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**IFAD**  
**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**  
**Executive Board – Eighty-Sixth Session**  
Rome, 12-13 December 2005

**REPORT AND RECOMMENDATION OF THE PRESIDENT**

TO THE EXECUTIVE BOARD ON PROPOSED FINANCIAL ASSISTANCE TO THE

**DEMOCRATIC REPUBLIC OF THE CONGO**

FOR THE

**AGRICULTURAL REHABILITATION PROGRAMME IN ORIENTALE PROVINCE**

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**CURRENCY EQUIVALENTS**

Currency Unit	=	Franc Congolais (CDF)
USD 1.00	=	CDF 480 (August 2005)
CDF 1.00	=	USD 0.0021

**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 <sup>2</sup> )	=	10.76 square feet (ft <sup>2</sup> )
1 acre (ac)	=	0.405 hectare (ha)
1 ha	=	2.47 ac

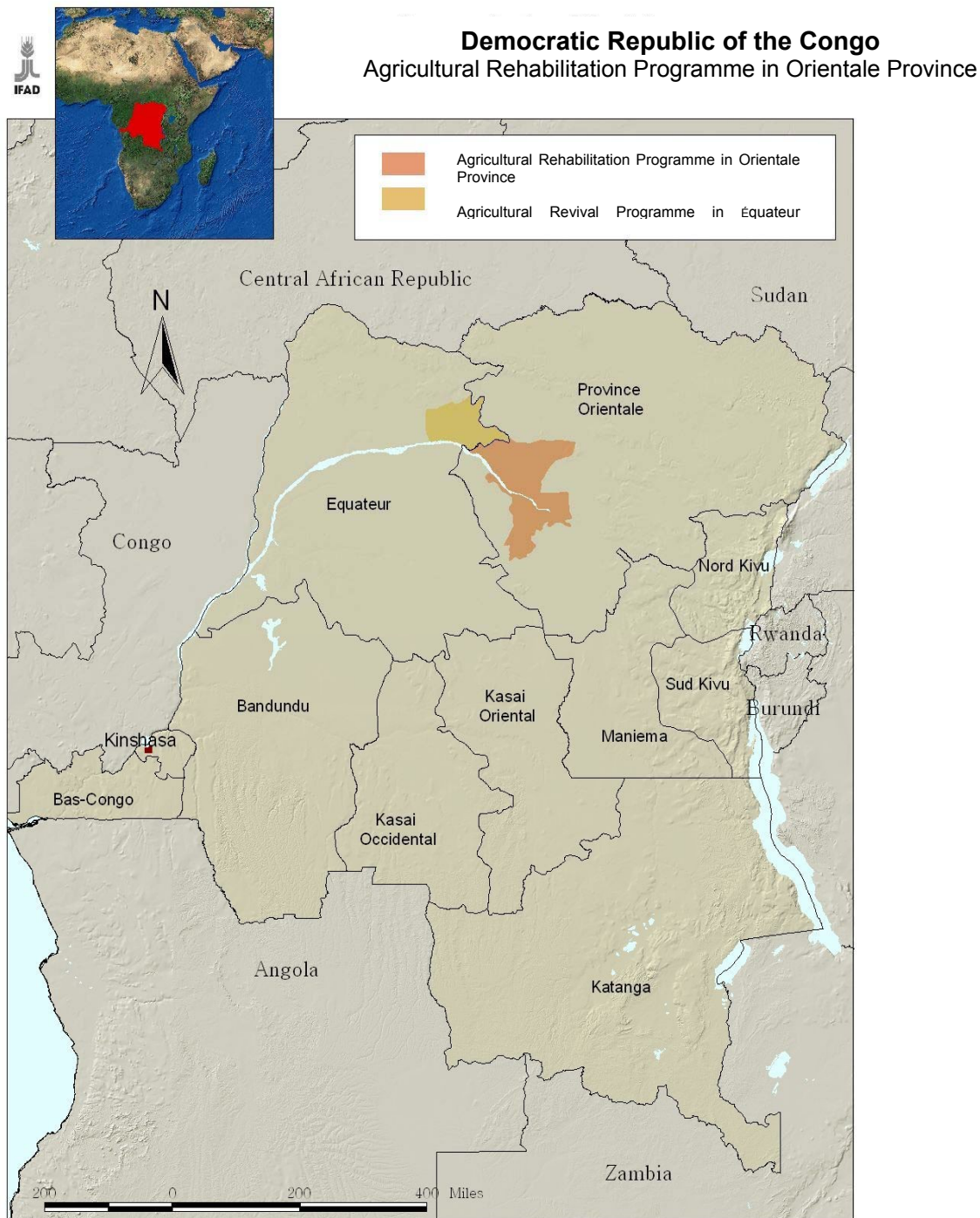
**ABBREVIATIONS AND ACRONYMS**

AWP/B	annual work plan and budget
IMF	International Monetary Fund
M&E	monitoring and evaluation
OPB	<i>opérateur principal de bassin</i> (lead agency of a production zone)
PMU	programme management unit
PRAPE	Agricultural Revival Programme in Equateur Province
UNOPS	United Nations Office for Project Services

**GOVERNMENT OF THE DEMOCRATIC REPUBLIC OF THE CONGO****Fiscal Year**

1st January – 31st December

MAP OF THE PROGRAMME AREA



Source: IFAD

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.

**DEMOCRATIC REPUBLIC OF THE CONGO**

**AGRICULTURAL REHABILITATION PROGRAMME IN ORIENTALE PROVINCE**

**FINANCING SUMMARY**

<b>INITIATING INSTITUTION:</b>	IFAD
<b>RECIPIENT:</b>	Democratic Republic of the Congo
<b>EXECUTING AGENCY:</b>	Ministry of Agriculture and Fisheries
<b>TOTAL PROGRAMME COST:</b>	USD 26 million
<b>AMOUNT OF IFAD FINANCING:</b>	Loan: SDR 10.95 million (equivalent to approximately USD 15.53 million)  Grant: SDR 210 000 (equivalent to approximately USD 300 000)
<b>TERMS OF IFAD LOAN:</b>	40 years, including a grace period of ten years, with a service charge of three fourths of one per cent (0.75%) per annum
<b>COFINANCIERS:</b>	Belgian Survival Fund
<b>AMOUNT OF COFINANCING:</b>	USD 6.25 million
<b>TERMS OF COFINANCING:</b>	Grant
<b>CONTRIBUTION OF RECIPIENT:</b>	USD 3.42 million
<b>CONTRIBUTION OF BENEFICIARIES:</b>	USD 582 000
<b>APPRAISING INSTITUTION:</b>	IFAD
<b>COOPERATING INSTITUTION:</b>	United Nations Office for Project Services

**PROGRAMME BRIEF**

**Who are the beneficiaries?** The programme will be located in Orientale Province, in the north-eastern part of the Democratic Republic of the Congo, and will cover five production zones in the Tshopo district and three axes around the district's capital, Kisangani. It will focus on two areas within the district – Isangi and Basako – both identified as priority areas in IFAD's country strategy and the Government's Poverty Reduction Strategy Paper. It will directly benefit about 55 000 poor farmer and fisher households living in the area, paying particular attention to vulnerable groups, such as single mothers, widows and orphans, youths and old people.

**Why are they poor?** The long period of crisis and institutional instability that the country has undergone has negatively affected agricultural and fisheries activities in the programme area. Rural development is seriously constrained by landlocked areas of production and lack of access to markets, working tools and technologies. Transportation, communication and social infrastructure has either been destroyed or has deteriorated due to a prolonged lack of maintenance. As a result, agricultural and fisheries productivity and production are low, and the population has difficulties accessing basic social services (primary health care, primary education, nutrition, drinking water and sanitation).

**What will the programme do for them?** The programme will contribute to sustainably improving the target group's incomes, food security, nutritional status and living standards, and to strengthening their natural resource management capabilities. More specifically, it will: (a) improve, on a sustainable basis, physical and intangible access to markets and production zones; (b) strengthen the self-promotional and management skills of rural populations and their grass-roots organizations, and the capacity of public services to support rural development; (c) intensify, diversify and add value to agricultural and fisheries production; and (d) improve access to basic social services. The implementation of the second subcomponent will initially be supported by the activities planned in the framework of a grant to be finalized at the appraisal stage.

**How will beneficiaries participate in the programme?** Beneficiaries and development partners will take an active part in planning activities, defining an implementation approach and monitoring and evaluating impact. The programme will be flexible and will build on a participatory approach that emphasizes literacy and training, and facilitates a continual dialogue with the beneficiaries and the different implementing partners. This approach will allow lessons learned during implementation to be incorporated in the programme. The programme will also benefit from the experience gained by the Agricultural Revival Programme in Equateur Province.

**How was the programme formulated?** The programme was formulated by a mission that brought together national experts who conducted preparatory surveys in the area with officials from the ministries concerned. Meetings were held with the major technical and financial partners in the country, numerous national and international NGOs, representatives of projects in Orientale Province, local professional associations and producers' organizations, provincial and local authorities, and decentralized services of the ministries concerned. Field visits took place between October and December 2004. A participatory approach was followed in order to identify major problems, areas with agricultural potential and production zones. Consensus-building meetings were held with all actors operating in the Kisangani hinterland and the Tshopo district (decentralized services, economic operators, NGOs). In addition, an information session with donors and a synthesis session were held at Kinshasa at the end of the mission.

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AGRICULTURAL REHABILITATION PROGRAMME IN ORIENTALE PROVINCE**

I submit the following report and recommendation on proposed financial assistance to the Democratic Republic of the Congo comprising a loan for SDR 10.95 million (equivalent to approximately USD 15.53 million) on highly concessional terms and a grant of SDR 210 000 (equivalent to USD 300 000) to help finance the Agricultural Rehabilitation Programme in Orientale Province. 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 as IFAD's cooperating institution.

**PART I – THE ECONOMY, SECTORAL CONTEXT AND IFAD STRATEGY<sup>1</sup>**

**A. The Economy and Agricultural Sector**

1. The Democratic Republic of the Congo has a surface area of about 2.34 million km<sup>2</sup>, making it the third-largest country of Africa. Its population, estimated in 2001 at almost 54 million and growing at an annual rate of 3.2%, is over 60% rural. Average population density in rural areas is only 22 inhabitants/km<sup>2</sup>, one of the lowest in Africa. Potentially one of Africa's richest countries, it has considerable mineral resources (copper, cobalt, diamonds, uranium, tin, gold, silver, coal, zinc and oil), 6% of the world's forest reserves, ample fertile soils and reliable rains throughout the year. Its potential has unfortunately never been translated into satisfactory living standards for the population. In 2001, per capita GDP was estimated at USD 107, and the country's human development index of 0.390 placed it 142<sup>nd</sup> out of 162 countries in the *Human Development Report 2001*.

2. The economy of the Democratic Republic of the Congo came to a standstill during the 1990s, after a period of steady deterioration starting in 1974. By 2000, external debt had soared to 300% of GDP and 900% of exports, and arrears accounted for 75% of total debt. The economy had collapsed due to a combination of factors, including institutional instability, hyperinflation, ethnic conflict, war and massive flows of refugees from Rwanda. The formal sector had virtually disappeared and real GDP growth had plummeted, from -6.6% in 1990 to -14% in 1999. Most of the bilateral and multilateral institutions – including IFAD, the International Monetary Fund (IMF) and the World Bank – had suspended their programmes by 1993, and the country was split up into zones held by central government and various rebel factions. The Lusaka peace treaty signed in July 1999 was followed, in May 2001, by the launching of an interim enhanced economic recovery programme financed by World Bank and the IMF. Inflation was cut from over 500% in 2000 to 6% in 2003, and progress was made on a broad front. In June 2003, a transition government incorporating all the factions was installed, and most donors had returned. In 2004, travel on the River Congo was resumed, linking north to south; GDP growth rose to 9%; and the franc Congolais was stable against the United States dollar and the euro. The IMF agreed to provide USD 750 million to finance a three-year government economic programme to reduce poverty and promote economic growth. In the second quarter of 2003, the country reached its decision point under the Debt Initiative for Highly Indebted Poor Countries. In December 2003, IFAD approved debt relief for SDR 9.126 million, equivalent to about USD 12.3 million in 2002 net preset value terms.

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<sup>1</sup> See Appendix I for additional information.



3. The enormous social cost of poor governance and conflict has yet to be fully recovered. Updated figures, though rare, all point to a terrifying situation: in a country with such an abundance of land and water, over 70% of the population is food-insecure, 40% of the children are malnourished and 20% are severely malnourished. Barely a third of children aged 6-11 are in school (against 58% in 1985); school buildings are derelict; and the quality of teaching is poor. Life expectancy at birth is only 40 years (against 46.9 years for sub-Saharan Africa); a mere 20% of the children are fully vaccinated and 20% have never been vaccinated. Mortality rates are 127/1 000 for infants, 215/1 000 for children under five years, and 2 000/100 000 births for mothers. Less than half the population has access to a health facility (45%) or a safe source of water (42%). Nationwide, about 5% of the population is HIV-positive, and 300 000 persons die of AIDS every year; incidences as high as 12% have been reported in the north and eastern parts of the country. Malaria accounts for over half the registered deaths.

4. The country's agricultural potential is high thanks to abundant land, ample rains and a capillary network of streams and rivers. Accessibility is the single most important physical constraint, followed by lack of information, training and technologies. What progress had been made was severely compromised by the conflict of the 1990s, and today over 80% of the farmers are believed to have returned to subsistence production. Agricultural GDP fell by 38% between 1990 and 2000. Most of the large plantations of industrial crops (oil palm, rubber, coffee, cocoa, tea, tobacco), which generated substantial export earnings and tax revenues, have been abandoned. Even food production, which has always been heavily dominated by small farmers using slash-and-burn techniques, has declined. Average farm sizes are small (0.5-1.5 hectares) due to the heavy work of clearing dense bush and to poor linkages with markets. Less than 10% of the arable area is cultivated in any given year. Intercropping of several food crops (cassava, plantain, maize, roots and tubers) is supplemented by fruit growing and small animal production. Certain ethnic groups specialize in livestock and fishing. Use of inputs is minimal and productivities are low.

5. Orientale Province, which lies in the north-eastern part of the country, is divided into four districts (Bas-Uele, Haut-Uele, Ituri and Tshopo), plus its capital, Kisangani, the country's third-largest city with just under a million inhabitants. Kisangani University has a highly respected agricultural faculty, but its graduates cannot find employment locally. The main food crops in the province are cassava, plantain, rice, groundnuts, beans and maize. From 1998 to 2003, Kisangani and its hinterland were completely isolated from the rest of the country, yet it had to absorb large numbers of refugees from conflict, including many from neighbouring countries. Under a United Nations mandate, France and Belgium are helping train a new national army brigade incorporating all the rebel factions. The situation has been secure for the past two years, even in Ituri, where the former rebels have joined the transition government. In 2001, the United Nations Children's Fund (UNICEF) ranked Orientale Province tenth out of the country's 11 provinces on the basis of its human development index.

6. **Rural poverty.** About 80% of the country's population lives in extreme poverty. The main causes of rural poverty have always been: (a) isolation due to the poor condition of roads, railroads, boats and landing places; (b) lack of, or derelict, economic infrastructure and services (supply of inputs, tools and equipment; storage and processing; markets; information and training); (c) lack of, or derelict, social facilities and services (schools, health, safe water, sanitation); (d) low productivities of crops, livestock and fishing; and, as a result of all the above: (e) weak, or lack of, access to markets. These causes were significantly aggravated by the long period of conflict.

7. **Rural development and poverty reduction.** After holding a round table on agricultural development attended by its main partners (including NGOs, the private sector and other sources of technical and financial support), the Government formulated the Minimum Partnership Programme for Transition and Recovery (2004-2007). The aims of this programme are to foster political and social stability and security, rapid and equitable economic growth, good governance, and poverty reduction. With regard to its agricultural and rural development focus, all partners are expected to

adopt a community-based approach to the rehabilitation of economic and social services, including the restoration of land and water transport, relaunching of production (crops, livestock and fish), promotion of farm-related and non-farm income-generating activities, and delivery of training and support. Similar partnerships exist for other sectors, including public health, nutrition and education.

8. **Institutional framework.** The transition government is winning broad acceptance both with donors and among the population. Restructuring of public services is proceeding steadily, though much remains to be done. The technical ministries with a role in rural development are: Agriculture and Fisheries; Rural Development; Environment, Natural Conservation, Water and Forests; Public Works and Physical Planning; Transport and Communications. Their focus on economic development is complemented by ministries specialized in social development and welfare: Health; Education; and Promotion of Women and the Family. Although civil servants normally have excellent backgrounds, few have had a chance to upgrade their skills, and salaries are both low and irregularly paid. Field offices are understaffed and lack the means to fulfil their mandate. Most services have limited capacity to plan and monitor field activities and their mandates often overlap. Microfinance institutions are concentrated in the urban areas and in the southern provinces. Rural areas are covered, albeit only partly, by NGOs charged with managing donor-financed credit lines. The NGO community in the country comprises at least 1 000 organizations, but most are concentrated in the south and around or in Kinshasa, with about 50 NGOs known to be operating in Orientale Province.

9. **Gender and age issues.** Women are particularly disadvantaged in the context of the traditional societies of the country, especially if they are divorced, separated, widowed or single mothers. The issue is not so much access to land, which is abundant, but rather the labour for clearing/destumping it and access to information, training, extension and credit. Men and women traditionally specialize in different productive activities, and men's interests have generally received more attention than women's. Schooling of girls is not perceived by rural families as a priority. As girls help with childcare and domestic duties, families with limited resources tend to send only their boys to school. Three other vulnerable categories are linked to age: youths, many of whom have some schooling and are in search of "modern" employment; the elderly (men as well as women) with no family to care for them; and orphans (of war, HIV/AIDS).

## **B. Lessons Learned from Previous IFAD Experience**

10. Prior to the suspension of its operations in the country in 1993, IFAD had cofinanced three projects with the World Bank, for a total of USD 24.75 million. The Agricultural Revival Programme in Equateur Province (PRAPE), approved in April 2004 (USD 10.0 million), became effective at the end of September 2005. IFAD has also provided USD 550 000 in grants: USD 150 000 to the Africa Rice Center (WARDA) for research on Nerica rice varieties; USD 200 000 for post-conflict emergency action; and USD 200 000 to finance the launching of work with the communities in the area covered by PRAPE.

11. The main lessons learned prior to 1993 focused on: (a) ensuring that the Government's ability to provide counterpart funding was evaluated realistically; (b) keeping incremental recurrent costs low in order to avoid post-project interruption of services; and (c) recognizing that transportation and access to markets were crucially important engines of rural growth. Further experience acquired by IFAD during post-conflict emergency interventions, both in the Democratic Republic of the Congo and elsewhere in the subregion, suggests that: (a) agricultural production must be rehabilitated as quickly as possible, both by restoring linkages with markets (transport) and by improving access to essential infrastructure, social as well as economic; (b) local authorities that filled the governance gap during the conflicts have demonstrated a capacity for handling local affairs, and their skills need to be upgraded to ensure the best possible use of external support; and (c) the transition from emergency status to development will occur without a gap if loan-financed projects are ready to go when emergency funding begins to wane.

### C. IFAD's Strategy for Collaboration with the Democratic Republic of the Congo

12. The Government's immediate rural development goal is to assure food security and reduce poverty by reviving the agricultural sector. Its Interim Poverty Reduction Strategy Paper, recently approved by the World Bank and the IMF, envisages three main pillars: (a) promoting peace and good governance; (b) supporting macroeconomic stabilization and pro-poor growth by improving the macroeconomic environment, restoring socio-economic infrastructure, developing production sectors, upgrading human capital through education and health, and promoting sustainable natural resource management; and (c) building on the initiatives and survival strategies developed by many communities in the absence of the state. The medium-term priorities are to recapitalize the rural production sector, increase productivities, improve marketing and foster self-reliant rural community organizations. Given both the enormous needs in all sectors and the ongoing emergency situation, the budget for agricultural services will remain limited. Strong partnerships with civil society organizations, the private sector and donors will be crucially important in ensuring that scarce resources are put to the best possible use.

13. **Relevant poverty reduction efforts by major development partners.** The operations of various development partners combine post-conflict emergency actions (such as free inputs and rehabilitation of infrastructure) with longer-term investments that can help build a solid foundation for recovery and then for development: the World Bank, African Development Bank, European Union, United Nations Development Programme (UNDP); and the Governments of Belgium, Germany, France, United Kingdom of Great Britain and Northern Ireland, and the United States of America (the United States Agency for International Development), among others. Several operators, including the World Bank and the European Union, are commissioning the in-country office established by the United Nations Office for Project Services (UNOPS) to accelerate the rehabilitation and construction of critically important large infrastructure.

14. IFAD will have a national-level field presence, being recruited by UNDP, to strengthen both overall coordination and policy dialogue. Several donors and agencies are already working in Orientale Province and others have plans to do so.

15. IFAD's strategy for collaboration with the Democratic Republic of the Congo, set out in its country strategic opportunities paper (COSOP) of 2003, is guided by the Strategic Framework for IFAD 2002-2006, and by the Fund's regional strategy for Western and Central Africa. The main goal is to **improve food security among poor rural communities by supporting the transition from emergency assistance to development**. The specific objectives are to: (a) support recovery then growth of agricultural/fish production by providing inputs (such as improved seeds, pesticides small tools) and improving access to more productive technologies and practices; (b) strengthen marketing channels by investing in infrastructure (feeder roads, landing stages, land and river transport, storage), improving market information and strengthening commodity chain linkages; (c) build the social capital of groups of small producers by helping them not only to improve their access to markets but also to work together towards peace and stability; and (d) with strong support from the Belgian Survival Fund, facilitate their access to health, education and nutrition services, with a strong focus on controlling endemic diseases (malaria, HIV/AIDS, trypanosomiasis). The COSOP recognizes gender equity as an important cross-cutting issue that should inspire the design and implementation of all IFAD-financed efforts in the country.

16. **Programme rationale.** The Democratic Republic of the Congo is slowly returning to normal thanks to the concerted actions of a broad partnership of donors and financial institutions. This is a truly gigantic task, particularly in the rural areas, where the production of crops, livestock and fish was severely disrupted by looting, the disappearance of essential services and suppliers of factors of production, and the flight from rural to urban areas, among others. Many rural producers became almost entirely destitute; their links with markets were interrupted; and schools and health centres deteriorated. The proposed programme is designed to operate on a broad front with a view to reviving primary sector production, re-establishing market linkages and improving essential social

infrastructure. It will build on the strong cohesion developed by local community-based organizations during the period of conflict.

## PART II – THE PROGRAMME

### A. Programme Area and Target Group

17. The programme area will cover five production zones in the Tshopo District of Orientale Province, as well as three axes linking Kisangani, the district's capital, with Bengamisa, Ubuindu and Wanie Rukula. The district has 1.29 million rural dwellers, and a further 900 000 persons live in Kisangani. Virtually everyone living outside Kisangani suffers from absolute poverty and is at risk of further impoverishment. The target population comprises approximately 55 000 households in the five production areas and along the axes.

18. **Target group.** The programme will focus on two asset-poor categories of producers: (a) small-scale farmers/livestock owners, who cultivate between 0.5 and 0.9 hectares of land a year; and (b) full-time fishers (of the Lokele ethnic group). It will focus on five particularly disadvantaged segments within these two categories: rural women, especially women who head a household; young men who must rent their means of production; school-age girls whose families are too poor to send them to school; war or HIV/AIDS orphans; and the elderly living alone.

19. Targeting of the particularly disadvantaged categories will be assured in three main ways: (a) awareness-building on equity and gender issues for implementing agencies and staff, particularly the field agents; (b) training in how to use participatory diagnostic and planning tools to identify and reach particularly vulnerable categories; and (c) measures designed to remove specific constraints that limit these groups' access to education, social services and remunerative employment.

### B. Objectives and Scope

20. The programme's development goal will be to help improve food security, incomes, nutritional status and living standards of up to 55 000 households including the households of 25 000 farmers and 6 000 fishers in the Tshopo district and 24 000 households along the three axes. Its specific objectives will be to build up the capacity for self-development of rural communities and their organizations; facilitate access by local producers to markets and factors of production (inputs, technologies, knowledge); improve access by local populations to basic social services; and ensure that programme resources are effectively used.

21. Over a six-year investment period, the programme will: (a) strengthen grass-roots organizations (e.g. village development committees, producers' groups) and apex bodies (unions, federations); (b) intensify, diversify, and add value to, the production and processing of crops, livestock and fish; (c) facilitate marketing by, among other activities, rehabilitating or building road and river infrastructure, and collecting and disseminating information on markets and prices; (d) improve access to basic social services (health, primary education, safe water and sanitation); and (e) build the capacity of public and private-sector service providers to be contracted to carry out field activities.

### C. Components

22. The programme will be structured around four components: (a) crop, livestock and fish production; (b) access to markets and support to marketing; (c) access to basic social services; and (d) programme management.

23. **Crop, livestock and fish production.** This component is designed to help rural producers relaunch and develop their primary production activities sustainably by fostering and strengthening: (a) village development committees to plan, carry out and monitor village development, starting with the participatory formulation of community development plans; and (b) self-help producers' groups

for a broad range of economic activities. Experienced public and private-sector service providers will be contracted to work directly with beneficiaries and their communities to promote the creation of essential support activities (such as seed multiplication and input supply, including planting materials, veterinary inputs, fingerlings; improved genitors; technical advisory services; and extension). Beneficiary communities and/or producers' groups will have access to a fund for agricultural and fisheries development to cover 90% of the cost of collective infrastructure (including for irrigation, fish-farming, processing, marketing, services, and natural resource management). As already done for PRAPE, early launching of awareness-building and community mobilization work will be funded through a three-year grant of USD 300 000. This will accelerate the programme's start-up and generate valuable lessons.

24. **Access to markets and support to marketing.** This component aims to remove constraints limiting the ability of rural producers to increase their earnings and improve their living standards. Physical access will be improved by building 120 km of trunk roads and reopening 300 km of feeder roads. Upgrading of the 25 km of trunk road linking Isangi to Yangambi and Kisangani will be entrusted to UNOPS. The tenders for other road works and buildings will be awarded to local small and medium-scale contractors, whose ability to manage labour-intensive work sites and respond to tenders will be strengthened. Twenty multi-village road maintenance and repair committees will be fostered and trained; 900 permanent road workers will be recruited by them, equipped with small tools, and trained. The capacity of the District Roads Department to guide and oversee road works will also be strengthened. The impact of these investments will be enhanced by assisting private-sector operators (including community-based organizations) in taking up the task of delivering essential services (supplies, collection centres at landing stages) by introducing better processing and storage technologies, and by strengthening the bargaining power of local economic operators at the grass-roots level. The latter's ability to identify and penetrate more remunerative markets will be enhanced by installing a system to collect and broadcast information on markets and prices.

25. **Access to basic social services.** This component will complement a broad range of other projects and programmes by upgrading the quality of social services at village level in the five production zones. The main partners will be both the grass-roots organizations fostered under previous programme components and the network of committees specialized in promoting health, nutrition, education, water and sanitation at different levels. The building and rehabilitation of infrastructure will be associated with training, information, provision of essential drugs and other means to control endemic diseases (malaria, sleeping sickness, HIV/AIDS). The schooling of girls will be promoted through advocacy and awareness-building; the poorest families will have priority of access to support for starting economic activities and/or free uniforms for their girls.

26. **Programme management.** A small but highly qualified programme management unit (PMU) will be established in Isangi. Although part of the Ministry of Agriculture and Fisheries, it will be financially and administratively autonomous within the limits of approved annual work plans and budgets (AWP/Bs). Two field offices (*antennes*) will be set up at Basoko and Kisangani respectively. The programme will also have access to (and share the cost of) the services of the liaison office set up by PRAPE in Kinshasa. Each production zone will have a partner under contract as lead agency (OPB, *opérateur principal de bassin*) to coordinate programme-supported activities by other partners. The OPB will have expertise in, among others, technical training and literacy. Provision is made for technical assistance to ensure that IFAD's requirements with regard to monitoring and evaluation (M&E) are met, including through baseline surveys, mid-term and completion surveys and impact assessments.

#### D. Costs and Financing

27. Total investment and incremental recurrent costs, including physical and price contingencies, are estimated at USD 26.08 million over six years, including a foreign exchange component of 24%. As shown in Table 1, costs are fairly evenly distributed among the three technical components, with 36% and 26% respectively for production and marketing; and 28% for social services.

28. The IFAD loan for about USD 15.53 million and grant for USD 300 000 will cover about 60% of the total cost. The remaining cost will be covered by a grant from the Belgian Survival Fund for USD 6.25 million (24%) for the social services component, a contribution from the Government of USD 3.42 million (13%) representing the reimbursement of taxes and duties; and a beneficiary contribution of USD 582 000 (2.2%) representing 10% of the cost of infrastructure development.

29. Appendix V gives greater details on financing by cost categories and percentages. Costs by component are shown in Table 1.

**TABLE 1: COSTS BY COMPONENTS<sup>a</sup>**  
(USD '000)

<b>Components</b>	<b>Local</b>	<b>Foreign</b>	<b>Total</b>	<b>% of Foreign Exchange</b>	<b>% of Base Costs</b>
Crop, livestock and fish production	7 736	967	8 703	11	36
Access to markets and support to marketing	4 618	1 643	6 261	26	26
Access to basic social services	4 246	2 670	6 916	39	28
Programme management	1 966	637	2 603	24	11
<b>Total base costs</b>	<b>18 566</b>	<b>5 917</b>	<b>24 483</b>	<b>24</b>	<b>100</b>
Physical contingencies	785	289	1 074	27	4
Price contingencies	380	147	527	28	2
<b>Total programme costs</b>	<b>19 731</b>	<b>6 353</b>	<b>26 084</b>	<b>24</b>	<b>107</b>

<sup>a</sup> Discrepancies in totals are due to rounding.

**TABLE 2: FINANCING PLAN<sup>a</sup>**  
(USD '000)

Components	IFAD Loan		IFAD Grant		Belgian Survival Fund		Government		Beneficiaries		Total		Foreign Exchange	Local (Excl. Taxes)	Duties and Taxes
	Amt.	%	Amt.	%	Amt.	%	Amt.	%	Amt.	%	Amt.	%			
Crop, livestock and fish production	7 521	85.0	300	3.4			603	6.8	425	4.8	8 849	33.9	995	7 251	603
Access to markets and support to marketing	5 489	78.9					1 314	18.9	157	2.3	6 960	26.7	1 828	3 818	1 314
Access to basic social services					6 255	83.1	1 268	16.9			7 524	28.8	2 874	3 382	1 268
Programme management	2 518	91.5					233	8.5			2 750	10.5	657	1 861	233
<b>Total programme costs</b>	<b>15 528</b>	<b>59.5</b>	<b>300</b>	<b>1.1</b>	<b>6 255</b>	<b>24.0</b>	<b>3 419</b>	<b>13.1</b>	<b>582</b>	<b>2.2</b>	<b>26 084</b>	<b>100.0</b>	<b>6 353</b>	<b>16 312</b>	<b>3 419</b>

<sup>a</sup> Discrepancies in totals are due to rounding.

### **E. Procurement, Disbursement, Accounts and Audit**

30. Procurement will be undertaken by the PMU in line with government regulations and guidelines acceptable to IFAD. Implementation tasks will be entrusted to experienced, qualified agencies in the public, private and NGO sectors working in the framework of memoranda of understanding and/or contracts as appropriate. Signature by PMU of these agreements will be subject to the cooperating institution's prior approval of the corresponding tendering documents and screening procedures. Procurements will be bulked wherever possible in order to obtain better prices. International competitive bidding procedures will apply to the procurement of vehicles worth over USD 100 000 and goods and services worth USD 50 000 or more. National competitive bidding procedures acceptable to IFAD will apply to goods and services worth between USD 10 000 and USD 50 000. Goods worth from USD 5 000 to USD 10 000 will be procured through local shopping with at least three quotations.

31. **Disbursements.** To facilitate timely payment of works, services and supplies, a special account will be opened with a branch of the Central Bank of Congo or any other bank acceptable to IFAD in Kisangani. The special account will have a ceiling of USD 1.0 million. Upon loan effectiveness, IFAD will deposit USD 500 000 into the special account, equivalent to approximately six months of foreseeable expenditures. In addition to waiving taxes and duties, the Government will deposit the reimbursements of taxes and duties as counterpart funds into a programme account opened with a commercial bank acceptable to IFAD in Kinshasa.

32. **Accounts and audits.** The administrator/financial comptroller, under the supervision of the coordinator of PMU, will ensure that accurate accounts are kept on the flow of funds, using accounting procedures that comply with acceptable international standards. The accounts will be audited annually by independent external auditors working to international standards. The auditors will provide separate opinions on tendering procedures, eligibility of expenditures, the use made of procured goods and services, and the statements of expenditure. The audited financial statements will be submitted to IFAD and the cooperating institution no later than six months after the end of the fiscal year.

### **F. Organization and Management**

33. The lead agency for the programme will be the Ministry of Agriculture and Fisheries, with the PMU having full autonomy within the limits of its approved AWP/Bs. A steering committee will be established to guide and monitor implementation and to further inter-institutional coordination. Chaired by the Minister for Agriculture and Fisheries or his representative, with the coordinator of PMU as secretary, the steering committee will comprise a limited number of representatives from the main services and institutions involved in the programme. It will meet at least once a year to review and approve AWP/Bs.

34. Day-to-day management will be assured by the PMU based in Isangi, working through the two field offices at Basoko (covering four production zones) and Kisangani (one zone and the three axes). The field offices will work through five OPBs (one for each zone). The PMU will be staffed by a coordinator, six subject matter specialists (livestock/fisheries, rural infrastructure, participatory development and promotion of community-based organizations, monitoring and evaluation, and social services), an administrative/financial comptroller assisted by an accountant, and support personnel. The Basoko field office will be staffed by a professional and a deputy; the one at Kisangani by a professional.

35. Strengthening of village-level organizations will be entrusted to five OPBs, to be recruited by open tender. The ability of selected OPBs to promote a pro-poor attitude towards development and genuine empowerment will be enhanced through intensive training, follow-up and sensitization on



gender-equity issues. Working under the supervision of the PMU/field offices, they will assist beneficiaries and their communities in: (a) preparing, implementing and monitoring their community development plans; (b) promoting functional literacy; (c) preparing and executing investments to be financed by the fund for agricultural and fisheries development, drawing up plans for the maintenance of village infrastructure; and (d) building up local capacity to manage external assistance cost-effectively. OPB field agents will work closely with local teams, comprising one woman and one man selected by the community and trained to build local awareness of key issues such as human and animal health, nutrition, production and processing of crops, livestock and fish. Villagers who relay information will receive a bicycle and a small allowance to maintain it. Additional service providers will be engaged for specialized tasks, including civil engineering and building works, a market and prices information system, technical and managerial training and thematic studies.

36. A fully participatory approach will be expected of all implementing agencies and partners, whose staff will be trained in using tools and procedures that will gradually empower village-level organizations as competent representatives of their constituencies. The rural poor themselves will be encouraged to address equity and gender issues by identifying disadvantaged categories in their communities and ensuring that their specific needs are also met.

37. The programme's M&E system will comply with IFAD's Framework for a Results and Impact Management System, and will be participatory and used as a learning, management and planning tool. The logical framework (Appendix III) will guide results-based, objectives-oriented implementation. M&E staff of the PMU will design standard data collection sheets to be used by all partners. Internal monitoring of progress will be cross-checked both by discussing the findings with beneficiary representatives during annual review workshops and by commissioning external evaluations at mid-term and at programme end. Each implementing agency will monitor its own performance against the terms of its contract or memorandum of understanding, and present the results in quarterly reports backed by duly completed data sheets. The PMU will compile the reports and write quarterly progress reports to be submitted to the cooperating institution and IFAD no later than a month after the end of the reporting period.

38. Impact assessment will be a continuous process at the level of each OPB, involving periodic activity-based assessments, participatory evaluations and special surveys. The baseline studies conducted in the first programme year will be repeated at mid-term and at programme end to determine how and to what extent the lives of beneficiaries and their communities have been affected. The findings will be discussed and validated by holding meetings both with representative focal groups for different categories (producers, women, youths, elderly) and at the level of whole villages.

### **G. Economic Justification**

39. The programme will reduce rural poverty in the Tshopo district by (a) addressing a multitude of constraints that are depressing rural incomes; (b) filling gaps in the delivery of basic social services; and (c) laying a solid foundation for post-support sustainability through the empowerment of grass-roots organizations. An estimated 25 000 households (i.e. about half the total number estimated to live in the five production zones) are expected to benefit directly. On this basis, the economic rate of return (ERR) over a period of 20 years is calculated at 10%. This is acceptable in light both of the many non-quantifiable benefits and the fact that no account is taken of the beneficiaries living along the three axes. The ERR for the production-related activities (i.e. without the investments in social services) works out to 15%. Both rates are robust, with the overall ERR dropping by only 3 percentage points (to 7% and 12% respectively) for the worst-case hypothesis (10% decrease in benefits combined with 10% increase in costs).

## H. Risks

40. Technical risks attached to the production and market components are minimal because the programme will start by focusing on economic activities that rural producers are already familiar with and for which a broad range of simple proven technologies and practices exist. The envisaged participatory and demand-led approach will help rural producers learn about and gain access to these technologies and empower them to upgrade as their confidence grows. The risk of not being able to engage sufficiently qualified service providers is addressed by the provisions for strengthening their capabilities, particularly with regard to the use of participatory approaches and tools, the delivery of advisory services, and extension on production and marketing. Another important risk is attached to the objective difficulty of reducing harassment, particularly for the marketing functions so critical to the development of production: this risk will be significantly reduced by recent macroeconomic reforms that place a strong emphasis on assuring that civil servants are paid better and more regularly, by the steady improvement in security, and by the political cohesion that should be fostered by the upcoming elections. Further hope is awakened by the positive experiences of villages throughout the country, resulting in the removal of illegal road blocks and charges. The main risk the programme faces remains the possibility of renewed conflict in a region where political tensions continue to smoulder.

## I. Environmental Impact

41. The programme will not have a major impact on the physical environment. Crop farmers are expected to respond positively to the possibility of intensifying production in order to reduce the burdens of clearing and destumping. The recommended low-input soil fertility and pest control practices for crops, confined conditions for pigs and other animals, among others, will not affect the water table or biodiversity; and the raising of bush meat will probably reduce hunting. The risk of overfishing will be addressed mainly by building awareness of rules and regulations, and strengthening community-level capacity to enforce them. Most of the roadworks will involve existing sections, and their designs will take account of environmental concerns (e.g. for clearing of roadways, prevention of erosion). The economic and social infrastructure will be small, and the management committees will be trained in safe disposal of effluent and solid wastes. The programme is ranked Category B.

## J. Innovative Features

42. The programme will improve the integration of river and land transportation by building access roads to landing stages and introducing better-adapted boats to pick up and deliver goods and services. Wherever possible the communities themselves will be assisted in initiating such nodes, and locally based private operators will have priority of access to programme assistance for developing them as viable marketing centres. The OPBs will be explicitly mandated to ensure that the programme's participatory and gender/equity-sensitive approach is fully complied with. Another major innovation for the country is the emphasis on assisting local operators in initiating and assuring the management of marketing infrastructure and means of transport. The communities themselves will select their candidates for this highly specialized form of support aimed at creating a more enabling commercial environment for local producers.

**PART III – LEGAL INSTRUMENTS AND AUTHORITY**

43. A financing agreement between the Democratic Republic of the Congo and IFAD will constitute the legal instrument for extending the proposed financing to the recipient. A summary of the important supplementary assurances included in the negotiated financing agreement is attached as an annex.
44. The Democratic Republic of the Congo is empowered under its laws to borrow from IFAD.
45. I am satisfied that the proposed financial assistance will comply with the Agreement Establishing IFAD.

**PART IV – RECOMMENDATIONS**

46. I recommend that the Executive Board approve the proposed financial assistance in terms of the following resolution:

RESOLVED: that the Fund shall make a loan to the Democratic Republic of the Congo in various currencies in an amount equivalent to ten million nine hundred and fifty thousand special drawing rights (SDR 10 950 000) to mature on or prior to 15 August 2045 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.

RESOLVED FURTHER: that the Fund shall provide a grant to the Democratic Republic of the Congo in various currencies in an amount equivalent to two hundred and ten thousand special drawing rights (SDR 210 000) and 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 FINANCING AGREEMENT**

(Negotiations concluded on 2 December 2005)

1. The Government of the Democratic Republic of the Congo (the “Government”) will make the loan and grant proceeds available to the Ministry of Agriculture and Fisheries (the “lead programme agency”) in accordance with the provisions of the respective AWP/Bs and its customary national procedures for development assistance in order to implement the programme.
2. The Government will also make available to the lead programme agency – during the programme implementation period – counterpart funds from its own resources in an aggregate amount equivalent to USD 3.42 million in accordance with its customary national procedures for development assistance. This amount will be used to cover the sums for which the Government is responsible in respect of duties and taxes on goods procured on the local market and includes as well import duties, for which an exemption will be granted.
3. The Government will make an initial deposit of counterpart funds in the programme account in a local-currency amount equivalent to USD 25 000 to cover the first six months of programme implementation. A second deposit in the same amount will be made at the beginning of the second period of six months of year 1. The Government will replenish the programme account annually and in advance by depositing therein the counterpart funds as set forth in the respective AWP/B. The programme will be included in the public investment programme.
4. The programme does not entail any large-scale physical works. Accordingly, its activities are not expected to have any significant adverse impact on the environment or natural resources. In fact, the identified priority action thrusts may, over time, have a positive impact on the environment. The programme has been classified in Category B.
5. As part of maintaining sound environmental practices, the Government will take the necessary pest management measures under the programme. To this end, it will ensure that the pesticides procured under the programme do not include any pesticide either proscribed by the International Code of Conduct on the Distribution and Use of Pesticides of the Food and Agriculture Organization of the United Nations, as amended from time to time, or listed in Tables 1 (Extremely Hazardous) and 2 (Highly Hazardous) of the World Health Organization’s Recommended Classification of Pesticides by Hazard and Guidelines to Classification 1996-1997, as amended from time to time.
6. An M&E system will be set up to serve as a tool for effective programme steering and management. The objective of the system will be to provide reliable, up-to-date information on programme implementation and support decision-making so that activities may be better adapted to the needs of the main programme stakeholders. The coordinator of the PMU will hold overall responsibility for the internal M&E system. The monitoring function will operate by: (a) gathering data provided by the structure proposed by the M&E officer to the operators for collecting data on indicators, quarterly and annual reports, and field missions by key PMU staff; (b) the M&E officer’s gathering and processing of data; (c) a critical review of M&E data within the PMU; and (d) sharing of physical and financial outcomes with IFAD, the Ministry of Agriculture and Fisheries, and OPBs.
7. The programme implementation monitoring indicators should respond to the requirements of IFAD’s Results and Impact Management System, which includes results and impact indicators that must be presented in reports to be submitted by programme officers and supervision missions to IFAD. With regard to staffing, an M&E officer will be recruited for the PMU, and extension agents will be recruited by the OPBs within the scope of their mandates; in terms of material support, computers, data fiches and dissemination media will be made available.

8. Programme personnel will be insured against health and accident risks in accordance with applicable mandatory practices in the Democratic Republic of the Congo.
9. Programme personnel – i.e. the coordinator, the five support officers, the administrative and finance officer, and the accountant – will be recruited by a specialized firm by way of national competitive bidding published in the local press; contracts will be fixed-term but renewable. No discrimination will be permitted in the recruitment process; however, all other things being equal, preference will be given to women candidates. The recruitment of programme personnel – and any decision to terminate their contracts – will be decided in agreement with IFAD. Programme personnel will be subject to annual performance evaluations, and their contracts may be terminated on the basis of the findings of these evaluations. Support staff will be recruited and managed in accordance with applicable procedures in force in the Democratic Republic of the Congo.
10. The participatory approach used by the programme will ensure better inclusion of women and young people in decision-making processes and village-level management. The programme will support activities or microprojects that improve the living conditions of women without, however, excluding men's interests. In this regard, greater attention will be given to microprojects managed by women, in particular for actions that make their work less burdensome and more productive and free up time for literacy and other types of training as well as social activities. These activities will help to strengthen women's role as managers of resources and promoters of development activities, lighten their work burden, increase their revenue, and raise their levels of training and, by extension, their participation in decision-making at both the farm and community levels. The programme will also support school attendance for girls.
11. No withdrawal may be made in respect of any category until the first AWP/B has been approved. Once this condition has been fulfilled, an initial disbursement of USD 500 000 will be made.
12. The following are specified as conditions precedent to effectiveness:
  - (a) the coordinator and the administrative and finance officer of the PMU have been recruited;
  - (b) the PMU and the steering committee have been created by ministerial decree of the lead programme agency and the premises to house the PMU have been made available;
  - (c) the special account, the special sub-account and the programme account have been opened, and the counterpart funds necessary for implementation of the first six months of the programme – i.e. USD 25 000 – have been deposited in the programme account;
  - (d) a draft operating manual has been submitted to IFAD; and
  - (e) a legal opinion, issued by the competent authority of the Democratic Republic of the Congo and acceptable in form and substance, has been forwarded by the Government to IFAD.

APPENDIX I

COUNTRY DATA

DEMOCRATIC REPUBLIC OF THE CONGO

<b>Land area (km<sup>2</sup> thousand) 2003 1/</b>	2 267	<b>GNI per capita (USD) 2003 1/</b>	100
<b>Total population (million) 2003 1/</b>	53.15	<b>GDP per capita growth (annual %) 2003 1/</b>	2.5
<b>Population density (people per km<sup>2</sup>) 2003 1/</b>	23	<b>Inflation, consumer prices (annual %) 2003 1/</b>	32 a/
<b>Local currency</b>	Franc Congolais (CDF)	<b>Exchange rate: USD 1 =</b>	CDF 461.500
<b>Social Indicators</b>		<b>Economic Indicators</b>	
Population (average annual population growth rate) 1997-2003 1/	2.1	GDP (USD million) 2003 1/	5 671
Crude birth rate (per thousand people) 2003 1/	45	Average annual rate of growth of GDP 2/	
Crude death rate (per thousand people) 2003 1/	18	1983-1993	-2.3
Infant mortality rate (per thousand live births) 2003 1/	129	1993-2003	-2.4
Life expectancy at birth (years) 2003 1/	45	Sectoral distribution of GDP 2003 1/	
Number of rural poor (million) (approximate) 1/	n/a	% agriculture	58 a/
Poor as % of total rural population 1/	n/a	% industry	19 a/
Total labour force (million) 2003 1/	21.46	% manufacturing	4 a/
Female labour force as % of total 2003 1/	43	% services	23 a/
<b>Education</b>		Consumption 2003 1/	
School enrolment, primary (% gross) 2003 1/	n/a	General government final consumption expenditure (as % of GDP)	4 a/
Adult illiteracy rate (% age 15 and above) 2003 1/	n/a	Household final consumption expenditure, etc. (as % of GDP)	92 a/
<b>Nutrition</b>		Gross domestic savings (as % of GDP)	4 a/
Daily calorie supply per capita	n/a	<b>Balance of Payments (USD million)</b>	
Malnutrition prevalence, height for age (% of children under 5) 2003 2/	38	Merchandise exports 2003 1/	815
Malnutrition prevalence, weight for age (% of children under 5) 2003 2/	31	Merchandise imports 2003 1/	1 750
<b>Health</b>		Balance of merchandise trade	-935
Health expenditure, total (as % of GDP) 2003 1/	4 a/	Current account balances (USD million)	
Physicians (per thousand people) 2003 1/	n/a	before official transfers 2003 1/	n/a
Population using improved water sources (%) 2002 2/	46	after official transfers 2003 1/	n/a
Population with access to essential drugs (%) 2/	n/a	Foreign direct investment, net 2003 1/	158
Population using adequate sanitation facilities (%) 2002 2/	29	<b>Government Finance</b>	
<b>Agriculture and Food</b>		Cash surplus/deficit (as % of GDP) 2003 1/	0
Food imports (% of merchandise imports) 2003 1/	n/a	Total expenditure (% of GDP) 2003 1/	n/a
Fertilizer consumption (hundreds of grams per ha of arable land) 2003 1/	16 a/	Total external debt (USD million) 2003 1/	11 171
Food production index (1999-01=100) 2003 1/	98	Present value of debt (as % of GNI) 2003 1/	150
Cereal yield (kg per ha) 2003 1/	779	Total debt service (% of exports of goods and services) 2003 1/	n/a
<b>Land Use</b>		Lending interest rate (%) 2003 1/	67 a/
Arable land as % of land area 2003 1/	3 a/	Deposit interest rate (%) 2003 1/	n/a
Forest area as % of total land area 2003 1/	60 a/		
Irrigated land as % of cropland 2003 1/	0 a/		

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

1/ World Bank, *World Development Indicators* CD ROM 2005

2/ UNDP, *Human Development Report*, 2005

## PREVIOUS IFAD FINANCING IN THE DEMOCRATIC REPUBLIC OF THE CONGO

Project/Programme Name	Initiating Institution	Cooperating Institution	Lending Terms	Board Approval	Loan Effectiveness	Current Closing Date	Loan/Grant Acronym	Denominated Currency	Approved Loan/Grant Amount
Smallholder Maize Project	WB/IDA	WB/IDA	HC	17 Sep 80	11 May 81	30 Jun 90	L-I-47-ZR	SDR	12 150 000
Lulua Agricultural Development Project	WB/IDA	WB/IDA	HC	12 Dec 84	07 Feb 86	30 Jun 92	L-I-160-ZR	SDR	6 550 000
South Shaba Agricultural Development Project	IFAD	WB/IDA	HC	28 Apr 87	14 Oct 88	31 Dec 94	L-I-200-ZR	SDR	6 050 000
Agricultural Revival Programme in Equateur Province	IFAD	UNOPS	HC	22 Apr 20	11 Oct 2004	31 Dec 2010	632-ZR	SDR	10 000 000

HC: Highly concessional

WB/IDA: World Bank/International Development Association

### LOGICAL FRAMEWORK

Narrative description	Objectively verifiable indicators By gender/age wherever feasible	Information sources	Risks/hypotheses
<b>1. OVERALL DEVELOPMENT GOAL</b>			
Contribute to the sustainable improvement of incomes, food security, nutritional status and quality of life of 50 000 households, including those of 25 000 farmers and 6 000 fishermen in Tsopo District	<ul style="list-style-type: none"> <li>- No. of households with improved assets</li> <li>- Chronic malnutrition of children aged 6-59 months reduced from 57% to 30%</li> <li>- No. and % of households with access to safe water increased from 29% to 50%</li> <li>- No. and % of households with improved latrine (PIT)</li> <li>- Lower incidences of the main ailments (malaria, diarrhoea respiratory diseases, tuberculosis, trypanosomiasis, etc.)</li> <li>- Improved enrolment rates for girls and boys</li> <li>- Literacy rates among leaders of village management committees and grass-roots organizations (by gender)</li> </ul>	<ul style="list-style-type: none"> <li>- Baseline surveys</li> <li>- Mid-term impact survey</li> <li>- Impact assessment at end of programme lifetime</li> <li>- Ad hoc studies/surveys</li> <li>- Reports of technical services</li> <li>- Nutrition surveys at start/ mid term/ end of PRAPO</li> </ul>	<ul style="list-style-type: none"> <li>- Socio-political and economic environment will be stable</li> <li>- Measures for promoting private sector will be applied</li> </ul>
<b>2. SPECIFIC OBJECTIVES</b>			
1. Self-development capacity of villages and their grass-roots organizations (OB, <i>organisations de base</i> ) to assure efficient, equitable and self-sustaining management of rural development actions is strengthened	<ul style="list-style-type: none"> <li>- No. of functional OBs (mixed, male, female) involved in programme-supported actions</li> <li>- % of staff of principal basin operators (OPB, <i>opérateur principal de bassin</i>) with skills needed to foster OB organization and management</li> <li>- No. of operational village literacy instructors</li> <li>- No. and % of OB management committees able to use simple bookkeeping and management tools</li> <li>- % of beneficiaries declaring themselves satisfied with the running of and/or services provided by OBs, OPBs, services providers (PS, <i>prestataires de services</i>) and public services</li> <li>- No. of microprojects (MP, <i>microprojets</i>) in community development plans (PDC, <i>plan de développement communautaire</i>) and implemented</li> <li>- No. of MPs still operating a year or more after implementation</li> <li>- No. of economic MPs run by vulnerable groups (women, youths)</li> <li>- % of women in leadership of management committees of MPs, bureaux of unions and federations, organizations of students' parents, health committees at zone and area levels, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Reports by OPBs and specialized PSs</li> <li>- Reports by consultative committees (<i>comités de concertation</i>) by production chain and basin</li> <li>- Reports by programme monitoring and evaluation (M&amp;E) cell</li> <li>- Impact assessments and external evaluations</li> </ul>	<ul style="list-style-type: none"> <li>- Qualified OPBs and specialized PSs can be found on open market</li> <li>- Populations will adhere to the programme's approach</li> </ul>
2. Ease of access to markets and production basins is assured sustainably	<ul style="list-style-type: none"> <li>- No. of villages opened up and their populations</li> <li>- Evolution of number of vehicles and frequency</li> <li>- Evolution of transport costs, including illegal charges</li> <li>- Evolution of volumes of goods and persons transported to targeted production basins</li> <li>- Km of roads and tracks maintained</li> <li>- No. of jetties and boats operating profitably on the river by type of manager/owner (OB, unions/federations, private)</li> </ul>	<ul style="list-style-type: none"> <li>- Reports by OPBs and specialized PSs</li> <li>- Reports by consultative committees (<i>comités de concertation</i>) by production chain and basin</li> <li>- Reports by programme monitoring and evaluation (M&amp;E) cell</li> <li>- Impact assessments and external</li> </ul>	<ul style="list-style-type: none"> <li>- Political will to reduce harassment (<i>tracasseries</i>) exists locally</li> </ul>



Narrative description	Objectively verifiable indicators By gender/age wherever feasible	Information sources	Risks/hypotheses
3. Self-sustaining system run by a network of OPs and supplying inputs and services to farmers and fishermen (inputs, tools and equipment, improved genitors, new technologies, markets) is created	<ul style="list-style-type: none"> <li>- Financial results of agricultural development centres (CDA, <i>centres de développement agricoles</i>)</li> <li>- No. of OBs (mixed, male, female) still engaged in seed multiplication ((R1 and R2)</li> <li>- No. and % of farmers/ fishermen adopting recommended technical measures</li> <li>- % of farmers, livestock owners and fishermen reporting higher production (by type of output)</li> <li>- % of actors (producers, traders, transporters) declaring themselves satisfied with system put in place to collect and disseminate information on prices and marketable volumes</li> </ul>	<ul style="list-style-type: none"> <li>evaluations</li> <li>- Documentation on MPs</li> <li>- Mid-term Review</li> <li>- Completion and final evaluation reports</li> <li>- Reports by line departments of Ministry of agriculture, rural development, education, health</li> <li>- Reports by PRONANUT (Nutrition Programme)</li> </ul>	<ul style="list-style-type: none"> <li>- OPBs and PSs charged with developing innovations and supporting rural development will be dynamic and competent</li> </ul>
4. Access to basic social services is improved	<ul style="list-style-type: none"> <li>- Rate of consultations for treatment increased from 13% to 70%</li> <li>- Vaccination coverage increased from 21,5% to 60% for BCG (anti-tuberculosis), &gt;60% for DTCP3, and &gt;65% for VAR</li> <li>- 60% of pregnant women undergo pre-natal consultations</li> <li>- 60% of births are assisted</li> <li>- No. of girls and boys of school age actually in school</li> <li>- % of water sources appropriately maintained</li> <li>- % of children under 5 sleeping under impregnated bednets</li> </ul>		<ul style="list-style-type: none"> <li>- Government will pay teachers' salaries regularly</li> </ul>
5. Programme resources are used effectively	<ul style="list-style-type: none"> <li>- Disbursement rate</li> </ul>	<ul style="list-style-type: none"> <li>- Financial statements of PRAPO and IFAD</li> </ul>	<ul style="list-style-type: none"> <li>- Mechanisms and procedures for withdrawing/ disbursing will be carried out expeditiously</li> </ul>
<b>3. RESULTS</b>			
<b>Component 1: Crop, livestock and fish production</b>			
<b><u>Strengthening of grass-roots organizations</u></b>			
1.1. Participatory approach to planning/execution of village actions is adopted and internalized by OBs and local stakeholders	<ul style="list-style-type: none"> <li>- No. of participatory diagnostic studies carried out</li> <li>- No. of villages having prepared their PDC</li> <li>- No. of village plans for water supply and sanitation</li> <li>- No. of village plans for improving roads/tracks</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic reports by the programme</li> <li>- Reports by OPBs</li> <li>- Reports by other PSs</li> <li>- Reports by M&amp;E cell of UGP and field offices (syntheses of PDC and MPs, proceedings of workshops and meetings for participatory M&amp;E, etc.)</li> <li>- Reports by CDA</li> <li>- Reports by Provincial inspectorate on agriculture, fishing and livestock (IPAPE, <i>Inspection provinciale de l'agriculture, pêche et élevage</i>)</li> <li>- Impact assessments</li> </ul>	<ul style="list-style-type: none"> <li>- Qualified and experienced OPBs and specialized PSs will be available</li> <li>- Multidisciplinary teams will be able to foster acceptable participatory diagnostic studies and preparation of PDCs</li> <li>- Beneficiaries will participate actively in training (including literacy) particularly women and other vulnerable categories</li> <li>- Procedures of PRAPO will be followed by all actors</li> <li>- Procedures for screening and approving applications for MP financing and subsequent disbursements by FDA will be simple and rapid</li> </ul>
1.2. Capacity of OBs to plan, implement and run their MPs strengthened	<ul style="list-style-type: none"> <li>- No. of village plans for natural resources management (terroirs)</li> <li>- No. of village literacy instructors trained</li> <li>- No. of OB members and villagers reached by awareness-building and training sessions by theme, by production basin by type of organization and by gender/age, etc. etc.</li> <li>- No. of villagers and members of OBs completing functional literacy training and corresponding success rates</li> </ul>		

Narrative description	Objectively verifiable indicators By gender/age wherever feasible	Information sources	Risks/hypotheses
1.3. Viable unions and federations are created by the OBs at basin level and above	<ul style="list-style-type: none"> <li>- No. of OBs fostered and legally recognised</li> <li>- No. of OBs having received support for at least 1 economic MP</li> <li>- No. of unions and federations created</li> </ul>		
<b><u>Intensifying, diversifying and enhancing value of production</u></b>			
1.4. A self-sustaining system for action-research co-managed with villagers is in place to test, validate and disseminate improved production packages	<ul style="list-style-type: none"> <li>- No. of CDAs in place</li> <li>- No. of OBs and unions/federations represented on CDA management committees</li> <li>- No. of OBs per basin participating in action-research activities and seed multiplication (R1 and R2)</li> <li>- No. and type of technical packages (itinéraires) developed and validated</li> <li>- No. of demonstrations organized by technical theme</li> </ul>		
1.5. A self-sustaining system for multiplying and disseminating improved seed, seedlings, planting materials, fingerlings and improved genitors is in place	<ul style="list-style-type: none"> <li>- Quantities of seeds, seedlings, planting materials and fingerlings distributed by OBs and/or by private operators</li> <li>- No. of improved animals (crossed with improved breeds)</li> <li>- No. of farmers, livestock owners and fishermen using improved seeds, seedlings, planting materials, fingerlings and improved animals</li> </ul>		
1.6. A self-sustaining system for supplying tools, equipment and advice is in place	<ul style="list-style-type: none"> <li>- No. of programme-supported OBs and private operators engaged in supplying tools, equipment and advice</li> <li>- No. of farmers and fishermen using the tools, equipment and advice</li> </ul>		
1.7. A Fund for the development of farming and fishing (FDA, Fonds de développement de l'agriculture et de la pêche) is in place and providing support to village-level producers	<ul style="list-style-type: none"> <li>- No. and costs of MP financed by type, by activity and by production basin/territory</li> </ul>		
<b><u>Strengthening of support capabilities</u></b>			
1.8. Capacity of OPBs and PSs is strengthened	<ul style="list-style-type: none"> <li>- No. of services provision contracts signed with public services</li> <li>- No. of services provision contracts with public services that UGP deems were carried out properly</li> <li>- No. and schedules of supervisions by decentralized public services (province, district, territory)</li> <li>- No. and schedules of supervision missions by central public services (ministries for agriculture, rural development, education, health)</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic reports by the programme</li> <li>- Reports by the OPBs</li> <li>- Reports by the PSs</li> <li>- Reports by the M&amp;E cell within UGP and field offices (syntheses of PDC and MP, proceedings of participatory M&amp;E workshops and seminars, etc.)</li> <li>- Reports by Provincial inspectorate on agriculture, fishing and livestock (IPAPE)</li> <li>- Impact assessments</li> </ul>	
1.9. Capacity of development NGOs (ONGD, organization non-gouvernementale de développement) to promote OB organization and management is strengthened	<ul style="list-style-type: none"> <li>- No. of ONGDs involved in implementing the programme</li> <li>- No. of ONGD staff and field workers trained (by ONGD and by subject)</li> <li>- No. and type of teaching aids produced and distributed (technical leaflets, brochures on OB management, illustrations, etc.)</li> </ul>		

Narrative description	Objectively verifiable indicators By gender/age wherever feasible	Information sources	Risks/hypotheses
<b>Component 2: Access to markets and support to marketing</b>			
<b><u>Rehabilitation/creation and maintenance of marketing infrastructure</u></b>			
2.1. Trunk roads built to open up production basins  2.2. Capacity of small/medium contractors to implement labour-intensive works (HIMO, haute intensité de main d'oeuvre) is strengthened  2.3. A self-sustaining system for maintaining rural roads and tracks is in place  2.4. Capacity of roads department (DVDA, Direction des voies de desserte agricole) of Tshopo district to advise on road works is strengthened	<ul style="list-style-type: none"> <li>- 120 Km of trunk roads constructed</li> <li>- 300 Km of farm feeder roads reopened</li> <li>- 120 village transport plans prepared and implemented</li> <li>- 20 small/medium contractors (PME, <i>petites/moyennes entreprises</i>) trained in doing roadworks using HIMO</li> <li>- 20 PMEs trained in using HIMO for buildings</li> <li>- 10 PMEs trained in tendering procedures and endowed with light equipment</li> <li>- 20 local road maintenance/repair committees (<i>CLER, comité local d'entretien et de réhabilitation</i>) fostered and trained</li> <li>- 900 permanent road/track maintenance workers (<i>cantonniers</i>) are installed and equipped</li> <li>- A system for financing and assuring road maintenance (tolls, permanent teams, maintenance funds) is in place</li> <li>- Monies deposited to road maintenance funds and how used</li> <li>- Monies collected through toll system and how used</li> <li>- Means of transport and topographical surveying equipment provided to DVDA</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic reports by the programme</li> <li>- Reports by the OPBs and PSs</li> <li>- Reports by the M&amp;E cell of UGP and field offices</li> <li>- Surveys of impact on marketing</li> </ul>	<ul style="list-style-type: none"> <li>- Qualified and experienced OPBs and PS will be available</li> <li>- Beneficiaries and economic operators will participate in road/track maintenance</li> <li>- Government structures will bear part of the responsibility for maintaining roads and tracks as from the start of the programme</li> </ul>
<b><u>Improvement of marketing circuits and access to marketing information</u></b>			
2.5. Marketing linkages along the River Congo and tributaries (Lomani) are in place, profitable and sustainably managed  2.6. River transport services re-established and some boats (baleinières) owned/run by OBs  2.7. Capacity to conserve and process local products is enhanced  2.8. Capacity of OBs to undertake marketing role is strengthened and all actors actively involved in spreading information on harassment (tracasseries)  2.9. System for periodic dissemination of information on prices on different markets is set up  2.10. Transactions between buyers and producers are facilitated by information system on tradable volumes	<ul style="list-style-type: none"> <li>- 10 market centres established with jetties, storage, sales area and small-scale processing facility</li> <li>- 4 to 5 baleinières operating regularly</li> <li>- No. of FDA-financed MPs based on processing, storage, and enhancing value added</li> <li>- No. of ONGDs trained to promote making and maintenance of processing equipment</li> <li>- No. of OB leaders trained in marketing skills (negotiation, bulk-buying and bulk-selling, quality control, bookkeeping and management)</li> <li>- No. of negotiations and other actions resulting in reduction of harassment.</li> <li>- Schedule and timing of radio broadcasts on prices and traded volumes.</li> <li>- No. of bulletins and brochures distributed</li> <li>- No of negotiations and contracts</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic reports by the programme</li> <li>- Reports by OPBs and specialized PSs</li> <li>- Reports by UCP's M&amp;E cell</li> <li>- Market surveys</li> <li>- Surveys of impact on marketing</li> </ul>	Traders and transporters (river and land) will be dynamic in undertaking marketing of crop, animal and fish products.

Narrative description	Objectively verifiable indicators By gender/age wherever feasible	Information sources	Risks/hypotheses
<b>Component 3: Access to basic social services</b>			
<b><u>Improvements to health</u></b>			
3.1. Villagers participate actively in co-management of health services	- No. of health committees (CODESA, <i>comité de développement de l'aire de santé</i> ; COGE, <i>comité de gestion de zone de santé</i> ) in place or reactivated at level of health centres (CS, <i>centres de santé</i> ) and health zones (ZS, <i>zones de santé</i> )	- Periodic reports by the programme - Reports by the OPBs and PSs - Reports by health operators (CS/ZS, ZS, provincial inspectors, etc.) - Reports by UGP's M&E cell - Participatory assessments of impact	- OPBs and specialized PSs will be available - Government will pay salaries
3.2. Capacity of health personnel strengthened	- No. of health workers trained by type of training (PMA, MMR, PCIME, PEV) - No. of members of CORE trained by type of training (e.g. financial management and accounting, activity planning, organization, functional literacy)		
3.3. Primary health services rehabilitated/created	No. of referral centres (CSR, <i>centres de santé de référence</i> ) and health centres (CS, <i>centres de santé</i> ) constructed/rehabilitated to Ministry of Health standards		
3.4. CS/ZS regularly supplied with drugs and consumables	- No. of condoms sold/distributed - No. of community relay health workers trained - No. of traditional birth assistants trained - Stocks of drugs and consumables and how often they are renewed at level of CS/ZS - No. and type of frequently used drugs not available for a month or more in a year - No. of impregnated bednets distributed - No. of inspections made by ZS to CS		
<b><u>Improvements to nutritional status</u></b>			
3.5. A system for monitoring nutrition status and nutrition education is in place	- No. of nutrition teams identified and trained - Quantities and type of materials and leaflets provided - No. of staff and community relay workers at CS/ZS level trained in nutrition - No. and % of infants attending monthly weighing sessions - No. of schools providing meals and growing vegetables		
3.6. A system for treating malnourished infants is in place	- No. and type actions undertaken to reach malnourished infants - No. of schools providing means and growing vegetables		

Narrative description	Objectively verifiable indicators By gender/age wherever feasible	Information sources	Risks/hypotheses
<p><b><u>Improvements to primary education</u></b></p> <p>3.7. Quality of primary education is improved and enrolment rates are significantly higher, especially for girls</p> <p>3.8. Condition of rural primary schools improved</p> <p>3.9. Capacity of district-level Inspection Division is strengthened</p>	<ul style="list-style-type: none"> <li>- No. of schools built, equipped and provided with teaching materials by type of village (district seat, ordinary village, etc.)</li> <li>- No. of teachers attending annual refresher training</li> <li>- No. of bi-monthly teachers days</li> <li>- Means of transport and operating costs for School Inspection Division of District of Tshopo</li> <li>- No. of awareness-building sessions on schooling of girls, for parents, local administration, etc.</li> <li>- No. of girls receiving special assistance for primary schooling</li> <li>- No. of meetings of school management committees</li> <li>- No. of meetings between management committees and with teachers</li> <li>- No. of inspections carried out by district inspection division</li> </ul>		
<p><b><u>Improvement to water supply and sanitation at village level</u></b></p> <p>3.10. Beneficiary villages have appropriate plans for water supply and sanitation and are implementing them</p>	<ul style="list-style-type: none"> <li>- % of village population demonstrating awareness of importance of using safe water and improving hygiene</li> <li>- No. of plans for water supply and sanitation prepared and implemented</li> <li>- No. of wells and springs providing safe water</li> <li>- No. of villages and households with access to safe water</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic reports by the programme</li> <li>- Reports by OPBs and PSs</li> <li>- Reports by health services (CS/ZS, province, etc.)</li> <li>- Reports by PRONANUT</li> <li>- Reports by inspection division for primary education</li> <li>- Reports by UGP's M&amp;E cell</li> <li>- Participatory assessments of impact</li> </ul>	<ul style="list-style-type: none"> <li>- OPBs and specialized PSs will mobilize for these activities</li> </ul>
<p><b><u>Component 4: Programme management</u></b></p> <p>4.1. Resources and mechanisms for efficient programme management and implementation of support activities are in place and operating cost-effectively</p>	<ul style="list-style-type: none"> <li>- Human resources to coordinate and manage the programme are in place</li> <li>- Equipment and logistics requirements are fulfilled</li> <li>- No. and type of PS and consultants engaged by type task</li> <li>- No. of staff employed by project management unit (UGP, <i>Unité de gestion du programme</i>) by qualification and gender</li> </ul>	<ul style="list-style-type: none"> <li>- Periodic activity and financial reports by the programme</li> <li>- Reports by the UGP's M&amp;E cell</li> <li>- Supervision reports by the cooperating institution</li> <li>- Supervision missions by national services</li> </ul>	<ul style="list-style-type: none"> <li>- Human and material resources of UGP and field offices will be deployed rapidly</li> </ul>

Narrative description	Objectively verifiable indicators By gender/age wherever feasible	Information sources	Risks/hypotheses
4.2. Mechanisms and venues for enhancing coordination and M&E are in place and operating cost-effectively	<ul style="list-style-type: none"> <li>- Procedures manual and system for accounts-keeping and financial management are written and enforced</li> <li>- No. and scheduling of technical and national steering committees</li> <li>- No. and scheduling of meetings of consultative committees at level of production basins, territories and districts</li> <li>- No. of participatory self-evaluation sessions organized by production basin and at programme-wide level</li> <li>- A participatory M&amp;E system is in place in each beneficiary village</li> <li>- A functional M&amp;E system is in place covering all programme-supported activities</li> <li>- Collaborations and cofinancing agreements with other projects (e.g. for trunk roads and social services)</li> <li>- No. and scheduling of supervision missions by the cooperating institution</li> <li>- Implementation of recommendations made by participatory self-evaluations and supervision missions</li> </ul>	<ul style="list-style-type: none"> <li>- Reports by cofinancing agencies/partners</li> <li>- Annual audits</li> <li>- Notes/recommendations by technical and steering committees</li> <li>- Mid-term review</li> <li>- Completion report</li> <li>Final evaluation</li> </ul>	<ul style="list-style-type: none"> <li>- Procedures for competitive recruitment of UGP personnel will be respected</li> </ul>
<b>4. ACTIVITIES</b>		<b>BASE COSTS</b>	
		USD '000	% of base costs
<b>A. Recovery and development of production</b>		<b>8,703</b>	<b>36</b>
1. Support to grass-roots organizations		3,262	13
2. Intensifying, diversifying and enhancing value added of production		5,280	22
3. Strengthening of institutional capabilities		161	1
<b>B. Access to markets and support for marketing</b>		<b>6,261</b>	<b>26</b>
1. Rehabilitation/creation and maintenance of infrastructures		5,430	22
2. Support to marketing		581	2
3. Information system on markets		250	1
<b>C. Access to basic social services</b>		<b>6,916</b>	<b>28</b>
1. Contribution towards improving population health		3,316	14
2. Improvement of nutritional status		351	2
3. Improvement of primary education		1,853	8
4. Improvement of village water supplies and sanitation		1,195	5
<b>D. Programme management</b>		<b>2,603</b>	<b>11</b>
1. Programme coordination/ management (UGP, <i>Unité de coordination et gestion du programme</i> )		2,120	9
2. Field offices		483	2

## Logical Framework - Grant

Narrative description	Objectively verifiable indicators	Information sources	Risks/hypotheses
<b>OVERALL DEVELOPMENT GOAL</b>			
Contribute to the sustainable improvement of incomes, food security, nutritional status and quality of life of 50 000 households, including those of 25 000 farmers and 6 000 fishermen in Tsopo District	<ul style="list-style-type: none"> <li>- No. of households with improved assets</li> <li>- Chronic malnutrition of children aged 6-59 months reduced from 57% to 30%</li> <li>- No. and % of households with access to safe water increased from 29% to 50%</li> <li>- No. and % of households with improved latrine (PIT)</li> <li>- Lower incidences of the main ailments (malaria, diarrhoea, respiratory diseases, tuberculosis, trypanosomiasis, etc.)</li> <li>- Improved enrolment rates for girls and boys</li> <li>- Literacy rates among leaders of village management committees and grass-roots organizations (by gender)</li> </ul>	<ul style="list-style-type: none"> <li>- Baseline surveys</li> <li>- Mid-term impact survey</li> <li>- Impact assessment at end of programme lifetime</li> <li>- Ad hoc studies/surveys</li> <li>- Reports of technical services</li> <li>- Nutrition surveys at start/ mid term/ end of PRAPO</li> </ul>	<ul style="list-style-type: none"> <li>- Socio-political and economic environment will be stable</li> <li>- Measures for promoting private sector will be applied</li> </ul>
<b>SPECIFIC OBJECTIVES</b>			
6. Support the structuring of grass-roots organizations	<ul style="list-style-type: none"> <li>- No. of functional OBs (mixed, male, female) supported by INADES</li> <li>- No. and % of OB management committees able to use simple bookkeeping and management tools</li> <li>- No. of women members of management committees</li> <li>- No. of federations created</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly reports by INADES</li> <li>- Reports by programme monitoring and evaluation (M&amp;E) cell</li> <li>- Impact assessments and external evaluations</li> </ul>	Grass-roots organizations willing to collaborate with INADES
7. Strengthening the capacity of local ONGD to support grass-roots organizations	<ul style="list-style-type: none"> <li>- No. of ONGD supported</li> <li>- No. of ONGD staff and field workers trained (by ONGD and by subject)</li> <li>- No. and type of teaching materials produced and distributed (technical leaflets, brochures on OB management, illustrations, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly reports by INADES</li> <li>- Reports by programme monitoring and evaluation (M&amp;E) cell</li> <li>- Impact assessments and external evaluations</li> </ul>	Local ONGD willing to collaborate with INADES
<b>RESULTS</b>			
- Grass-roots organizations (farmers and fishermen) sensitized and mobilized (participatory diagnostic, needs assessment for organizational support and action plan)	<ul style="list-style-type: none"> <li>- At least 40 out of 58 <i>secteurs</i> visited</li> <li>- 80% of communities sensitized and willing to participate in ARPOP</li> <li>- 60% of sensitized communities have a better understanding of their situation</li> <li>- Management committees of 80% of grass-roots organizations are operational</li> <li>- 60% of the trained leaders have a sound understanding of their functions and perform them effectively</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly reports by INADES</li> <li>- Reports by programme monitoring and evaluation (M&amp;E) cell</li> <li>- Impact assessments and external evaluations</li> </ul>	<p>Grass-roots organizations willing to collaborate with INADES</p> <p>Local ONGD willing to collaborate with INADES</p>
- Organizational capacities of grass-roots organizations strengthened and leaders trained	<ul style="list-style-type: none"> <li>- At least 50% of trained leaders manage effectively their organization and resources</li> <li>- At least 50% of grass-roots organizations have effective management tools</li> <li>- 50% of supported grass-roots organizations provide services to their members</li> <li>- Women are represented in all the decisional bodies of the organizations supported by the programme</li> <li>- At least 30% of grass-roots organizations have negotiated contracts with service providers and are following up on their execution</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly reports by INADES</li> <li>- Reports by programme monitoring and evaluation (M&amp;E) cell</li> <li>- Impact assessments and external evaluations</li> </ul>	<p>Grass-roots organizations willing to collaborate with INADES</p> <p>Local ONGD willing to collaborate with INADES</p>

Narrative description	Objectively verifiable indicators	Information sources	Risks/hypotheses
<ul style="list-style-type: none"> <li>- Grass-roots organizations federated at the <i>collectivité, territoire et district</i> levels and consultative frameworks established</li> </ul>	<ul style="list-style-type: none"> <li>- Operating procedures of the federations formulated</li> <li>- Management committees of the federations are established and functional in at least 30 <i>secteurs</i></li> <li>- All federations have formulated an action plan</li> <li>- Women are represented in all the decisional bodies of the federations supported by the programme</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly reports by INADES</li> <li>- Reports by programme monitoring and evaluation (M&amp;E) cell</li> <li>- Impact assessments and external evaluations</li> </ul>	<p>Grass-roots organizations willing to collaborate with INADES</p> <p>Local ONGD willing to collaborate with INADES</p>
<ul style="list-style-type: none"> <li>- Capacities of NGOD to support the structuring of grass-roots organizations are strengthened</li> </ul>	<ul style="list-style-type: none"> <li>- 50% of supported ONGD have a plan of action</li> <li>- 80% of trainees are familiar with organizational and management principles of grass-roots organizations</li> <li>- A consultative framework is created at the level of each <i>territoire</i></li> <li>- At least 30% of trained ONGD provide effective support to grass-roots organizations in the formulation of micro-projects</li> <li>- At least 40% of trained NGOs are familiar with the Gender and Development Approach</li> </ul>	<ul style="list-style-type: none"> <li>- Quarterly reports by INADES</li> <li>- Reports by programme monitoring and evaluation (M&amp;E) cell</li> <li>- Impact assessments and external evaluations</li> </ul>	<p>Grass-roots organizations willing to collaborate with INADES</p> <p>Local ONGD willing to collaborate with INADES</p>



APPENDIX IV

**ORGANISATION AND MANAGEMENT**

**A. Overview**

1. The **lead agency** for the proposed programme will be the Ministry for Agriculture, Fisheries and Livestock (MAPE, *Ministère de l'agriculture, de la pêche et de l'élevage*). MAPE will set up a **programme management unit** (UGP, *Unité de gestion du programme*) at Isangi, with two **field offices** (*antennes*) at Basoko and Kisangani, respectively. The field offices will work in close collaboration with five **main basin partners** (OPBs, *opérateurs principaux de bassin*) each one charged with coordinating programme supported field activities in one of the five production basins. As lead agencies for the production basins, the OPBs will be NGOs with the qualifications and experience in community-based development needed to coordinate the inputs by all other SPs in their area. Field activities will be carried out by a broad range of **services providers** (SPs). These may be NGOs or private operators, individual consultants or companies, traders, businessmen, exporters, rural radios, etc. All SPs/OPBs will be recruited by call for tender. **Technical assistance** by national or international consultants/companies will be available as needed to upgrade the skills of SPs, OPBs, UGP and/or other actors, and also to carry out specialised tasks (baseline studies, nutrition and income surveys, mid-term review and completion evaluation, etc.). A **Fund for Agricultural Development** (FDA, *Fonds de développement agricole*) will be created to cover up to 90% of the cost of collective infrastructure and facilities. **Civil works** will generally be carried out by local small and medium-sized contracting companies and buildings, adopting labour-intensive approaches. The exception to this rule will be the rehabilitation of the 25 km of trunk road linking Isangi to Yangambi: for this section, IFAD will engage UNOPS directly to do the works as already done by several other donors and financial institutions (World Bank, European Union). European Union has already approved a grant for improving the Yangambi-Kisangani section.

2. The organisational set-up of the programme is illustrated by the organisation chart attached as Figure 1. A **steering committee** (*comité de pilotage*) will be set up comprising representatives from all key partners. It will be chaired by the Minister of MAPE or his/ her representative, with the Coordinator of the UGP as secretary. The committee will meet at least once a year to review progress, discuss the annual activity reports submitted by all actors, make recommendations for adjustments, and approve annual work plans and budgets (AWPBs) prior to submission to the cooperating institution and cofinanciers. The committee will also promote inter-ministerial collaboration.

**B. Programme Management**

3. The **programme management unit** (UGP) will be made up of a Coordinator, five technical professionals (development of crop, livestock and fisheries production; rural infrastructure; animation/ training, support to grassroots organisations and participatory approach; monitoring and evaluation; and basic social services), an administrator/financial comptroller, an accountant and support personnel (two secretaries, two watchmen, two drivers and a boat operator). The Basoko field office, with jurisdiction over four production basins, will be staffed by a professional assisted by a clerk accountant. The Kisangani field office, with jurisdiction over the fifth basin as well as the three axes radiating from Kisangani, will be staffed by a professional. Both offices will have means of transport, computer and other office equipment, including communications. The main tasks of project management will be to: (a) lay the groundwork for cost-effective and well-coordinated implementation by compiling and harmonising the AWPB proposals from partners to produce comprehensive AWPBs for submission to the steering committee; (b) prepare, sign and oversee all agreements with implementing partners (contracts with private sector operators and NGOs, memoranda of understanding (MoU) with public agencies); (c) coordinate and supervise implementation activities; (d) manage the proceeds of the IFAD loan efficiently and cost-effectively; (e) represent PRAPO in dealings with public and private institutions, including initiation/participation in meetings at local and provincial levels; and (f) coordinate and supervise M&E activities, write progress reports for timely submission to the CI and IFAD.

4. **Financial management** will be carried out in a manner and using instruments that will ensure that: programme accounts are kept accurately and regularly updated to internationally recognised standards; detailed budgets are prepared on the basis of the approved AWPBs; the related statements of

## APPENDIX IV

expenditure are closely verified; counterpart funds from the programme account are mobilised; the special account is appropriately managed; annual financial statements are prepared on time; the originals of the corresponding documentation is kept ready to hand for inspections; annual audits are commissioned on schedule, audit reports are submitted to Government, IFAD and the cooperating institution; and the recommendations made by the auditors are executed.

5. **Strengthening of village-level organisations** will be entrusted to five OPBs, whose ability to promote a pro-poor attitude towards development and empowerment will be enhanced through intensive training, follow-up and sensitisation on gender-equity issues. Working under the supervision of PMU/field offices, they will assist beneficiaries and their communities in: (a) preparing, implementing and monitoring their community development plans; (b) promoting functional literacy; (c) preparing and executing investments to be financed by FDA, drawing up plans for the maintenance of village infrastructure; and (d) building up local capacity to manage external assistance cost-effectively. OPB field agents will work closely with local teams comprising one woman and one man selected by the community and trained to build local awareness of key issues like human and animal health, nutrition, production and processing of crops, livestock and fish, etc. The relay-villagers will receive a bicycle and a small allowance to maintain it. An important aspect of the process of empowerment will be the annual workshops at which beneficiary representatives will review the achievements of the past year and make proposals for adjustments during the upcoming year. This consultative process is illustrated in Figure 2. A **fully participatory and gender/equity-sensitive mindset** will be expected of all implementing agencies and partners, whose staff will be trained in using tools and procedures that will gradually empower village-level organisations as competent representatives of their constituencies. The communities, themselves, will be encouraged to address equity and gender issues by identifying disadvantaged categories in their community and ensuring that their specific needs are also met.

### C. Implementation timetable

6. The tentative timetable envisages two overlapping phases, with the first one starting even before the IFAD loan becomes effective. An IFAD grant will fund an intensive campaign of information, awareness-building and support to grassroots organisations, the aim being to lay the groundwork for rehabilitating local production capacity and building up grassroots development capabilities. The designated NGO, which is already doing the same for PRAPE, will start working before the UGP is installed and continue to do so as a services provider to the latter for a total period of three years.

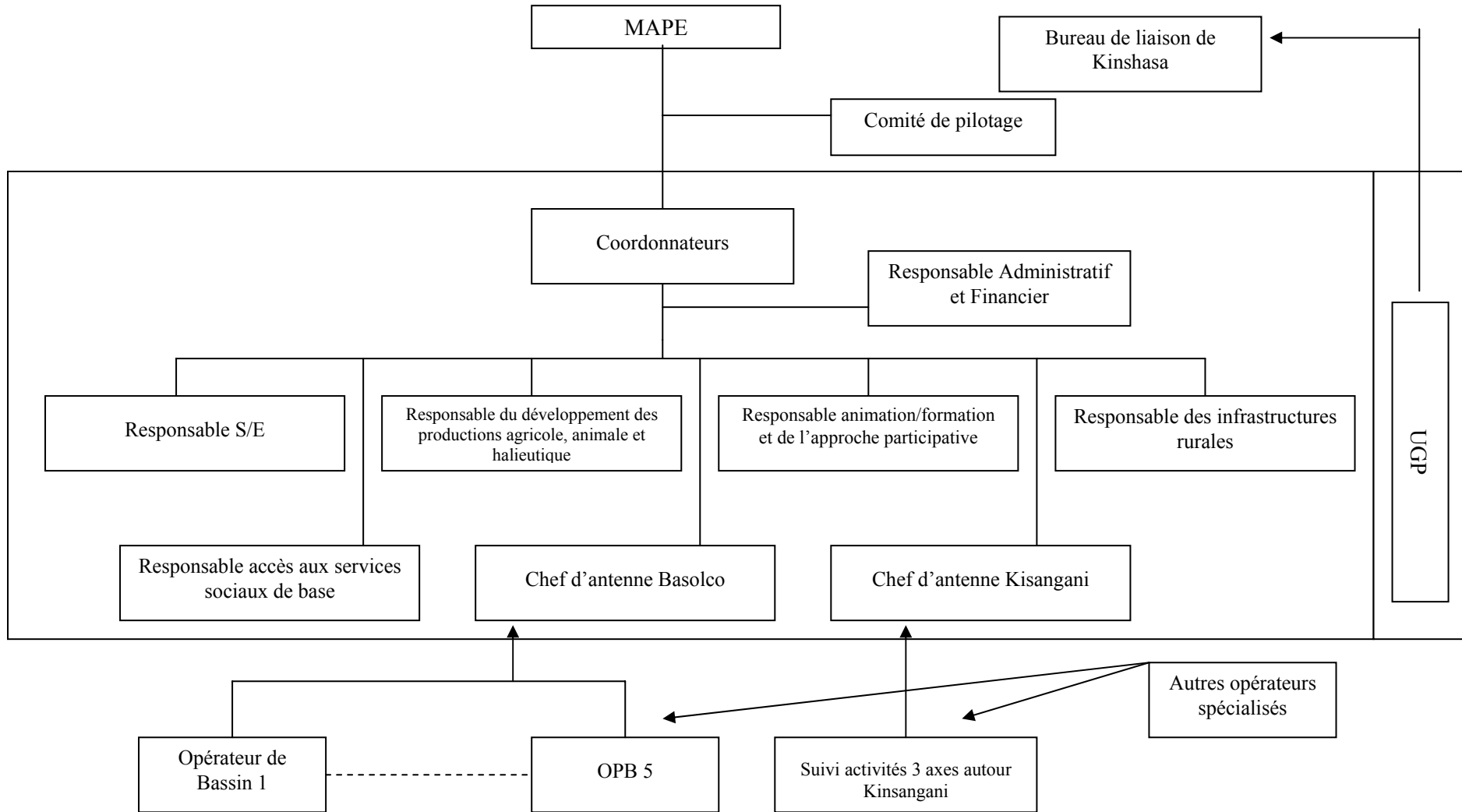
7. As soon as it is in place, the UGP will launch the calls for tender and expedite the screening/contract award procedure for all the other activities: design and construction of infrastructure (feeder roads, landing stages, marketing and social infrastructure); support to community-led development culminating in the formulation of community development plans and design of microprojects to be funded by the FDA; support to suppliers of inputs for crops, livestock and fisheries, seed multiplication and distribution, improved genitors, etc.; health, nutrition and primary education (particularly for girls), etc. Achievements of PRAPO will be evaluated at mid-term review (MTR) by a mission that will also take account of the experiences of PRAPE.

### D. Monitoring and Evaluation

8. The programme's **M&E system** will follow the guidelines laid down in IFAD's Framework for a Results Management System (RIMS) for IFAD-supported Country Programmes. Intensive training and close follow-up will be assured by qualified technical assistance. M&E activities will be participatory. They will be used as a learning, management and planning tool. The logical framework will guide results-based, objectives-oriented implementation. Standard data collection sheets will be used by all partners and the outputs of internal monitoring will be cross-checked, both by discussing the findings with beneficiary representatives during annual review workshops) and by commissioning external evaluations. Each OPB will be expected to undertake **impact assessment** as a continuous and multi-pronged process involving periodic activity-based assessments, participatory evaluations, and special surveys. The baseline studies conducted in year 1, and repeated at mid-term and at the end of the programme, will make it possible to quantify the extent to which the lives of beneficiaries and their communities have been affected. The findings will be discussed and validated at meetings both

with representative focal groups for different categories (producers, women, youths, elderly) and at the level of whole villages.

# ORGANIGRAMME



REPUBLIQUE DEMOCRATIQUE DU CONGO  
PROGRAMME DE RELANCE DE L'AGRICULTURE DANS LE DISTRICT DE LA TSHOPO, PROVINCE ORIENTALE  
**Disbursement Accounts by Financiers**  
(\$EU '000)

	Fonds de Survie										For. Exch.	Local (Excl. Taxes)	Duties & Taxes		
	FIDA		Don FIDA		Belge		The Government		Bénéficiaires					Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%				Amount	%
A. Génie civil et rural	4 673	50.8	-	-	2 425	26.4	1 968	21.4	135	1.5	9 200	35.3	2 577	4 656	1 968
B. Moyens de transport	158	33.7	-	-	204	43.3	108	23.0	-	-	470	1.8	292	71	108
C. Matériel et équipement	424	16.5	24	1.0	1 871	72.8	250	9.7	-	-	2 570	9.9	1 748	572	250
D. Contrats d'exécution	2 702	86.0	-	-	-	-	438	14.0	-	-	3 140	12.0	597	2 105	438
<b>E. Assistance technique</b>															
Experts nationaux	78	36.7	106	50.3	-	-	27	13.0	-	-	211	0.8	23	161	27
Experts internationaux	458	100.0	-	-	-	-	0	-	-	-	458	1.8	367	92	-
<b>Subtotal Assistance technique</b>	<b>536</b>	<b>80.0</b>	<b>106</b>	<b>15.9</b>	<b>-</b>	<b>-</b>	<b>27</b>	<b>4.1</b>	<b>-</b>	<b>-</b>	<b>670</b>	<b>2.6</b>	<b>390</b>	<b>252</b>	<b>27</b>
F. Formation	758	29.7	169	6.6	1 311	51.3	311	12.2	6	0.2	2 554	9.8	396	1 848	311
G. Etudes et enquetes	919	75.7	-	-	125	10.3	170	14.0	-	-	1 214	4.7	191	854	170
H. Fonds de développement agricole (FDA)	3 862	90.0	-	-	-	-	0	-	429	10.0	4 291	16.5	-	4 291	-
I. Fonds d'appui au transport fluvial	18	60.0	-	-	-	-	-	-	12	40.0	30	0.1	-	30	-
J. Frais du personnel	852	100.0	-	-	-	-	-	-	-	-	852	3.3	-	852	-
K. Fonctionnement	365	48.7	-	-	273	36.3	113	15.0	-	-	751	2.9	113	526	113
L. Frais généraux	262	76.4	-	-	47	13.6	34	10.0	-	-	342	1.3	51	257	34
<b>Total PROJECT COSTS</b>	<b>15 528</b>	<b>59.5</b>	<b>300</b>	<b>1.1</b>	<b>6 255</b>	<b>24.0</b>	<b>3 419</b>	<b>13.1</b>	<b>582</b>	<b>2.2</b>	<b>26 084</b>	<b>100.0</b>	<b>6 353</b>	<b>16 312</b>	<b>3 419</b>

