
President's report
Proposed loan
Republic of Côte d'Ivoire
Agro-Industrial Pole Project in the North-East

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Action: The Executive Board is invited to approve the recommendation contained in paragraph 53.

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Project delivery team

| | |
|--|-------------------------------------|
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Map of the project area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
Map compiled by IFAD | 04-07-2024

Financing summary

| | |
|---|---|
| Initiating institution: | IFAD |
| Borrower/recipient: | Republic of Côte d'Ivoire |
| Executing agency: | Ministry of State, Ministry of Agriculture, Rural Development and Food Production |
| Total project cost: | EUR 228.39 million (US\$244.5 million) |
| Amount of IFAD loan: | EUR 27.37 million ¹ (US\$29.30 million) |
| Terms of IFAD loan under the performance-based allocation system (PBAS): | Blend: 25 years, including a grace period of 5 years, with a service charge of 0.75 per cent and interest rate of 1.25 per cent per annum in SDR (adjustments for single-currency loans) |
| Amount of IFAD loan under the Borrowed Resource Access Mechanism (BRAM): | EUR 42.97 million (US\$46 million) |
| Terms of IFAD loan under BRAM: | Ordinary: maturity period of up to 35 years, including a grace period of up to 10 years, with an average maturity period of up to 20 years, and an interest rate equal to the IFAD reference rate, including a variable spread. |
| Cofinancier: | African Development Bank (AfDB) |
| Amount of cofinancing: | EUR 101.7 million (equivalent to US\$108.9 million) |
| Terms of cofinancing: | Parallel cofinancing in the form of a loan |
| Contribution of partner financial service providers (banks and International Monetary Fund [IMF]): | EUR 6.8 million (US\$7.3 million) |
| Contribution of private sector: | EUR 3.26 million (US\$3.5 million) |
| Contribution of borrower/recipient: | EUR 8.96 million (US\$9.6 million) |
| Contribution of beneficiaries: | EUR 5.79 million (US\$6.2 million) |
| Financing gap: | EUR 31.48 million (US\$33.7 million) |
| Amount of IFAD climate finance: | EUR 39 million (US\$41.8 million) |
| Cooperating institution: | IFAD |

¹ IMF exchange rate as at 28 June 2024.

I. Context

A. National context and rationale for IFAD involvement

1. **Political, economic and social context.** The Republic of Côte d'Ivoire has the largest economy in the West African Economic and Monetary Union and the third largest in the Economic Community of West African States (ECOWAS). Its economic growth (6 per cent in 2023) is driven by agriculture, which accounts for 20 per cent of GDP and over 60 per cent of export earnings. Agricultural growth is insufficiently inclusive and rural poverty persists. The fragile security situation in neighbouring Sahelian countries remains a national concern.
2. **Poverty, food security and smallholder agriculture.** In 2022, Côte d'Ivoire ranked 166th on the Human Development Index. The country's economic growth rate, 8.4 per cent between 2012 and 2017, helped to reduce the poverty rate from 55 per cent in 2011 to 37.5 per cent in 2021. Poverty remains prevalent in rural areas (54.4 per cent) and in certain geographical areas, notably the North-East (54 per cent).
3. **Specific context of the Zanzan district (North-East).** The district has a population of 1,344,865 people, of whom 80 per cent live in rural areas, 48.7 per cent are women and 75 per cent are under 35 years of age. Poverty remains high in the regions of Bounkani (45.7 per cent) and Gontougo (32.1 per cent).² The economy, which relies mainly on agriculture,³ is hampered by the limited capacity of small-scale agricultural producers, insufficient infrastructure, low agricultural productivity and inadequate access to markets and financial services.
4. **National strategic framework.** The National Development Plan (2021–2025) aims to bring about a structural transformation of the economy and foster strong, inclusive economic growth. The National Agricultural Investment Programme (2018–2025) focuses on agropoles, with the aim of establishing sustainable, competitive agriculture that will create equitably shared wealth in Côte d'Ivoire.

Special aspects relating to IFAD's corporate mainstreaming priorities

5. In line with IFAD's mainstreaming commitments, the project has been validated as:
 - Including climate finance
 - Gender-transformational
 - Nutrition-sensitive
 - Including adaptive capacity
6. **Gender and social inclusion.** Gender inequalities persist, with women accounting for 67 per cent of agricultural workers, but representing only 21.8 per cent of agribusiness operators and 2.3 per cent of the members of producer organizations. This situation is the result of women's lack of access to productive resources,⁴ markets and education.⁵
7. **Youth.** According to the 2021 general population and housing census, more than 75 per cent of the population is under 35 years of age. Agriculture remains the main source of employment for 41.9 per cent of the general population and 45.7 per cent of young people aged between 15 and 35. Young people in rural areas have limited access to training, educational opportunities and resources.⁶

² National Statistics Institute (2018).

³ Family farmers make up 70 per cent of agricultural producers.

⁴ Financing, inputs, technology and knowledge.

⁵ The majority (81.4 per cent) of women have no education at all.

⁶ Land, assets and financing.

8. **Persons with disabilities.** In 2021, the population of Côte d'Ivoire included 468,459 persons with disabilities.⁷
9. **Malnutrition.** Maternal and child nutrition is improving⁸ across the country, but stunting and wasting rates (20.2 per cent and 8.4 per cent, respectively) remain high in low-income rural households. Malnutrition in Zanzan is linked to the seasonal availability of food, limited access to nutritious food and the high cost thereof, and the lack of food diversity.
10. **Environmental degradation and climate change.** Deforestation is a major environmental problem, leading to land degradation, biodiversity loss and climate change vulnerability (droughts and rising temperatures).

Rationale for IFAD involvement

11. Zanzan is a production hub for locally consumed foodstuffs (20.2 per cent) and export products (8.4 per cent). Involving the rural poor in value chains for the production and processing of these products, using climate-smart technologies, will help put them on a sustainable path to economic growth.
12. The Government of Côte d'Ivoire wishes to build an agro-industrial pole in Zanzan to contribute to the country's structural transformation, in line with the IFAD Strategic Framework 2016–2025. It has called upon IFAD and the AfDB to build on the Bank's expertise in agropoles and the Fund's expertise in promoting inclusive value chains for vulnerable populations.

B. Lessons learned

13. The Agro-Industrial Pole Project in the North-East will build on lessons learned from the portfolios of IFAD⁹ and AfDB¹⁰ relating to agropoles, including lessons regarding stakeholder engagement, social engineering, stakeholder capacity-building, identification of private partners, access to economic and productive services, adaptation of the agropole model, development of enabling national policies, and leadership from public authorities.
14. In terms of project management, it will be necessary to define clear roles, recruit quality staff from the outset, design simple projects adapted to the capabilities of project staff, ensure a successful project start-up, recruit the project management team as soon as negotiations are completed, manage the project meticulously, and support the project coordination unit to ensure full ownership of the project approach.

II. Project description

A. Objectives, geographical area of intervention and target groups

15. The project's development objective is to transform the agricultural sector in the target areas into a modern, market-oriented, climate-resilient and sustainable sector, offering fair and equitable access to income-generating opportunities and reducing poverty. The project will contribute to the achievement of the strategic objectives¹¹ of the country strategic opportunities programme 2020–2025 and is

⁷ Of whom 45 per cent were female, according to the 2021 general population and housing census.

⁸ 2022 Global Nutrition Report.

⁹ Support to Agricultural Production and Marketing Project (PROPACOM – West), Agricultural Value Chains Development Programme (PADFA) and Agricultural Emergency Support Project (AESP).

¹⁰ Agro-Industrial Pole Project in the Bélier region (2PAI-Bélier) and Agro-Industrial Pole Project in the North (2PAI-Nord).

¹¹ Improve national policies and strengthen national institutions; enhance the productivity and strengthen the resilience of smallholder farmers to climate change; and enhance value addition and access to markets.

also in line with the IFAD Strategic Framework 2016–2025, which focuses on enabling inclusive and sustainable transformation of rural areas.¹²

16. **Project area.** Zanzan is affected by poverty, low agricultural productivity, climate change, environmental degradation and low levels of social inclusion. It has significant agricultural potential, despite limited water resources. The project intervention areas will be selected on a participatory basis. Priority will be given to production areas with concentrations of vulnerable poor rural people, particularly areas offering investment potential for establishing value chains and infrastructure and for connecting small producers with aggregation centres and the agro-industrial park.
17. **Target value chains.** The project will focus on the following value chains: rice, market garden produce, chicken, combined with maize and soybeans, and yams. The following secondary value chains will be added:¹³ small-scale traditional livestock farming, honey, cashew nuts and shea.
18. **Target groups.** The project will target 222,075 beneficiaries, or 35,250 households, divided into three categories: (i) category C (17,100 households) will comprise micro and very small-scale farmers;¹⁴ (ii) category B will comprise micro, small and medium-sized enterprises (178);¹⁵ and (iii) category A (targeted by AfDB) will consist of very large enterprises.¹⁶
19. The target group will be selected in accordance with IFAD’s targeting policy and mainstreaming objectives. Category C will be targeted directly, with priority given to the rural poor living in production areas, women, young people, widowed persons and persons living with disabilities. Self-targeting is planned for category B, which will include candidate entrepreneurs responding to calls for projects focusing primarily on young people. With regard to category A, a commitment to developing equitable business relationships with category C and B groups will be essential.

B. Components, outcomes and activities

20. The project will have the following four components and ten subcomponents:¹⁷

Component A: Strengthening climate-smart and market-connected agricultural production systems

- Subcomponent A.1. Upgrading agricultural production infrastructure
- Subcomponent A.2. Capacity-building for small-scale producers and agricultural professional organizations
- Subcomponent A.3 Strengthening community resilience

Component B: Developing added value and access to markets

- Subcomponent B.1. Setting up processing and marketing infrastructure
- Subcomponent B.2. Building the capacity of aggregation, processing and marketing actors

Component C: Developing an enabling environment for agricultural activity

- Subcomponent C.1. Improving the provision of technical services
- Subcomponent C.2. Improving the provision of financial services

¹² By increasing poor rural people’s productive capacities; increasing their engagement in markets; and strengthening the environmental sustainability and climate resilience of the economic activities of rural populations.

¹³ With a view to improving the incomes of target groups through income-generating activities.

¹⁴ Characterized by low marginal returns and low added value.

¹⁵ Focusing on young people who are already active in the areas of aggregation, transformation, distribution, production or provision of goods and services.

¹⁶ With the potential to develop business relationships with categories B and C and generate jobs for young people.

¹⁷ A detailed description of the components and subcomponents may be found in the project design report.

- Subcomponent C.3. Improving the environment for private investment

Component D: Project management, monitoring and evaluation and coordination

- Subcomponent D.1. Knowledge management, sustainability and institutional support
- Subcomponent D.2. Project coordination

C. Theory of change

21. Zanzan faces various challenges, including remoteness from urban centres, inadequate infrastructure, limited access to markets, climatic vulnerability, few agribusinesses, poorly structured value chains, and gender- and age-based discrimination.
22. The project will help to meet these challenges by developing climate-smart production, processing and marketing infrastructure; building the capacity of farmers and livestock breeders; supporting small and medium-sized agrifood businesses; improving the business environment; eliminating gender inequalities; and promoting nutrition.

D. Alignment, ownership and partnerships

23. The project will contribute to Sustainable Development Goals 1, 2, 5, 8 and 13, as well as to six of the nine outcomes set out in the Sustainable Development Cooperation Framework.¹⁸ The project is in line with the IFAD Strategic Framework 2016–2025, the Inclusive Rural Finance Policy, the new Private Sector Engagement Strategy and the IFAD Information and Communications Technologies for Development Strategy. The project will contribute to IFAD’s gender equality and women’s empowerment objectives.
24. The project will also contribute to the achievement of the national objectives set out in the National Development Plan (2021–2025)¹⁹ and to the outcomes of the second National Agricultural Investment Programme (2018–2025). It will contribute to the National Nutrition Policy; the 2009 national policy document on equal opportunities, equity and gender; the country’s nationally determined contributions;²⁰ the Environmental Code;²¹ the National Gender and Climate Change Strategy (2020–2024) and the National Youth Policy (2021–2025).
25. Operational partnerships will be established with institutions specializing in the promotion of micro, small and medium-sized enterprises; producer support structures; the National Council for Nutrition, Food and Early Childhood Development and United Nations agencies.²²

¹⁸ (1) Modern, sustainable, competitive and resilient production systems; (2) access for small and medium-sized enterprises and industries to innovative systems for sustainable and inclusive economic diversification and to business opportunities and investments; (3) equitable access to minimum social protection and to quality health, nutrition, water, hygiene and sanitation services, including in emergency situations; (4) access for young people, girls and boys, to socioeconomic opportunities to enable them to realize their full potential; (5) access for women and girls to socioeconomic and technological opportunities for their empowerment and to services for the prevention of all forms of violence and assistance to victims; (6) access to terrestrial and marine ecosystems and to a living environment that is managed in a more sustainable, integrated and inclusive manner.

¹⁹ The project will contribute to the following objectives of the National Development Plan: (1) achieve the economic and social transformation needed to make Côte d’Ivoire an upper-middle-income country by 2030; (2) develop domestic industry to increase the availability of decent employment; (3) improve the productivity of factors of production, especially human capital; (4) strengthen state governance to support the private sector in a development process that leaves no one behind.

²⁰ See unfccc.int/sites/default/files/NDC/2022-06/CDN_CIV_2022.pdf.

²¹ See <https://www.environnement.gouv.ci/wp-content/uploads/2023/12/CODE-DE-LENVIRONNEMENT-COTE-DIVOIRE-2023.pdf>.

²² UNIDO, UN-Women, FAO, WFP, UNHCR and UNICEF.

E. Costs, benefits and financing

Project costs

26. The total cost of the project will be US\$244.45 million over an eight-year period. The base cost is US\$224.43 million, or 92 per cent of the total cost. The allowance for physical and financial contingencies is US\$20.02 million, or 8 per cent of the total cost. The investment costs amount to US\$214.73 million, representing 96 per cent of base costs. Operating expenses, at US\$9.7 million, represent 4 per cent of base costs.
27. As per the multilateral development banks' methodologies for tracking climate change adaptation and mitigation finance, the total amount of IFAD climate finance for this project is estimated at US\$41,784,000.

Table 1
Project costs by component and subcomponent and financier
(Thousands of United States dollars)

| Component/ subcomponent | IFAD (PBAS) | | IFAD (BRAM) | | AfDB | | IMF and banks | | Beneficiaries | | Private sector | | Government (in cash) | | National Government | | Financing gap | | Total | |
|--|-----------------|-------------|-----------------|-------------|------------------|-------------|----------------|------------|----------------|------------|----------------|------------|-------------------------|----------------|------------------------|-----------------|-----------------|-----------------|------------------|-------------|
| | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % |
| Component A. Strengthening climate-smart and market-connected agricultural production systems | | | | | | | | | | | | | | | | | | | | |
| Subcomponent A.1. | | | | | | | | | | | | | | | | | | | | |
| Upgrading agricultural production infrastructure | | 10.7 | 34 057.6 | 49.8 | 20 764.3 | 30.4 | - | - | 5 512.9 | 8.1 | - | - | - | - | 764.1 | 1.1 | - | - | 68 401.3 | 28.0 |
| Subcomponent A.2. | | | | | | | | | | | | | | | | | | | | |
| Capacity-building for small-scale producers and agricultural professional organizations | 158.4 | 1.3 | 3 613.6 | 28.7 | 5 120.7 | 40.7 | - | - | - | - | - | - | - | - | 287.8 | 2.3 | 3 407.6 | 27.1 | 12 588.2 | 5.1 |
| Subcomponent A.3. | | | | | | | | | | | | | | | | | | | | |
| Strengthening community resilience | - | - | 1 020.5 | 8.9 | 10 393.0 | 90.2 | - | - | - | - | - | - | - | - | 109.7 | 1.0 | - | - | 11 523.2 | 4.7 |
| Subtotal | 7 460.8 | 8.1 | 38 691.8 | 41.8 | 36 277.9 | 39.2 | - | - | 5 512.9 | 6.0 | - | - | - | 1 161.6 | 1.3 | 3 407.6 | 3.7 | 92 512.6 | 37.8 | |
| Component B. Developing added value and access to markets | | | | | | | | | | | | | | | | | | | | |
| Subcomponent B.1. | | | | | | | | | | | | | | | | | | | | |
| Setting up processing and marketing infrastructure | 9 629.8 | 13.6 | - | - | 43 135.9 | 60.9 | 7 349.7 | 10.4 | 711.2 | 1.0 | 3 500.1 | 4.9 | 5 108.6 | 7.2 | | 2.0 | - | - | 70 883.8 | 29.0 |
| Subcomponent B.2. | | | | | | | | | | | | | | | | | | | | |
| Building the capacity of aggregation, processing and marketing actors | 185.9 | 2.1 | - | - | 5 846.0 | 67.3 | - | - | - | - | - | - | - | - | | 2.1 | 2 470.5 | 28.4 | 8 686.8 | 3.6 |
| Subtotal | 9 815.6 | 12.3 | - | - | 48 982.0 | 61.6 | 7 349.7 | 9.2 | 711.2 | 0.9 | 3 500.1 | 4.4 | 5 108.6 | 6.4 | 1 633.0 | 2.1 | 2 470.5 | 3.1 | 79 570.6 | 32.6 |
| Component C. Developing an enabling environment for agricultural activity | | | | | | | | | | | | | | | | | | | | |
| Subcomponent C.1. | | | | | | | | | | | | | | | | | | | | |
| Improving the provision of technical services | - | - | 774.2 | 7.3 | 2 078.6 | 19.7 | - | - | - | - | - | - | - | - | 953.9 | 9.0 | 6 739.0 | 63.9 | 10 545.6 | 4.3 |
| Subcomponent C.2. | | | | | | | | | | | | | | | | | | | | |
| Improving the provision of financial services | 7 501.8 | 23.2 | 6 093.8 | 18.8 | 6 571.4 | 20.3 | - | - | - | - | - | - | - | - | 26.5 | 0.1 | 12 168.6 | 37.6 | 32 362.0 | 13.2 |
| Subcomponent C.3. | | | | | | | | | | | | | | | | | | | | |
| Improving the environment for private investment | - | - | 440.3 | 10.6 | 3 074.6 | 74.1 | - | - | - | - | - | - | - | - | 193.3 | 4.7 | 440.3 | 10.6 | 4 148.5 | 1.7 |
| Subtotal | 7 501.8 | 15.9 | 7 308.2 | 15.5 | 11 724.6 | 24.9 | - | - | - | - | - | - | - | 1 173.7 | 2.5 | 19 347.9 | 41.1 | 47 056.1 | 19.2 | |
| Component D. Project management, monitoring and evaluation and coordination | | | | | | | | | | | | | | | | | | | | |
| Subcomponent D.1. | | | | | | | | | | | | | | | | | | | | |
| Recruiting service providers to carry out lessons learned studies | 777.5 | 6.0 | - | - | 9 927.4 | 76.3 | - | - | - | - | - | - | - | - | 358.3 | 2.8 | 1 942.4 | 14.9 | 13 005.7 | 5.3 |
| Subcomponent D.2. | | | | | | | | | | | | | | | | | | | | |
| Project coordination | 3 744.3 | 30.4 | - | - | 1 943.5 | 15.8 | - | - | - | - | - | - | - | - | 89.0 | 0.7 | 6 530.3 | 53.1 | 12 307.1 | 5.0 |
| Subtotal | 4 521.8 | 17.9 | - | - | 11 871.0 | 46.9 | - | - | - | - | - | - | - | 447.3 | 1.8 | 8 472.7 | 33.5 | 25 312.8 | 10.4 | |
| Total | 29 300.0 | 12.0 | 46 000.0 | 18.8 | 108 855.4 | 44.5 | 7 349.7 | 3.0 | 6 224.1 | 2.5 | 3 500.1 | 1.4 | 5 108.6 | 2.1 | 4 415.5 | 1.8 | 33 698.7 | 13.8 | 244 452.1 | 100 |

Table 2
Project costs by expenditure category and financier
 (Thousands of United States dollars)

| Expenditure category | IFAD (PBAS) | | IFAD (BRAM) | | AfDB | | IMF and banks | | Beneficiaries | | Private sector | | Government (in cash) | | National Government | | Financing gap | | Total | |
|--------------------------------|-----------------|-------------|-----------------|-------------|------------------|-------------|----------------|------------|----------------|------------|----------------|------------|----------------------|------------|---------------------|------------|-----------------|-------------|------------------|--------------|
| | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % | Amount | % |
| Capital investment | | | | | | | | | | | | | | | | | | | | |
| A. Works and rural engineering | 15 168.8 | 13.6 | 31 306.8 | 28.1 | 47 233.5 | 42.4 | 5 207.8 | 4.7 | 6 224.1 | 5.6 | 2 036.7 | 1.8 | 4 249.2 | 3.8 | 0.0 | | - | - | 111 426.9 | 45.6 |
| B. Vehicles | 234.3 | 39.3 | - | - | 291.7 | 48.9 | - | - | - | - | - | - | - | - | 70.0 | 11.7 | - | - | 596.0 | 0.2 |
| C. Equipment and material | 474.9 | 2.2 | 137.3 | 0.6 | 16 704.3 | 78.3 | 1 440.3 | 6.8 | - | - | 928.7 | 4.4 | 272.4 | 1.3 | 1 065.3 | 5.0 | 312.7 | 1.5 | 21 335.9 | 8.7 |
| D. Training and workshops | 634.4 | 3.4 | 2 277.9 | 12.3 | 10 966.7 | 59.2 | - | - | - | - | - | - | - | - | 0.0 | - | 4 650.8 | 25.1 | 18 529.8 | 7.6 |
| E. Consultancies | 2 066.1 | 6.2 | 4 301.7 | 12.9 | 15 080.6 | 45.3 | 701.6 | 2.1 | - | - | 534.6 | 1.6 | 587.0 | 1.8 | 3 280.3 | 9.8 | 6 752.5 | 20.3 | 33 304.4 | 13.6 |
| F. Goods, services and inputs | 75.5 | 0.6 | 1 606.1 | 12.2 | 10 393.0 | 79.2 | - | - | - | - | - | - | - | 0.0 | | | 1 042.6 | 7.9 | 13 117.2 | 5.4 |
| G. Grant | 7 675.9 | 21.9 | 6 370.2 | 18.2 | 6 571.4 | 18.8 | - | - | - | - | - | - | - | 0.0 | - | | 14 409.8 | 41.1 | 35 027.3 | 14.3 |
| Total investment costs | 26 330.0 | 11.3 | 46 000.0 | 19.7 | 107 241.2 | 46.0 | 7 349.7 | 3.1 | 6 224.1 | 2.7 | 3 500.1 | 1.5 | 5 108.6 | 2.2 | 4 415.5 | 1.9 | 27 168.4 | 11.6 | 233 337.6 | 95.5 |
| Recurrent costs | | | | | | | | | | | | | | | | | | | | |
| A. Salaries and allowances | 2 413.9 | 26.3 | - | - | 1 016.3 | 11.1 | - | - | - | - | - | - | - | - | - | - | 5 743.2 | 62.6 | 9 173.4 | 3.8 |
| B. Operating expenses | 556.1 | 28.6 | - | - | 597.9 | 30.8 | - | - | - | - | - | - | - | - | - | - | 787.1 | 40.6 | 1 941.1 | 0.8 |
| Total recurrent costs | 2 970.0 | 26.7 | - | - | 1 614.2 | 14.5 | - | - | - | - | - | - | - | - | - | - | 6 530.3 | 58.8 | 11 114.6 | 4.5 |
| Total | 29 300.0 | 12.0 | 46 000.0 | 18.8 | 108 855.4 | 44.5 | 7 349.7 | 3.0 | 6 224.1 | 2.5 | 3 500.1 | 1.4 | 5 108.6 | 2.1 | 4 415.5 | 1.8 | 33 698.7 | 13.8 | 244 452.1 | 100.0 |

Table 3
Project costs by component and subcomponent and project year
(Thousands of United States dollars)

| <i>Component and subcomponent</i> | <i>2025</i> | <i>2026</i> | <i>2027</i> | <i>2028</i> | <i>2029</i> | <i>2030</i> | <i>2031</i> | <i>Total</i> |
|---|----------------|-----------------|-----------------|-----------------|-----------------|----------------|----------------|------------------|
| Component A. Strengthening climate-smart and market-connected agricultural production systems | | | | | | | | |
| Subcomponent A.1. Upgrading agricultural production infrastructure | 1 843.0 | 2 076.4 | 28 088.0 | 26 412.9 | 435.5 | 34.1 | - | 58 890.0 |
| Subcomponent A.2. Capacity-building for small-scale producers and agricultural professional organizations | 729.5 | 2 579.2 | 4 079.1 | 3 959.5 | 613.2 | 15.4 | - | 11 975.8 |
| Subcomponent A.3 Strengthening community resilience | 33.8 | 1 606.5 | 5 303.0 | 4 304.5 | 66.3 | 103.0 | 15.4 | 11 432.5 |
| Subtotal | 2 606.3 | 6 262.1 | 37 470.0 | 34 677.0 | 1 115.0 | 152.5 | 15.4 | 82 298.4 |
| Component B. Developing added value and access to markets | | | | | | | | |
| Subcomponent B.1. Setting up processing and marketing infrastructure | - | 18 033.2 | 26 054.5 | 20 244.0 | 2 989.6 | - | - | 67 321.2 |
| Subcomponent B.2. Building the capacity of aggregation, processing and marketing actors | 90.3 | 1 183.0 | 3 576.0 | 2 965.7 | 520.9 | 84.5 | - | 8 420.4 |
| Subtotal | 90.3 | 19 216.2 | 29 630.5 | 23 209.7 | 3 510.4 | 84.5 | | 75 741.6 |
| Component C. Developing an enabling environment for agricultural activity | | | | | | | | |
| Subcomponent C.1. Improving the provision of technical services | 1 933.9 | 1 674.1 | 4 150.4 | 2 086.3 | 24.0 | 22.1 | 22.1 | 9 913.0 |
| Subcomponent C.2. Improving the provision of financial services | 96.0 | 739.4 | 5 757.8 | 10 365.8 | 11 920.8 | - | - | 28 879.8 |
| Subcomponent C.3: Improving the environment for private investment | 512.0 | 819.4 | 1 537.3 | 1 229.8 | - | - | - | 4 098.5 |
| Subtotal | 2 541.8 | 3 232.9 | 11 445.5 | 13 682.0 | 11 944.8 | 22.1 | 22.1 | 42 891.3 |
| Component D. Project management, monitoring and evaluation and coordination | | | | | | | | |
| Subcomponent D.1. Recruiting service providers to carry out lessons learned studies | 286.0 | 1 278.8 | 5 352.2 | 4 425.2 | 471.3 | 506.1 | 348.2 | 12 667.7 |
| Subcomponent D.2: Project coordination | 1 665.4 | 1 877.0 | 1 490.0 | 1 461.6 | 1 461.6 | 1 444.5 | 1 434.7 | 10 834.8 |
| Subtotal | 1 951.4 | 3 155.8 | 6 842.2 | 5 886.7 | 1 932.8 | 1 950.6 | 1 782.8 | 23 502.4 |
| Total base costs | 7 189.9 | 31 867.0 | 85 388.2 | 77 455.3 | 18 503.1 | 2 209.7 | 1 820.4 | 224 433.7 |
| Total | 7 458.2 | 34 146.5 | 91 340.5 | 84 786.1 | 21 823.1 | 2 664.7 | 2 253.0 | 244 452.1 |

Financing and cofinancing strategy and plan

28. The financing and cofinancing plan (parallel cofinancing with AfDB) is as follows: (i) IFAD (PBAS): US\$29.30 million, (ii) IFAD (BRAM): US\$46 million; (iii) AfDB: US\$108.85 million; (iv) partner financial service providers: US\$7.3 million; (v) beneficiaries: US\$6.2 million; (vi) private sector: US\$3.5 million; (vii) Government (in cash): US\$5.1 million; (viii) Government (tax exemptions): US\$4.4 million.
29. Discussions have been initiated with potential cofinanciers (OPEC Fund for International Development, Inter-American Development Bank, ECOWAS Bank for Investment and Development, West African Development Bank, Arab Bank for Economic Development in Africa, Belgian Development Agency, Japan International Cooperation Agency) with the aim of closing the financing gap of US\$33.7 million. This gap might also be financed during the cycles covered by the Thirteenth and Fourteenth Replenishments of IFAD's Resources, under the PBAS or BRAM.²³

Disbursement

30. Disbursements will be made in accordance with the IFAD Loan Disbursement Handbook and the procedures described in the IFAD Financial Management and Financial Control Handbook for borrowers. Coordination among financiers will take place through bimonthly or ad hoc meetings.

Summary of benefits and economic analysis

31. The financial and economic analysis²⁴ shows that, in all the financial models analysed, the benefit/cost ratios are greater than one, meaning that the benefits obtained are always greater than the costs.
32. The economic analysis²⁵ of the project over 20 years, applying a discount rate of 8 per cent, shows that the total cost of the project over eight years amounts to US\$244.45 million. The base economic internal rate of return (EIRR) is 21 per cent and the net present value is US\$187.13 million. Sensitivity tests confirm the robustness of the analysis, with EIRRs above 8 per cent in various scenarios, which is comparable with the long-term opportunity cost of capital and ensures economic viability.

Exit strategy and sustainability

33. The implementation arrangements will rely on national public and private entities responsible for ensuring the sustainability of interventions and the withdrawal of the project coordination unit (PCU). The exit and sustainability strategy is based on five pillars: (i) institutional sustainability, thanks to the pole's governance, infrastructure and facilities; (ii) financial sustainability through the financial mechanism; (iii) technical sustainability through the supply chains developed; (iv) environmental and socioeconomic sustainability through social inclusion; (v) a plan for transferring PCU functions to pole bodies, with a strategy for scaling up.

III. Risk management

A. Risks and mitigation measures

34. Table 4 summarizes the major risks by category and magnitude.

²³ Subject to financing conditions to be determined, internal procedures and subsequent approval by the Executive Board.

²⁴ Based on production models upstream and downstream of the value chains considered.

²⁵ The economic analysis includes all capital and operating expenditures and takes into account the additional net revenue to be derived from the financial models likely to be financed.

Table 4

Overall risk summary

| <i>Risk areas</i> | <i>Inherent risk rating</i> | <i>Residual risk rating</i> |
|--|-----------------------------|-----------------------------|
| Fragility and security | Substantial | Substantial |
| Political commitment | Substantial | Substantial |
| Climate change vulnerability | Substantial | Substantial |
| Implementation arrangements | Substantial | Substantial |
| Accounting and financial reporting | Substantial | Substantial |
| Project internal controls | Substantial | Substantial |
| Flow and disbursement of project funds | High | High |
| Project budgeting | Substantial | Substantial |
| Project organization and staffing | Substantial | Substantial |

B. Environment and social category

35. The environmental and social risk of the project is high owing to potential degradation of vegetation cover and the lack of integrated waste, soil, water and pest management. The social risks include agrochemical poisoning, conflicts between transhumant communities, the exclusion of young people and women, child labour, economic displacement of certain populations, influx of workers and loss of customary rights. Through an inclusive approach to risk mitigation, the project will strengthen producers' capacity to adopt good environmental, social and climate practices.

C. Climate risk classification

36. The project has a substantial climate risk. The project area is exposed to a high risk of climate-related disasters.²⁶ Rising temperatures in the Bounkani region and reduced rainfall put the Zanzan district at risk of flooding. The project will improve climate resilience²⁷ and promote increased agricultural productivity and value-added through climate-resilient infrastructure.

D. Debt sustainability

37. According to the latest debt sustainability analysis carried out by the IMF and the World Bank and published in April 2024, the external and overall debt of Côte d'Ivoire are sustainable; the country is at moderate risk of external debt distress and has limited space to absorb shocks. External debt and overall debt are vulnerable to export shocks and exchange rate depreciation. These shocks would adversely affect the sustainability of the country's external debt.

IV. Implementation**A. Organizational framework****Project management and coordination**

38. The executing agency is the Ministry of Agriculture, Rural Development and Food Production (Ministry of State); a steering committee and a regional consultation framework will be set up. Day-to-day management of the project will be carried out by the PCU, under the supervision of the Planning, Statistics and Projects Directorate. The PCU's main responsibilities will be to coordinate, oversee and monitor all project activities. Project officers will be recruited competitively on the basis of performance contracts.²⁸

²⁶ Water shortages, extreme heat and bush fires.

²⁷ Reduction of energy consumption, increase of soil carbon stocks and reduction of food waste.

²⁸ The terms of reference will be validated by IFAD and AfDB.

Financial management, procurement and governance

39. **Financial management.** Financial management will be overseen by the PCU finance team, led by an administrative and financial manager who will supervise finance, accounting and administrative operations, with support from two senior accountants and two assistant accountants, for whom IFAD and AfDB will share responsibility. Two separate accounting systems will be maintained, in line with each financier's own procedures. A public accountant and a financial controller will reinforce internal control. The financial statements will comply with the new accounting standards of the Organization for the Harmonization of Business Law in Africa applicable to not-for-profit entities (not-for-profit accounting system).²⁹ The financial year will run from 1 January to 31 December. The Inspectorate-General of Finance will be entrusted with the internal audit function. External audits will be conducted separately, in accordance with the requirements of each financier.
40. **Procurement.** Contracts for goods, works and services financed by IFAD will be awarded in accordance with the borrower's domestic regulations,³⁰ provided that they are consistent with IFAD's guidelines and policies. For AfDB, procurement will be carried out in accordance with the Bank Group's procurement policy³¹ and the provisions of the financing agreement.
41. Project staff and stakeholders will be trained in AfDB and IFAD policies and guidelines. The procurement manager will be supported by a procurement officer for the IFAD funding.

Target group engagement and feedback and grievance redress

42. Consultations with beneficiaries will be carried out.³² To safeguard rural communities' land access and use rights, a free, prior and informed consent procedure will enable communities to decide whether or not to accept the proposed initiative.

Grievance redress

43. A grievance redress mechanism will be integrated into the stakeholder participation plan, and the necessary tools³³ will be fine-tuned by specialists in the Social, Environmental and Climate Assessment Procedures. Grievances that cannot be resolved at project level may be referred to IFAD.

B. Planning, monitoring and evaluation, learning, knowledge management and communications

44. **Planning.** With regard to planning, the experience of IFAD and other pole projects in Côte d'Ivoire and elsewhere will serve as a reference. Key public and private partners will be mobilized to implement the annual workplan and budget for the first 18 months. Each year, the annual workplan and budget for the following year will have to be drawn up and submitted to IFAD for its no objection by 30 November at the latest.
45. **Monitoring and evaluation.** Digitalization of data collection records will enable real-time monitoring of indicators, based on data validated first by field offices³⁴ and then at the central level. Quarterly and annual reports will be prepared for the responsible ministry and IFAD. Specific studies will include: a baseline study at start-up, a midterm impact survey and end-of-project impact surveys.

²⁹ In effect since January 2024.

³⁰ Pursuant to Order No. 2019-679 of 24 July 2019.

³¹ Issued in October 2015.

³² Information campaign on project benefits and approaches, including aggregation partnerships; participation of local authorities in targeting beneficiaries; validation of the selection of value chains, production areas, infrastructure sites and vulnerable beneficiaries; connection of agricultural producer organizations to a digital platform to ensure visibility and traceability of operations.

³³ Complaint forms and procedures.

³⁴ In Bondoukou and Bouna.

Learning, knowledge management and communications

46. A participatory strategy for knowledge management and policy dialogue, aligned with the monitoring and evaluation objectives, will generate lessons that will inform agricultural policies.

Innovation and scaling up

47. Innovations that encourage large-scale replication of the project will be promoted, in particular: (i) the inclusion of beneficiaries in aggregation partnerships; (ii) the extension of existing local initiatives; (iii) a tripartite financial mechanism; and (iv) an inclusive system of governance.

C. Implementation plans**Implementation readiness and start-up plans**

48. To ensure a rapid start-up, withdrawals of funds to cover start-up costs incurred before the general pre-disbursement conditions have been met will not exceed US\$500,000.³⁵

Supervision, midterm review and completion plans

49. Supervision will be carried out by IFAD, through regular support missions organized in collaboration with the responsible ministry and the PCU and through midterm and project completion reviews.

V. Legal instruments and authority

50. A financing agreement between the Republic of Côte d'Ivoire and IFAD will constitute the legal instrument for extending the proposed financing to the borrower. A copy of the negotiated financing agreement will be made available prior to the session.
51. The Republic of Côte d'Ivoire is empowered under its laws to receive financing from IFAD.
52. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD Financing.

VI. Recommendation

53. I recommend that the Executive Board approve the proposed financing in terms of the following resolution:

RESOLVED: that the Fund shall provide a loan on blend terms to the Republic of Côte d'Ivoire in an amount of twenty-seven million three hundred and seventy thousand euros (EUR 27,370,000) (equivalent to US\$29,300,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a loan on ordinary terms to the Republic of Côte d'Ivoire in an amount of forty-two million nine hundred and seventy thousand euros (EUR 42,970,000) (equivalent to US\$46,000,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Alvaro Lario
President

³⁵ The Government (which is responsible for overseeing the project and representing the borrower) will submit the budget and the request for a cash advance to cover start-up costs to IFAD for its no objection.

Accord de financement négocié

(Le document sera transmis aux représentants au Conseil d'administration.)

Cadre logique

| Chaîne logique | Indicateurs | | | | Moyens de vérification | | | Hypothèses |
|---|--|--|-------------|-----------------|--------------------------------|--------------------------|---|--|
| | Nom | Situation de référence | Mi-parcours | Cible Finale | Source | Fréquence | Responsabilité | |
| Portée 2PAI-NE | 1 Nombre de personnes bénéficiant de services promus ou appuyés par le projet | | | | Programme M&E System | Annual | Coordination Unit & IFAD | Established and effective delivery mechanisms and capacities to deal with the remote location context. Average Rural Household size in Gountougo and Bounkani Regions is respectively 5.6 and 7.9 members, according to the Recensement des exploitations agricoles, Statistics bureau of Côte d'Ivoire, Volume 3 (2019) (FAO, 2019. REEA, Vol 3). |
| | Hommes - Hommes | 0 | 2 622 | 21 150 | | | | |
| | Femmes - Femmes | 0 | 1 748 | 14 100 | | | | |
| | Jeunes - Jeunes | 0 | 2 185 | 17 625 | | | | |
| | Nombre total de personnes bénéficiant de services - Nombre de personnes | 0 | 4 370 | 35 250 | | | | |
| | Homme - Pourcentage | 0 | 60 | 60 | | | | |
| | Femme - Pourcentage | 0 | 40 | 40 | | | | |
| | Jeunes - Pourcentage | 0 | 50 | 50 | | | | |
| | 1.b Estimation correspondante du nombre total des membres des ménages | | | | Programme M&E System | Annual | Coordination Unit & IFAD | |
| | Membres des ménages - Nombre de personnes | 0 | 27 531 | 222 075 | Programme M&E System | Annual | Coordination Unit & IFAD | |
| | 1.a Nombre correspondant de ménages touchés | | | | | | | |
| | Ménages - Ménages | 0 | 4 370 | 35 250 | | | | |
| | Objectif du projet Contribuer à l'amélioration de la sécurité alimentaire et nutritionnelle, à la réduction de la pauvreté, à la création d'emplois et à réduire les importations et accroître les exportations de produits agricoles dans la zone cible. Objectif de développement Transformer l'agriculture dans les zones ciblées en un secteur moderne, résilient et durable, orienté vers le marché, offrant des opportunités de revenus justes et équitables à tous les acteurs de la chaîne de valeur. | 2. Incidence of poverty and climate vulnerability in the intervention regions | | | | SMART survey | Year 6 | |
| Incidence of poverty and climate - Pourcentage | | 0 | -5 | -10 | HSE RDMT method | Year 6 | Government IFAD | |
| People who have increased their resilience index value by at least 20% by the end of the programme | | | | | | | | |
| Females - Pourcentage | | 0 | 40 | 40 | | | | |
| Young - Pourcentage | | 0 | 50 | 50 | | | | |
| People able differently - Pourcentage | | 0 | 2.5 | 2.5 | | | | |
| Number of people - Nombre | | 0 | 4 042 | 32 606 | | | | |
| 1.2.8 Women reporting minimum dietary diversity (MDDW) | | | | IFAD COI Survey | Baseline, Mid-term, Completion | Coordination Unit & IFAD | | |
| Households-number | | 0 | 437 | 10 575 | | | | |
| Households- Percentage | | 0 | 10 | 30 | | | | |
| Household members (number) | | 0 | 2 753 | 66 623 | | | | |
| Women- number | | 0 | 437 | 10 575 | | | | |
| Women - Pourcentage | | 0 | 10 | 30 | | | | |
| SF 2.1 Percentage of households reporting satisfaction with project services | | | | IFAD COI Survey | Baseline, Mid-term, Completion | Coordination Unit & IFAD | | |
| Households - Pourcentage | | 45 | 75 | | | | | |
| Households- number | 0 | 1 967 | 26 438 | | | | | |
| Household members (number) | 0 | 12 389 | 166 556 | | | | | |
| 3.2.2 Ménages déclarant l'adoption de pratiques et technologies durables et résilientes au changement climatique | | | | IFAD COI Survey | Baseline, Mid-term, Completion | Coordination Unit & IFAD | Enabling conditions for the promotion and appropriation of sustainable technologies Effective | |
| Membres des ménages - Nombre de personnes | 0 | 9 636 | 155 453 | | | | | |
| Ménages - Pourcentage | 0 | 35 | 70 | | | | | |
| Ménages - Ménages | | 1 530 | 24 675 | | | | | |
| Producers reporting an increase in income of at least 30% | | | | IFAD COI Survey | Baseline, Mid-term, Completion | Coordination Unit & IFAD | | |
| Producers reporting - Pourcentage | 0 | 25 | 60 | | | | | |

| | | | | | | | | | improvement of production and marketing surplus |
|---|--|--------|---------|-----------------|--------------------------------|---------------------------|----------------------------|---|---|
| | Producers reporting an increase in productivity of at least 30% | | | | | | | | |
| | Producers reporting - Pourcentage | 0 | 25 | 60 | | | | | |
| Effet direct | 2.2.1 Personnes ayant de nouveaux emplois / opportunités d'emploi | | | | IFAD COI SURVEYS | Baseline/Midterm /Endline | Coordination Unit and IFAD | Partnership with Research and Agricultural Advisory Services | |
| | Hommes - Nombre | 0 | 720 | 5310 | | | | | |
| | Femmes - Nombre | 0 | 480 | 3540 | | | | | |
| | Jeunes - Jeunes | 0 | 360 | 2655 | | | | | |
| | Nombre total de personnes ayant de nouveaux emplois/opportunités d'emploi - Nombre de personnes | 0 | 1200 | 8850 | | | | | |
| | 1.2.1 Households reporting improved access to land, forests, water or water bodies for production purposes | | | | | | | | |
| | Households- number | 0 | 1 311 | 10 575 | | | | | |
| | Household members (number) | 0 | 8 259 | 66 623 | | | | | |
| | Households - Pourcentage | 0 | 30 | 30 | | | | | |
| | 1.2.4 Ménages faisant état d'une augmentation de la production | | | | | | | | IFAD COI Survey |
| Membres des ménages - Nombre de personnes | 0 | 11 012 | 177 660 | | | | | | |
| Ménages - Pourcentage | 0 | 40 | 80 | | | | | | |
| Ménages - Ménages | 0 | 1 748 | 28 200 | | | | | | |
| 1.2.9 Households showing improved knowledge, attitudes and practices on food and nutrition | | | | IFAD COI Survey | Baseline, Mid-term, Completion | Coordination Unit & IFAD | | | |
| Households- number | 0 | 1 011 | 21 194 | | | | | | |
| Household members (number) | 0 | 6 367 | 133 523 | | | | | | |
| Households - Pourcentage | 0 | 25 | 65 | | | | | | |
| Produit | 3.1.3 Personnes ayant accès à des technologies de fixation du carbone et de réduction des émissions de gaz à effet de serre | | | | Project M&E System | Annual | Coordination Unit | Quality expertise available Speed in procurement procedures | |
| | Hommes - Nombre | 0 | 2 098 | 16 920 | | | | | |
| | Femmes - Nombre | 0 | 1 398 | 11 280 | | | | | |
| | Jeunes - Jeunes | 0 | 1 748 | 14 100 | | | | | |
| | Personnes ayant accès aux technologies - Nombre de personnes | 0 | 3 496 | 28 200 | | | | | |
| | 1.1.3 Producteurs ruraux ayant accès aux facteurs de production et/ou aux paquets technologiques | | | | Project M&E System | Annual | Coordination Unit | | |
| | Hommes - Hommes | 0 | 1 800 | 18 000 | | | | | |
| | Femmes - Femmes | 0 | 1 200 | 12 000 | | | | | |
| | Jeunes - Nombre | 0 | 1 500 | 15 000 | | | | | |
| | Producteurs ruraux - Nombre | 0 | 3 000 | 30 000 | | | | | |
| | 1.1.4 Personnes formées aux pratiques et/ou technologies de production | | | | Project M&E System | Annual | Coordination Unit | | |
| | Nombre total de personnes formées par le projet - Nombre de personnes | 0 | 4 370 | 35 350 | | | | | |
| | Hommes formés à la production végétale - Nombre | 0 | 6 000 | 19 200 | | | | | |
| | Femmes formées à la production végétale - Nombre | 0 | 4 000 | 12 800 | | | | | |
| | Jeunes formés à la production végétale - Nombre | 0 | 5 000 | 16 000 | | | | | |
| | Personnes formées à la production végétale - Nombre | 0 | 10 000 | 32 000 | | | | | |
| | POs supported in the sustainable management of natural resources and climate related risks | | | | Project M&E System | Annual | Coordination Unit | | |
| | POs supported in the sustainable management - Nombre | 0 | 50 | 150 | | | | | |
| | 3.1.2 Personnes ayant reçu des services d'information climatique | | | | Project M&E System | Annual | Coordination Unit | | |
| | Hommes - Nombre | 0 | 6 000 | 14 400 | | | | | |
| Femmes - Nombre | 0 | 4 000 | 9 600 | | | | | | |
| Jeunes - Nombre | 0 | 5 000 | 12 000 | | | | | | |
| Personnes bénéficiant de services d'information climatique - Nombre de personnes | 0 | 10 000 | 24 000 | | | | | | |
| Produit | Agricultural land with water infrastructure built/rehabilitated | | | | Project M&E System | Annual | Coordination Unit | Quality expertise available and speed in procurement procedures | |
| | Number of ha of agricultural land - Superficie (ha) | 0 | | | | | | | |
| | hectares of lowlands - Nombre | 0 | 500 | 2 000 | | | | | |
| | hectares of vegetable perimeters - Nombre | 0 | 50 | 200 | | | | | |
| | 3.1.4 Hectares de terres soumises à une gestion résiliente au climat | | | | Project M&E System | Annual | Coordination Unit | | |
| | Superficie en hectares - Superficie (ha) | 0 | 550 | 2 200 | | | | | |
| | New or existing rural infrastructure protected from climate events | | | | Project M&E System | Annual | Coordination Unit | | |
| | New or existing rural infrastructure - Nombre | 0 | 1 | 1 | | | | | |
| | 1.1.1 Nombre de bénéficiaires ayant obtenu un meilleur accès sécurisé à la terre | | | | Project M&E System | Annual | Coordination Unit | | |
| | Hommes - Hommes | 0 | 490 | 1 960 | | | | | |
| Femmes - Femmes | 0 | 710 | 2 840 | | | | | | |

| | | | | | | | | | |
|---|--|--|----------|------------------------|--------------------------------------|--------------------------------|--------------------------------|---|--|
| sont établies/améliorées et gérées de manière durable | Jeunes - Jeunes | 0 | 600 | 2 400 | | | | | |
| | Nombre total de personnes ayant obtenu un meilleur accès sécurisé à la terre - Nombre de personnes | 0 | 1 200 | 4 800 | | | | | |
| Produit 1.3 : La résilience communautaire a augmenté | Number of hectares of lowland vegetable farming | 0 | 500 | 2000 | 0 | Semi-annual | Coordination Unit | | |
| | 1.1.8 Ménages recevant un soutien ciblé pour améliorer leur nutrition | 0 | 200 | 500 | Project M&E System | Annual | Coordination Unit | Quality expertise available and speed in procurement procedures | |
| | Nombre de personnes qui participent - Nombre de personnes | 0 | 12000 | 29500 | | | | | |
| | Hommes - Hommes | 0 | 7 200 | 17 700 | | | | | |
| | Femmes - Femmes | 0 | 4 800 | 11 800 | | | | | |
| | Ménages - Ménages | 0 | 12 000 | 29 500 | | | | | |
| | Membres des ménages bénéficiaires - Nombre de personnes | 0 | 75 600 | 185 850 | | | | | |
| | Jeunes - Jeunes | 0 | 6 000 | 14 750 | | | | | |
| | Effet direct 2 : Augmentation de la valeur ajoutée après la récolte, dans la transformation et la commercialisation des chaînes de valeur agricoles ciblées | IE 2.1: Individuals demonstrating an improvement in empowerment | | | | IFAD COI survey | Baseline, Mid-term, Completion | Coordination Unit | |
| | | Total persons (number) | 0 | 2 000 | 4 800 | | | | |
| Total persons (%) | | 0 | 46% | 14% | | | | | |
| Female-number | | 0 | 1 800 | 4 400 | | | | | |
| Female (%) | | 0 | 41% | 12% | | | | | |
| Males (%) | | 0 | 5% | 1% | | | | | |
| Males- Number | | 0 | 200 | 400 | | | | | |
| POs reporting an increase in marketed volumes of at least 20% in the target commodities | | | | | M&E System Annual performance survey | Year 2, 3,4,5,6,7 | Coordination Unit | Market operators co-invest in target industries For Indicator | |
| POs reporting an increase in marketed volumes - Pourcentage (%) | | 0 | 30 | 70 | | Baseline, Mid-term, Completion | | SF2.2 Service providers with adequate ability are available | |
| 2.2.2 Entreprises rurales appuyées signalant une hausse de leurs bénéfices | | | | | IFAD COI survey | Baseline, Mid-term, Completion | Coordination Unit | | |
| Nombre d'entreprises - Entreprises | | 0 | 53 | 116 | | | | | |
| Pourcentage d'entreprises - Pourcentage | | 0 | 30 | 65 | | | | | |
| SF.2.2 Ménages déclarant pouvoir influencer la prise de décisions des autorités locales et des prestataires de services soutenus par le projet | | | | | IFAD COI survey | Baseline, Mid-term, Completion | Coordination Unit | | |
| Membres des ménages - Nombre de personnes | | 0 | 8 259.30 | 144 348.75 | | | | | |
| Ménages dirigés par une femme - Ménages | | 0 | 524.40 | 9 165.0 | | | | | |
| Ménages) - Pourcentage | | 0 | 30 | 65 | | | | | |
| Ménages (nombre) - Ménages | | 0 | 1 311 | 22 913 | | | | | |
| 2.2.5 Organisations de producteurs ruraux faisant état d'une augmentation des ventes | | | | | IFAD COI survey Market | Baseline, Mid-term, Completion | Coordination Unit | | |
| Pourcentage d'organisations de producteurs ruraux - Pourcentage | | 0 | 15 | 30 | | | | | |
| Nombre d'organisations de producteurs ruraux - Organisation | | 0 | 25 | 50 | | | | | |
| Organisations de producteurs ruraux avec des femmes occupent des postes de direction - Organisation | 0 | 5 | 10 | | | | | | |
| Nombre de membres d'organisations de producteurs - Nombre | 0 | 1 485 | 2 970 | | | | | | |
| Femmes membres d'organisations de producteurs - Nombre | 0 | 594 | 1 188 | | | | | | |
| Hommes membres d'organisations de producteurs - Nombre | 0 | 891 | 1 782 | | | | | | |
| Jeunes membres des organisations de producteurs - Nombre | 0 | 743 | 1 485 | | | | | | |
| 2.2.6 Households reporting improved physical access to markets, processing and storage facilities | | | | IFAD COI survey Market | Baseline, Mid-term, Completion | Coordination Unit | | | |
| Households - Pourcentage | 0 | 30 | 65 | | | | | | |
| Households-number | 0 | 1 311 | 22 913 | | | | | | |
| Households member (number) | 0 | 8 259 | 144 349 | | | | | | |
| Produit 2.1 : Les capacités opérationnelles et techniques des producteurs agricoles, des transformateurs et des micro, petites et moyennes entreprises (m-PME) dans les chaînes de | 2.1.3: Rural producers' organizations supported | | | | Project M&E System | Annual from year 2 | Coordination Unit | | |
| | Functional POs and SME enterprises - Pourcentage | 0 | 50 | 165 | | | | | |
| | Entrepreneurial initiatives. | | | | Project M&E System | Annual from year 2 | Coordination Unit | | |
| | Entrepreneurial initiatives. - Nombre | 0 | 50 | 165 | | | | | |
| | SMEs with improved innovative technologies (including digital) | | | | Project M&E System | Annual from year 2 | Coordination Unit | | |
| | SMEs with improved innovative technologies - Nombre | 0 | 50 | 165 | | | | | |
| | 2.1.1. Rural Enterprises accessing Business Development Services | 0 | | | | | | | |
| | 0 | 35 | 178 | | | | | | |

| | | | | | | | | |
|--|--|---|-------|--------|--------------------|--------|-------------------|--|
| valeur sélectionnées sont augmentées | | | | | | | | |
| Produit | 2.1.6: Market, processing or storage facilities constructed or rehabilitated | | | | Project M&E System | Annual | Coordination Unit | Speed in procurement procedures |
| 2.2 : Les infrastructures rurales résilientes au climat (y compris, par exemple : les routes rurales, les routes de desserte, l'approvisionnement en électricité, etc.) sont établies/améliorées et fonctionnent | Storage, preservation and processing - Nombre | 0 | 50 | 200 | | | | |
| Effet direct | Producers who directly benefitted from transformative and innovative agri-services promoted by the project in select value chains | | | | Project M&E System | Annual | Coordination Unit | Interest of the partners and ownership by the governing structures |
| 3 : Les investissements privés transformateurs et innovants dans le secteur agricole (dans des chaînes de valeur sélectionnées) sont encouragés | Producers who directly benefitted from transformative and innovative agri-services - Number | 0 | 500 | 17100 | | | | |
| | Category C: Small scale producers - Number | 0 | 1100 | 17100 | | | | |
| | Category C – Number Men (60%) - Number | 0 | 660 | 10260 | | | | |
| | Category C – Number Women (40%) - Number | 0 | 440 | 6840 | | | | |
| | Category C – Number Youth (50%) - Number | 0 | 550 | 8550 | | | | |
| | Category B – Via micro-small and medium sized enterprises (MSMEs) (average 75 per MSME approximatively, 178 MSMEs) - Nombre | 0 | 2670 | 13350 | | | | |
| | Category B: Number Men (60%) - Number | 0 | 1602 | 8010 | | | | |
| | Category B: Number Women (40%) - Number | 0 | 1068 | 5340 | | | | |
| | Category B: Number Youth(50%) - Number | 0 | 1335 | 6675 | | | | |
| Produit | Structuring, promotion and leadership initiatives supported | | | | Project M&E System | Annual | Coordination Unit | Interest of the partners and ownership by the governing structures |
| 3.1 : L'environnement propice aux investissements privés et public-privés durables est amélioré (renforcement des capacités des institutions publiques, dialogue politique, amélioration de la réglementation, etc.) | Number of Structuring, promotion and leadership initiatives - Number | 0 | 100 | 300 | | | | |
| Produit | 1.1.5 Personnes ayant accès à des services financiers dans les zones rurales | | | | Project M&E System | Annual | Coordination Unit | Interest of the partners and ownership by the governing structures |
| 3.2 : Les entreprises (PME et grandes) et producteurs du secteur agroalimentaire ont accès à des produits et services financiers sur mesure, adaptés et sensibles au changement climatique | Femmes-accès services financiers en zones rurales-épargne -Nombre | 0 | 2 800 | 9 600 | | | | |
| | Jeunes-accès services financiers en zones rurales-épargne - Nombre | 0 | 3 500 | 12 000 | | | | |
| | Hommes-accès services financiers dans les zones rurales-épargne -Nombre | 0 | 4 200 | 14 400 | | | | |
| | Hommes-accès services financiers dans les zones rurales-crédit -Nombre | 0 | 800 | 4 800 | | | | |
| | Femmes - accès à des services financiers dans les zones rurales-crédit - Nombre | 0 | 533 | 3 200 | | | | |
| | Jeunes-accès à des services financiers dans les zones rurales-crédit - Nombre | 0 | 667 | 4 000 | | | | |
| | Personnes ayant accès-services financiers dans les zones rurales-épargne - Nombre | 0 | 4 000 | 24 000 | | | | |
| | Personnes-accès à des services financiers dans les zones rurales-crédit - Nombre | 0 | 1 333 | 8 000 | | | | |
| | Financial service providers supported in delivering outreach strategies, financial products and services to rural areas | | | | Project M&E System | Annual | Coordination Unit | |
| | Financial service providers - Nombre | 0 | 2 | 5 | | | | |
| Produit | Functioning multi-stakeholder platforms supported | | | | Project M&E System | Annual | Coordination Unit | Interest of the partners and ownership by the |
| 3.3 : Un parc agro-industriel | Functioning multi-stakeholder platforms - Nombre | 0 | 0 | 1 | | | | |

multifonctionnel et un incubateur sont créés en collaboration avec le secteur privé dans le district de Zanzan.

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governing structures

Matrice intégrée des risques du projet

| Catégorie de risque / Sous-catégorie | Risque inherent | Risque résiduel |
|---|--------------------|--------------------|
| Contexte national | Substantiel | Substantiel |
| <i>Fragility and Security</i> | <i>Substantiel</i> | <i>Substantiel</i> |
| <i>Macroeconomic</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>Governance</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>Political Commitment</i> | <i>Substantiel</i> | <i>Substantiel</i> |
| Stratégies et politiques sectorielles | Substantiel | Substantiel |
| <i>Policy Development and Implementation</i> | <i>Substantiel</i> | <i>Substantiel</i> |
| <i>Policy alignment</i> | <i>Moyen</i> | <i>Moyen</i> |
| Contexte environnemental et climatique | Élevé | Élevé |
| <i>Project vulnerability to climate change impacts</i> | <i>Élevé</i> | <i>Élevé</i> |
| <i>Project vulnerability to environmental conditions</i> | <i>Substantiel</i> | <i>Substantiel</i> |
| Portée du projet | <i>Moyen</i> | <i>Moyen</i> |
| <i>Technical Soundness</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>Project Relevance</i> | <i>Moyen</i> | <i>Moyen</i> |
| Capacités institutionnelles d'exécution et de viabilité | Substantiel | Moyen |
| <i>Monitoring and Evaluation Arrangements</i> | Moyen | Moyen |
| <i>Implementation Arrangements</i> | <i>Substantiel</i> | <i>Moyen</i> |
| Gestion financière du projet | Substantiel | Substantiel |
| <i>Project External Audit</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>Project Accounting and Financial Reporting</i> | <i>Substantiel</i> | <i>Substantiel</i> |
| <i>Project Internal Controls</i> | <i>Substantiel</i> | <i>Substantiel</i> |
| <i>Project Funds Flow/Disbursement Arrangements</i> | <i>Élevé</i> | <i>Élevé</i> |
| <i>Project Budgeting</i> | <i>Substantiel</i> | <i>Substantiel</i> |
| <i>Project Organization and Staffing</i> | <i>Substantiel</i> | <i>Substantiel</i> |
| Passation des marchés relatifs au projet | Moyen | Moyen |
| <i>A.1 Legal, Regulatory and Policy Framework</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>A.2 Institutional Framework and Management Capacity</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>A.3 Accountability, Integrity and Transparency of the Public Procurement System</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>A.4 Public Procurement Operations and Market Practices.</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>B1 Assessment of Project Complexity</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>B2 Assessment of Implementing Agency Capacity</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>Project Procurement Overall</i> | <i>Moyen</i> | <i>Moyen</i> |
| Impact environnemental, social et climatique | Moyen | Moyen |
| <i>Vulnerability of target population and ecosystems to climate variability and hazards</i> | <i>Substantiel</i> | <i>Substantiel</i> |
| <i>Greenhouse Gas Emissions</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>Physical and Economic Resettlement</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>Community health, safety and security</i> | <i>Substantiel</i> | <i>Substantiel</i> |

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| <i>Labour and working conditions</i> | <i>Moyen</i> | <i>Moyen</i> |
| <i>Indigenous people</i> | Faible | Faible |
| <i>Cultural heritage</i> | Faible | Faible |
| <i>Resource efficiency and Pollution Prevention</i> | Elevé | Elevé |
| <i>Biodiversity Conservation</i> | <i>Moyen</i> | <i>Moyen</i> |
| Parties Prenantes | Moyen | Moyen |
| <i>Stakeholder grievances</i> | Moyen | Moyen |
| <i>Stakeholder Engagement / Coordination</i> | Moyen | Moyen |
| Risque Global | Substantiel | Substantiel |
| Contexte national | Substantiel | Substantiel |
| Fragility and Security | Substantiel | Substantiel |
| Risque: <ul style="list-style-type: none"> • Security conditions unfavorable to the implementation of 2PAI-E (increased terrorist attacks and threats to business operations) • Rising flow of refugees, especially as long-standing conflicts continue in neighboring countries and as growing climate disaster risks raise socioeconomic stresses | Substantiel | Substantiel |
| Mesures d'atténuation: <ul style="list-style-type: none"> • Geographic targeting outside of the red zones • Inclusion of migrants and displaced people in the social engineering of the project • Careful approach to the deployment of activities | | |
| Macroeconomic | Moyen | Moyen |
| Risque: <ul style="list-style-type: none"> • Increasing inflation due to commodity and food international prices leading to decreased domestic purchasing power | Moyen | Moyen |
| Mesures d'atténuation: <ul style="list-style-type: none"> • Boost agriculture investments and production in the target areas (increased food- security and self-sufficiency) | | |
| Governance | Moyen | Moyen |
| Risque: <p>Improved Public Financial Management with adoption of computerized systems for management that improves transparency in budgeting and procurement processes creates less opportunities for corruption (2023 IPMC scores of 40/100 has improved with gain of 3 points as compared to Y2022 and gain 12 steps).</p> <p>Political Instability: A history of political tension and conflict can disrupt progress and hinder long-term planning especially for the next election year of 2025.</p> <p>Improved Institutional Capacity: Government institutions have improved their capacity and national execution is gradually gaining momentum amongst UN agencies.</p> | Moyen | Moyen |

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| <p>Mesures d'atténuation:</p> <p>Establishment of clear and transparent selection criteria for beneficiaries and service providers</p> <p>Implementation of a grievance redress mechanism for stakeholders to report concerns about project execution</p> <p>Inclusion of training components in the project for local stakeholders on project management, financial literacy, and anti-corruption practices and partnerships with local civil society organizations (CSOs) to enhance project oversight and beneficiary participation</p> <p>Collaboration with other IFIs working in Côte d'Ivoire to harmonize approaches and leverage collective efforts to strengthen governance</p> | | |
| Political Commitment | Substantiel | Substantiel |
| <p>Risque:</p> <ul style="list-style-type: none"> • Upcoming elections in 2025 • New orientations diverting public financing and attention from the agro-pôle approach • Potential for destabilisation due to the terrorists' attacks and tensions from neighbouring Burkina Faso | <i>Substantiel</i> | <i>Substantiel</i> |
| <p>Mesures d'atténuation:</p> <ul style="list-style-type: none"> • Quarterly update of risk and political commitment through project governance and engagement with Government authorities • Strategic adjustments at mid-term review • Coordination with local security authorities and adherence to security procedures | | |
| Stratégies et politiques sectorielles | Substantiel | Substantiel |
| Policy Development and Implementation | Substantiel | Substantiel |
| <p>Risque:</p> <ul style="list-style-type: none"> • Agro-pole approach not inclusive and pro-poor | Substantiel | Substantiel |
| <p>Mesures d'atténuation:</p> <ul style="list-style-type: none"> • Strong emphasis on social inclusion and enhancing stakeholder participation and capacity building in the functioning of rural infrastructure (social engineering) , including the selection of investments, infrastructure management/governance, and strengthening grassroots organizations. | | |
| Policy alignment | Moyen | Moyen |
| <p>Risque:</p> <ul style="list-style-type: none"> • New orientations diverting public financing and attention from the agro-pôle approach | Moyen | Moyen |
| <p>Mesures d'atténuation:</p> <ul style="list-style-type: none"> • Strategic adjustments at mid-term review • Agility of the project governance to swiftly adapt to new policy orientations | | |
| Contexte environnemental et climatique | Elevé | Elevé |
| Project vulnerability to climate change impacts | Elevé | Elevé |
| <p>Risques :</p> <ol style="list-style-type: none"> 1. La dégradation des sols pourrait réduire la productivité des principaux produits agricoles dans la zone 2PAI-E. 2. Les ravageurs et la pollution du sol et de l'eau par les produits agrochimiques pourraient avoir une incidence sur la durabilité de la zone 2PAI NE | Elevé | Elevé |

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| Mesures d'atténuation : <ol style="list-style-type: none"> 1. Pratiques agricoles maximisant les externalités environnementales positives – y compris les pratiques agricoles intelligentes sur le plan climatique. 2. Développement des capacités et équipement pour réduire l'utilisation d'engrais chimiques et promouvoir les activités de lutte intégrée contre les ravageurs. | | |
| Project vulnerability to environmental conditions | Substantiel | Substantiel |
| Risque: <ol style="list-style-type: none"> 1. La dégradation des sols pourrait réduire la productivité des principaux produits agricoles dans la zone 2PAI-E. 2. Les ravageurs et la pollution du sol et de l'eau par les produits agrochimiques pourraient avoir une incidence sur la durabilité de la zone 2PAI NE. | <i>Substantiel</i> | <i>Substantiel</i> |
| Mesures d'atténuation: <ol style="list-style-type: none"> 1. Pratiques agricoles maximisant les externalités environnementales positives - y compris les pratiques agricoles intelligentes sur le plan climatique. 2. Développement des capacités et équipement pour réduire l'utilisation d'engrais chimiques et promouvoir les activités de lutte intégrée contre les ravageurs. | | |
| Portée du projet | Moyen | Moyen |
| Technical Soundness | Moyen | Moyen |
| Risque: <p>Le risque que des facteurs de conception technique, tels que la surcomplexité, la sur/insuffisance d'ambition ou d'innovation, une incorporation inadéquate des leçons apprises et des meilleures pratiques, une faible justification économique, sociale, d'inclusion et de durabilité environnementale, des fondements analytiques faibles (notamment parce que ceux-ci peuvent ne pas être disponibles), ou une conception excessivement rigide, puissent compromettre la mise en œuvre du projet et la réalisation des objectifs de développement du projet.</p> | Moyen | Moyen |
| Mesures d'atténuation: <ul style="list-style-type: none"> • Assistance technique auprès de l'UCP et supervision par le Bureau FIDA pour permettre une bonne compréhension des approches techniques du projet. • Facilitation de l'accès au crédit. • Prise de mesures incitatives pour la mobilisation du secteur privé. • Appui à l'élaboration de plans d'affaires justifiant la durabilité économique, sociale et environnementale des investissements. • Mise en place d'un mécanisme de ciblage inclusif et de systèmes de gouvernance et de gestion inclusifs des investissements. • Revue des approches et stratégies du projet lors de missions de supervision et de revue à mi-parcours . • Promotion de l'intensification durable de la production végétale, animale et halieutique, par le soutien à la diffusion de bonnes pratiques respectueuses de l'environnement. • Développement de synergies d'action avec d'autres partenaires au développement. | | |
| Project Relevance | Moyen | Moyen |
| Risque: <ul style="list-style-type: none"> • Agro-pole approach not suitable to the socio-economic conditions of the area • Private sector (SMEs, large agribusiness and financial institutions) failing to show interest to invest in the project area | Moyen | Moyen |

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| Mesures d'atténuation: <ul style="list-style-type: none"> • Pre-design studies and flexibility to adapt the approach to context of the area • Systematic consultation and engagement of value chain organizations, SMEs and large enterprises and financial institutions during project design • Specific • Private sector incentives and enabling environment (component 3) | | |
| Capacités institutionnelles d'exécution et de viabilité | Substantiel | Substantiel |
| Monitoring and Evaluation Arrangements | Moyen | Moyen |
| Risque: <ul style="list-style-type: none"> • Weak monitoring and evaluation system | Moyen | Moyen |
| Mesures d'atténuation: <ul style="list-style-type: none"> • Set up a computerised and georeferenced monitoring and evaluation system with a regularly updated database • Strengthen institutional capacity for performance monitoring, coordination, supervision, and results management, etc. | | |
| Implementation Arrangements | Substantiel | Substantiel |
| Risque: <ul style="list-style-type: none"> • Limited mandate, capacity and incentive of lead agency (MEMINADERPV) to coordinate with other key public agencies (MIRAH, MCI, MINEDD, etc.) • Weak coordination/synchronization among co-financiers (i.e. AfDB and IFAD) • Delayed start of project | Substantiel | Substantiel |
| Mesures d'atténuation: <ul style="list-style-type: none"> • Involvement of key public institutions (MIRAH, MCI, MINEDD, etc.) during design • Role of Unit of coordination and monitoring of IFAD projects • Agreement reached between financiers on separation of responsibilities in financing • Define sequencing where required and ensure IFAD financing covering the essential social mobilization and social engineering interventions Single Project Implementation Unit (AfDB and IFAD) • Agreement IFAD/AfDB on common system for planning, reporting and monitoring, including joint supervision missions • Use of FIPS/start-up advance and AfDB's PFF to finance preparatory studies and recruit Project Implementation Unit • Role of Unit of coordination and monitoring of IFAD projects • Pre-identification of expertise required to guarantee efficient project inception | | |
| Gestion financière du projet | Substantiel | Substantiel |
| Project External Audit | Moyen | Moyen |
| Risque: <p>Delays in submission of audit report. The scope of the mission may not cover expenditures incurred by implementing entities.</p> | Moyen | Moyen |

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| <p>Mesures d'atténuation:</p> <p>Auditor recruitment and appointment will be done at the start of the financial year.</p> <p>The project's institutional arrangements allow for the appointment of adequate external auditors and the ToRs (to be reviewed by IFAD) will include field visits and specific report on findings of physical controls of goods, services and works</p> | | |
| <p>Project Accounting and Financial Reporting</p> | Substantiel | Substantiel |
| <p>Risque:</p> <p>Poor policies and procedures, lack of qualified accountant staff (capacity staff) and no familiarity with new OHADA accounting system and IFAD requirements</p> <p>Inaccuracy and delay in submission of IFR due to weak capacity of FM team</p> <p>Lack of familiarity of PCU team leading to some delays in recording of expenditures as well as preparation of periodic financial reports</p> | Substantiel | Substantiel |
| <p>Mesures d'atténuation:</p> <p>(i) the project will adopt the New OHADA Framework (SYCEBNL) accounting system. Accounting procedures will be documented in the procedure manual.</p> <p>(ii) The FM team headed by a RAF recruited on competitive basis.</p> <p>(iii) Training on IFAD FM procedures will be provided to the staff as needed.</p> <p>(iv) A computerized accounting system will be used; IFR and FS will be automated</p> <p>(v) IFR and financial statements formats will be agreed on at project negotiations.</p> <p>(vi) FM team of the PCU recruited on competitive basis and capacity building planed before project effectiveness</p> | | |
| <p>Project Internal Controls</p> | Substantiel | Substantiel |
| <p>Risque:</p> <p>Internal control system may be weak due to weak FM capacity of the team. The lack of procedures manual may lead to inappropriate use of the funds and delays in financial report.</p> <p>The Steering Committee may not be effective; the manual may not be available at project effectiveness</p> | Substantiel | Substantiel |
| <p>Mesures d'atténuation:</p> <p>(i) Finalization of the FM procedures manual and training on the use of the manual will be a condition of effectiveness.</p> <p>(ii) Internal audit functions will report directly to the steering committee or projects oversight unit in the MOF</p> <p>(iii) FM capacity of all implementing partners will be assessed, and IFAD fiduciary clauses included in all contracts with partners</p> | | |
| <p>Project Funds Flow/Disbursement Arrangements</p> | Élevé | Élevé |
| <p>Risque:</p> <p>(i) Risk of misused of funds and delays in payment of invoices/expenditures of activities implemented by various actors.</p> <p>(ii) Delays in approval of withdrawal applications by Directorate of Treasury leading to cash shortages for PCU to pay expenditures.</p> <p>(iii) Ineffectiveness of public accountant and financial controller functions leading to payment of ineligible expenditures</p> | Élevé | Élevé |

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| <p>Mesures d'atténuation:</p> <p>(i) Payment requests will be approved by the Coordinator prior to payment of funds to contractors or consultants and implementing entities.</p> <p>(ii) Compliance with Decree 475 by all actors (financial controller and project public accountant).</p> <p>(ii) Scope of work of internal as the external auditors include regular field visits (physical controls of works, goods and services acquired).</p> <p>(iii) Adequate budget allocated to Internal auditors to conduct periodic controls and training of Financial Controller & public accountant on IFAD procedures</p> | | |
| Project Budgeting | Substantiel | Substantiel |
| <p>Risque:</p> <p>(i) weak capacity at the PCU and implementing entities to prepare and submit accurate work program and budget;</p> <p>(ii) weak consolidation of budgets; and</p> <p>(iii) weak budgetary execution and control;</p> <p>(iv) cost overrun or under run and reasons not detected in a timely manner</p> <p>(v) delays in issuing of budget appropriation notifications</p> | Substantiel | Substantiel |
| <p>Mesures d'atténuation:</p> <p>(i) Early start of budget bottom-up consolidation;</p> <p>(ii) sharp scrutiny for realistic estimates and budget phasing by quarter for IFAD no-objection;</p> <p>(iii) effective budget-module installed at accounting software to monitor deviations; AWPB reviewed and approved by the steering committee.</p> <p>The project Financial Procedures Manual will define the arrangements for budgeting, budgetary control and the requirements for budgeting revisions. IFR will provide information on budgetary execution and analysis of variances between actual and budget.</p> | | |
| Project Organization and Staffing | Substantiel | Substantiel |
| <p>Risque:</p> <p>Interference of the government in the recruitment process of PCU staff, and delays in the issuing of ministerial orders for the exercise of the mandate of key personnel.</p> <p>In addition, the inadequacy of the staff arrangements between IFAD and AfDB could have an impact on project implementation.</p> | Substantiel | Substantiel |
| <p>Mesures d'atténuation:</p> <ul style="list-style-type: none"> Key personnel will be recruited through an independent competitive procedure, and the terms of reference will be approved by IFAD and the AfDB. The two financiers will agree on a timetable for the issuance of letters of appointment of CCP staff; Involvement of the Prime Minister's Office for rapid signing of all decrees (ratifications) necessary for the start of the project; Provision of a start-up advance as soon as the project is ratified; Staff recruitment launched as soon as negotiations on the Financing Agreement are finalized. The Project Coordination Unit (PCU) will have autonomy for administrative and financial management, programming and budgeting. Modalities for funding transversal positions will be laid down between IFAD and AfDB. | | |
| Passation des marchés relatifs au projet | Moyen | Moyen |
| A.1 Legal, Regulatory and Policy Framework | <i>Moyen</i> | <i>Moyen</i> |
| <p>Risque :</p> <p>Cadre légal et réglementaire présente quelques incomplétudes par rapport aux exigences du FIDA (DSNAO datant de 2013 et en non-conformité sur plusieurs</p> | <i>Moyen</i> | <i>Moyen</i> |

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| politiques du FIDA, absence d'exigence par le CMP du caractère public des séances d'ouverture des offres de Biens et Travaux ; absence d'un délai maximum légal pour la publication des résultats d'Appel d'offres sur le portail des marchés publics; etc.) | | |
| <p>Mesures d'atténuation :</p> <ul style="list-style-type: none"> ○ Le projet doit respecter les obligations des directives du FIDA "Directives pour la passation des marchés relatifs aux projets" et utiliser les dispositions du Guide de passation des marchés du FIDA en cas de manquement de la réglementation nationale sur des aspects spécifiques. <p>Il est impératif de veiller à ce que le public ait un accès transparent aux informations concernant les procédures de marchés publics mises en œuvre dans le cadre du projet. Pour ce faire, il est possible, par exemple, de diffuser ces informations sur le site internet du projet, en publiant une notification générale au début des marchés, en diffusant régulièrement des annonces de sollicitation de propositions par les canaux appropriés, et en communiquant les décisions finales par les mêmes moyens.</p> | | |
| A.2 Institutional Framework and Management Capacity | Moyen | Moyen |
| <p>Risque :</p> <p>L'ANRMP est dans la voie de professionnalisation du métier en réalisant le programme d'accréditation professionnelle des acteurs des marchés publics en ciblant les participants, les acteurs principaux dans la mise en œuvre de la passation de marchés dans les institutions concernées (Autorité Nationale de Régulation des Marchés Publics (ANRMP), Projet d'Amélioration de la Gouvernance pour la Délivrance des Services de base aux citoyens (PAGDS), Direction Générale des Marchés Publics (DGMP), des Cellules de Passation des Marchés Publics des ministères). Cependant, il reste encore des risques que les capacités soient limitées en matière de passation de marchés et en disponibilité de personnel compétent</p> | <i>Moyen</i> | <i>Moyen</i> |
| <p>Mesures d'atténuation :</p> <ul style="list-style-type: none"> ○ Inclure une expertise spécialisée en passation de marchés dans l'équipe de mise en œuvre du projet. ○ Formation continue des personnes en charge des achats sur les différents aspects de passation de marchés, y compris les services, biens et consultants. ○ Inclure les organes de contrôles (ANRMP, DGMP) et les partenaires stratégiques de mise en œuvre du projet dans les formations/ateliers initiés par le FIDA | | |
| A.3 Accountability, Integrity and Transparency of the Public Procurement System | Moyen | Moyen |
| <p>Risque :</p> <ul style="list-style-type: none"> ○ L'évaluation globale des résultats consolidés pour le pilier 3 est à un niveau modéré. ○ Les activités d'acquisition publique et pratiques du marché sont globalement conformes sauf pour quelques points sur le suivi et contrôle. | <i>Moyen</i> | <i>Moyen</i> |
| <p>Mesures d'atténuation :</p> <p>Le projet utilisera l'outil de gestion du FIDA (CMT) et veillera à sa mise à jour continue.</p> <p>Les missions de supervision et d'assistance du FIDA seront intensifiées surtout pendant les deux premières années d'exécution du projet pour s'assurer de la bonne mise en œuvre de ses activités.</p> | | |
| A.4 Public Procurement Operations and Market Practices. | Moyen | Moyen |
| <p>Risque :</p> <p>La Côte d'Ivoire a acquis une reconnaissance internationale pour ses initiatives proactives dans la lutte contre la corruption, ce qui se reflète par son ascension dans l'Indice de Perception de la Corruption (IPC) 2023 de Transparency International. Le pays a progressé de trois points et douze échelons en un an.</p> | <i>Moyen</i> | <i>Moyen</i> |

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| <p>passant d'un indice de 37/100 et une 99ème place en 2022, à un indice de 40/100 et une 87ème place en 2023. Cette avancée est attribuable aux réformes juridiques et institutionnelles entreprises depuis plus de dix ans, ainsi qu'aux efforts concertés pour exposer et combattre la corruption. Les initiatives notables incluent l'établissement du Pôle Pénal Économique et Financier (PPEF), de l'Agence de Recouvrement et de Gestion des Avoirs Criminels (AGRAC), et la création de plateformes pour le signalement et la dénonciation de la corruption. Malgré ces avancées, la Côte d'Ivoire doit persévérer dans son combat contre la corruption, un obstacle majeur au développement national et à l'intégrité institutionnelle.</p> | | |
| <p>Mesures d'atténuation :</p> <ul style="list-style-type: none"> o Au niveau du projet, s'assurer de l'utilisation des instruments du FIDA (politique pour la lutte contre la corruption, etc.) pour atténuer ce risque de corruption. o Réaliser des campagnes de sensibilisation et de formation sur la Politique du FIDA en matière de prévention de la fraude et de la corruption dans le cadre de ses activités et opérations pour tous les acteurs concernés par la PM (Equipe du projet, Administration, Partenaires, Prestataires, etc.) o Mettre au niveau des contrats du personnels du projet des clauses spécifiques en cas de manquement sur l'éthique. o S'assurer que tous les documents utilisés sur la passation de marchés contiennent des clauses très claires sur la politique du FIDA en matière de prévention de la fraude et de la corruption dans le cadre de ses activités et opérations | | |
| <p>(i) B.1 Assessment of Project Complexity</p> | Moyen | Moyen |
| <p>Risque : Le projet a un niveau de complexité moyenne et nécessite des appuis techniques au démarrage de la part du ministère d'État, ministère de l'agriculture et du développement rural (MEMINADER), et des partenaires</p> | Moyen | Moyen |
| <p>Mesures d'atténuation : Formation sur les réglementations en vigueur: national et FIDA de toutes les parties prenantes. s'assurer de la supervision des partenaires</p> | | |
| <p>B.2 Assesment of Implementing Agency Capacity</p> | Moyen | Moyen |
| <p>Risque : Faiblesse dans la mise en œuvre du processus de passation de marchés (par rapport à l'expérience des deux projets en cours)</p> | Moyen | Moyen |
| <p>Mesures d'atténuation :</p> <ul style="list-style-type: none"> o Il est impératif de soumettre un plan annuel de passation de marchés, avec une mise à jour trimestrielle. Ce plan doit inclure la méthode de sélection des marchés, ainsi que les seuils de contrôle préalable et postérieur à respecter. De plus, il doit englober les principaux contrats, conformément au manuel. o Renforcer la capacité du personnel en charge de la PM dans le traitement des dossiers de passation de marchés conformément aux Directives et au Guide pratique du FIDA (planification, respect des procédures, qualité des documents, classement et archivages, lutte anticorruption, mécanisme de gestion des plaintes...). o Sortir systématiquement les indicateurs de performance de passation des marchés du projet et en discuter avec l'équipe du projet (chaque quinzaine, etc.) | | |
| <p>Projec Procurement Overall</p> | Moyen | Moyen |
| <p>Risque: 1. Cadre légal et réglementaire : Le cadre actuel présente certaines lacunes par rapport aux exigences du FIDA. Notamment, la DSNAO datant de</p> | Moyen | Moyen |

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| <p>2013 ne se conforme pas à plusieurs politiques du FIDA. De plus, le Code des Marchés Publics (CMP) ne prévoit pas explicitement la publicité des séances d'ouverture des offres pour les biens et travaux, ni de délai maximum légal pour la publication des résultats d'appels d'offres sur le portail des marchés publics.</p> <p>2. Professionnalisation de l'ANRMP : L'Autorité Nationale de Régulation des Marchés Publics (ANRMP) s'engage dans la voie de la professionnalisation. Elle met en place un programme d'accréditation professionnelle pour les acteurs des marchés publics. Ce programme cible les participants clés impliqués dans la passation des marchés au sein d'institutions telles que le Projet d'Amélioration de la Gouvernance pour la Délivrance des Services de base aux citoyens (PAGDS) et la Direction Générale des Marchés Publics (DGMP), ainsi que les Cellules de Passation des Marchés Publics des ministères. Cependant, des risques subsistent quant à la limitation des capacités en matière de passation de marchés et à la disponibilité de personnel compétent.</p> <p>3. Capacité nationale en passation des marchés : Bien que la capacité nationale en passation des marchés publics soit globalement solide, il existe un risque de faible maîtrise des procédures et politiques du FIDA. Par conséquent, il est probable qu'un certain retard se produise dans la mise en œuvre du processus de passation de marchés.</p> <p>La capacité nationale en passation des marchés publics existent et est assez bien fourni. Toutefois, le risque de faible maîtrise des procédures et politiques du FIDA existe. Il y aura probablement un retard dans la mise en œuvre du processus de passation de marchés</p> | | |
| <p>Mesures d'atténuation:</p> <p>Le projet doit impérativement respecter les obligations des directives du FIDA intitulées "Directives pour la passation des marchés relatifs aux projets". En cas de non-conformité avec la réglementation nationale sur des aspects spécifiques, il est recommandé d'utiliser les dispositions du Guide de passation des marchés du FIDA.</p> <p>Pour garantir la transparence, il est essentiel que le public ait un accès transparent aux informations concernant les procédures de marchés publics mises en œuvre dans le cadre du projet. À cette fin, plusieurs mesures peuvent être prises, telles que la diffusion de ces informations sur le site internet du projet, la publication d'une notification générale au début des marchés, la régulière diffusion d'annonces de sollicitation de propositions par les canaux appropriés, et la communication des décisions finales par les mêmes moyens. De plus, il est recommandé d'inclure une expertise spécialisée en passation de marchés au sein de l'équipe de mise en œuvre du projet. Cette expertise contribuera à assurer une gestion rigoureuse des marchés.</p> <p>La formation continue des personnes en charge des achats est également essentielle. Elle doit couvrir les différents aspects de la passation de marchés, notamment les services, les biens et les consultants.</p> <p>Enfin, il est conseillé d'associer les organes de contrôle tels que l'Autorité Nationale de Régulation des Marchés Publics (ANRMP) et la Direction Générale des Marchés Publics (DGMP), ainsi que les partenaires stratégiques de mise en œuvre du projet, aux formations et ateliers initiés par le FIDA.</p> <p>Il faut que le projet s'assure : (i) d'inclure une expertise spécialisée en passation de marchés dans l'équipe de mise en œuvre du projet. ; (ii) former en continue les personnes en charge des achats sur les différents aspects de passation de marchés, y compris les services, biens et consultants ; et (iii) soumettre le plan annuel de passation de marchés avec une mise à jour trimestrielle. Le plan doit inclure la méthode de sélection des marchés ainsi que les seuils de contrôle préalable et postérieur à respecter et inclut les principaux contrats, conformément au manuel</p> | | |
| <p>Impact environnemental, social et climatique</p> | <p>Moyen</p> | <p>Moyen</p> |
| <p>Vulnerability of target populations and ecosystems to climate variability and hazards</p> | <p>Substantiel</p> | <p>Substantiel</p> |
| <p>Risque:</p> <p>Risque que le projet puisse accroître sensiblement l'exposition ou la vulnérabilité des moyens d'existence, des écosystèmes, des biens économiques ou des infrastructures des populations cibles aux fluctuations et aléas climatiques.</p> | <p>Substantiel</p> | <p>Substantiel</p> |

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| Mesures d'atténuation: Mettre en œuvre des interventions climato-résilientes (utilisation de semences adapté au climat, utilisation des techniques de gestion durables des sols (CES/DRS), agroforesterie, aménagement hydroagricoles pour rationaliser l'utilisation de l'eau ...) en vue de réduire la vulnérabilité populations. | | |
| Greenhouse Gas Emissions | Moyen | Moyen |
| Risque: Risque que le projet augmente considérablement les émissions de gaz à effet de serre et contribue ainsi aux changements climatiques anthropiques. | Moyen | Moyen |
| Mesures d'atténuation: Mettre en œuvre des activités sobre en carbone (agroforesterie, installation de biogaz, efficacité énergétique, promotion des énergies solaires et des pratiques agro-écologiques). | | |
| Physical and Economic Resettlement | Moyen | Moyen |
| Risque: Le projet pourrait être confronté au risque de déplacement économique et physique avec un impact physique, social, culturel ou économique négatif important, notamment auprès des groupes marginalisés, du fait de l'acquisition de terres et de la perte involontaire de terres, d'actifs, d'accès aux actifs, de sources de revenus ou de moyens d'existence. | Moyen | Moyen |
| Mesures d'atténuation: Veiller à mettre en œuvre de consentement donné librement en connaissance de cause (CPLCC) dans le cadre des consultations des parties prenantes du projet ; Mettre en œuvre le cadre d'action de réinstallation (CAR) | | |
| Community health, safety and security | Substantiel | Substantiel |
| Risque: Intoxication due à l'utilisation de traitements agrochimiques, à une mauvaise manipulation lors du transport, du stockage ou de la réutilisation des emballages. Intoxication des personnes par la consommation d'eau polluée Intoxication des personnes par la persistance des produits sur les plantes traitées Intoxication des animaux par la consommation d'eau, de résidus de stockage ou de plantes traitées La propagation de maladies telles que le VIH/SIDA et le COVID-19 est probable en raison des circuits de transformation et de distribution. | Substantiel | Substantiel |
| Mesures d'atténuation: Produire un cadre abrégé de gestion environnementale, sociale et climatique ou une évaluation abrégée de l'impact environnemental et social. Élaborer un plan de gestion des nuisibles et des pesticides qui reflète les exigences pertinentes des normes de santé et de sécurité communautaires du SECAP. | | |
| Labour and Working Conditions | Moyen | Moyen |
| Risque: Conditions de travail dangereuses Violations des droits du travail Recours au travail forcé et au travail des enfants | Moyen | Moyen |
| Mesures d'atténuation: Entreprendre une évaluation environnementale et sociale afin d'évaluer les risques et les impacts sur la main-d'œuvre et les conditions de travail. Promouvoir l'égalité des chances pour les travailleurs, soutenir la liberté d'association et le droit à la négociation collective en conformité avec les lois nationales sur l'emploi et le travail et les engagements internationaux. Sensibilisation par la radio, les agents de vulgarisation et les dirigeants communautaires contre le travail des enfants et le travail forcé Renforcer la résilience des jeunes pour protéger les enfants des conditions de travail difficiles | | |
| Indigenous People | Faible | Faible |

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| Risque: Risque que le projet puisse avoir un impact physique, social ou économique négatif important sur les peuples autochtones, ou qu'il entraîne des menaces pour les ressources ayant une importance historique ou culturelle pour eux, ou la perte de ces ressources. | Faible | Faible |
| Mesures d'atténuation: Veiller à la mise en œuvre du plan d'engagement des parties prenantes avec une participation inclusive et l'application du consentement donné librement en connaissance de cause. | | |
| Cultural Heritage | Faible | Faible |
| Risque: Expansion des pratiques agricoles et commerciales dans le parc national de la Comoé, classé au patrimoine mondial de l'UNESCO | Faible | Faible |
| Mesures d'atténuation: S'assurer que les activités du projet n'interviendront pas dans le parc national de la Comoé et qu'il n'y aura pas d'impact sur le reste du patrimoine culturel de la région. Renforcer la capacité des groupes cibles et des parties prenantes concernés à éviter les incidences négatives potentielles et les risques pour le patrimoine culturel Évaluer si la confidentialité des éléments du patrimoine culturel doit être incluse dans la divulgation de l'information. Élaborer un plan ou un cadre de gestion (ESCMP/F) qui reflète les exigences pertinentes des normes relatives au patrimoine culturel dans le SECAP et contrôler toutes les mesures d'atténuation. Respecter les réglementations locales, nationales, régionales ou internationales en matière de patrimoine culturel et les plans de gestion des zones protégées existantes. | | |
| Resource Efficiency and Pollution Prevention | Élevé | Élevé |
| Risque: Pollution de l'environnement | Élevé | Élevé |
| Mesures d'atténuation: Sensibilisation des agriculteurs par la formation à l'utilisation des engrais et des pesticides, à la valorisation (agricole, énergétique, etc.) des déchets et à la gestion rationnelle des ressources en eau Surveillance régulière des bassins versants Évaluations de l'impact environnemental et social des initiatives entrepreneuriales Mise en place d'un comité de maintenance pour les infrastructures en service | | |
| Biodiversity Conservation | Moyen | Moyen |
| Risque: Pressions humaines sur les zones protégées et la biodiversité (fragmentation des milieux naturels et des cours d'eau, déforestation pour le charbon de bois, etc.) Effets du changement climatique qui modifient l'aire de répartition des espèces | Moyen | Moyen |
| Mesures d'atténuation: Etude de faisabilité multidimensionnelle avant la mise en place des activités Exploitation de sites dédiés et adaptés Respect du SECAP et des normes nationales Approches intégrées de l'agroforesterie Restauration des ressources naturelles et aquatiques grâce aux techniques CES/DRS Formations sur la gestion durable des pâturages et des terrains de parcours, réduisant la pression sur les savanes et l'eau | | |
| Parties prenantes | Moyen | Moyen |
| Stakeholder Grievances | Moyen | Moyen |
| Risque: Il existe un risque que le projet 2PAI NE dispose de procédures inefficaces de règlement des griefs/plaintes (notamment en ce qui concerne les allégations de | Moyen | Moyen |

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| non-respect des normes PESEC du FIDA, de fraude, de corruption etc), ce qui conduit à des plaintes non traitées de la part des parties prenantes, susceptibles de compromettre la mise en œuvre du projet et la réalisation des objectifs de développement. | | |
| Mesures d'atténuation: Le projet 2PAI NE s'engage à (i) maintenir une gestion solide des connaissances, une diffusion de l'information et des engagements communautaires pour tenir tout le monde informé ; (ii) mettre en œuvre un Plan d'engagement des Parties Prenantes (PPP) simple et clair avec un cadre de recours et de résolution des plaintes/griefs, qui est porté à la connaissance de toutes les parties prenantes. Le mécanisme de gestion des plaintes (MGP) identifie les problèmes potentiels qui peuvent nécessiter un redressement et une atténuation des griefs, en fournissant un accès à l'information sur une base régulière pour aider à prévenir l'apparition de griefs en premier lieu, ou l'escalade à un niveau qui peut potentiellement compromettre la performance du projet | | |
| Stakeholder Engagement/Coordination | Moyen | Moyen |
| Risque: Plaintes des bénéficiaires pour motifs éventuels d'insatisfaction liée aux accompagnements apportés par les institutions ; motifs pouvant constituer un frein à l'atteinte des résultats du projet ; | Moyen | Moyen |
| Mesures d'atténuation: Evaluer périodiquement (trimestriellement ou semestriellement) l'apport des institutions publiques appuyées à travers des bilans d'activités et d'évaluation de la satisfaction des bénéficiaires afin d'apporter des corrections et amélioration aux encadrements et accompagnements qu'elles apportent aux bénéficiaires ; | | |
| Risque: Plaintes ou de dénonciations lors de la mise en œuvre des clauses des contrats établis entre les petits producteurs et les unités de transformation et/ou les agrégateurs. | Moyen | Moyen |
| Mesures d'atténuation: Assister de manière effective les bénéficiaires dans le cadre de l'établissement des contrats en privilégiant les intérêts « Gagnant – Gagnant » de toutes les parties. Des clauses de prévention et de gestion des plaintes devront être incluses dans les contrats en se référant à des dispositions du MGP du projet. A cet effet, des canevas de contrats types peuvent être préparés et validés par l'UCP et les parties prenantes concernées. | | |
| Risque: Plaintes de bénéficiaires vulnérables potentiels relativement à l'insuffisance de transparence due au processus de sélection ; | Moyen | Moyen |
| Mesures d'atténuation: Organiser des campagnes d'information sur les critères d'éligibilité (en tant que bénéficiaires) avec l'implication des autorités préfectorales et coutumières ainsi que des ONG en la matière ; | | |
| Risque: Plaintes ou désaccords liés à la mobilisation et la gestion des ressources financières liées aux « caisses villageoises ». | Moyen | Moyen |
| Mesures d'atténuation: Apporter des encadrements aux bénéficiaires dans le cadre d'établissement des accords et dispositions de mobilisation et de gestion des fonds (en portant une attention particulière à des clauses garantissant la transparence, les prises de décisions consensuelles, la gestion rationnelle des fonds, l'équité des accès aux fonds de la caisse, etc.) ; Veiller à opérationnaliser le MGP du projet tout en mettant un accent particulier sur la capacité de résolution et de clôture des plaintes. | | |