
President's memorandum

Proposed additional financing to the

Republic of Chad

**Project to Strengthen Innovation in Youth and
Women Agropastoral Entrepreneurship in Chad
(RENFORT)**

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Action: The Executive Board is invited to approve the recommendation for the proposed additional financing as contained in paragraph 57.

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Contents

Financing summary	ii
I. Background and project context description	1
A. Background	1
B. Original project description	1
II. Rationale for additional financing	1
A. Rationale	1
B. Description of geographical area and target groups	3
C. Components, outcomes and activities	3
D. Cost, benefits and financing	4
III. Risk management	6
A. Risks and mitigation measures	6
B. Environment and social category	7
C. Climate risk classification	7
IV. Implementation	7
A. Compliance with IFAD policies	7
B. Organizational framework	7
C. Planning, monitoring and evaluation, learning, knowledge management and communication	8
D. Proposed amendments to the financing agreement	9
V. Legal instruments and authority	9
VI. Recommendation	9

Appendices

- I. Updated logical framework incorporating the additional financing
- II. Updated summary of the economic and financial analysis

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Financing summary

Initiating institution:	IFAD
Borrower/recipient:	Republic of Chad
Executing agency:	Ministry of Agricultural Production and Transformation
Total project cost:	EUR 90.45 million (equivalent to approximately US\$103.4 million)
Amount of original IFAD loan:	EUR 4.58 million (equivalent to approximately US\$5.24 million)
Terms of original IFAD financing:	Highly concessional: 40 years, including a 10-year grace period, with a service commission of 0.75 per cent per year in special drawing rights (adjusted for single currency loans)
Amount of original IFAD grant:	EUR 18.33 million (equivalent to approximately US\$20.96 million)
Amount of additional IFAD grant:	EUR 29.31 million (equivalent to approximately US\$33.49 million)
Cofinancier:	Green Climate Fund (GCF)
Amount of cofinancing:	EUR 23.94 million (equivalent to approximately US\$27.3 million)
Terms of cofinancing:	Grant
Contribution of borrower/recipient:	EUR 9.26 million (equivalent to approximately US\$10.6 million)
Contribution of beneficiaries:	EUR 5.02 million (equivalent to approximately US\$5.7 million)
Amount of original IFAD climate finance:	EUR 4.22 million (equivalent to approximately US\$4.98 million)
Amount of additional IFAD climate finance:	EUR 3.61 million (equivalent to approximately US\$4.13 million)

I. Background and project context description

A. Background

1. The Project to Strengthen Innovation in Youth and Women Agropastoral Entrepreneurship in Chad¹ (RENFORT) was approved by the Executive Board on 30 September 2021. The financing agreement, covering loan 2000003996 and grant 2000003995 for the project, was concluded on 20 January 2022 and entered into effect on 9 January 2023 for a duration of six years. The project completion date was set at 30 March 2029 and the closing date at 30 September 2029. The total project cost is EUR 90.45 million. IFAD's contribution comprises EUR 22.91 million provided under the Eleventh Replenishment of IFAD's Resources (IFAD11), EUR 4.58 million in the form of a highly concessional loan and EUR 18.33 million in the form of a grant. Expected cofinancing is as follows: (i) EUR 26.25 million from the Green Climate Fund; (ii) EUR 9.26 million from the Government of Chad; and (iii) EUR 5.02 million from beneficiaries. The project was approved with a financing gap of EUR 27 million, to be filled either under subsequent cycles of the performance-based allocation system or by cofinancing to be determined during the implementation phase.
2. The project start-up workshop took place on 4 April 2023 in N'Djamena. As projected in the phasing plan, the year 2023 was dedicated to preparatory activities. The first annual workplan and budget (AWPB) has already been approved and is now under way. All of the conditions precedent to start-up have been fulfilled: personnel have been hired, the national and branch offices are up and running, and the project manuals and support strategy for beneficiaries have been developed.
3. IFAD's country allocation under IFAD12 is US\$38.49 million. The Government has requested the use of US\$33.49 million of this amount, or EUR 29.31 million, to cover the project financing gap and fund the main activities attributable to GCF cofinancing, pending effective mobilization of the resources.

B. Original project description

4. **Development objective and main outcomes.** RENFORT is aligned with the country strategic opportunities programme (COSOP) 2020–2026 for Chad and with the IFAD Strategic Framework 2016–2025. The project goal is to increase incomes and create decent employment for women and youth by building the resilience of inclusive food systems in Chad. The development objective is to promote viable and resilient youth and women's enterprises that will create employment and be integrated with agropastoral and fishing value chains in Chad.
5. The expected outcomes upon project completion are as follows:
 - (i) Viable and resilient agroenterprises: (i) 100,000 jobs created; (ii) 70 per cent of youth and women agroenterprises still in operation three years after start-up or consolidation; and (iii) at least 65,600 households having adopted sustainable and climate resilient practices and technologies.
 - (ii) Improvements in ecosystem for youth and women agricultural entrepreneurship: (i) six laws, regulations and policies disseminated; and (ii) 65,600 households having access to markets and infrastructure for processing and storage.

II. Rationale for additional financing

A. Rationale

6. On 3 October 2023, the Government requested the use of US\$33.49 million of the IFAD12 country allocation (equivalent to EUR 29.31 million) in order to, first, fill the

¹ [EB 2021/133/R.29/Rev.1](#).

RENFORT financing gap (for EUR 27 million) and second, to fund investments attributable to the GCF cofinancing, estimated at EUR 2.31 million, pending effective mobilization of the resources. After deduction of the EUR 2.31 million from the GCF allocation, the overall project budget remains unchanged (see table 1).

7. The expected GCF cofinancing will be provided during the second phase of the Inclusive Green Financing Initiative. Major investments in start-ups of youth and women's agroenterprises are planned in this regard. These include improvements to market gardening perimeters and fishing and aquaculture basins. However, the Inclusive Green Financing Initiative is currently under development and the GCF resources will not be available until mid-2025. Accordingly, the proposed additional financing will allow these investments to commence pending mobilization of the expected GCF cofinancing.
8. Moreover, mobilizing the additional financing in 2023 will complete the project resources with the objective of starting up all priority structuring investments for market access and infrastructure for processing and storage. The additional financing will cover 32.82 per cent of the cost of the works planned under the project. This will give the project team more time to support users in managing the infrastructure to ensure sustainability of the project gains.
9. The proposed additional financing will be used in its entirety to fund the planned activities and achieve the expected outcomes of RENFORT. It does not entail any change in the project objectives, description, geographical area, target group or approaches and does not require any new category of expenditure.
10. RENFORT is not a project at risk. Implementation benefits from technical assistance and support from the national coordination, representation and technical assistance unit (CNCRAT), as called for in the country programme.

Special aspects relating to IFAD's corporate mainstreaming priorities

11. In line with the IFAD's corporate mainstreaming commitments, the project has been classified as:
 - Including climate finance;
 - Gender-transformational;
 - Nutrition-sensitive;
 - Youth-sensitive.
12. **Chad is highly vulnerable to climate change.** According to the Notre Dame Global Adaptation Initiative index, Chad ranks second in terms of vulnerability to climate change but 190th in terms of adaptation capacity.² The Nationally Determined Contribution³ shows an increase in temperatures of 1.1°C (maximum temperatures) for the country as a whole, and the national rainfall index shows high variability since 1965 on a downward trend. Climate projections confirm the increase in temperatures by 2100 but remain uncertain in terms of precipitation. In addition, vulnerability is exacerbated by extreme climate events such as flooding and drought. The floods in 2022 affected more than one million people, 465,000 hectares of cultivated land and 19,000 cattle. Environmental degradation, in particular soil degradation and poor waste management, contributes significantly to water pollution and flooding risk.⁴ Crop and livestock farming and water resources are among the priority sectors in terms of climate change adaptation.
13. **Chad is among the world's most unequal countries.** According to the Human Development Report for 2021–2022, Chad is in 165th place of 170 countries, with a

² <https://gain.nd.edu/our-work/country-index/>.

³ <https://unfccc.int/sites/default/files/NDC/2022-06/CDN%20ACTUALISEE%20DU%20TCHAD.pdf>.

⁴ World Bank. 2023. *Note on the economic situation in Chad 2023: Improving resilience to floods* (April 2023).

<https://documents1.worldbank.org/curated/en/099070623113065869/pdf/P1792990644eaf0470b3470684d362fd4a3.pdf>.

gender inequality index of 0.652 and a gender development index of 0.770. Women are major rural actors in food security, nutrition, processing and commercialization. However, they still face persistent gender inequality, including in access to land and other factors of production, access to financial services, and heavy and arduous workloads.

14. **Malnutrition remains an endemic problem in Chad.** The main underlying causes of malnutrition are poor diets, ill-advised practices in feeding and care, a high prevalence of disease and limited access to health care services and to clean water, sanitation and hygiene.
15. **RENFORT is built around youth issues.** Chad's population is among the youngest in the world (80.9 per cent of the population is under 30). An estimated four million young people will enter the labour market by 2025, accentuating pressure on cities. Given the workforce, energy and motivation they bring, such a young population can represent a great advantage to the country, on the condition that access to resources is facilitated and economic prospects improve.

B. Description of geographical area and target groups

16. **Project area.** The original scope of the project remains unchanged. The project activities will be implemented in the rural areas of nine provinces: Lac, Hadjer Lamis, Chari-Baguirmi, Mayo-Kebbi Est, Moyen-Chari, Mandoul, Tandjilé, Salamat and N'Djamena.
17. **Target groups.** The project target groups remain unchanged. The project will directly benefit 82,000 poor rural women and young people, including 70 per cent young people aged 15 to 35 (30 per cent women and 40 per cent men) and 30 per cent women aged 36 to 50. A total of 60 per cent of beneficiaries will be women. The number of indirect beneficiaries is estimated at 435,000, of whom 260,800 household members and 174,000 other value chain actors.

C. Components, outcomes and activities

18. The structure of RENFORT remains unchanged and is based on three complementary and mutually reinforcing components: (i) developing profitable and resilient agroenterprises; (ii) improving the agricultural entrepreneurship ecosystem; and (iii) project coordination and management.
19. **Component 1: Developing profitable and resilient agroenterprises.** The interventions comprise: (i) capacity-building and support for youth and women agripreneurs and promotion of appropriate digital solutions; (ii) facilitation of access to financing for youth and women agripreneurs and development of commercial partnerships; and (iii) promotion of nutrition sensitive and functional literacy activities.
20. As part of RENFORT, innovative direct finance and green finance mechanisms will be established to support and accelerate the development of enterprises managed by young people and women. The project will also fund the promotion of nutrition sensitive activities.
21. **Component 2: Improving the agricultural entrepreneurship ecosystem.** The entrepreneurial ecosystem will be strengthened with: (i) support for the implementation and improvement of regulatory and institutional frameworks that favour agricultural entrepreneurialism by youth and women; and (ii) financing of structuring infrastructure for production, market access and renewable energy.
22. RENFORT will finance: (i) investments in land tenure security; (ii) hydroagricultural improvements on 500 hectares of small market gardening perimeters; (iii) aquaculture farms and floating cages; (iv) establishment of four semi-wholesale markets, satellite collection centres, bulking and storage warehouses and market garden produce conservation units; (v) creation and

equipping of processing platforms; and (vi) rehabilitation of 150 kilometres of tracks serving production areas and facilitating access to markets.

23. **Component 3: Project coordination and management.** This component will ensure good governance and facilitate project implementation by: (i) setting up a project coordination and management unit; (ii) rigorous management of procurement and administrative and financial matters; and (iii) appropriate planning and monitoring and evaluation (M&E) as well as continuous communication and knowledge management.

D. Cost, benefits and financing

Project cost

24. The total cost of RENFORT, including physical and financial contingencies, is EUR 90.45 million over a period of six years. Base costs are EUR 85.7 million and physical and financial contingencies are EUR 4.7 million. Taxes represent 10.2 per cent of the total cost, or EUR 9.3 million. The project investment cost and recurrent costs are respectively EUR 79.2 million, or 92 per cent of base costs, and EUR 6.5 million, or 8 per cent of base costs.
25. The RENFORT technical components relate in part to climate action. The total amount of IFAD climate finance for the project, calculated according to the multilateral banks methodologies for monitoring climate change adaptation and mitigation finance, is estimated at EUR 7.83 million.
26. The additional amount of IFAD climate finance allocated to the project is estimated at EUR 3.61 million.

Table 1
Summary of original and additional financing
(Thousands of euros)

	<i>Original financing*</i>	<i>Additional financing</i>	<i>Revised cofinancing</i>	<i>Total</i>
IFAD loan	4 582			4 582
IFAD grant	18 328	29 312		47 640
Other cofinanciers	26 256		(2 312)	23 944
Beneficiaries	5 028			5 028
Borrower/recipient/counterpart funding	9 262			9 262
Financing gap	27 000			-
Total	90 456	29 312	(2 312)	90 456

* See table 1 in document EB 2021/133/R.29/Rev.1 for a detailed breakdown.

Table 2
Additional financing: project costs by component and financier
(Thousands of euros)

<i>Component</i>	<i>Additional IFAD grant</i>		<i>Total</i>
	<i>Amount</i>	<i>%</i>	<i>Amount</i>
1. Developing profitable and resilient agroenterprises	13 350	45.5	13 350
2. Improving the agricultural entrepreneurship ecosystem	11 451	39.1	11 451
3. Project coordination and management	4 511	15.4	4 511
Total	29 312	100	29 312

Table 3
Additional financing: project costs by expenditure category
 (Thousands of euros)

<i>Expenditure category</i>	<i>Additional IFAD grant</i>		<i>Total</i>
	<i>Amount</i>	<i>%</i>	<i>Amount</i>
Investment costs			
1. Works	8 931	30.5	8 931
2. Equipment and materials	1 263	4.3	1 263
3. Goods, services and inputs	672	2.3	672
4. Services (technical assistance and training)	9 743	33.2	9 743
5. Grants and subsidies	5 229	17.8	5 229
Total investment costs	25 838	88.1	25 838
Recurrent costs			
6. Operating costs	628	2.1	628
7. Salaries and benefits	2 846	9.7	2 846
Total recurrent costs	3 474	11.9	3 474
Total	29 312	100	29 312

Table 4
Project costs by component and project year (PY)
 (Thousands of euros)

<i>Component</i>	<i>PY1</i>		<i>PY2</i>		<i>PY3</i>		<i>PY4</i>		<i>PY5</i>		<i>PY6</i>		<i>Total</i>
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>
1. Developing profitable and resilient agroenterprises	3 186	7	6 256	14	10 844	23	10 329	22	9 247	20	6 422	14	46 284
2. Improving the agricultural entrepreneurship ecosystem	152	1	5 828	18	20 364	63	5 089	16	332	1	149	1	31 913
3. Project coordination and management	3 804	31	1 544	13	1 713	14	1 957	16	1 639	13	1 600	13	12 258
Total	7 142	8	13 628	15	32 921	36	17 375	19	11 219	13	8 171	9	90 456

Financing and cofinancing strategy and plan

27. The financing and cofinancing strategy and plan remain unchanged. GCF cofinancing in the amount of EUR 23.9 million under the second phase of the Inclusive Green Financing Initiative will be used to strengthen and build the resilience and adaptation capacity of young people and women in agroenterprises.
28. The national cofinanciers remain unchanged. The Government's contribution will be mainly in the form of tax exemptions and contributions in kind, for an amount of EUR 9.26 million, or 10 per cent of total cost. Contributions by beneficiaries are estimated at EUR 5.02 million, or 6 per cent of total cost, of which a portion could be mobilized from financial institutions in the form of credit.

Disbursement

29. The revolving fund mechanism has now been adopted for all project financing (IFAD loans and grants) in accordance with the principle of making disbursements contingent upon interim financial reports for investment projects directly supervised by IFAD. The IFAD Client Portal is used for withdrawal requests and direct payments, up to the ceiling indicated in the letter to the borrower/recipient.
30. A designated account was opened for the original IFAD loan and grant. A second designated account will be opened for the additional financing proceeds and another for each cofinancier. These accounts will be managed by the CNCRAT. Operating accounts (one for each donor and financing) and sub-accounts are opened for implementation activities at the project's national and regional units and are managed by the project management unit (PMU).
31. The first disbursement of EUR 1.05 million took place on 10 October 2023.

Summary of benefits and economic analysis

32. The additional financing will not affect the project benefits or returns. The results of the economic analysis show that RENFORT is a profitable project with an economic internal rate of return of 19.9 per cent and a net present value of EUR 68.2 million, for an economic opportunity cost of capital of 6.5 per cent.
33. Estimates of RENFORT environmental externalities indicate mitigation potential on the order of 791,000 tons of carbon sequestration over a period of 20 years. Taking into account the environmental benefits, the internal rate of return ranges between 21.1 and 24.1 per cent depending on the market price of carbon.

Exit strategy and sustainability

34. The exit strategy and sustainability of the RENFORT benefits are based on the following:
 35. The business approach adopted consists of multiplying economic benefits for women and youth agripreneurs to sustain them beyond the project. These benefits are based on the creation of profitable and viable enterprises that create wealth and employment.
 36. Investments in strengthening human capital will promote changes in behaviours and norms and will bring sustainable benefits to the targeted youth and women. The adoption of sustainable and climate resilient practices and technologies will ensure the physical and environmental sustainability of their agroenterprises.
 37. At an institutional level, component 2 will create the necessary conditions to improve the business environment. The project will finance activities to strengthen the technical and operational capacities of public institutions, on one hand, to enable them to better perform their regulatory role, and civil society organizations, on the other, to enable them to offer better services to their members.

III. Risk management

A. Risks and mitigation measures

38. The overall assessment of risks, risk analysis and mitigation measures performed at design remains relevant.
39. **Fragility and governance.** The resurgence of rebellion and insurrection in the north, conflicts in neighbouring countries and terrorism by jihadist groups from the Sahel and Boko Haram place Chad in a situation of high political and security risk. This situation was exacerbated by the transition that followed the death of President Idriss Déby.
40. **Technical risks.** Technical risks relate to the limited technical and institutional capacities for an efficient implementation of the innovative aspects of the project. Setting up a mechanism to finance enterprises also involves a high risk in Chad.

Collaboration with the private sector could be lacking in vigour given the general weakness of the business environment in the country. The project follows an approach based on capacity-building and direct support for youth and women's organizations. It proposes alternative financing mechanisms and interventions to improve the business environment in order to attract greater private investment.

41. **Financial management.** The inherent financial management risk, which is high at the country level, is substantial at the project level. The project fulfilled first disbursement conditions only nine months after the effectiveness of the original IFAD financing. This delay could presage further delays in project implementation. The country programme coordination mechanism in place, led by the CNCRAT, will have an influence on overall project management by supervising financial performance and supporting projects in the portfolio.

Table 5

Risks and mitigation measures

<i>Risk category</i>	<i>Inherent risk</i>	<i>Residual risk</i>
National context	High	Substantial
Sector strategies and policies	Substantial	Moderate
Environmental and climate context	High	Substantial
Project scope	Moderate	Moderate
Institutional implementation capacities and feasibility	Moderate	Low
Financial management	Substantial	Moderate
Procurement	Moderate	Low
Environmental, social and climate impact	Moderate	Low
Stakeholders	Moderate	Moderate
Overall risk	Substantial	Moderate

B. Environment and social category

42. **RENFORT is classified in environmental and social category B.** Planned measures relate mainly to reducing the vulnerability of youth and women by building their climate change adaptation capacities, resilient management of agrosilvopastoral resources and improving living conditions. A draft environmental and social management framework has been developed in accordance with national legislation and the requirements of the applicable international framework, in order to remedy the potential impact.

C. Climate risk classification

43. The project's climate risk remains substantial a priori given that the project area lies within the Sahelian zone, which is characterized by a high risk of extreme weather events. Climate change is accentuating pressures on land, agricultural, fishing and water resources in the region. According to the climate change vulnerability risk, Chad is among the most endangered countries given the presence of multiple factors of vulnerability.

IV. Implementation**A. Compliance with IFAD policies**

44. The RENFORT activities are in compliance with all relevant IFAD policies, including those relating to gender, youth and social inclusion, nutrition, climate change, biodiversity, environment and natural resources, as well as the Social, Environmental and Climate Assessment Procedures.

**B. Organizational framework
Management and coordination**

45. RENFORT is under the oversight of the Ministry of Agricultural Development, to which the national steering committee reports. A PMU with technical, administrative

and financial management autonomy has been set up in Dourbali (Chari-Baguirmi) and three regional branches have been deployed to cover the three major project areas. A CNCRAT is in place in N'Djamena to provide strategic coordination for IFAD projects in Chad under a country programme approach.

Financial management, procurement and governance

46. **Financial management.** The project financial management team is in place. The accounting and financial management system is up and running in accordance with the original provisions: (i) the CNCRAT manages the financing and steers financial performance, focusing on fiduciary support and internal audit; and (ii) the administrative and financial services of the PMU and branches are tasked with the project accounting and financial management.
47. **Procurement.** Procurement is governed by decree 2130/PR/2020 of 15 October 2020 on public procurement and public service delegation in the Republic of Chad and accompanying regulations.
48. **Governance.** The overall fiduciary environment remains characterized by a low level of integrity in the financial management and procurement system, together with a constant risk of fraud and corruption. As the inherent financial risk is substantial, the PMU and CNCRAT will have their own financial management system independently of the public financial management systems.

C. Planning, monitoring and evaluation, learning, knowledge management and communication

49. The main planning tool for activities will be the AWPB, prepared under a participatory, iterative and rigorous planning approach, outlining clearly the outputs (or physical targets) to be delivered during the course of the year, as well as the objectives to be achieved, the activities planned and financial resources needed to implement them.
50. **Monitoring and evaluation.** The RENFORT M&E system will be built around four main pillars: (i) the COSOP, aligning the project with the National Rural Sector Investment Plan and the Sustainable Development Goals; (ii) the logical framework and results framework; (iii) the AWPB, representing the main planning tool for activities and results; and (iv) the M&E manual, defining operational aspects relating to processes, tools, methods, approaches and responsibilities.
51. **Learning, knowledge management and communication.** RENFORT benefits from a knowledge management committee set up by CNCRAT and the knowledge generated by IFAD investment projects: the Project to Improve the Resilience of Agricultural Systems in Chad and the Strengthening Productivity and Resilience of Agropastoral Family Farms Project. The project team will leverage its experience to: (i) lead critical reflection on the project interventions; (ii) support rapid scaling up of good practices and successes; (iii) share lessons learned with the stakeholders; and (iv) contribute to reflection and policy dialogue in all matters relating to entrepreneurship and economic mainstreaming of youth and women.
52. **Innovation and scaling up.** The innovative aspects of RENFORT include: (i) differentiated and pragmatic approaches to business incubation and acceleration for women and youth agripreneurs; (ii) digital solutions for agriculture; (iii) technical innovations and protocols for sustainable intensification (improved seed, floating cages, cover crops, improved stoves, improved technical facilities); (iv) development of commercial partnerships and inclusive business models; (v) a territorial approach to economic development hubs, in particular coordination of structuring investments in semi-wholesale markets; and (vi) promotion of renewable energy technology and green finance mechanisms.

D. Proposed amendments to the financing agreement

53. Subject to the approval of this additional financing by the IFAD Executive Board, the financing agreement will be amended accordingly. This financing completes the original approved financing plan at project design and does not entail any change in the project description, area or target group, or the creation of any new category of expenditure.

V. Legal instruments and authority

54. An amended financing agreement between the Republic of Chad and IFAD will constitute the legal instrument for extending the proposed additional financing to the borrower/recipient. The signed financing agreement will be amended following approval of the additional financing.
55. The Republic of Chad is empowered under its laws to receive financing from IFAD.
56. I am satisfied that the proposed additional financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD Financing.

VI. Recommendation

57. I recommend that the Executive Board approve additional financing in terms of the following resolution:

RESOLVED: that the Fund shall provide a grant to the Republic of Chad in an amount of twenty-nine million three hundred ten thousand euros (EUR 29,310,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Alvaro Lario
President

Cadre logique initial intégrant le financement additionnel

Hiérarchie des résultats	Indicateurs clés				Moyens de vérification			Hypothèses
	Nom	Réf.	Mi-parcours	Fin	Source	Fréquence	Responsabilité	
PORTEE/SENSIBILISATION								
	1. Nombre de personnes recevant les services promus ou soutenus par le projet (CI 1)	0	32 800	82 000	Systèmes de suivi-évaluation (SSE)	Semestrielle dès année 2	Unité de coordination et de gestion (UCG)	
	Nombre de jeunes	0	28 000	56 000				
	Nombre de femmes (30%)	0	12 300	24 600				
	2. Nombre total de membres de ménages touchés (CI 1 b)	0	173 840	434 600				
OBJECTIF GÉNÉRAL								
Contribuer à accroître les revenus et créer des emplois décents pour les femmes et les jeunes en renforçant la résilience des systèmes	3. Nombre de personnes bénéficiaires d'une mobilité économique (95%)	TBD	24 000	60 000	Enquête de référence Évaluation d'impact	Année 1 Années 3 et 6	UCG	
OBJECTIF DE DÉVELOPPEMENT								
Promouvoir des entreprises des jeunes et des femmes viables et résilientes, créatrices d'emplois et intégrées dans les chaînes des valeurs agro-pastorales et halieutiques du Tchad.	4. Nombre d'emplois nouveaux créés (CI 2.2.1)	0	35 000	100 000	SSE Enquêtes d'effets annuels	Annuelle dès année 2	UCG	Stabilité macro-économique, politique et sécuritaire
	5. Pourcentage d'entreprises rurales soutenues déclarant une augmentation de leurs profits (CI 2.2.2)	0	40%	80%	SSE Enquêtes d'effets annuels	Annuelle dès année 2		Absence des conditions climatiques extrêmes (inondations et sécheresses) et de crise sanitaire
	6. Pourcentages des femmes âgées de (15-49 ans) déclarant une amélioration de leur régimes alimentaires (CI 1.2.8)	0	40% (19680)	80% (39 600)	SSE Enquêtes d'effets annuels	Annuelle dès année 2		
	7. Pourcentage de personnes démontrant une amélioration de leur autonomisation (CI 4.2.3)	0	60%	80%	SSE Enquêtes d'effets annuels	Annuelle dès année 2		
EFFETS ET PRODUITS								
<i>Effet 1 : Les jeunes et les femmes développent des agro-entreprises (micro, petites et moyennes entreprises) résilientes et rentables</i>	8. Tonnes d'émissions de gaz à effet de serre (tCO2e) évitées et/ou séquestrées CI 321): (i) Ha (ii) tCO2e/20y (iii) tCO2e/ha (iv) tCO2/ha/yr	0 0 0 0		1768,85 790 912 447,1 22,4				
	9. Pourcentage des entreprises de jeunes et de femmes fonctionnelles 3 ans après leur consolidation ou création	TBD	50%	70%	Enquête sur les indicateurs de base Évaluation	Ligne de base, RMP et Achèvement.	UCG	

Hiérarchie des résultats	Indicateurs clés				Moyens de vérification			Hypothèses
	Nom	Réf.	Mi-parcours	Fin	Source	Fréquence	Responsabilité	
	10. Pourcentage de personnes déclarant l'adoption de pratiques et technologies durables et résilientes au changement climatique (CI 3.2.2)	0	50% (41000)	80% (65 600)	Enquête sur les indicateurs de base annuels	Ligne e base, RMP, Achèvement		
Produit 1.1. Les capacités des jeunes et femmes agripreneurs sont renforcées et des solutions numériques adaptés sont promues	11. Nombre de personnes formées à des activités productrices de revenus ou à la gestion des entreprises (CI 2.1.2)	0	40 300	82 000	SSE, rapports d'activités	Trimestrielle	UCG, partenaires ou prestataires	- Adhésion des jeunes et des femmes, et des communautés rurales au projet - Les centres de formation engagent une démarche centrée sur l'entrepreneuriat agricole - Les parcours d'accompagnement des jeunes et femmes bénéficiaires sont personnalisés
	12. Nombre de jeunes et de femmes formées aux technologies numériques	0	7 000	15 000	SSE, rapports d'activités	Trimestrielle		
	13. Nombre de ménages recevant des appuis ciblés pour améliorer leur nutrition (1.1.8)(*)	0	34 400	68 800				
	14. Nombre de groupes formés dans la gestion durable des ressources naturelles et des mesures d'adaptation aux changements climatiques (3.1.1)	0	50	100				
Produit 1.2. Des mécanismes de financement adaptés aux jeunes et femmes agripreneurs et des partenariats productifs et/ou commerciaux sont mises en place	15. Nombre de personnes ayant accès à des services financiers dans les zones rurales (épargne, crédit, assurance, envois de fonds, etc.) (CI 1.1.5)	TBD	TBD	TBD	SSE, rapports d'activités	Semestrielle	UCG, institutions financières partenaires	- Volonté des jeunes et femmes promoteurs à prendre les crédits - Les IMF et le Fond de promotion de l'entrepreneuriat des jeunes disposent de produits spécifiques et de compétences pour financer l'entrepreneuriat rural
	16. Nombre d'entreprises soutenues participant aux partenariats productifs et/ou commerciaux	TBD	21 000	70 000	SSE, rapports d'activités	Semestrielle	UCG	
Effet 2. L'écosystème relatif à l'entrepreneuriat agricole des jeunes et des femmes est amélioré	17. Nombre de lois, réglementations, politiques ou stratégies existantes/nouvelles facilitées, traduites et/ou diffusées	0	4	6	Enquête sur les indicateurs de base.	Ligne de base, RMP, Achèvement	UCG	- Stabilité institutionnelle et volonté politique pour la mise en œuvre des politiques, stratégies - Amélioration du climat des affaires au Tchad et la qualité des institutions publiques
	18. Ménages déclarant une amélioration de l'accès physique aux marchés et aux installations de transformation et de stockage (CI 2.2.6)	0	13 120	65 600	Enquêtes sur les indicateurs de base	Ligne de base, RMP, Achèvement	UCG, prestataires	
Produit 2.1. Les cadres politique, réglementaire et institutionnel favorisant l'entrepreneuriat agricole des jeunes et des femmes sont appuyés	19. Nombre de produits et de savoirs pertinents en matière de politiques réalisées (CI Politique 1)	0	8	15	SSE, rapports d'activités	Semestrielle	UCG	
Produit 2.2. L'accès des jeunes et des femmes aux infrastructures de production, équipements et aux marchés est facilité	20. Nombre d'installations de commercialisation, transformation et stockage construites ou	0	100	160	SSE, rapports d'activités	Semestrielle	UCG	
	21. Nombre d'hectares de terres agricoles dotées d'infrastructures hydrauliques construites/remises en état (CI 1.1.2)	0	200	350	SSE, rapports d'activités	Semestrielle	UCG	

Résumé de l'analyse économique et financière

Tableau A
Modèles de flux financiers

	Parcours insertion-employabilité (TPE)						Parcours acceleration-Vulgarisation-employabilité							
	Mini-Maraichage -Semi-californien	Mini-maraichage GAG	Embouche ovine	Aviculture traditionnelle	Pisciculture	Prestation de services	TPE	PE	Nutrition		Partenariat commerciaux			
							Mini-Maraichage	Transformation produits maraichers	Fumage de poisson	Maraichage	Production de fonio	Farine enrichies	PCS	4P
AN1	(2 261 413)	(3 457 306)	249 948	(64 808)	(4 045 767)	392 250.0	-3 515 000	-346 500.0	-15 770 833	-14 060 000	614	5 197 865	(3 805 000)	-22 951 342
AN2	570 700	835 180	745 264	525 329	977 733	944 500.0	692 250	287 397.7	1 756 917	2 769 000	259 910	1 507 905	760 781	6 894 195
AN3	730 775	960 525	729 264	718 181	1 259 733	939 500.0	842 875	233 195.0	2 828 917	3 371 500	242 196	2 094 795	1 255 000	7 035 972
AN4	742 025	971 775	745 264	678 033	1 279 733	944 500.0	854 125	298 195.0	2 723 917	3 416 500	298 196	2 188 795	1 225 000	6 906 363
AN5	718 275	948 025	619 264	692 033	1 229 733	939 500.0	830 375	233 195.0	2 828 917	3 321 500	246 696	2 094 795	1 130 000	7 740 000
AN6	742 025	971 775	745 264	778 033	1 231 733	944 500.0	854 125	298 195.0	2 883 917	3 416 500	273 196	1 075 295	1 255 000	1 349 500
AN7	730 775	960 525	729 264	723 033	1 257 733	939 500.0	842 875	233 195.0	2 418 917	3 371 500	242 196	2 094 795	1 225 000	6 910 000
AN8	742 025	971 775	745 264	712 033	1 281 733	914 500.0	854 125	298 195.0	2 883 917	3 416 500	298 196	2 123 795	1 255 000	7 890 000
AN9	718 275	948 025	669 264	758 033	1 229 733	939 500.0	830 375	233 195.0	2 828 917	3 321 500	246 696	2 094 795	1 130 000	7 740 000
AN10	742 025	971 775	745 264	678 033	1 279 733	944 500.0	854 125	298 195.0	2 883 917	3 416 500	298 196	2 188 795	1 255 000	7 310 000
AN11								233 195.0	2 883 417			981 295		1 199 500
AN12								298 195.0	2 883 417			2 188 795		7 890 000
AN13								233 195.0	2 882 917			2 094 795		6 660 000
AN14								298 195.0	2 881 917			2 188 795		7 890 000
AN15								233 195.0	2 881 417			2 094 795		7 740 000
VAN (@10%, FCFA)	1 648 389	1 792 766	3 998 341	3 532 891	2 667 728	5 275 955	1 103 471	1 465 797	3 596 582	4 413 884	1 391 374	8 021 375	2 536 474	22 525 543
VAN (@10%, Euro)	2 513	2 733	6 095	5 386	4 067	8 043	1 682	2 235	5 483	6 729	2 121	12 229	3 867	34 340
Ratio B/C	1.55	1.43	1.49	1.83	1.23	1.32	1.44	1.77	1.27	1.44	1.82	1.95	1.84	

Tableau B
Coûts du projet et cibles du cadre logique

COUTS DU PROJET ET INDICATEURS DU CADRE LOGIQUE			
COUT TOTAL DU PROJET en millions d'Euros	90.5	Coût de base (millions d'Euros)	85.7
Bénéficiaires (personnes)	82 000		
Coût par bénéficiaire	1 103	Euro par personne	
Composantes	Coût total (M\$EURO)	Effets et Indicateurs	
<u>Consolidation et développement des relations d'affaires dans les filières</u>	46.3	<p>Les capacités des jeunes et femmes agri-preneurs sont renforcées et des solutions numériques adaptés sont promues</p> <p>Des mécanismes de financement adaptés aux jeunes et femmes agri-preneurs et des partenariats productifs et/ou commerciaux sont mises en place</p>	<p>1. Pourcentage des entreprises de jeunes et de femmes fonctionnelles 3 ans après leur consolidation ou création</p> <p>2. Pourcentage de personnes déclarant l'adoption de pratiques et technologies durables et résilientes au changement climatique</p>
<u>Promotion de systèmes de production performants et résilients dans les filières</u>	31.9	L'écosystème relatif à l'entrepreneuriat agricole des jeunes et des femmes est amélioré	<p>1. Nombre de lois, réglementations, politiques ou stratégies existantes/nouvelles facilitées, traduites et/ou diffusées</p> <p>2. Pourcentage de personnes déclarant une amélioration de l'accès physique au marché et aux installations de transformation et de stockage</p>
<u>Coordination et Gestion du projet</u>	12.3		

Tableau C
Principales hypothèses et prix de référence

PRINCIPALES HYPOTHESES & PRIX DE REFERENCE							
	Produits a/	Unité	Accoiss. des rendements	Prix (FCFA)	Intrants	Unité	Prix (FCFA)
FINANCIERE	Tomate	Kg	82%	220	Semences non améliorées de tomate	Kg	100 000
	Gombo	Kg	43%	200	Semences non améliorées de gombo	Kg	50 000
	Moutons engraisés	Tête	N/A	60 000	Semences améliorées de tomate	Kg	175 000
	Fumier	Kg	N/A	5	Semences améliorées de gombo	Kg	82 500
	Poulets	Tête	N/A	2 250	NPK	Kg	460
	Géniteurs poulets reformés	Tête	N/A	3 000	Urée	Kg	460
	Poisson frais	Kg	N/A	800	Fumure organique	Kg	5
	Charrues	Nombre	N/A	35 000	Produit phytosanitaire	Litre	8 000
	Service	Jour	N/A	2 000	Mouton à engraisser (20-25kg)	Nombre	20 000
	Tomate séchée	Kg	N/A	3 400	Aliments locaux (400g de paille, 250g de fane d'arachide et 150g de son de céréales par jour en moyenne, 48 kg/sujet)	Kg	253
	Gombo séché	Kg	N/A	1 333			
ECONOMIQUE	Taux de change officiel		655.957		Cout d'opportunité du capital (financier)		10.0%
	Taux de change de référence (SER)		697		Cout d'opportunité du capital social		6.5%
	Facteur de conversion Standard		0.94		Facteur de conversion Output local		1.00
	Labour Conversion factor		0.72		Facteur de conversion Intrants		0.77

Tableau D
Taux d'adoption par les bénéficiaires et phasage

Parcours RENFORT			2 023	2 024	2 025	2 026	2 027	2 028	Total
Parcours Incubation	Taux de viabilité après 3 ans : 50%	TPE	0	850	2 480	3 100	3 100	1 550	11 080
	Maraichage	37%							
	Pisciculture	5%							
	Embouche ovine	23%							
	Aviculture	23%							
	Prestation de services agricoles	12%							
Parcours Accélération	Taux de viabilité après 3 ans : 65 %	TPE	250	500	800	1 000	1 000	450	4 000
		PE	50	80	100	120	100	50	500
	Maraichage	31%							
	Transformation produits maraichers	58%							
	Fumage de poisson	11%							
Parcours Vulgarisation	Taux d'adoption: 50% -70%		0	10 000	11 000	12 000	13 000	7 150	53 150
	Activités de production	40%							
	Transformation produits maraichers	60%							
Employabilité	Avantages économiques non pris en compte dans la présente analyse		750	1 613	2 720	3 375	3 275	1 538	13 270
Total bénéficiaires			1 050	13 043	17 100	19 595	20 475	10 738	82 000
			1 050	14 093	31 193	70 588	71 263	82 000	

Tableau E
Flux économique

	BENEFICES NETS ADDITIONNELS (BNA) ECONOMIQUES EN (FCFA)						COUTS ECO.NETS ADD (FCFA)
	Incubation	Acceleration	Vulgarisation	Nutrition et Partenariat	Pistes rurales	TOTAL BNA FCFA)	
AN1	0	0	0	0	-114500000	(114 500 000)	(4 156 774 002)
AN2	0	(984 179 859)	0	0	-2584000000	(3 568 179 859)	(9 417 267 332)
AN3	(1 109 730 173)	(1 531 851 352)	(765 501 948)	(42 243 229)	291659099	(3 157 667 602)	(12 761 361 162)
AN4	(2 818 734 820)	(1 841 881 348)	441 492 644	(39 619 081)	853168197	(3 405 574 407)	(7 680 465 069)
AN5	(1 487 911 441)	(1 887 000 444)	1 812 525 605	20 186 989	853168197	(689 031 093)	(3 952 369 889)
AN6	2 363 284 862	(1 050 185 020)	4 153 937 708	75 359 437	853168197	6 395 565 184	4 324 960 667
AN7	4 140 799 640	860 163 501	6 551 038 531	101 967 194	853168197	12 507 137 064	12 080 681 407
AN8	5 085 629 186	2 317 106 996	8 478 530 498	115 216 168	853168197	16 849 651 045	16 423 195 388
AN9	4 683 528 591	2 273 311 044	8 322 782 087	114 471 141	853168197	16 247 261 061	15 820 805 404
AN10	4 494 002 532	2 234 419 096	8 566 288 481	120 355 248	853168197	16 268 233 554	15 841 777 897
AN11	4 541 163 822	2 236 776 154	8 366 123 011	124 362 404	853168197	16 121 593 587	15 695 137 931
AN12	4 566 848 811	2 190 940 207	8 312 718 779	125 148 884	853168197	16 048 824 879	15 622 369 222
AN13	4 184 657 431	2 103 755 481	7 616 733 122	107 039 236	853168197	14 865 353 468	14 438 897 811
AN14	3 161 127 446	1 955 571 753	7 002 681 217	84 086 827	853168197	13 056 635 440	12 630 179 784
AN15	1 938 692 503	1 763 813 844	6 161 252 933	67 427 203	853168197	10 784 354 681	10 357 899 025
AN16	722 035 691	1 568 206 389	5 868 005 664	57 049 484	853168197	9 068 465 426	8 642 009 769
AN17	0	1 350 047 603	5 645 952 419	50 915 981	853168197	7 900 084 201	7 473 628 545
AN18	0	1 128 916 609	4 578 732 679	32 156 098	853168197	6 592 973 583	6 166 517 927
AN19	0	831 904 244	3 392 724 472	7 501 341	853168197	5 085 298 253	4 658 842 597
AN20	0	470 699 286	2 111 616 618	0	853168197	3 435 484 101	3 009 028 445
Sans bénéfices environnementaux					47 229 468 221		
<u>VAN@ 6,5% (FCFA)</u>					67 758 530		
<u>VAN@ 6,5 % (Euro)</u>					19.8%		
TRIE							

Tableau F
Analyse de sensibilité

ANALYSE DE SENSIBILITE				
	Δ%	Lien avec la matrice des risques	TRIE	VAN ("million "Euros)
Scénario de base			19.8%	67.8
Coût du projet	10%	i) Stabilité macro-économique, politique et sécuritaire	18.6%	63.9
Coût du projet	20%	ii) Conditions climatiques extrêmes (inondations et sécheresses) et de crise sanitaire	17.4%	60.1
Coût du projet	30%	iii) Faible adhésion des jeunes et des femmes, et des communautés rurales au projet	16.4%	56.3
Bénéfices	-10%	iii) Les centres de formation engagent une démarche centrée sur l'entrepreneuriat agricole	18.4%	57.2
Bénéfices	-20%	iv) Faible Amélioration du climat des affaires au Tchad et la qualité des institutions publiques	16.9%	46.6
Bénéfices	30%		13.9%	32.1
Bénéfices retardés d'1 an			17.6%	60.0
Bénéfices retardés de 2 ans		i) Faible Stabilité macro-économique politique et sécuritaire	15.8%	52.0
Bénéfices retardés de 3 ans		ii) Faible Stabilité institutionnelle et volonté politique pour la mise en œuvre des politiques, stratégies	14.1%	44.0
Taux d'adoption/taux de survie	-10%	i) Les centres de formation engagent faiblement une démarche centrée sur l'entrepreneuriat agricole	17.4%	51.2
Taux d'adoption/taux de survie	-20%	ii) iii) Faible adhésion des jeunes et des femmes, et des communautés rurales au projet	14.5%	34.3