EMPLOI aims to :

Forge in every young person the values of the Republic and a sense of the general interest: because only then will we be able to turn the children of N'Djaména into model citizens, ready to serve their country and tolerant of one another ;

Providing young people with high-quality practical training: such training will be encouraged and scholarships awarded to the most deserving young people. We also need to find practical, vocational training for young people who have dropped out of school and do not have a baccalaureate;

Create incubators and job centers to guide and support young project leaders: this involves providing support for young project leaders in all areas, particularly technical and financial;

Massively orient young people towards urban agriculture: N'Djaména has extremely rich agricultural zones and over a million mouths to feed. Investing in agriculture has the dual advantage of creating jobs and combating the high cost of living.

Supporting youth-led artistic initiatives: this policy targets urban youth and will be materialized through the creation of youth spaces (cultural centers, coworking spaces, etc...). It will also provide employment opportunities.

3.5. Strengthen municipal police and civil protection (Axis 5)

The municipal police and civil protection services will be developed through a number of actions designed to make them more efficient and professional. To this end, we will :

- Competitive recruitment of municipal employees and qualified firefighters;
- Reinforce the capacity of the municipal police with modern equipment;
- Set up a local police force to ensure the safety of citizens in strict compliance with democratic principles;

- Define training curricula for municipal police officers ;
- Strengthen the municipal civil protection service;
- Strengthen the skills of municipal police officers in monitoring and maintaining municipal works and equipment.

3.6. Developing active decentralized cooperation (Axis 6)

Cities have never been as present as they are today on the international scene, not only in terms of their demographic weight, but also as the place where the main challenges of globalization are taking shape. To promote sustainable, harmonious development in conjunction with other cities in the South and North, the Municipal Executive will be implementing strategies aimed at strengthening existing decentralized cooperation (Chongqing, Fez, Douala, Toulouse, Istanbul and Khartoum). These strategies will involve :

- Development of twinning with other municipalities to exchange best practices;
- Identifying potential partners ;
- Developing a framework for national and international cooperation ;
- Strengthening inter-communal solidarity.

Similarly, the Municipal Executive will contribute to the city's international profile by developing partnerships and mobilizing international partners to raise financing from the World Bank, the African Development Bank, the Islamic Development Bank, the Agence Française de Développement, the European Union, the Banque de Développement des Etats de l'Afrique Centrale and the AIMF. The aim of this cooperation is to mobilize resources from the PTFs (Technical and Financial Partners), through a round-table presentation of the city's structuring projects.

3.7. Creation of the Public Works Execution Agency (Axe 7)

A number of projects financed by the government and technical and financial partners for the benefit of the population of N'Djaména are failing to achieve results due to inadequate management. Sometimes, the funds allocated to projects are not used up to 100%. Many funds are repatriated to other cities or countries.

To remedy this situation, the City Council is proposing the creation of an Executing Agency in the form of a **semi-public company (SEM)**, majority-owned by the N'Djamena City Council, but open to private investors and institutional partners (AFD, World Bank, ADB, etc.). This format offers greater management flexibility and responsiveness than conventional administration, while retaining public control.

The Agency's main missions are :

- Design, plan and execute major infrastructure projects (urban roads, bridges, drainage networks, street lighting, waste transfer and treatment centers, riverbank protection, construction of markets and municipal buildings, etc.).
- Manage the maintenance and rehabilitation of existing facilities.
- Act as delegated project manager on behalf of the Town Hall, in compliance with the regulatory texts of the Republic of Chad;
- Search for financing

To achieve this, the City Council needs to take an active role in the creation of this Agency, provide it with a permanent headquarters and mobilize the expertise required to run it.

IV. Roadmap implementation framework and monitoring and evaluation

The Feuille de Route is seen as a strategy for improving the living environment of the people of N'Djaména, and will contribute to the development of women and young people. As such, it forms an integral part of Marshal MIDI's policy of 12 building sites and 100 actions.

4.1. Structures, bodies and implementation procedures

The City of N'Djaména, through the Municipal Executive, is responsible for implementing this Roadmap. The main projects structuring the development of the city of N'Djaména will be carried out by an "Execution Agency" similar to the former ATETIP, for the implementation of major projects.

4.2. Financing arrangements

The Roadmap will be implemented at all levels, with the support of the government and development partners. Actions will be implemented by the relevant departments. The State will finance the Roadmap through the annual budget allocation or from the earmarked revenue fund. The City of N'Djaména will mobilize resources to finance the Roadmap through decentralized cooperation or urban project funds. The private sector and NGOs will be involved in financing the Roadmap, depending on the sectors concerned.

4.3. Follow-up

To ensure rigorous, transparent and regular monitoring of the implementation of planned actions, the Commune de N'Djaména will set up a structured monitoring-evaluation system, incorporating modern tools, participative mechanisms and appropriate supervision processes. This system is based on several complementary components, enabling progress to be measured, interventions to be adjusted if necessary, and effective accountability to be guaranteed.

▪ Geographic Information System (GIS)

The Town Hall's Geographic Information System (GIS) will be involved in collecting the data that will enable monitoring at each level of intervention.

▪ Surveys

To provide reliable data for monitoring progress, surveys will be carried out among target groups.

▪ **Supervision and monitoring**

The supervision and monitoring system will be strengthened at each level. A regular monitoring plan for Commune activities will be drawn up for each level.

▪ **Reviews**

The Commune de la ville de N'Djaména, in agreement with the Communes d'arrondissement and in collaboration with technical staff, will organize periodic internal and external reviews.

4.4. In terms of assessment

Periodic evaluations will be carried out as part of the implementation of programmed interventions, at the beginning, mid-term and end of the period. The conclusions of these evaluations will guide the development of subsequent plans and interventions. During the implementation of the various operational plans, particular emphasis will be placed on documenting best practices.

4.5. Expected impact

- The ramp-up of municipal services is well underway;
- The urban development strategy for the city of N'Djamena, drawn up through the mobilization and support of all the socio-economic players concerned, is effective;
- The mobilization of players around the major issues identified is effective;
- The necessary institutional and regulatory tools are in place;
- City development management is strengthened;
- Urban infrastructure projects are planned, financed and implemented on schedule.

V. Conclusion

The present Roadmap is an instrument for implementing the Urban Development Policy drawn from **Marshal MAHAMAT IDRIS DEBY ITNO**'s policy of 12 building sites and 100 actions, the aim of which is to improve the population's living environment.

Peace, political and economic stability in the country, political will at the highest level of the State, the development of a new and strong partnership, multi-sector collaboration, improved financing of the urban sector, collaboration between the public and private sectors, and the effective involvement of civil society, including the community, are, among other things, the determining factors for the implementation of the operational plan.

To this end, the Government of the Republic of Chad, aware of the seriousness of the situation in Chad's cities, particularly the capital N'Djaména, undertakes to allocate, within the limits of its capacities, the necessary resources and to take all necessary measures to implement this operational plan.

The Commune of N'Djaména is also counting on national and international solidarity to mobilize the additional resources required to achieve the objectives set out in the Road Map.

This roadmap is a strategic steering framework, adapted to the realities of N'Djaména and geared towards measurable results. Its implementation requires a strong commitment from local authorities and the support of technical and financial partners.

Appendix : Estimated roadmap budget

Lines	Activities/actions	Total amount	City Hall budget	State/Partners	Source of financing	Availability of financing
Focus 1: Restructuring the town hall to improve service quality		2,065,000,000	295,000,000	1,770,000,000		
Result 1.1. The graphic design competition is organized	Drafting of the ToR and organization of the competition for the selection of the graphic charter	15,000,000	15,000,000	-	Town Hall	Available
Result 1.2. An exhaustive inventory of the town hall's assets is	Set up and lead committees to draw up inventories (property, personnel, debts, etc.).	10,000,000	10,000,000	-	Town Hall	Available
	Drawing up and implementing a new organization chart with job descriptions tailored to departmental missions and skills	5,000,000	5,000,000	-	Town Hall	Available
	Building and equipping an archive room	250,000,000	50,000,000	200,000,000	City Hall/Partners	to Search
	Development and implementation of an institutional strengthening plan	20,000,000	20,000,000	-	Town Hall	Available
Result 1.3. An inventory of municipal buildings and equipment is carried out	Diagnosis of Town Hall infrastructures (technical departments and Town Hall)	60,000,000	-	60,000,000	PILLAR/Town Hall	to Search
	Construction, renovation and equipping of offices with work equipment (Town Hall and technical departments)	1,200,000,000	-	1,200,000,000	PILLAR/Town Hall	to Search
Result 1.4. The archiving room at the town hall is	Fitting out and equipping an archive room	250,000,000	-	250,000,000		to Search
	Organization and delivery of staff training sessions	5,000,000	5,000,000	-	Town Hall	Available
Outcome 1.5. Complete transparency in financial management is established and mayoral revenues have increased	Purchase or upgrade of financial management software	30,000,000	30,000,000	-	Town Hall	Available
	Acquisition or upgrade of revenue collection software	30,000,000	30,000,000	-	Town Hall	Available
	Introduction of a paperless system for collecting assigned revenues	20,000,000	20,000,000	-	Town Hall	Available
Result 1.6. The city contract is up to date	Drafting and signing of the city contract between the Town Hall and the Ministry of Finance	60,000,000	-	60,000,000	Ministry of Finance/Mayor's Office	to Search
Outcome 1.7: A fiscal policy adapted to the realities of the local market economy is defined.	Recruitment of a tax specialist for the exhaustive identification of government-assigned revenues	50,000,000	50,000,000	-	Town Hall	Available
Result 1.8. Municipal administration services are operational	Acquisition of human resources management software	30,000,000	30,000,000	-	Town Hall	Available

Outcome 1.9: A donor roundtable to mobilize resources is organized	Organization of a workshop to present the roadmap to partners	20,000,000	20,000,000	-	Town Hall	Available
Result 1.10. The local civil service is set up	Setting up the local civil service	10,000,000	10,000,000	-	Town Hall	Available
Priority 2: Control urban expansion and meet the city's environmental challenges		1,155,000,000	110,000,000	1,045,000,000		
Result 2.1. Planning and monitoring-evaluation tools are in place	Preparation of SDAU, PUR, PDC and POS	500,000,000	-	500,000,000	MATUH/PILAR	to Search
	Organizing and leading citizen participation activities	50,000,000	50,000,000	-	Town Hall	Available
	Subdivision master plan update	150,000,000	-	150,000,000	MATUH/PILAR	Available
	Updating the city's addressing plan	200,000,000	-	200,000,000	PILLAR/Town Hall	Available
	Drawing up a land-use listing with identification of taxpayers	50,000,000	-	50,000,000	MATUH/PILAR	Available
	Establishing a legal framework for monitoring and evaluation	15,000,000	-	15,000,000	MATUH/Town Hall	Available
Result 2.2. A strategy for managing environmental risks and combating the effects of climate change is designed and implemented	Drawing up a plan for the prevention and control of rainwater and river flooding	10,000,000	-	10,000,000	PILAR/CRF	Available
	Development of a municipal reforestation policy document with the "Un N'Djaménois, un arbre" initiative.	20,000,000		20,000,000	Ministère de l'env/Mairie	Available
	Creation of reforestation zones and communal leisure areas	100,000,000		100,000,000	Ministère de l'env/Mairie	Available
	Strengthening the municipal green spaces department by equipping and recruiting qualified staff	50,000,000	50,000,000	-	Town Hall	Available
	Publicizing the order banning the import and use of non-biodegradable plastic packaging	10,000,000	10,000,000	-	Town Hall	Available
Priority 3: Improve essential basic services		104,394,000,000	664,000,000	103,730,000,000		
Result 3.1. An infrastructure and equipment management strategy is designed and implemented.	Drawing up a management plan for public lighting and traffic light junctions	10,000,000	10,000,000	-	Town Hall	Available
	Drawing up a public transport and traffic plan	250,000,000	-	250,000,000	Ministry of Transport/City Hall	to Search
	Development of a drinking water supply and management plan	20,000,000	20,000,000	-	Town hall/MEA/STE	Available
Outcome 3.2. Citizens are involved in municipal management	Implementation of activities to raise citizens' awareness of municipal management	50,000,000	50,000,000	-	Town Hall	Available

Result 3.3. The communal solid and liquid waste management system is improved	Development of a solid waste management master plan	300,000,000	-	300,000,000	PIER	to Search
	Construction of 10 solid waste transfer centers in targeted neighborhoods	1,500,000,000	-	1,500,000,000	PIER	to Search
	Construction of a landfill at Gassi	1,000,000,000	-	1,000,000,000	PIER	to Search
	Acquisition of waste collection and transportation equipment	25,000,000,000		25,000,000,000	PILIER/PACAJ/State	to Search
	Construction of a sewage sludge treatment plant	1,000,000,000	-	1,000,000,000	Partners	to Search
Outcome 3.4. Citizens are involved in keeping the city clean and in waste management	Design and printing of information, education and communication tools for behavior change	50,000,000	50,000,000	-	Town Hall	Available
	Organization of an inter-neighborhood cleanliness contest	10,000,000	10,000,000		Town Hall	Available
	Organization of an inter-company cleaning competition	10,000,000	10,000,000		Town Hall	Available
	Weekly clean-up day in N'Djaména	39,000,000	39,000,000		Town Hall	Available
Result 3.5. The city's drainage system is strengthened, rehabilitated and maintained.	Rehabilitation of the Saint-Martin and Radio lifting stations and reinforcement of the Lamadji, Ngabo and Diguel stations	2,500,000,000	-	2,500,000,000	PILLAR	to Search
	Construction of a lift station in Sabangali (Hilton)	750,000,000		750,000,000	PILLAR/State	to Search
	Cleaning of all drainage structures (gutters, collectors, retention basins, etc.).	6,000,000,000	-	6,000,000,000	PILLAR/Town Hall	to Search
	Construction of rainwater drainage channels in the outlying districts of N'Djaména	10,000,000,000	-	10,000,000,000	State/PILLAR	to Search
	Closure of outlets along the right bank of the Chari river	5,000,000,000	-	5,000,000,000	PIER	to Search
	Feasibility study for the development of the Amriguebé-Diguel canal	300,000,000	-	300,000,000	City Hall/Partners	to Search
Result 3.6. The banks of the city of N'Djamena are developed and enhanced	Riverbank development	3,000,000,000	-	3,000,000,000	MATUH/PILAR	to Search
	Enhance riverbanks by creating bathing areas, fitness trails and promenades	200,000,000	-	200,000,000	MATUH/PILAR	to Search
Result 3.7. The city's sidewalks are laid out, cleared and maintained on a regular basis to ensure safe passage for pedestrians.	Free sidewalks from anarchic occupation to facilitate pedestrian traffic	10,000,000	10,000,000	-	Town Hall	Available
	Design and construction of sidewalks in the city center	1,000,000,000	-	1,000,000,000	Status	to Search
Result 3.8. Public schools have become a framework for the	Rehabilitation of N'Djaména's large public high schools and middle schools	10,000,000,000	-	10,000,000,000	Status	to Search
	Internet installation in large high schools and colleges	500,000,000		500,000,000	Status	to Search

emergence and promotion of academic and civic excellence.	Construction of a Lycée d'excellence for girls	500,000,000		500,000,000	State/Partners	to Search
Outcome 3.9. The healthcare system is improved for better patient care	Design of a Health Center Equipment Plan	20,000,000	20,000,000	-	City Hall/Health Ministry	Available
	Construction of a Municipal Health Center	250,000,000	-	250,000,000	City Hall/Partners	to Search
	Increase drinking water production and extend network to outlying districts	10,000,000,000	-	10,000,000,000	AEP N'Djaména project	to Search
	Introduction of borehole water quality control (by municipal technical services)	45,000,000	45,000,000	-	Town Hall	Available
Result 3.10. The city's lighting system is improved	Equipping N'Djaména's arteries with a modern public lighting system.	1,000,000,000	-	1,000,000,000	Status	to Search
Outcome 3.11. Facilitate access to housing and decent housing	Integration into the public domain of all spaces reserved specifically for social housing	10,000,000	10,000,000	-	Town Hall/MATUH	Available
	Facilitating access to bank loans for decent housing	10,000,000	10,000,000	-	Town Hall/MATUH	Available
Result 3.12. Improve public transit services to facilitate	Setting up a N'Djamena transport authority or a communal public transport service	10,000,000	10,000,000	-	Town hall/Transport department	Available
	Reinforcement of road signs on all asphalt arteries to inform and guide drivers	500,000,000	-	500,000,000	State/Mayor	to Search
	Organization of awareness campaigns on compliance with traffic regulations and driving rules	50,000,000	50,000,000	-	Town hall/Transport department	Available
	Creation of regulated parking zones and parking lots to limit congestion and illegal parking	1,000,000,000	-	1,000,000,000	Ministry of Transport/City Hall	to Search
	Creation of health trails throughout the city (along the canal des jardiniers, retention basins)	500,000,000	-	500,000,000	PIER	to Search
Outcome 3.13. N'Djaména's cultural and sports infrastructures are functional and lively, contributing to a dynamic and inclusive community life.	Organization of traditional weekend dances in the streets of N'Djaména	50,000,000	-	50,000,000	Town Hall	to Search
	Organization of the legendary N'Djaména fair every year	200,000,000	-	200,000,000	Ministry of Culture/City Hall	to Search
	Organization of an annual book month in N'Djaména	100,000,000	-	100,000,000	Ministry of Culture/City Hall	to Search
	Rehabilitation of the Talinu Manu space and the Maison de la Culture Baba Moustapha, equipping them with recording and production studios.	500,000,000	-	500,000,000	Ministry of Culture/City Hall	to Search

	Drawing up a management plan for communal cultural and artistic infrastructures and facilities	30,000,000	-	30,000,000	Ministry of Culture/City Hall	to Search
	Popularize and implement the guidelines of the municipal sports infrastructure development plan	20,000,000	20,000,000		Mairie/Ministère des Sports	Available
Result 3.14. Management of cemeteries, funeral parlors and mortuaries is reorganized	Reinforcing the municipal funeral service with personnel and equipment	50,000,000	50,000,000		Town Hall	Available
	Construction of a municipal morgue in N'Djaména	200,000,000	-	200,000,000	State/Partners/Town Hall	to Search
	Drawing up and implementing cemetery regulations	50,000,000	50,000,000	-	Town Hall	Available
Result 3.15. Reference markets are restructured and built	Reorganization of N'Djaména's reference markets for better commercial management	100,000,000	100,000,000	-	Town Hall	Available
	Building a reference market to standards	20,000,000,000	-	20,000,000,000	State/Partners/Town Hall	to Search
Result 3.16. A cinema is created	Construction of a fully-equipped municipal cinema	300,000,000	-	300,000,000	City Hall/Partners	to Search
	Construction of a municipal library	300,000,000	-	300,000,000	City Hall/Partners	to Search
Result 3.17. Bus stations and parking lots are reorganized	Reorganizing bus stations to improve the flow of urban travel	50,000,000	50,000,000	-	Town Hall	Available
	Implementation and operationalization of a parking management system	50,000,000	50,000,000	-	Town Hall	Available
Axis 4. Implement Marechal Midi's plan for youth and		3,771,000,000	61,000,000	3,710,000,000		
Result 4.1. The values of the Republic and a sense of public interest are forged in every young person	Advocacy for the reintroduction of civics, citizenship and morality classes in elementary school, followed by dissemination of the decision.	1,000,000	1,000,000	-	Ministry of Education/Mayor's Office	Available
	Annual awards ceremony for communal staff who uphold the values of the general interest	10,000,000	10,000,000	-	Town Hall	Available
	Creation of apprenticeship and practical training centers	500,000,000	-	500,000,000	State/Partners	to Search
	Creation or rehabilitation of youth reintegration centers	500,000,000		500,000,000	State/Partners/Town Hall	to Search
	Designing a national platform to connect jobs and skills	10,000,000		10,000,000	State/Partners/Town Hall	to Search
	Setting up a youth employment credit institution	1,000,000,000		1,000,000,000	State/Mayor/Partners	to Search
	Setting up a funding mechanism to support youth initiatives for local development	500,000,000		500,000,000	State/Mayor	to Search

	Creation of a national initiative for women's employment and empowerment	500,000,000		500,000,000	State/Mayor	to Search
	Development of urban and peri-urban agriculture	100,000,000		100,000,000	Town hall/NGO ACCRA	to Search
	Material support and training for market gardening activities in water retention basins	50,000,000	50,000,000	-	City Hall/Partners	Available
Result 4.2. Artistic initiatives by young people are supported	Creating a space for young people in the central districts of N'Djaména (multi-purpose center in Paris Congo)	500,000,000	-	500,000,000	PACAJ	Available
	Creation of an artistic fund to support urban youth	100,000,000	-	100,000,000	City Hall/Partners	to Search
Priority 5: Strengthen municipal police and protection services		1,155,000,000	155,000,000	1,000,000,000		
Result 5.1. The issues of competent human resources and adequate working materials in the municipal police force and fire department are addressed.	Competitive recruitment and training of 200 municipal police officers and firefighters to strengthen urban security services	100,000,000	100,000,000	-	Town Hall	Available
	Drawing up a new organizational chart for the municipal police and civil protection, in line with missions and skills	10,000,000	10,000,000	-	Town Hall	Available
Result 5.2. The status of the Municipal Police is reviewed and their capacities in terms of modern equipment and training are strengthened.	Adoption of special statutes for the municipal police force	10,000,000	10,000,000	-	Town Hall	Available
	Development of a training curriculum for municipal police officers.	10,000,000	10,000,000	-	Town Hall	Available
	Construction of a suitable infrastructure (equipped offices and pound)	500,000,000	-	500,000,000	State/Partners/Town Hall	to Search
Result 5.3. The status of firefighters is reviewed and their technical and operational capabilities are strengthened.	Adoption of special statutes for firefighters	10,000,000	10,000,000	-	Town Hall	Available
	Construction of a modern fire station in Chagoua	500,000,000	-	500,000,000	State/Partners/Town Hall	to Search
	Developing and implementing a training plan for firefighters	15,000,000	15,000,000	-	Town Hall	Available
Axis 6. Developing active decentralized cooperation		167,000,000	167,000,000	-		
Result 6.1. Twinning with other communes to exchange best practices is	Boosting decentralized cooperation with a French city	30,000,000	30,000,000	-	Town Hall/French Embassy	Available
	Relaunch existing decentralized cooperation with partner cities (Fez, Istanbul, etc.)	30,000,000	30,000,000	-	Town Hall	Available
	Revitalizing cooperation between AIMF and the city of N'Djaména	30,000,000	30,000,000	-	Town Hall	Available

Result 6.2. Existing partnerships and/or inter-communal solidarity are strengthened	Implementation of South-South cooperation agreements (Douala, Abidjan, Lomé, etc.).	50,000,000	50,000,000	-	Town Hall	Available
Results 6.3. Partnerships are diversified	Identification of partners involved in urban development	10,000,000	10,000,000	-	Town Hall	Available
	Preparation of framework documents for national collaboration and international cooperation	1,000,000	1,000,000	-	Town Hall	Available
	Design of a framework document for collaboration with associations	1,000,000	1,000,000	-	Town Hall	Available
	Strengthening collaboration with all partners and donors	15,000,000	15,000,000	-	Town Hall	Available
Area 7: Operationalization of the Public Works Agency		5,520,000,000	120,000,000	5,400,000,000		
Results 7.1. The Public Works Agency is operational	Creation of the Public Works Agency	20,000,000	20,000,000	-	Town Hall	Available
	Construction of Agency headquarters	500,000,000	100,000,000	400,000,000	Town hall/partners	to Search
	Setting up the Agency's capital	5,000,000,000	-	5,000,000,000	State/Partners	to Search
Total municipal roadmap 2025-2027		118,227,000,000	1,572,000,000	116,655,000,000		

Source: N'Djamena commune roadmap