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INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT
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REPORT AND RECOMMENDATION OF THE PRESIDENT

TO THE EXECUTIVE BOARD ON A PROPOSED LOAN TO THE

REPUBLIC OF CHAD

FOR THE

KANEM RURAL DEVELOPMENT PROJECT



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CURRENCY EQUIVALENTS

Currency Unit	=	CFA Franc (BEAC) (XAF)
USD 1.00	=	XAF 631
XAF 1.00	=	USD 0.001584

WEIGHTS AND MEASURES

1 kilogram (kg)	=	2.204 pounds (lb)
1 000 kg	=	1 metric tonne (t)
1 kilometre (km)	=	0.62 miles (mi)
1 metre (m)	=	1.09 yards (yd)
1 square metre (m ²)	=	10.76 square feet (ft ²)
1 acre (ac)	=	0.405 ha
1 hectare (ha)	=	2.47 acres

ABBREVIATIONS AND ACRONYMS

AWP/B	Annual Work Plan and Budget
CLA	Self-managed financial service schemes
COSOP	Country Strategic Opportunities Paper
FODEK	Kanem Development Fund
GDP	Gross Domestic Product
EIGs	Economic Interest Groups
MA	Ministry of Agriculture
M&E	Monitoring and Evaluation
NGO	Non-governmental organization
PCU	Project Coordination Unit
PDOAK	Ouadis of Kanem Agricultural Development Project
PSANG	Food Security Project in the Northern Guéra Region
PSC	Project Steering Committee
UNOPS	United Nations Office for Project Services

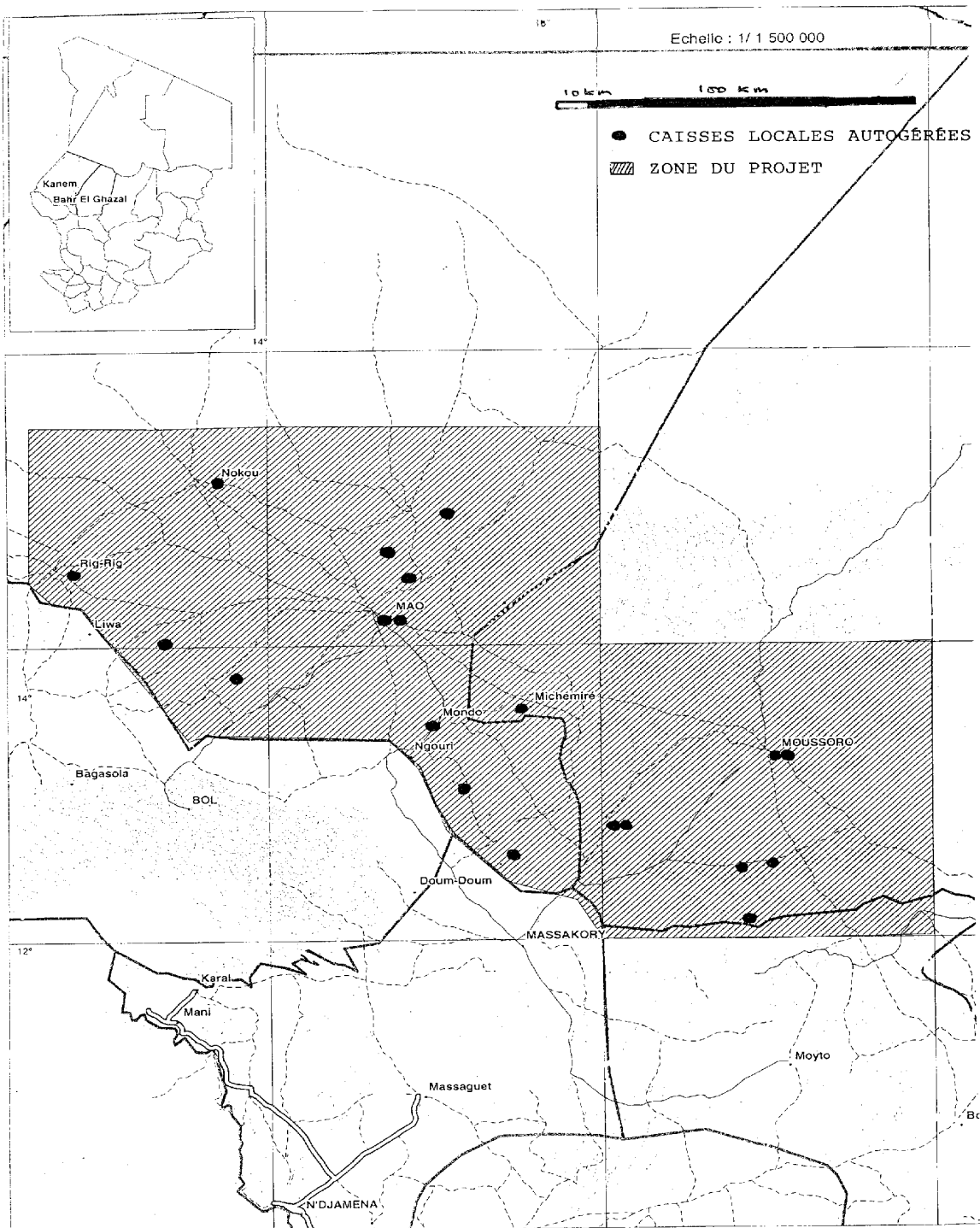
GOVERNMENT OF THE REPUBLIC OF CHAD

Fiscal Year

1 January - 31 December



MAP OF THE PROJECT AREA



Source: IFAD Kanem Rural Development Project , Appraisal Report, 2003

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.



REPUBLIC OF CHAD
KANEM RURAL DEVELOPMENT PROJECT
LOAN SUMMARY

INITIATING INSTITUTION:	IFAD
BORROWER:	Republic of Chad
EXECUTING AGENCY:	Ministry of Agriculture (MA)
TOTAL PROJECT COST:	USD 14.3 million
AMOUNT OF IFAD LOAN:	SDR 9.5 million (equivalent to approximately USD 13.0 million)
TERMS OF IFAD LOAN:	40 years, including a grace period of ten years, with a service charge of three fourths of one per cent (0.75%) per annum
COFINANCIERS:	None
CONTRIBUTION OF BORROWER:	USD 1.0 million
CONTRIBUTION OF BENEFICIARIES:	USD 300 000
APPRAISING INSTITUTION:	IFAD
COOPERATING INSTITUTION:	United Nations Office for Project Services (UNOPS)



PROJECT BRIEF

Who are the beneficiaries? The target group comprises vulnerable rural poor communities living in the structurally food insecure Kanem region of Chad, who have limited access to resources (particularly land in the *ouadis*), social infrastructure and information. The beneficiaries constitute almost the entire rural population of the Kanem region and are typically smallholders engaged in subsistence cultivation and livestock on marginal land. This land is characterized by low productivity sand dunes and *ouadis*, and therefore dry farming activities form the mainstay of their livelihood. Within this target group, women and young people are particularly vulnerable, as they are traditionally excluded from decision-making and have greater difficulty in accessing resources and information.

Why are they poor? Low agricultural productivity, few wage-earning opportunities, lack of access to financial services and limited rural infrastructure are the foremost causes of poverty in the project area. Poor people in the Kanem region are rarely involved in decision-making, in analysing the constraints they face and identifying possible solutions, or in prioritizing their needs. Weak community organization, combined with ineffective service delivery and lack of resources, further contributes to poverty in the area.

What will the project do for them? The project aims to improve the incomes and food security of poor households in the Kanem region in a sustainable manner. Farmers' groups and rural organizations (including women and young people) in the target area will be empowered to analyse their constraints, prioritize their development needs and participate in implementing appropriate interventions. The project will provide technical and financial assistance for microfinance institution development and economic group formation, in addition to microprojects aimed at increasing incomes and agricultural productivity, and protecting the environment. The project will also support the development of a distribution system for agricultural inputs, the provision of financial services for the rural poor and financing for agricultural advice and research.

How will the beneficiaries participate in the project? Participatory planning at the village and inter-village level will ensure that target beneficiaries, particularly women and young people, effectively participate in determining development priorities and in project implementation. Beneficiaries will plan and prioritize their needs and manage resources received under the project. Each village will design its own development action plan with assistance from the project and these will be compiled into an annual work plan and budget (AWP/B). The participation of the poor, in particular of women and young people, in the self-managed savings and credit schemes will facilitate their access to financial resources and services. The negotiating capacity of farmers' groups and rural organizations will also be reinforced.

Project size and cofinancing. The overall cost of the project is estimated at USD 14.3 million. IFAD will provide a loan of approximately USD 13.0 million, or 91.1% of the total cost. The Government is expected to contribute about USD 1.0 million (7.1%) and the beneficiaries USD 300 000 (2.1%).

**REPORT AND RECOMMENDATION OF THE PRESIDENT OF IFAD
TO THE EXECUTIVE BOARD ON A PROPOSED LOAN TO THE
REPUBLIC OF CHAD
FOR THE
KANEM RURAL DEVELOPMENT PROJECT**

I submit the following Report and Recommendation on a proposed loan to the Republic of Chad for SDR 9.5 million (equivalent to approximately USD 13.0 million) on highly concessional terms to help finance the Kanem Rural Development Project. The loan will have a term of 40 years, including a grace period of ten years, with a service charge of three fourths of one per cent (0.75%) per annum. It will be administered by the United Nations Office for Project Services (UNOPS) as IFAD's cooperating institution.

PART I - THE ECONOMY, SECTORAL CONTEXT AND IFAD STRATEGY¹

A. The Economy and Agricultural Sector

1. **General background.** Chad is a landlocked country covering large areas under Saharan, Sahelian and Sudanian conditions. It is situated about 1 800 km from the nearest seaport (Douala, Cameroon) and covers an area of 1 284 000 km². The isolation of the country is exacerbated by its low population density and inadequate transportation networks. Estimated at about 7.3 million in 1999, with the majority under 15 years, the population is unevenly distributed with 4% in the Saharan areas and the rest equally distributed across the central and southern zones. From independence in 1960 until 1991, Chad experienced widespread civil and military instability. Despite the introduction of democracy and its recognition in the 1996 Constitution, there is still turmoil in parts of the country.
2. **Economic context.** The economy is dominated by the agricultural sector (cultivation, livestock, forestry and fishing) and the services sector, which respectively account for about 40% and 46% of gross domestic product (GDP). Agricultural production, largely dependent on weather conditions, supplies about 80% of the country's exports. Today, the rural sector remains the leitmotif of Chad's economic growth. Development indicators are poor: the per capita GDP is a mere USD 200 per annum (USD 146 in rural areas); according to the Human Development Index, Chad is ranked 162th out of the 174 countries surveyed; more than 54% of the population live below the poverty line.
3. The economy is insufficiently diversified; export earnings are derived mainly from a few primary products (cotton and livestock). Smallholders cultivating small upland areas dominate the agricultural sector. The economic situation improved after the devaluation of XAF in 1994. Over the period 1994-97, real GDP growth averaged at 4% per annum, rising to 4.6% in 1998. In 2002, real GDP growth has been as high as 10.7% largely due to a consumption increase. Chad's solvency ratio will not worsen as long as the Government remains prudent in its external borrowing policy.
4. **The rural economy.** Chad has considerable agricultural development potential; arable land is estimated at 20 million ha, of which only 10% is actually cultivated. Crop production and livestock account for approximately 100% of export earnings. Cotton is the main cash crop, providing incomes for about 30% of the population. Cereals are the main foodstuffs, however grain production levels

¹ See Appendix I for additional information.



depend mainly on climatic conditions. Livestock plays an important social and economic role for about 40% of the population. Transhumance livestock is the main production system in Sahelian areas, while sedentary animal breeding is increasingly practised in the Sudanian zone. The main constraints on agricultural development are the wide range of climatic conditions (particularly, in Saharan and Sahelian zones), lack of infrastructure, insufficiently productive and diversified agro-forestry, farming and livestock systems, natural resource degradation due to extreme drought vulnerability, and inadequate agricultural services, such as rural finance. However, the agricultural sector has great potential in terms of economic growth and job creation.

5. Women constitute the backbone of the rural economy. In addition to their agricultural tasks, women are responsible for most household chores (for example childcare, cooking, and fetching water and firewood), but have relatively limited access to resources such as land and financial services. Moreover, public support services tend to focus on men, and are largely staffed by men.

B. Lessons Learned from Previous IFAD Experience

6. **IFAD's portfolio in Chad.** To date, IFAD has financed three loans to Chad amounting to a total of SDR 18.13 million, namely, the Food Security Project in Northern Guéra Region (PSANG). The Food Security Project in the Northern Guéra Region - Phase II, and the Ouadis of Kanem Agricultural Development Project (PDOAK). The first phase of PSANG was closed on 30 June 2001, whereas the PDOAK was closed on 30 June 2002. In addition, Chad has received numerous grants, including two grants from the Belgian Survival Fund for the Third World (BSF) amounting to BEF 240.365 million, an Italian supplementary grant of approximately USD 1 million, and IFAD grants amounting to USD 732 000.

7. **Main lessons learned.** IFAD's experience in Chad is recent (the first project became effective in 1992) and the various evaluations and review exercises it has generated provide important lessons in the areas of:

- **Institutions and management:** Limited institutional and management capacity at both the departmental and project level has badly affected IFAD project performance. There is also inadequate capacity to deal with project services such as research, extension and rural finance. These weaknesses are sometimes aggravated by political interference in project management. Consequently, future operations should support efforts to streamline institutional arrangements, improve capacities and skills, and promote decentralization.
- **Women:** Women have succeeded in improving their livelihoods through income-generating activities once resource constraints (such as lack of access to land or credit) have been addressed and their capacities have been strengthened.
- **Capacity-building:** When empowered, beneficiaries (especially women farmers) participate effectively in planning, design and implementation processes. Indeed, with respect to income-generating activities, women farmers tend to out-perform their male counterparts. The strengthening of grass-roots organizations, particularly in the area of functional literacy training, is key to ensuring local involvement in village-level activities. In the PDOAK, functional literacy and nutritional training have helped improve the nutritional levels of children in the project area.
- **Financial services:** credit schemes developed by IFAD projects have not proved very sustainable when designed mainly for credit distribution purposes. Future operations should aim at developing professional rural finance schemes and related capacities, either from scratch or by improving existing schemes. Although they require long-term commitment and technical assistance, savings and credit schemes built up from the grass-roots level with full beneficiary participation are the most likely to be sustainable.
- **Participation:** The target group (especially women beneficiaries) responds well to a participatory approach. The capacity-building of grass-roots organizations is essential to ensure local involvement in village-level activities.



C. IFAD's Strategy for Collaboration with Chad

8. Chad is one of the poorest countries in the world. It ranks 162th out of the 174 countries surveyed by the Human Development Index, and about 54% of its population live below the poverty line. Economic and social indicators (such as access to housing, water, education and health care) show poverty to be widespread throughout the country, with the highest incidence occurring in rural areas. The Sahelian areas, where IFAD projects are currently operating, are more prone to food insecurity and show a truncated demographic pyramid with a limited male labour force (resulting from past patterns of widespread violence and higher emigration).

9. Poverty is very prevalent among households headed by women or unemployed/economically inactive men. As a result of their limited access to land, financial resources and information, rural women are economically and socially more vulnerable and have a higher incidence of poverty. All social indicators are skewed against women. Public support services also tend to be administered by men and cater for the needs of men rather than women.

Chad's Policy for Poverty Reduction

10. The Government's strategy for rural and agricultural development is outlined in the revised version of the Orientation Plan entitled "Preparer le Tchad aux défis du 21^{ème} siècle" (Preparing Chad for the Challenges of the Twenty-First Century). The Government's rural development strategy focuses on: (i) increasing agricultural productivity; (ii) promoting the cultivation of competitive crops; (iii) promoting environmental management that respects and safeguards natural resources; and (iv) providing rural communities with the structural assistance they need to actively lead their own development. The strategy stresses the need to improve the efficiency of public sector interventions to ensure synergistic links among extension services, training and research.

Poverty Reduction Activities of other Major Donors

11. There are few development partners in the project area. The PDAOK intervention was coordinated with a livestock water development project financed by France focusing on the rehabilitation of boreholes and the training of veterinary auxiliaries, due to close in 2003. The World Food Programme has numerous nutrition centres in the region and distributes food to the most vulnerable groups. The recently commenced World Bank national health project has operations in the region that seek to strengthen the capacity of health care staff. This aspect of the World Bank project was complemented by the health component of the PDAOK. The Association for Integrated Development in the Sahel (Association pour le développement intégré du Sahel), a non-governmental organization (NGO), has been working in the Kanem region for many years and has used schemes such as Food-for-Work in its interventions. A recent multi-donor national initiative (with a secretariat administered by France) is under preparation and will cover the department of Bahr-El-Ghazal, which is also included in the proposed project area. A food security project, to be funded by the Food and Agriculture Organization of the United Nations (FAO), is also under preparation.

IFAD's Strategy in Chad

12. IFAD's strategy in Chad is laid out in the 1999 Country Strategic Opportunities Paper (COSOP). This strategy aims at: (i) better integrating the social and economic dimensions of IFAD interventions in order to improve the overall living standards of the population (with food security as the foremost objective); (ii) empowering local communities by consolidating grass-roots organizations and building effective rural organizations at the local level (empowerment of women is consistently the key challenge); (iii) improving the access of the rural poor to financial services by



consolidating systems set up by ongoing projects and rendering them viable in the long term; and (iv) improving natural resource management to safeguard future productivity in vulnerable areas.

13. In terms of area and sectoral coverage, IFAD's strategy is twofold. It will: (i) pursue operations using an area-based integrated and multiform approach (combining economic, social, health and community development activities); and (ii) develop sub-sector activities according to the needs of the target group and IFAD's comparative advantage, in areas such as rural finance and natural resource management. Chad qualifies for assistance under the Heavily-Indebted Poor Countries Debt Initiative, and IFAD's contribution for Chad amounts to about USD 1.1 million.

Project Rationale

14. The Kanem region has one of the highest incidences of poverty in the country. It is a chronically food insecure region characterized by a limited and fragile productive base. The closing of the PDOAK has left the region with no major development project. The most notable achievements of this project were in the areas of target group empowerment and the development of social capital. Although a key project component dealing with small-scale irrigation did not achieve the desired results due to inappropriate technology, the overall impact on human assets was good, particularly in terms of nutritional education and access to drinking water, health services and sanitation. New social organizations and economic groups were set up, allowing beneficiaries to voice their opinions, work together and take responsibility for project activities. In summary, the PDOAK: (i) created several highly motivated rural organizations through project sensitization, training and functional literacy programmes. This has contributed to the empowerment of the rural poor, in particular women, in a region where the traditional power of the chief is still relatively strong; (ii) introduced credit access in the form of Economic Interest Groups (EIGs). In particular, EIGs have helped women to make efficient use of the credit provided by the project to diversify their incomes (through small-scale business initiatives, livestock and other income-generating activities) and pay off their loans; (iii) created four beneficiary-managed credit and savings schemes, which are currently supported by a local NGO; and (iv) promoted a high level of motivation in the community through project sensitization activities. The project also tested various technical and organizational approaches.

15. The interim evaluation mission undertaken by IFAD's Office of Evaluation and Studies recommended the preparation of a second intervention in the Kanem region, to: (i) build on work started by PDOAK in microfinance; and (ii) pursue research, experimentation and technology testing of *ouadis* water uptake systems in order to develop an appropriate technology package for the *ouadis*.

16. Therefore, the second project is designed to: (i) develop PDOAK microfinance activities by supporting the creation of self-managed financial service schemes (CLA), establishing a viable and professional independent microfinance operator in the region and ensuring sustainable access to financial services for individual farmers and the community; and (ii) pursue technology testing of *ouadis* water uptake systems in order to develop small-scale irrigated crops in the *ouadis*.

17. The project is in line with IFAD's strategic framework and the regional strategy of the Western and Central Africa Division by encompassing the following strategic objectives: (i) strengthening the capacity of the rural poor and their organizations; and (ii) increasing agricultural and natural resource productivity and improving access to technology; and (iii) improving the access of the rural poor to financial services and markets.

PART II - THE PROJECT

A. Project Area and Target Group

18. The proposed eight-year project will cover the region of Kanem, which comprises the departments of Kanem and Bahr-El-Ghzal.

19. The project will target the poor population of the region, focusing on its most vulnerable groups (women, young people and the disabled). It will build on experience gained through the PDOAK in microfinance and technology testing of the ouadis water uptake system. The project will target all poor groups in selected zones through the CLA. The project will address the needs of the most vulnerable groups, particularly those of: (i) vulnerable women living in hardship, with little income; (ii) craftsmen, artisans and other individuals who have no access to land and/or are socially excluded; and (iii) young people.

B. Objectives and Scope

20. The overall objective of the project is to improve, in a sustainable manner, the incomes and food security of poor households in the Kanem region. Specifically, the project will:

- develop sustainable microfinance services that are accessible to the rural poor of the region;
- empower the target population and their organizations through the creation and consolidation of representative institutions;
- increase agricultural productivity through the development of an appropriate technology package for the ouadis and diversification of income sources; and
- provide specific support to women and young people, and to their income-generating activities.

C. Components

21. The project will focus on four components: (i) Support for Rural Community Development; (ii) Kanem Development Fund (FODEK); (iii) Development of Financial Services; and (iv) Project Management and Coordination.

22. **Support for Rural Community Development.** The project will use a participatory approach to assist beneficiaries in the identification, monitoring and implementation of microprojects. Formation of new groups and/or strengthening of existing ones will be undertaken with the help of appropriate training. Beneficiaries will receive technical training and functional literacy classes under the project. Due to the fragile nature of its resource base, a better understanding of the region's ecological conditions is needed. Thus, the project will support the development of a regional development plan, a cartographic map, a database and an update of the *ouadis* typology, in addition to a technical analysis of the appropriate technology package for the *ouadis*. The project will also promote the creation and consolidation of groups to work together on economic initiatives. Rural communication will be promoted to facilitate learning through the exchange of information and experiences.

23. **Kanem Development Fund.** FODEK will be used to strengthen collective and individual capacity, and productive agricultural and non-agricultural microinvestments. Funds will be made available for microprojects prepared by farmers' groups and for testing and investment in inter-village programmes that address the needs expressed by the groups. The fund will be used for: (i) strengthening private capacity for input distribution; (ii) training of farmers' groups/organizations in microproject identification, preparation, and implementation; (iii) improvement of irrigation

schemes and agricultural productivity; (iv) environmental protection; and (v) other target group initiatives or microprojects aimed at meeting project objectives.

24. **Development of Financial Services.** The project will support the development of a sustainable rural financial system in the target area. An expertise centre will provide technical support in the region. A network of about 22 local village banks providing financial services to the rural population will be established, using an approach based on the mobilization of savings, the generation by each bank of its own capital resources and the parallel use of refinancing. At full development, the network will have some 15 000 members, of which 60% will be women. A local NGO will implement this component, with technical support from a specialized external agency.

25. **Project Management and Coordination.** The project will be managed by an independent management and coordination unit, which will be located in Mao. In the absence of the implementing (public or private) agencies in the region, the project coordination unit (PCU) will be reinforced. The project will be the responsibility of the Ministry of Agriculture. A Project Steering Committee (PSC) will oversee project activities. The main role of the PSC will be to approve the annual work plan and budget.

D. Costs and Financing

26. The total cost of the project is estimated at USD 14.3 million over eight years, including physical and price contingencies, the latter representing 9% of base costs. Foreign exchange accounts for approximately USD 4.6 million, or 32% of the total cost. The proposed IFAD loan of USD 13.0 million will cover 91.1% of total project costs. The Government will contribute USD 1.0 million (7.1%), inclusive of all duties and taxes, and finance a number of activities in local currency. The beneficiaries are expected to contribute about USD 300 000 (2.1%).

TABLE 1: SUMMARY OF PROJECT COSTS^a
(USD '000)

Components	Local	Foreign	Total	% of Foreign Exchange	% of Base Costs
Support for Rural Community Development	4 387.0	1 072.0	5 459.0	20	42
Kanem Development Fund	720.0	1 697.0	3 032.0	70	19
Development of Financial Services	2 238.0	793.0	3 032.0	26	23
Project Management and Coordination	1 449.0	638.0	2 087.0	31	16
Total base costs	8 794.0	4 201.0	12 996.0	32	100
Physical contingencies	114.0	1.0	115.0	1	1
Price contingencies	774.0	427.0	1 201.0	36	9
Total project costs	9 682.0	4 629.0	14 312.0	32	110

^a Discrepancies in totals are due to rounding up.

TABLE 2: FINANCING PLAN^a
(USD '000)

Components	IFAD		Beneficiaries		Government		Total		Foreign Exchange	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
(i) Support for Rural Community Development	5 481.0	91.1	-	-	534.0	8.9	6 015.0	42.0	1 163.0	4 318.0	534.0
(ii) Kanem Development Fund	2 382.0	87.6	300	11.0	36.0	1.3	2 718.0	19.0	1 920.0	762.0	36.0
(iii) Development of Financial Services	3 139.0	96.3	-	-	119.0	3.7	3 258.0	22.8	843.0	2 296.0	119.0
(iv) Project Management and Coordination	1 998.0	86.1	-	-	323.0	13.9	2 321.0	16.2	703.0	1 295.0	323.0
Total Disbursements	13 000	90.8	300	2.1	1 012.0	7.1	14 312.0	100	4 629.0	8 670.0	1 012

^a Discrepancies in totals are due to rounding.





E. Procurement, Disbursement, Accounts and Audit

27. **Annual work plans and budgets.** In each zone of intervention, farmers' groups and associations will develop annual work plans and budgets (AWP/Bs) with the assistance of the project, and in accordance with an agreed format. The AWP/Bs will be consolidated at the regional level, and, once approved, submitted to the PCU for incorporation into an overall AWP/B. The PCU will submit this AWP/B to the PSC for review, and also to IFAD and UNOPS for their feedback to the PSC.

28. **Procurement of goods and services** under the loan will be undertaken in accordance with IFAD procurement guidelines. Vehicles and equipment costing the equivalent of USD 100 000 or more will be procured through international competitive bidding. Vehicles, equipment and materials costing between USD 20 000 and USD 100 000 will be procured through national competitive bidding. Contracts costing less than USD 20 000 for other goods will be procured locally, based on quotations from at least three suppliers. Low-cost, geographically dispersed village-level rural infrastructure and other goods and services costing less than USD 1 000 will be procured directly by the beneficiaries, in accordance with procedures set out in the operations manual. Contracts for consultants' services and technical assistance will be drawn up in accordance with UNOPS guidelines. Contracts for civil works will be awarded through national competitive bidding procedures.

29. **Disbursement.** A special account in CFA Francs will be opened and maintained by the PCU at a commercial bank acceptable to IFAD. An initial deposit of USD 500 000 will be made into the special account once the conditions for project effectiveness and disbursement have been met.

30. The Government's contribution amounts to USD 1 012 000, inclusive of duties and taxes, and will be made available to the project through the Government's standard procedures. The Government will open a project account in a commercial bank into which it will deposit its counterpart contribution to project costs, including taxes and duties that are not directly deductible at the time of procurement. An initial deposit in CFA Francs will be made by the Government into the project account, of an amount equivalent to USD 15 000 to cover the first year's project expenses.

31. **Accounts.** Withdrawals may be made from the loan account against statements of expenditure (SOEs) for categories of expenditures jointly determined by the Government, IFAD and the cooperating institution. The relevant documentation justifying these expenditures will be retained by the PCU and made available for inspection by supervision missions and external auditors. All other withdrawals from the loan account will be based on full supporting documentation.

32. **Audit.** An international audit firm acceptable to IFAD will be selected to undertake yearly financial and management audits, in accordance with terms of reference agreed by IFAD. The project will finance the cost of these audits. The auditing firm will express its opinion as to whether tendering procedures, expenditure items and use of goods and services are in compliance with the project operations manual. It will also issue a separate review of SOEs and the special account. The audit reports will be submitted to IFAD not later than six months after the closing of the project's financial year.

F. Organization and Management

33. The organizational framework of the project entails a division of tasks and responsibilities among different entities².

34. **Institutional responsibility for the project.** Responsibility for project coordination at the national level will rest with the Ministry of Agriculture, which will delegate authority to the PCU for project management, implementation, coordination and strategy; the administration and supervision of technical assistance; the coordinating and monitoring of the performance of service providers; the setting up of organizational committees; and monitoring and evaluation. It will also establish and maintain links with other partners operating in the area, including local authorities and the Agricultural and Livestock Research Institute.

35. **National-level supervision and coordination.** A PSC will be set up to oversee project implementation. The PSC will be chaired by the Director-General of the Ministry of Agriculture, and will comprise representatives from the Ministries of Planning, Finance, Health, Water and Environment, and Livestock, and from rural organizations and the private sector. The PSC will also have two representatives from the Kanem parliament. The PSC will be mainly responsible for general project orientation, supervision and AWP/B approval. The committee will meet once a year and the PCU will act as the secretariat.

36. **Inter-village planning and coordination.** Project planning will start with an inter-village programme to be prepared with project support. It will be based on the needs of farmers' groups and organizations, and on the requirements of the microprojects they are undertaking. This inter-village programme will be discussed by representatives from these groups in order to identify inter-village activities of mutual interest.

37. **Support services.** Project activities will be implemented by the PCU and through contractual arrangements involving private and public sector service providers. The project will promote farmers' groups and/or village organizations as implementing partners and provide capacity-building support to service providers as needed. The delivery of services will be based on a business-oriented approach.

38. **Partnerships with other projects.** Close coordination will be encouraged with other projects in the region, in particular the Pastoral Water Management Project in the Kanem (Projet hydraulique pastorale du Kanem) financed by France, to avoid duplication and ensure synergies.

39. **Monitoring and evaluation (M&E)** will not be dealt with outside the project structure, but will form part of the overall project coordination and management capacity. The project will develop the M&E function, and specific training and technical support will be provided to that end. With the active participation of the beneficiaries, M&E information will be collected on (i) project implementation status; (ii) relevance of implementation approaches and strategies; and (iii) the impact of the project on both the beneficiaries and the environment. On the basis of integrated implementation indicators included in the AWP/Bs, implementation status will be monitored regularly. Impact evaluations will be undertaken under the overall responsibility of the M&E unit. Qualitative, quantitative and institutional indicators developed at project start-up during the socio-economic baseline survey will be updated and monitored periodically to assess the impact of the project on the beneficiaries. Specialized thematic case studies will also be conducted for that purpose.

² The project organization chart is given in Appendix IV.



G. Economic Justification

40. The project will reach about one third of the population of the Kanem region. Beneficiaries' livelihoods are expected to benefit from wider availability of financial services, increased agricultural productivity, and better access to income-generating activities and socio-economic services. Food insecurity will also improve as a result of increased cereal production and better incomes. Project-supported farmers' groups and associations will be empowered to prepare microprojects. The capacity of farmers, auxiliary trainers, blacksmiths and artisans will be strengthened through technical training and functional literacy. The project will also produce a cartographic database and an appropriate technology package for the development of the *ouadis*.

41. It is estimated that between 12 800-14 300 households, encompassing about 90 000-100 000 people, or one third of the region's rural population, will benefit directly from the project. Furthermore, improvements in agricultural productivity and environmental protection measures will also benefit villages not directly targeted by the project. About 15 000 people will join the CLA, thereby improving their incomes and access to financial services. Women will account for 60% of CLA membership.

42. The integration of women and young people into the decision-making process will strengthen their role in managing resources and promoting development activities. This, in turn, will allow them to further develop their economic activities, increase their incomes and improve their status within the community.

H. Risks

43. The increased productivity of irrigated crops in the *ouadis* will largely depend on the results of practical research to be conducted during the first phase of the project. This will be a participatory process repeated over a relatively long period. Attempts to produce quick results may undermine the objective of ensuring that the technology is financially, economically and socially sound prior to dissemination and use. While subsidies only partially cover irrigation investment and equipment in the first phase, they represent a significant contribution for the rural population. Thus, a systematic evaluation of the subsidies and a clear phasing out strategy will be required to prevent any negative effect. As the viability of the CLA partly depends on how funds are managed, CLA managers and credit committees will be trained to ensure that the CLA develops efficiently. Although the role and responsibilities of each service provider will be clearly set out in the operations manual, some conflict among groups with different interests may still exist. Access to improved *ouadis* will be closely monitored to ensure that the poor, in particular, have a fair share.

I. Environmental Impact

44. Project activities will have little impact on the fragile *ouadis* ecosystem, as farm size will remain the same and the proposed technology is similar to the type currently being used. The small-scale irrigation of the *ouadis* is likely to create conflict among users, as has been the case in the past. However, efforts will be made to educate users on the positive aspects of the irrigation and solutions will be sought through local negotiations among the parties involved. Increased awareness on the part of the target group of the vulnerable natural resource base will have a positive environmental impact. Furthermore, the implementation of development plans and community capacity-building will help the target population implement integrated management practices that protect the environment. Sustainable agricultural development activities promoted by the project that assist villagers in adopting better land husbandry practices should also have a positive impact on the environment. The promotion of income-generating activities should, in the long term, reduce the per capita area brought under cultivation each year. Irrigation schemes to be developed under the project will be small and will have limited environmental impact. The use of improved traditional technologies means that the effect on the water table will be minimized and a simple ground water monitoring system will be



installed. Environmental assessment will be indicated in the operations manual as one of the criteria for microproject eligibility.

45. Based on the environmental screening and scoping note and in line with IFAD's administrative procedures for environmental assessment, the project has been classified as category B.

J. Innovative Features

46. The project is innovative in terms of its approach and implementation. The use of financial services as an entry point is new in the region. The creation and strengthening of farmers' groups will promote the effective use of financial resources provided by the CLA. This will allow the rural poor, especially women, to undertake income-generating activities, thereby increasing their incomes. The increased income will enable farmers to purchase the appropriate technology and agricultural inputs needed to improve productivity. Another innovative feature of the project is the use of credit as a means of increasing the participation of vulnerable poor women in the financial system and facilitating their access to financial resources. The 'credit with integration' scheme which is similar to 'credit with education' scheme will help the poor and vulnerable women to become members of the CLA. Small farmers' groups, once trained, will help each other and make initial savings deposit into the CLA, thus allowing them to become members. With this feature, it is expected that at full development of the CLA, 60% of the members will be women. This integration into the financial system will empower women and improve their economic status in the region.

PART III - LEGAL INSTRUMENTS AND AUTHORITY

47. A loan agreement between the Republic of Chad and IFAD constitutes the legal instrument for extending the proposed loan to the borrower. A summary of the important supplementary assurances included in the negotiated loan agreement is attached as an annex.

48. The Republic of Chad is empowered under its laws to borrow from IFAD.

49. I am satisfied that the proposed loan will comply with the Agreement Establishing IFAD.

PART IV - RECOMMENDATION

50. I recommend that the Executive Board approve the proposed loan in terms of the following resolution:

RESOLVED: that the Fund shall make a loan to the Republic of Chad in various currencies in an amount equivalent to nine million five hundred thousand Special Drawing Rights (SDR 9 500 000) to mature on or prior to 15 December 2042 and to bear a service charge of three fourths of one per cent (0.75%) per annum, and to be upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented to the Executive Board in this Report and Recommendation of the President.

Lennart Båge
President

**SUMMARY OF IMPORTANT SUPPLEMENTARY ASSURANCES
INCLUDED IN THE NEGOTIATED LOAN AGREEMENT**

(Loan negotiations concluded on 19 March 2003)

1. The Government of the Republic of Chad (the Government) will make the loan proceeds available to the autonomous PCU in accordance with the provisions of the AWP/B and usual national procedures for development assistance for purposes of executing the project.
2. The Government's contribution to the financing of the project will be in the amount of USD 1 012 000 in CFA franc equivalent.
 - (a) This amount includes all duties, taxes and levies on goods and services, which will be defrayed by the Government by means of exemption or through Treasury cheques.
 - (b) This amount furthermore represents the Government's contribution, in the form of counterpart funds, to the taxes on minor expenses and those for which use of the tax credit procedure is not possible. To this end, the Government will make available to the PCU an amount in CFA francs equivalent to USD 15 000 to cover the requirements of the first year of the project. Subsequently, the Government will replenish the project account each year by depositing the counterpart funds therein as set forth in the APW/B for the respective project year. Such counterpart funds will be included in the public investment programme.
3. To maintain sound environmental practices, the Government will take the necessary pesticide management measures, or will ensure that such measures are taken, within the framework of the project. To this end, it will ensure that the pesticides furnished under the project do not include any pesticide proscribed by the International Code of Conduct on the Distribution and Use of Pesticides of the Food and Agriculture Organization of the United Nations and any amendments thereto, as listed in Tables 1 (very hazardous) and 2 (hazardous) of the 1996-1997 Recommended Classification of Pesticides by Hazard and Guidelines to Classification of the World Health Organization, and any amendments thereto.
4. The M&E system will consist of a unit within the PCU made up of an M&E officer and an assistant, who will receive specific technical assistance from the sub-region in order to strengthen their capacity. The project's M&E system will seek, to the extent possible, to conform to the provisions of the Rural Development Intervention Plan (PIDR). The M&E system will be a management tool for the PCU. Its role will be to advise the project manager and PCU technical staff and to build on the project's achievements. Specifically, the M&E system is intended to ensure: (i) monitoring of project execution; (ii) monitoring of project performance; (iii) hydrogeological monitoring; (iv) monitoring of rural organization by analysing the training process, activities carried out and benefits received; (v) evaluation of project impacts; and (vi) financial evaluation of investments, especially hydro-agricultural investments. The organization and implementation of the M&E system will be undertaken with international support. The M&E system will be simple, light and limited to realistic, attainable objectives and indicators. It will include opinion surveys and the conclusions of village M&E meetings with a view specifically to preparing the mid-term evaluation.
5. The Studies, Programmes and Projects Directorate of MA, the Project Monitoring and Cooperation Directorate of the Ministry of Planning, Development and Cooperation, and the offices of the Ministry of Economic Affairs and Finance will participate in the main activities to design and review the M&E system and will provide the necessary M&E required by their ministry and the monitoring function of the PIDR. A national multidisciplinary engineering firm will provide external M&E.



ANNEX

6. The Government will insure project staff against illness and accident in accordance with usual practices in place in Chad.
7. In cases where candidates present similar skills and qualifications, preference will be given to women, it being stipulated that, to the extent possible, at least one half of the project staff should be women. All staff of the PCU will be selected by way of a nationwide competition open to candidates from both the private and public sectors, with the proviso that the latter would have to take leave from their government functions. The recruitment and replacement of project staff will be decided upon in accordance with IFAD. Recruitment will be done on the basis of an initial fixed-term two-year contract, renewable subsequently for the duration of the project and subject to a six-month probationary period. An evaluation of the performance of the entire PCU staff will be conducted each year.
8. No withdrawals will be made from the loan account until such time as:
 - (a) the administrative and financial procedures manual has been approved by IFAD;
 - (b) the authorities have agreed to convey the property needed for the planned construction work in Mao; and
 - (c) all unamortized residual assets of PDAOK have been transferred to the project.
9. The following conditions are specified as additional conditions precedent to loan effectiveness:
 - (a) the project coordinator and financial controller have been recruited, and the other members of the project management unit have been selected;
 - (b) the project account has been opened at a bank acceptable to IFAD and an amount in CFA francs equivalent to USD 15 000 – representing the first payment of counterpart funds – has been deposited therein; and
 - (c) a favourable legal opinion, issued by the Supreme Court or other competent judicial authority of Chad and acceptable in form and content, has been forwarded by the Government to IFAD.



APPENDIX I

COUNTRY DATA

CHAD

Land area (km² thousand) 2000 1/	1 259	GNI per capita (USD) 2000 1/	200
Total population (million) 2000 1/	7.7	GNP per capita growth (annual %) 2000 1/	-3.2
Population density (people per km²) 2000 1/	6	Inflation, consumer prices (annual %) 2000 1/	3.8
Local currency	CFA Franc (BEAC) (XAF)	Exchange rate: USD 1 =	XAF 631
Social Indicators		Economic Indicators	
Population (average annual population growth rate) 1980-99 2/	2.7	GDP (USD million) 2000 1/	1 408
Crude birth rate (per thousand people) 2000 1/	45 a/	Average annual rate of growth of GDP 2/ 1980-90	6.1
Crude death rate (per thousand people) 2000 1/	16 a/	1990-99	2.1
Infant mortality rate (per thousand live births) 2000 1/	101 a/	Sectoral distribution of GDP 2000 1/	
Life expectancy at birth (years) 2000 1/	49 a/	% agriculture	36 a/
Number of rural poor (million) (approximate) 1/	3.9	% industry	15 a/
Poor as % of total rural population 2/	67	% manufacturing	12 a/
Total labour force (million) 2000 1/	3.7	% services	49 a/
Female labour force as % of total 2000 1/	45	Consumption 2000 1/	
Education		General government final consumption expenditure (as % of GDP)	8 a/
School enrolment, primary (% gross) 2000 1/	58 a/	Household final consumption expenditure, etc. (as % of GDP)	95 a/
Adult illiteracy rate (% age 15 and above) 2000 1/	57	Gross domestic savings (as % of GDP)	-3 a/
Nutrition		Balance of Payments (USD million)	
Daily calorie supply per capita, 1997 3/	2 032	Merchandise exports 2000 1/	200
Malnutrition prevalence, height for age (% of children under 5) 2000 1/	40 a/	Merchandise imports 2000 1/	350
Malnutrition prevalence, weight for age (% of children under 5) 2000 1/	39 a/	Balance of merchandise trade	-150
Health		Current account balances (USD million)	
Health expenditure, total (as % of GDP) 2000 1/	2.9	before official transfers 1999 1/	-197
Physicians (per thousand people) 1999 1/	n.a.	after official transfers 1999 1/	-161
Population using improved water sources (%) 1999 4/	27	Foreign direct investment, net 1999 1/	n.a.
Population with access to essential drugs (%) 1999 4/	46	Government Finance	
Population using adequate sanitation facilities (%) 1999 4/	29	Overall budget deficit (including grants) (as % of GDP) 1999 1/	n.a.
Agriculture and Food		Total expenditure (% of GDP) 1999 1/	n.a.
Food imports (% of merchandise imports) 1999 1/	n.a.	Total external debt (USD million) 1999 1/	1 142
Fertilizer consumption (hundreds of grams per ha of arable land) 1998 1/	48	Present value of debt (as % of GNI) 1999 1/	43
Food production index (1989-91=100) 2000 1/	153.7	Total debt service (% of exports of goods and services) 1999 1/	10.3
Cereal yield (kg per ha) 2000 1/	627	Lending interest rate (%) 2000 1/	22.0
Land Use		Deposit interest rate (%) 2000 1/	5.0
Arable land as % of land area 1998 1/	2.8		
Forest area (km ² thousand) 2000 2/	127		
Forest area as % of total land area 2000 2/	10.1		
Irrigated land as % of cropland 1998 1/	0.6		

a/ Data are for years or periods other than those specified.

1/ World Bank, *World Development Indicators* database

2/ World Bank, *World Development Indicators*, 2001

3/ UNDP, *Human Development Report*, 2000

4/ UNDP, *Human Development Report*, 2001

PREVIOUS IFAD LOANS

Project Name	Initiating Institution	Cooperating Institution	Lending Terms	Board Approval	Loan Effectiveness	Current Closing Date	Denominated Currency	Loan Amount	Disbursement (as % of approved amount)
Food Security Project in the Northern Guéra Region	IFAD	AfDB	HC	11 Dec 91	28 Jul 92	30 Jun 01	SDR	7950000	0.7082614
Ouadis of Kanem Agricultural Development Project	IFAD	UNOPS	HC	20 Apr 94	01 Nov 94	30 Jun 02	SDR	4100000	0.963006915
Food Security Project in the Northern Guéra Region - Phase II	IFAD	UNOPS	HC	03 May 00	12 Dec 01	30 Jun 10	SDR	8250000	0.051912571



CADRE LOGIQUE

	Logique d'intervention	Indicateurs objectivement vérifiables	Sources de vérification	Hypothèses et risques
Objectif global	Contribuer à l'amélioration durable des revenus et de la sécurité alimentaire des ménages ruraux pauvres de la région du Kanem (départements du Kanem et du Bar-El-Ghazal.).	<ul style="list-style-type: none"> - revenus des ménages/par genre - indices nutritionnels - durée de la période de soudure 	<ul style="list-style-type: none"> - études spécifiques - évaluation ex post 	<ul style="list-style-type: none"> - sécurité durable - économie pétrolière non préjudiciable à l'agriculture familiale
Objectif spécifique du projet	i) le développement d'un système financier durable de proximité capable de faciliter l'accès des pauvres de la région aux services financiers ; ii) le renforcement des capacités des populations et de leurs organisations par la création et la consolidation d'institutions représentatives durables afin d'aboutir à l'émergence d'organisations rurales pérennes et de services privés ; iii) l'appui à l'agriculture et à la diversification des sources de revenus permettant aux familles pauvres de développer leurs activités en matière de production agricole et/ou d'activités para-agricoles ou non-agricoles génératrices de revenus ; iv) l'appui spécifique à l'auto-promotion des femmes et des jeunes et à leurs initiatives génératrices des revenus.	<ul style="list-style-type: none"> - répartition des revenus par source - autonomie alimentaire en céréales - nbre auxiliaires paysans actifs - en-cours total de crédit - capitalisation totale des CLA - nbre de nouveaux opérateurs dans les filières d'approvisionnement privé 	<ul style="list-style-type: none"> - suivi et supervisions - évaluations - étude sur les revenus - enquête nutritionnelle 	<ul style="list-style-type: none"> - adhésion locale à la stratégie - opérateur(s) de microfinance installés et conseil disponible - services de conseil additionnels installés
Résultats attendus	<p>Résultat 1: Les capacités d'appui au monde rural sont améliorées</p> <p>1.1 Les connaissances de base de la région améliorées.</p> <p>1.2 Un ensemble d'organisations rurales et d'organisations faitières ont été créées dans 22 zones. Elles participent aux instances décentralisées du développement rural.</p> <p>1.3 1300 responsables et artisans alphabétisés (hors CLA).</p> <p>1.4 La fourniture des intrants est opérationnelle et privée.</p> <p>1.5 Les capacités en matière de nutrition ont été améliorées dans 154 villages.</p> <p>1.6 Des capacités de conseil et d'appui technique ont été maintenues dans la région.</p>	<ul style="list-style-type: none"> - référentiel de données existe et accessible à tous les opérateurs - nbre organisations rurales actives - nbre faitières représentées dans les Comité régional d'action (CRA), CDA et conseils locaux - référentiels techniques à jour existent et utilisés (niveau régional et local) - chiffre d'affaires intrants par opérateurs privés - cadres et techniciens additionnels présents dans la région (public et privé; individuels ou au sein d'institutions): agriculture, irrigation,alphabétisation, nutrition, appui genre 	<ul style="list-style-type: none"> - suivi et supervisions - évaluations mi-parcours et terminale - évaluations individuelles et des organisations - recensements spécifiques 	<ul style="list-style-type: none"> - présence d'opérateurs/agents aptes à appuyer le processus et motivation pour travailler dans la région

.../...



	Logique d'intervention	Indicateurs objectivement vérifiables	Sources de vérification	Hypothèses et risques
Résultats attendus	<p>Résultat 2 : Les capacités des familles rurales pauvres à augmenter leurs revenus et leur sécurité alimentaire sont durablement améliorées</p> <p>2.1 Les équipements d'irrigation sont plus nombreux et diversifiés. - des techniques alternatives au chadouf et au puits traditionnel sont accessibles aux producteurs; - des techniques sont accessibles pour exploiter les nappes profondes; - l'environnement technologique approprié est opérationnel (construction, fourniture, réparations ...).</p> <p>2.2 La capacité de production a augmenté, - par une meilleure valorisation des ressources en eau des ouadis; - par une augmentation des surfaces aménagées et cultivées; - par un meilleur accès aux intrants.</p> <p>2.3 Les femmes et les jeunes maîtrisent des AGR diversifiées et en nombre accru.</p> <p>2.4 Les ressources naturelles des ouadis sont mieux protégées.</p> <p>2.5 Des capacités de formation et de conseil ont été transférées dans les villages par des auxiliaires et des conseillers commerciaux.</p>	<ul style="list-style-type: none"> - surfaces additionnelles exploitées en mil - surfaces additionnelles exploitées en irrigation : en nappe profonde/peu profonde - équipement additionnel par type - nbre et type équipements accessibles au groupe cible - nbre artisans et commerçants en intrants opérationnels - durée de soudure - temps de travaux par type de système d'irrigation - nbre/type aménagements environnementaux - documentation technique présente dans les villages 	<ul style="list-style-type: none"> - suivi et supervisions - évaluations mi-parcours et terminale - évaluations individuelles et des organisations 	<ul style="list-style-type: none"> - techniques d'irrigation alternatives au chadouf validées techniquement et financièrement (accessible au financement du groupe cible)
	<p>Résultat 3: Des services financiers de proximité sont viables en fin de Projet et favorisent l'augmentation des revenus et la sécurité alimentaire de la population et des femmes en particulier.</p> <p>3.1 Un réseau de 22 banques de proximité autonomes est créé et comportent 15 000 membres. Un opérateur d'appui en microfinance reste dans le Kanem.</p> <p>3.2 Une majorité de femmes s'est intégrée dans l'actionnariat des banques de proximité (60%).</p> <p>3.3 Un instrument de crédit à moyen terme est défini en année 4 et en place en année</p>	<ul style="list-style-type: none"> - nbre de CLA autonomes - nbre de femmes ayant accès au service des CLA, % des octrois aux femmes - capitalisation (CLA, /adhérents) - taux global de recouvrement des crédits - maintien d'un opérateur microfinances et capacités - agrément des CLA - capitalisation et adhésion des femmes, % des femmes dans les bureaux - présence d'un organisme de crédit délivrant crédit à moyen terme - résultats d'activité de l'organisme MT 	<ul style="list-style-type: none"> - bilan des CLA - suivi technique des CLA - documentation des CLA - évaluation du niveau de formation des responsables - certificats d'agrément - évaluation du centre d'expertise - idem pour l'organisme de crédit MT (après identification) 	<ul style="list-style-type: none"> - qualité des dirigeants - ingérences dans la gestion - acceptation des femmes au sein des instances dirigeantes des CLA - volonté et capacité des institutions de crédit à installer des guichets MT



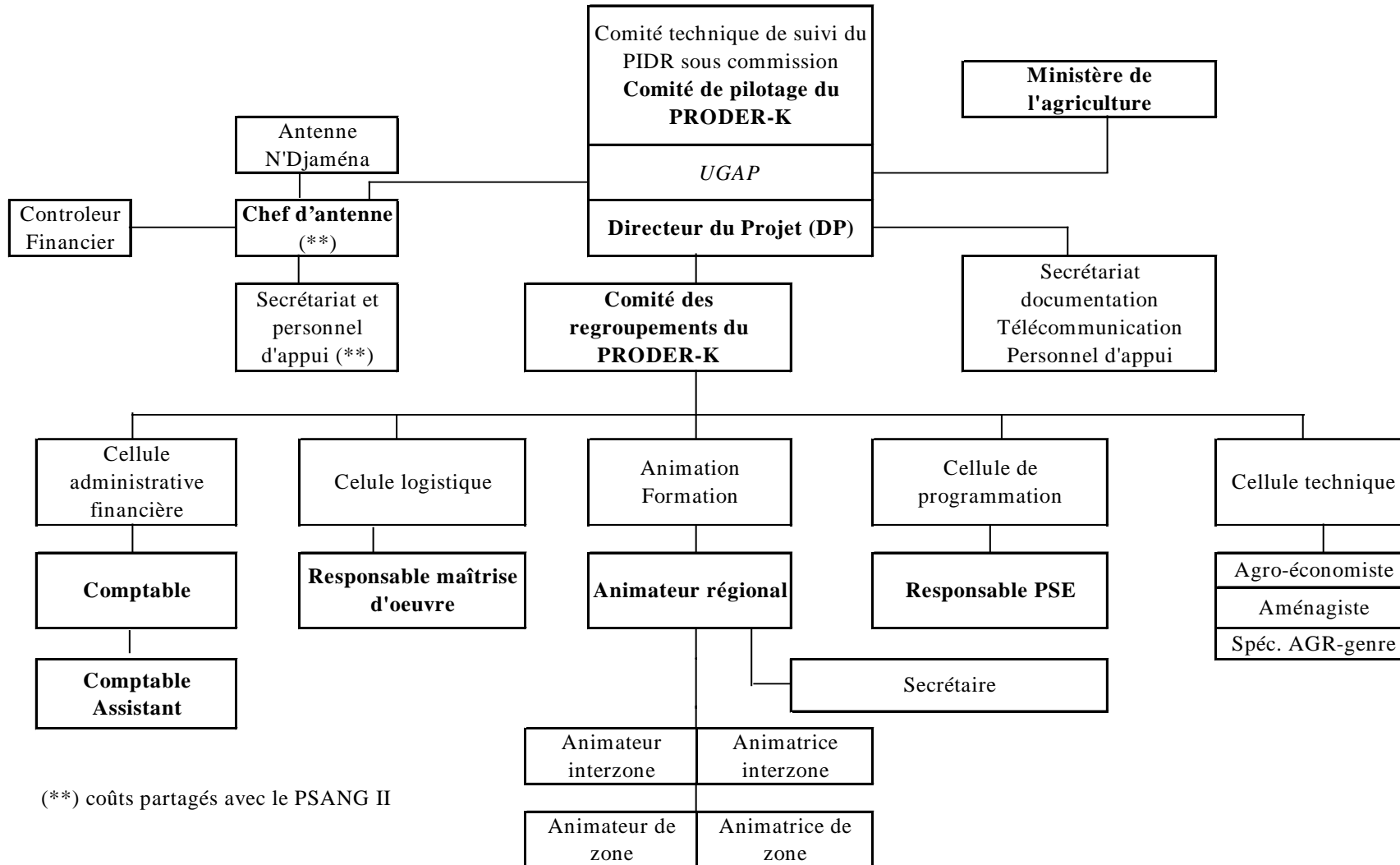
	Logique d'intervention	Indicateurs objectivement vérifiables	Sources de vérification	Hypothèses et risques
Activités	<p>Composante 1: Appuis à la promotion du monde rural</p> <p>1.1 Amélioration des connaissances de base (cartographie, base de données, typologie des ouadis, référentiels de base),</p> <p>1.2 Renforcement des capacités d'organisation de base</p> <p>1.3 Alphabétisation fonctionnelle</p> <p>1.4 Communication rurale</p> <p>1.5 Conseil, formation et vulgarisation</p> <p>1.6 Education nutritionnelle</p> <p>1.7 Pérennisation des fonctions d'appui</p>	<ul style="list-style-type: none"> - cartographie, base données, typologie réalisés - effectif animateurs - nbre groupements organisés et nbre membres(par genre) - formations aux groupements - activités des groupements / type - groupements intervillageois constitués - nbre personnes alphabétisées/genre - nbre messages/type et media - nbre sujets de formation/vulgarisation - référentiels réalisés et mis à jour - nbre groupes de nutrition - nbre thèmes dans groupe nutrition - effectifs et organismes appui conseil dans la région 	<ul style="list-style-type: none"> - documents produits et référentiels - suivi interne - suivi délégué aux groupements - évaluations - CR opérateurs alphabétisation et nutrition - suivi du CRA 	<ul style="list-style-type: none"> - suffisamment d'animateurs et d'animatrices peuvent être sélectionnés et formés au niveau de qualification approprié.
	<p>Composante 2: Fonds de développement du Kanem</p> <p>2.1 Mise en place et formation de distributeurs d'intrants</p> <p>2.2 Mise en place et formation de conseillers commerciaux</p> <p>2.3 Mise en place et formation d'auxiliaires agricoles</p> <p>2.4 Développement de nouveaux systèmes d'irrigation</p> <ul style="list-style-type: none"> - tests en nappe peu profonde - tests en nappe profonde - réalisation d'aménagements validés <p>2.5 Appui à la production agricole, démonstrations, formation</p> <p>2.6 Appui aux banques semencières</p> <p>2.7 Appui au stockage et au commerce des céréales (optionnel)</p> <p>2.8 Protection environnementale: haies vive, défense contre l'érosion, reboisement</p> <p>2.8 Appui au développement des AGR</p>	<ul style="list-style-type: none"> - nbre, activités commerçants - nbre, activités conseillers commerciaux - nbre, activités auxiliaires agricoles - formations techniques et visites inter paysannes - nbre systèmes validés - nbre équipements/systèmes subventionnés, infrastructures rurales subventionnées - surfaces irriguées additionnelles - nbre et activités banques semences et stockage céréales - nbre, chiffre affaires, marge brute AGR/type - surfaces reboisées - formation, subventions aux artisans - activités des artisans 	<ul style="list-style-type: none"> - suivi interne - évaluations (2 intermédiaires, une finale) - enquête agricole - enquête du secteur artisanal et commercial - suivi des activités de crédit et de crédit d'insertion - évaluation de la formation 	<ul style="list-style-type: none"> -

.../...

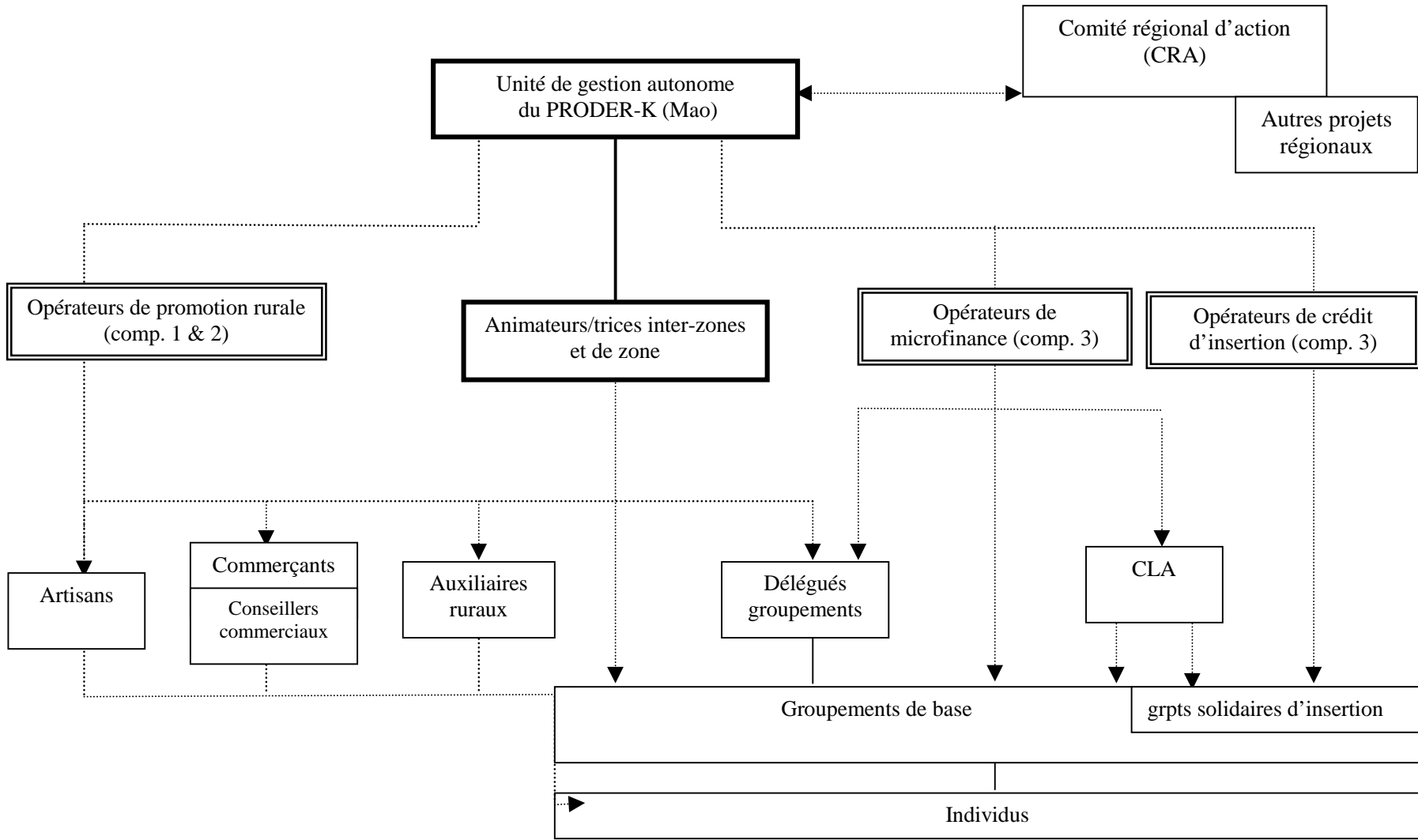
	Logique d'intervention	Indicateurs objectivement vérifiables	Sources de vérification	Hypothèses et risques
Activités	<p>Composante 3: Services financiers de proximité</p> <p>3.1 Création de 22 (environ) Caisses locales autogérées (CLA) - sélection d'un opérateur d'animation microfinance; - sélection des sites d'implantation des CLA; - définition du concept de services financiers, - recapitalisation par un Fonds de capitalisation du FIDA; - octroi crédit CT par les CLA.</p> <p>3.2 Mise en œuvre du Crédit d'insertion - sélection et renforcement d'un opérateur crédit d'insertion; - définition du concept de crédit d'insertion; - formation des groupes; - mise en œuvre Fonds de crédit d'insertion.</p> <p>3.3 Mise en place d'un opérateur crédit moyen terme - évaluation des besoins; - définition des activités; - mise en place de l'opérateur.</p>	<ul style="list-style-type: none"> - nbre CLA créées, autonomes en année 5, nbre adhérents par genre, nbre adhérents non membres GIE/PDAOK - capitalisation des CLA, capitalisation individuelle par genre - décaissements Fonds de crédit capitalisation et fonds de crédit d'insertion - portefeuille de crédit et affectations par objet, par genre et par zone, - taux de recouvrement par objet, par genre et par zone - composition des bureaux/genre - nbre personnes maîtrisant les procédures - nbre CLA agréées - nbre et membres groupes CSI - nbre membres groupes CSI adhérents CLA et/ou membres bureau - nbre personnes alphabétisées et formées, contenu de formations missions d'appui internationales 	<ul style="list-style-type: none"> - documents produits et procédures - suivi interne - évaluations (2 intermédiaires, une finale) - suivi des activités de crédit et de crédit d'insertion - analyse du portefeuille des CLA - bilan financier des CLA - évaluation de la structure résiduelle de l'opérateur 	<ul style="list-style-type: none"> - qualité des dirigeants et respect des règles - ingérences dans la gestion des caisses
	<p>Composante 4: Coordination, Gestion</p> <p>4.1 Organisation du PRODER-K (national, régional)</p> <p>4.2 Gestion du PRODER-K (administrative, financière, maîtrise d'œuvre)</p> <p>4.3 Coordination régionale (CRA) et locale</p> <p>4.4 Programmation, suivi, évaluation</p> <p>4.5 Formation interne</p>	<ul style="list-style-type: none"> - effectifs, équipement, constructions réalisés - effectifs, équipement opérationnels, turnover du personnel, - réunions et délibérations des organes nationaux, régionaux et locaux, - rôle, présence et participation des bénéficiaires dans les différentes instances, - programmes intervillageois préparés, exécutés, formation, personnel formé, - interventions extérieures négatives, - conformité à l'Accord de prêt, aux programmes et aux marchés 	<ul style="list-style-type: none"> - PV de délibération - suivi interne et évaluations - contrôles techniques et audits - évaluation conjointe PRODER-K-bénéficiaires - évaluation de la formation - rapports d'activité, de supervision et commentaires 	<ul style="list-style-type: none"> - ingérences locales, régionales, nationales dans la gestion du Projet - connaissance insuffisante des langues de travail (français, kanembou, gorane)



ORGANIGRAMME DE L'UNITE DE GESTION AUTONOME (UGAP) DU PROJET



ORGANISATION GENERALE DU PROJET



8

Relation hiérarchique dans la structure PDRODECK ———
 Relation contractuelle PRODER-K-tiers
 Relation d'appui ———▶
 Relation de coordination ◀———▶

