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Investing in rural people

President's report

Proposed loan and grant to the Democratic Republic of the Congo for the North Kivu Agriculture Sector Support Project (PASA-NK)

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Abbreviations and acronyms

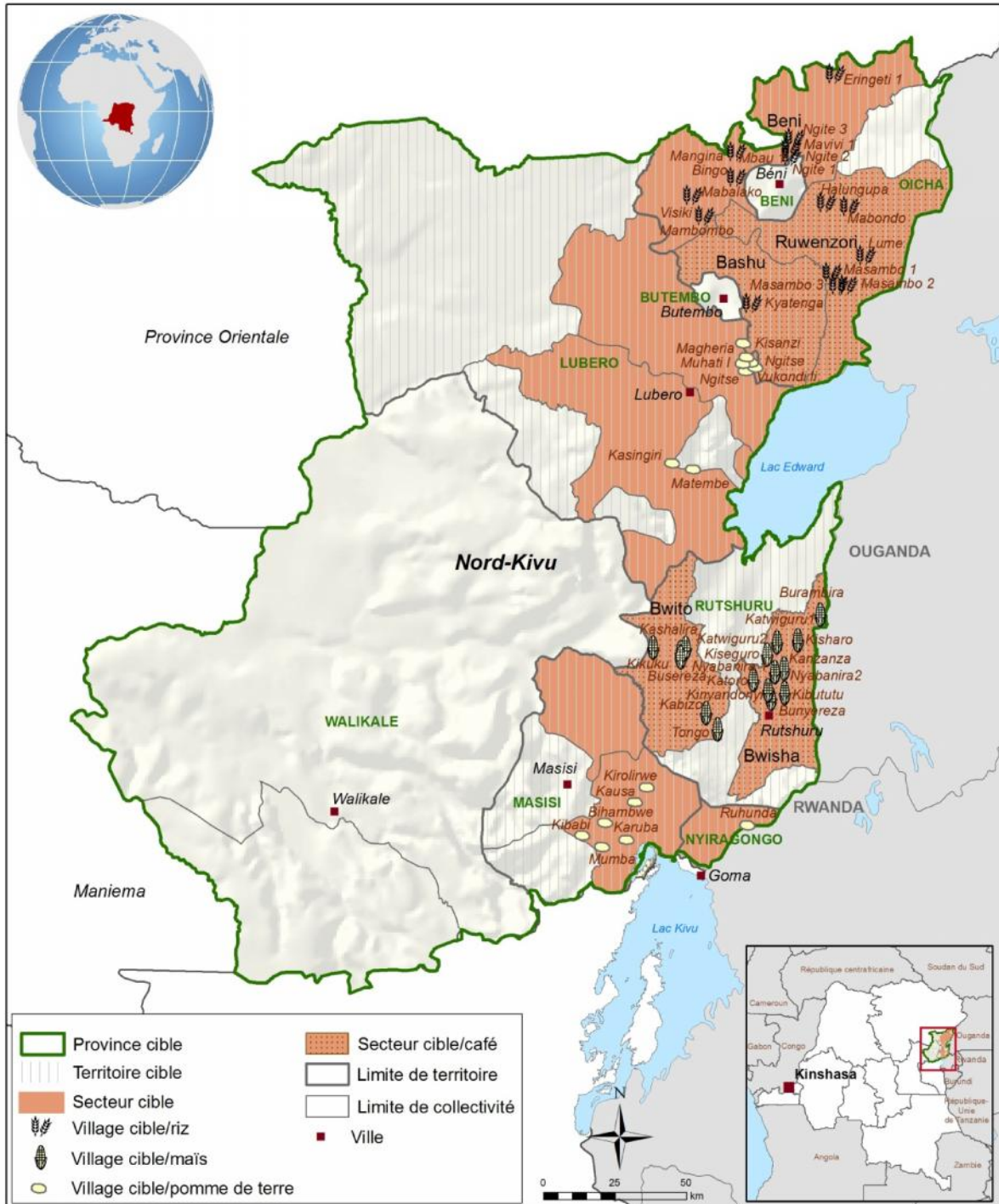
FOPAC	Federation of Agricultural Producers Organizations of Nord Kivu
PCU	project coordination unit
PO	producer organization

Map of the project area

République Démocratique du Congo - Nord Kivu

PASA - Zones d'intervention de 'pomme de terre', 'café', 'maïs' et 'riz'

Rapport du Président



Les appellations figurant sur cette carte et sa représentation graphique ne constituent en aucun cas une prise de position du FIDA quant au tracé des frontières ou limites, ou aux autorités de tutelle des territoires considérés.

Source: FIDA et Log cluster WFP-DRC | 20-10-2015

Democratic Republic of the Congo

North Kivu Agriculture Sector Support Project (PASA-NK)

Financing summary

Initiating institution:	IFAD
Borrower/beneficiary:	Ministry of Finance
Executing agency:	Ministry of Agriculture, Fisheries and Livestock
Total project cost:	US\$52.974 million
Amount of IFAD loan under the 2013-2015 performance-based allocation system (PBAS) allocation:	SDR ... million (equivalent to approximately US\$16.89 million)
Amount of IFAD grant under the 2013-2015 PBAS allocation:	SDR ... million (equivalent to approximately US\$16.89 million)
Terms of IFAD loan:	Highly concessional: repayment term of 40 years, including a grace period of 10 years, with a service commission of 0.75 per cent per annum
Cofinancier:	OPEC Fund for International Development (OFID)
Amount of cofinancing:	OFID: US\$9.718 million
Contribution of the borrower/beneficiary:	US\$5.950 million
Contribution of beneficiaries:	US\$3.528 million
Appraising institution:	IFAD
Cooperating institution:	Directly supervised by IFAD

Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed financing to the Democratic Republic of the Congo for the North Kivu Agriculture Sector Support Project (PASA-NK), as contained in paragraph 49.

Proposed loan and grant to the Democratic Republic of the Congo for the North Kivu Agriculture Sector Support Project (PASA-NK)

I. Strategic context and rationale

A. Country, rural development and poverty context

1. Following several decades of political instability, insecurity and economic devastation, the Democratic Republic of the Congo is enjoying robust economic growth and a stable macro-economic framework. Agricultural and mineral resources are vast, among the largest in sub-Saharan Africa. The country has an area of 2.34 million km² and a population of about 71 million, close to 70 per cent of whom live in rural areas.
2. Growth in GDP, which has improved significantly since 2010, is greater than 7 per cent. In addition to agriculture, which employs 64 per cent of the active population and generates 33.4 per cent of GDP (Central Bank of the Congo, 2013), the most important sectors are trade (22 per cent) and mining (12 per cent).
3. Economic growth, in tandem with public investment in the health and primary education sectors, has enabled the Democratic Republic of the Congo to reduce the incidence of poverty from 71.34 per cent in 2005 to 63.4 per cent in 2012. The rural poverty rate remains high at 69 per cent in 2012. Food and nutritional insecurity remain at alarmingly high levels: 54 per cent of rural households are food-insecure, 43 per cent of children under five are chronically malnourished and 8 per cent suffer from acute malnutrition.

B. Rationale and alignment with government priorities and the RB-COSOP

4. The country strategic opportunities programme (COSOP) 2012-2016 set two strategic objectives: (i) improve smallholder farmers' access to effective production services, appropriate technologies and local markets; and (ii) professionalize farmers' organizations so that they can become economic partners with private enterprises in rural areas.
5. PASA-NK is aligned with both COSOP strategic objectives, and will strengthen portfolio results in terms of sustainable access by smallholder farmers to inputs and markets, remuneration of agricultural products at more advantageous prices for farmers (the COSOP calls for a 30 per cent increase) and stability of apex producer organizations (POs). PASA-NK will also balance the distribution of IFAD-cofinanced operations in the country's western and eastern regions.
6. The Government intends to develop inclusive value chains, in addition to investments now under way in agro-industrial complexes (Nsele agro-industrial zone and Bukanga-Lonzo agro-industrial park). This intention is fully aligned with the National Agricultural Investment Plan (PNIA) and the aims of promoting value chains in agriculture and agro-industry. The Government's vision and the strategic objectives of the programme cofinanced by IFAD in the Democratic Republic of the

the Congo converge in North Kivu to remove the financial, institutional and physical constraints now faced by the people living in the province.

II. Project description

A. Project area and target group

7. As indicated by its name, PASA-NK will be implemented in the province of North Kivu, and more specifically in the territories of Beni, Lubero, Rutshuru, Nyiragongo and Masisi. Activities will involve one or two crops in each of the territories targeted.
8. North Kivu province falls within the post-conflict territories located to the country's east, and covers an area of close to 60,000 km². The population in 2014 was an estimated 6.5 million people, 88 per cent of them living in rural areas where the population density is more than 100 habitants par km². According to the Human Development Index, the province is ranked 10th of 11 provinces. An estimated 70 per cent of poor people in the province live in rural areas.
9. PASA-NK covers production and commercialization of four crops: maize, rice, potato and Arabica coffee. The crops were selected on the basis of the following criteria: (i) number of producers involved; (ii) potential for growth in production and productivity; (iii) existence of expanding markets accessible to smallholders: local, national, subregional and international markets, including fair trade niche markets; (iv) potential for improving incomes and value added; (v) potential for integration of vulnerable groups such as women, unemployed rural young people and landless poor people; and (vi) presence in the subsector of a public service, NGO or lead apex PO to provide technical guidance and other economic services.
10. Based on the four selected value chains, five lead organizations have been selected to play a leading role in project implementation: (i) the Central Cooperative of North Kivu (COOCENKI) for maize, to implement project activities in Rutshuru territory; (ii) the League of Women Farmers Organizations of the Congo (LOFEPACO) for rice, in Beni territory; (iii) the Farmers Union (SYDIP) for potato, in Lubero, Masisi and Nyiragongo territories; (iv) the Federation of Agricultural Producers Organizations of the Congo (FOPAC), for PO capacity-building and advocacy; and (v) the NGO VECO for the Arabica coffee value chain, given the tangible results it has achieved, to develop economic services for gourmet coffee in Beni and Rutshuru.
11. PASA-NK will target, first and foremost, poor and very poor households who will benefit from financial support granted by the project to facilitate access to improved seed and fertilizer and agricultural advisory assistance. Storage and processing activities will benefit all households. Activities to develop coffee growing will affect poor, less poor and wealthy households owning coffee plantations. Poor households will be defined as follows: (i) cultivated area of less than 1 ha; (ii) livestock (type and number) of less than 5 head; (iii) transportation by bicycle or scooter; and (iv) widows heads of household. Lead POs have suggested that additional criteria be added, such as: (i) farmers working an area of at least 0.25 ha in a single location; and (ii) victims of domestic or sexual violence. A total of 28,400 households will benefit directly from the project activities.

B. Project development objective

12. The main objective of PASA-NK is to sustainably improve food security and incomes among participating households. The development objective is to improve productivity and profitability for four crops produced by smallholders – maize, rice, potato and Arabica coffee.

C. Components/outcomes

13. Component 1: Capacity-building for actors supporting agricultural value chains. Component 1, representing 58.1 per cent of total project cost, is divided

into three subcomponents: (i) development of economic services provided by POs; (ii) institutional strengthening for POs; and (iii) support for the public sector. The outcomes of these three subcomponents will be: (i) economic services provided by POs are viable and appreciated by farmers; and (ii) the performance of provincial public services in support of producers has improved.

14. Component 2: Support for rural infrastructure. Component 2, representing 22.5 per cent of total project cost, is divided into two subcomponents: (i) rehabilitation of agricultural access roads; and (ii) capacity-building for provincial and territorial coordination by the Agricultural Access Roads Division (DVDA). The expected outcome is a reduction in the cost and time taken to transport goods.

III. Project execution

A. Approach

15. PASA-NK calls for professionalizing POs around economic services to improve smallholder access to agricultural inputs and markets and, accordingly, boost agricultural productivity and incomes. These economic services comprise: (i) for maize, access to improved seed, provision of advisory assistance, and storage and warehousing to facilitate deferred group sales synchronized with periods of higher prices for maize; (ii) for rice, access to improved seed and fertilizer, provision of advisory assistance, storage and warehousing, and support for the LOFEPACO rice mill; (iii) for potato, production of improved variety mini-tubers, access to fertilizer, provision of advisory assistance, collection and sales facilitation for wholesalers; and (iv) for coffee, improved variety nurseries, provision of advisory assistance, washed coffee processing, facilitation of organic and fair trade certification, and facilitation of quality green coffee sales on niche markets.
16. Based on this vision, the project will be implemented in accordance with the following underlying principles:
17. Business plans. All lead POs will organize their interventions at the value chain level based on business plans demonstrating the profitability of economic services offered to their members. The economic services will be organized around weak links in the maize, rice, potato and coffee value chains.
18. Financial terms. The project will trigger and support a virtuous process of development within which POs will be assisted in undertaking economically viable activities. In order to be viable, such activities must be based on a sound mechanism for access to production factors, processing and commercialization.
19. Contractualization. This will be one of the building blocks of business plan implementation by POs. Contractualization will govern relations with other actors within the targeted food value chains: processors, traders, input suppliers and other service providers.
20. Gradualism and sequencing of interventions. The project will be implemented in the post-conflict area, where people are readjusting to stability. As a result, project interventions and support will be organized in a prudent, gradual and sequenced manner to ensure that each stage is properly managed and brings the desired results.

B. Organizational framework

21. PASA-NK will be under the oversight of the Ministry of Agriculture, Fisheries and Livestock. The provincial Ministry of Agriculture and Rural Development of North Kivu will become a member of the existing steering committee. The project will be coordinated by a project coordination unit (PCU) with administrative and financial management autonomy, based in Goma.

22. To facilitate project start-up, IFAD will provide the Ministry of Agriculture, Fisheries and Livestock – as oversight agency – with a start-up advance of US\$650,000 from the grant proceeds, to: (i) recruit PCU staff and international technical assistants who are to train the PCU to ensure ownership of the project objectives and approach; (ii) put in place basic tools needed for first disbursement; and (iii) undertake the baseline study to ensure that results are available as of year one.

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

23. Annual planning for the project will begin with an evaluation of business plan execution by the economic services for the four value chains. This will establish high-level direction to plan for the following year and update the business plans, as part of the process of participatory self-evaluation and preparation of the annual workplan and budget (AWP/B). The AWP/B for the following year will be based on the updated business plans for each value chain, subsequent preparation of the PO institutional strengthening plan, the scope of public services provided and engagement with the private sector, based on the new business plan targets. The planning of rehabilitation works on access roads will be aligned with opening up access to areas targeted in the business plans.
24. The PCU will set up a simple, operational M&E system. The logical framework provides minimum indicators to provide information on the effectiveness, efficiency and impact of PASA-NK. In addition, the M&E system will provide information on IFAD's Results and Impact Management System (RIMS) system, and will include a geographical information system.
25. Knowledge management under PASA-NK will leverage existing initiatives. Thus, FOPAC, which has a communication system in the form of its quarterly news bulletin and rural radio network, will play a leading role provincially by disseminating information on the project in the bulletin and studies on advocacy-related issues, mapping land tenure conflicts and mapping value chains. At the national level, the project will enter into an agreement with the ECO CONGO network, a digital content platform to disseminate relevant information on sustainable rural and agricultural development in the Democratic Republic of the Congo. Both of the national confederations (COPACO and CONAPAC) publish a periodical bulletin and PASA-NK could reserve space for an article twice a year. At the regional and international level, it is proposed that the IFAD-cofinanced Farmers Organizations Support Programme (PAOPA) be used for capitalization of PASA-NK activities.

D. Financial management, procurement and governance

26. The PCU will be responsible for financial management and procurement. However, the rural engineering works will be the responsibility of a project manager with the competencies and human resources needed for procurement. Contracts for civil engineering works (building construction and rural road rehabilitation) are the most difficult to organize and supervise for PCUs, as they have limited staff.
27. A strategy to mitigate fiduciary risks will be adopted, based on the following measures:
- Monthly verification of the project accounting database, to be done jointly by the Ministry of Finance, the Ministry of Agriculture and the IFAD country office;
 - Submission of a quarterly report using the template provided by IFAD financial services. Reports are to be prepared by the PCU and sent to IFAD for review;

- Recruitment of international technical assistance in financial management and procurement, commencing at the outset of the project, to set up a more effective organizational structure of fiduciary functions; and
 - Semi-annual audit of project accounts and procurement by a qualified audit firm. The PCU will be responsible for hiring the external auditors.
28. **Flow of funds.** Two mechanisms will be set up to finance project activities: (i) the designated account and financing of project expenses with a justified and reimbursable advance; and (ii) direct payments by implementing partners based on the achievement of specific results.
29. **Audit.** The Government will, with the prior consent of IFAD, appoint external auditors to perform two external audits of PASA-NK each fiscal year, in accordance with international auditing standards and the procedures and criteria set out in IFAD's guidelines on project audits (for use by borrowers/beneficiaries).
- E. **Supervision**
30. IFAD will supervise the project directly in close collaboration with the Government.

IV. Project cost, financing, benefits

A. Project cost

31. The total cost of the project is estimated at US\$52.974 million over a nine-year period. The main sources of financing are: (i) IFAD with US\$33.78 million, or 63.8 per cent of total project cost – the Democratic Republic of the Congo is classified as "yellow" under the Debt Sustainability Framework, and is therefore eligible for 50 per cent grant and 50 per cent loan financing, i.e. a grant of US\$16.89 million and a loan of US\$16.89 million; (ii) OFID with US\$9.718 million, or 18.3 per cent of total project cost; (iii) the Government with US\$5.95 million in the form of exemptions from taxes and tariffs on the goods and services to be purchased by the project; and (iv) the beneficiaries with US\$3.58 million, or 6.7 per cent of total project cost.

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

Component	IFAD loan		OFID		Government		Beneficiaries		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
A. Capacity-building for actors supporting agricultural value chains										
1. Development of PO economic services	16 022	75.3	-	-	1 730	8.1	3 528	16.6	21 279	40.2
2. Institutional strengthening for POs	2 448	93.7	-	-	164	6.3	-	-	2 613	4.9
3. Support to public sector	5 276	76.4	689	10.0	940	13.6	-	-	6 905	13.0
Subtotal	23 747	77.1	689	2.2	2 834	9.2	3 528	11.5	30 797	58.1
B. Support for rural infrastructure										
1. Rehabilitation of access roads	-	-	8 481	75.0	2 827	25.0	-	-	11 308	21.3
2. Capacity-building for DVDA	-	-	548	86.8	83	13.2	-	-	631	1.2
Subtotal	-	-	9 029	75.6	2 910	24.4	-	-	11 939	22.5
C. Coordination and management	10 032	98.0	-	-	206	2.0	-	-	10 238	19.3
Total cost	33 778	63.8	9 718	18.3	5 950	11.2	3 528	6.7	52 974	100.0

B. Project financing

32. Table 2 below indicates how the funds provided by IFAD will be used, by category of expenditure.

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

Expenditure category	IFAD loan		OFID		Government		Beneficiaries		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
I. Investment expenses										
A. Studies	384	28.3	808	59.6	163	12.0	-	-	1 355	2.6
B. Vehicles and equipment	2 418	65.3	146	4.0	1 137	30.7	-	-	3 702	7.0
C. Training and workshops	8 164	93.4	188	2.1	-0	-	387	4.4	8 739	16.5
D. Civil and rural engineering	418	3.5	8 576	70.8	3 081	25.4	43	0.4	12 118	22.9
E. Support fund	9 279	67.1	-	-	1 568	11.3	2 971	21.5	13 819	26.1
F. Technical assistance										
<i>National expertise</i>	2 368	100.0	-	-	-	-	-	-	2 368	4.5
<i>International expertise</i>	1 808	100.0	-	-	-	-	-	-	1 808	3.4
Subtotal assistance technique	4 176	100.0	-	-	-	-	-	-	4 176	7.9
Total investment cost	24 839	56.6	9 718	22.1	5 950	13.5	3 401	7.7	43 909	82.9
II. Operating expenses										
A. Personnel	6 009	97.9	-	-	-	-	126	2.1	6 135	11.6
B. Operating and maintenance	2 931	100.0	-	-	0	-	-	-	2 931	5.5
Subtotal operating expenses	8 939	98.6	-	-	0	-	126	1.4	9 065	17.1
Total project cost	33 778	63.8	9 718	18.3	5 950	11.2	3 528	6.7	52 974	100.0

C. Summary benefit and economic analysis

33. All crop models indicate that the situation of smallholder producers will improve with the project. The cost-benefit ratio is quite significant: 1.6 for potato, 1.4 for rice, 1.3 for coffee and 1.2 for maize. Net present value is between US\$81 and US\$565/household/year, calculated at an opportunity cost of capital of 30 per cent per annum.
34. The economic internal rate of return (EIRR) for the project is 18 per cent and the NPV, at the opportunity cost of capital of 9.32 per cent, is US\$16.5 million. A sensitivity analysis shows that the results obtained are robust: it would take an income reduction of 37 per cent or a cost increase of 59 per cent to bring down the EIRR to the level of the opportunity cost of social capital.

D. Sustainability

35. The sustainability of project-supported activities has been considered from several different perspectives.
36. Institutional sustainability. The project has opted to build implementation partnerships with lead POs and NGOs with proven experience in the subject areas targeted. This approach, by handing over direct responsibility to professional agricultural actors, provides guarantees of continuity and sustainability. Moreover, having technical services take part in, inter alia, project supervision, setting up farmers field schools, providing agricultural advisory assistance and M&E, will position these services better within the socio-economic development of the province, which is an element of sustainability.
37. Financing arrangements. The approach adopted by the project calls for providing a temporary subsidy for agricultural inputs – improved seed and fertilizer – as a process trigger, together with a policy to mobilize savings and create a

credit culture among farming households, facilitating smallholder access to financial services over the longer term.

38. Returns on economic services. More sustainable rice, maize, potato and Arabica coffee production should enable beneficiary households to improve their savings and investment capacity and encourage them to maintain the same levels of fertilizer and improved seed use and value chain integration. Farmers should therefore be in a position to pay for inputs at market prices by the time of project completion.
39. Consolidation of associational and cooperative life. The project will contribute to consolidating associational life by meeting the needs of beneficiary households to enable them to participate in the activities of their POs, specifically by paying dues and undertaking commercial transactions to purchase inputs and market production. Commercial linkages between POs and market operators will enhance the sustainability of the economic services.
40. Improving access and viable rural access roads. Improving access to production areas and hubs and linking them to consumption centres are clearly factors underpinning agricultural production. Rehabilitating access roads, supported by a maintenance programme such as the one in effect in North Kivu, provides a guarantee of sustainability in this regard.

E. Risk identification and mitigation

41. The four major risks and related mitigation strategies are outlined in the table below:

Risks	Mitigation measures
Deteriorating security situation given electoral and economic challenges in the Great Lakes region	<ul style="list-style-type: none"> • The Congolese army and the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) conduct a search for armed groups to disarm and neutralize them • The European Parliament negotiates the text of legislation to dissuade European companies from using blood minerals
Losses of goods and destruction of infrastructure funded by the project	<ul style="list-style-type: none"> • The United Nations system and MONUSCO monitor the security situation closely • FAO and WFP collaborate closely on an analysis of the situation and the complementarity of interventions (resilience, recovery, development) • Trucks made available to lead POs ensure regular pickups and storage at well-guarded central warehouses located in town • Project activities are staggered
Land tenure issues: land disputes and abusive breach of land lease contracts	<ul style="list-style-type: none"> • The provincial decree of 2012 on customary land management stipulates procedures for resolving land disputes • FOPAC performs advocacy on land tenure issues to ensure secure access for farmers • Training of paralegals continues within the project framework
Delay in tax and quasi-tax relief for agricultural production and trade	<ul style="list-style-type: none"> • FOPAC organizes advocacy on this subject with supporting studies • Synergies in action are sought with other organizations working on the same subject, such as ELAN • Updating of the national strategy is leveraged to revise the level and quality of taxation applied to the subsector and, by extension, to others
Drop in prices, specifically for Arabica coffee	<ul style="list-style-type: none"> • Coffee cooperatives are in command of processing and commercialization costs • The gourmet coffee market, which offers prices that are 20 to 30 per cent higher than the New York quoted price, is targeted • Export prices and export procedures benefit from tax relief • Revision of the national coffee strategy to commence in 2016 benefits from support, focusing on competitiveness issues (taxation and legislation)

V. Corporate considerations

A. Compliance with IFAD policies

42. The project is fully aligned with the IFAD Strategic Framework 2011-2015 and complies with IFAD's policies on targeting, gender equality, natural resource management, climate change and access to land and land tenure security.

B. Alignment and harmonization

43. PASA-NK is consistent with national legislation defining a strategic framework for the agricultural and rural sector, i.e.: the Agriculture and Rural Development Sector Strategy adopted in 2010, the Law on Fundamental Principles for Agriculture passed in June 2012, the National Agricultural Investment Plan 2013-2020 adopted in 2013, the Coffee Subsector Reactivation Strategy 2011-2015, the Provincial Stabilization Strategy and the priority action plan introduced in the provinces, including North Kivu.

C. Innovation and scaling up

44. In the context of the Democratic Republic of the Congo, the major innovation under PASA-NK is creating linkages between POs and government services to improve the economic services provided to farmers and explore opportunities for commercialization. This approach could be scaled up under the programme cofinanced by IFAD and, over the longer term, in areas where there is a relatively well structured farmers movement and active trade in agriculture.

D. Policy engagement

45. PASA-NK contributes to implementation of the following policies: the provincial decree on the management of customary lands, and the tax exemptions on trade in agricultural products. The project will support FOPAC in carrying out advocacy actions in these areas.

VI. Legal instruments and authority

46. A financing agreement between the Democratic Republic of the Congo and IFAD will constitute the legal instrument for extending the proposed financing to the borrower/beneficiary. A copy of the negotiated financing agreement will be tabled at the session.
47. The Democratic Republic of the Congo is empowered under its laws to receive financing from IFAD.
48. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Lending Policies and Criteria.

VII. Recommendation

49. I recommend that the Executive Board approve the proposed financing in terms of the following resolutions:

RESOLVED: that the Fund shall provide a loan on highly concessional terms to the Democratic Republic of the Congo in an amount equivalent to ... special drawing rights (SDR...), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a grant to the Democratic Republic of the Congo in an amount equivalent to... special drawing rights (SDR...), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Kanayo F. Nwanze
President

Negotiated financing agreement

To be tabled at the session.

Logical framework

Résultats	Nom indicateur	Valeur de référence	Valeur cible fin projet	Source d'info	Fréquence de collecte	Responsabilité	Hypothèses
Objectif principal: Améliorer durablement la sécurité alimentaire et les revenus des ménages impliqués dans le projet							
	Indice d'accumulation des biens des ménages*	X%	+30%	Enquêtes de référence et d'achèvement	Au début et achèvement du projet	UCP	Stabilité politique et économique dans la province et neutralisation des groupes armés
	Malnutrition infantile chronique des enfants de moins de 5 ans*	52%	- 20%	Enquêtes de référence et d'achèvement Enquête EDS	Au début et achèvement du projet	UCP	
Objectif de développement: Améliorer la productivité et la rentabilité de 4 cultures (maïs, riz, pomme de terre, café arabica) pratiquées par les petits producteurs/rices							
	Nbre de ménages recevant les services du projet directement et indirectement*		Directs: 28 400 (équivalent à 170 400 personnes) Indirects: 24 320 (équivalent à 146 000 pers environ)	Rapport de suivi évaluation Enquête annuelle de confirmation des données	Annuellement	COOCENKI, LOFEPACO, SYDIP, VECO et SNSA	Accès des ménages aux services financiers Paiement de la prime qualité aux coopératives de caféiculteurs
	Rendement en Kg/ha	Riz paddy: 1500 Maïs: 2000 PDT: 8500 Café parche: 500	Riz paddy: 3500 Maïs: 3000 PDT: 16 000 Café parche: 1000	Rapport de suivi évaluation Enquête annuelle	Annuellement	SNSA	
	Marge nette en USD/ha (inclus coût main d'œuvre familiale)	Riz: 64 Maïs: 45 PDT: 600 Café arabica tout venant: 60	Riz: 550 Maïs: 150 PDT: 2700 Café arabica gourmet: 400	Enquête annuelle	Annuellement	SNSA	
	Rentabilité du projet (calculée ex ante)		EIRR = 18%	Calcul à mi-parcours Enquête d'achèvement	Revue à mi-parcours Achèvement du projet	Mission de revue à mi-parcours Mission d'achèvement	
Effets 1: les services économiques des OP sont viables et appréciés par les paysans							
	Score de capacité des OP partenaires	FOPAC: 2,78 COOCENKI: 2,55 SYDIP: 2,52 LOFEPACO: 2,26 Coopératives café: X	FOPAC: 3,5 COOCENKI: 3,5 SYDIP: 3,5 LOFEPACO: 3,5 Coopératives café: 3	Diagnostic institutionnel	Tous les 2 ans	FOPAC avec vérification pendant missions de supervision et par exercice de capitalisation de CSA	Capitalisation satisfaisante des OP des expériences de gestion de services économiques
	Plans d'affaires dégagent une marge nette positive en USD/an		Riz: 55 000 Maïs: 88 000 PDT: 30 000 Café: 200 000	Enquête annuelle Audit semestriel Exercice de capitalisation	Annuelle Semestrielle Tous les 2 ans	UCP CSA	

Résultats	Nom indicateur	Valeur de référence	Valeur cible fin projet	Source d'info	Fréquence de collecte	Responsabilité	Hypothèses
	Taux d'adoption	X%	75% des techniques GIFS et vente groupées pour riz, maïs et pomme de terre 50% pour café arabica gourmet	Enquête annuelle	Annuellement	SNSA	
Effet 2: La performance des services publics provinciaux dans l'accompagnement des producteurs est améliorée							
	Producteurs encadrés satisfaits des services reçus*	X%	75%	Enquête annuelle de satisfaction	Annuellement	SNSA	Utilisation efficiente des ressources du projet
Effet 3: Les coûts de transport sont réduits							
	Nbre heures pour parcourir tronçon réhabilité	X	- 50%	Enquête annuelle	Annuellement	SNSA	Durabilité de l'entretien routier
	Coût de transport de marchandises	X	- 40%	Enquête annuelle	Annuellement	SNSA	Réduction des tracasseries
Produits							
Plan d'affaire pour chaque OP mis à jour	<ul style="list-style-type: none"> Nbre CEP par culture Nbre bénéficiaire H/F/J par culture* Qté de semences améliorées utilisées par culture Qté d'engrais utilisés par culture Superficie en ha sous techniques améliorées par culture* Prix payé aux producteurs/rices par culture Nb installation de stockage et traitement post récolte installées par culture* Qté de production commercialisée de manière groupée par culture 			Rapports d'activités des partenaires Enquête de confirmation du SNSA	Par saison culturale et annuellement	COOCENKI, LOFEPACO, SYDIP, VECO et SNSA	Gardiennage effectif des infrastructures de stockage et logistique de transport bien maîtrisée
Plan de renforcement des capacités des OP mis à jour	<ul style="list-style-type: none"> Nbre de H/F/J formés* Nbre organisations faitières consolidées* Nbre de OP de base consolidées* 			Rapports d'activités des partenaires Enquête de confirmation du SNSA	Annuellement	FOPAC SNSA	
Les services provinciaux sont équipés et formés	<ul style="list-style-type: none"> Nbre de pers H/F/J des services publics formés* Nbre de producteurs H/F/J formés au GIFS et lutte contre striga (sur riz)* Nbre agrimultiplicateurs H/F/J formés et agréés 			Rapports d'activités des partenaires Enquête de confirmation du SNSA	Annuellement	IPAPEL, IPDRAL, ONC, SENASEM	Appropriation des formations
Les voies de desserte agricole sont réhabilitées et entretenues	<ul style="list-style-type: none"> Nbre de km réhabilités* Nbre km entretenus* Nbre attributaires performants 			Rapports d'activités du MOD Rapport de supervision DVDA	Mensuellement	MOD DVDA	Tarifs de péage sur voies de desserte agricole sont fixés de commun accord avec transporteurs, producteurs et commerçants