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Report No: PAD3476

INTERNATIONAL DEVELOPMENT ASSOCIATION

PROJECT APPRAISAL DOCUMENT

ON

A PROPOSED CREDIT
IN THE AMOUNT OF EURO 54.8 MILLION (US\$60 MILLION EQUIVALENT)
TO THE REPUBLIC OF CAMEROON

A PROPOSED CREDIT
IN THE AMOUNT OF EURO 18.3 MILLION (US\$20 MILLION EQUIVALENT)

AND A
PROPOSED GRANT
IN THE AMOUNT OF SDR 29.4 MILLION (US\$40 MILLION EQUIVALENT)
TO THE REPUBLIC OF NIGER

A PROPOSED GRANT
IN THE AMOUNT OF SDR 33 MILLION (US\$45 MILLION EQUIVALENT)
TO THE REPUBLIC OF CHAD

A PROPOSED GRANT
IN THE AMOUNT OF SDR 3.7 MILLION (US\$5 MILLION EQUIVALENT)
TO THE LAKE CHAD BASIN COMMISSION

FOR THE

LAKE CHAD REGION RECOVERY AND DEVELOPMENT PROJECT

May 1, 2020

Social Development Global Practice
Africa Region

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CURRENCY EQUIVALENTS

(Exchange Rate Effective March 31, 2020)

Currency Unit = Central African Franc (CFA),
Euro (EU), Special Drawing
Rights (SDR), United States
Dollar (US\$), West African
Franc (CFA)

US\$1 = SDR 0.73270809

US\$1 = EUR 0.91328371

FISCAL YEAR

January 1 – December 31

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ABBREVIATIONS AND ACRONYMS

AF	Additional Financing
AFD	French Agency for Development (<i>Agence Française de Développement</i>)
AGER	Agency of Road Maintenance
AGYW	Adolescent and Young Women
ANADER	National Agency for Support to Rural Development
ANGMV	National Agency for the Great Green Wall
CAA	Autonomous Sinking Funds
CDA	Department Action Committee
CEMAC	Transport-Transit Facilitation, Rural Electricity Access for Northern Regions in Cameroon
CERC	Contingent Emergency Response Component
CLA	Local Action Committee
COVID-19	Coronavirus Disease
CPF	Country Partnership Framework
CPS	Country Partnership Strategy
CSO	Civil Society Organization
DA	Designated Account
DFIL	Disbursement and Financial Information Letter
ESIA	Environmental and Social Impact Assessment
ESMF	Environmental and Social Management Framework
FCV	Fragility, Conflict, and Violence
FAO	Food and Agriculture Organization
FM	Financial Management
FMO	Financial Management Officer
FY	Fiscal Year
GBV	Gender-based Violence
GEMS	Geo-enabling Initiative for Monitoring and Supervision
GHG	Greenhouse Gas
GIS	Geographic Information System
GIZ	German Agency for International Cooperation (<i>Deutsche Gesellschaft fuer Internationale Zusammenarbeit</i>)
GRM	Grievance Redress Mechanism
ICT	Information and Communication Technology
IDA	International Development Association
IDP	Internally Displaced Person
IFR	Interim Financial Report
IPF	Investment Project Financing
IRD	Research Institute for Development (<i>Institut de Recherche pour le Développement</i>)
IRED	Institute for Research on Livestock and Development
IT	Information Technology
ITRAD	Chadian Institute of Agricultural Research for Development (<i>Institut Tchadien</i>)



	<i>de Recherche Agricole pour le Développement)</i>
LCBC	Lake Chad Basin Commission (<i>Commission du Bassin du Lac Tchad</i>)
LDP	Local Development Plan
LIS	Lake Chad Information System
LIPW	Labor-intensive Public Work
M&E	Monitoring and Evaluation
MCRP	Multi-sectoral Crisis Recovery Project
MEPD	Ministry of Economy and Development Planning (<i>Ministère de l'Economie et de la Planification du Développement</i>)
MINEPAT	Ministry of Economy, Planning, and Regional Development (<i>Ministère de l'Economie, de la Planification et de l'Aménagement du Territoire</i>)
MIS	Management Information System
MNJTF	Multinational Joint Task Force
NGO	Non-governmental Organization
NPF	New Procurement Framework
NPV	Net Present Value
PARCA	Niger Refugees and Host Communities Support Project
PCU	Project Coordination Unit
PDO	Project Development Objective
PFM	Public Financial Management
PIM	Project Implementation Manual
PIU	Project Implementation Unit
PLR	Performance and Learning Review
PNDP	National Community-driven Development Program (<i>Programme National de Développement Participatif</i>)
PNSC	Project National Steering Committee
PPA	Project Preparation Advance
PPSD	Project Procurement Strategy for Development
PROLAC	Lake Chad Region Recovery and Development Project
RCC	Regional Coordination Committee
RESILAC	Economic and socially inclusive recovery in Lake Chad
RFQ	Request for Quotation
RG	Research Grant
RPBA	Recovery and Peacebuilding Assessment
RPF	Resettlement Policy Framework
RSS	Regional Strategy for the Stabilization, Recovery, and Resilience of the Boko Haram-affected Areas of the Lake Chad Basin
SDR	Special Drawing Rights
SE/SDS Sahel-Niger	Executive Secretariat for the Development and Security of Sahelian-Saharan Areas of Niger
SEA	Sexual Violence and Abuse
SH	Sexual Harassment
SORT	Systematic Operations Risk-Rating Tool
SPF	State and Peacebuilding Fund



STEP	Systematic Tracking of Exchanges in Procurement
TFP	Technical and Financial Partner
ToR	Terms of Reference
TPM	Third-party Monitoring
TTL	Task Team Leader
UN	United Nations
UNDP	United Nations Development Programme
UNDSS	United Nations Department of Safety and Security
UNICEF	United Nations Children's Fund
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
WBG	World Bank Group



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DATASHEET

BASIC INFORMATION

Country(ies)	Project Name	
Africa, Cameroon, Niger, Chad	Lake Chad Region Recovery and Development Project	
Project ID	Financing Instrument	Environmental Assessment Category
P161706	Investment Project Financing	B-Partial Assessment

Financing & Implementation Modalities

<input type="checkbox"/> Multiphase Programmatic Approach (MPA)	<input checked="" type="checkbox"/> Contingent Emergency Response Component (CERC)
<input checked="" type="checkbox"/> Series of Projects (SOP)	<input checked="" type="checkbox"/> Fragile State(s)
<input type="checkbox"/> Disbursement-linked Indicators (DLIs)	<input type="checkbox"/> Small State(s)
<input type="checkbox"/> Financial Intermediaries (FI)	<input checked="" type="checkbox"/> Fragile within a non-fragile Country
<input type="checkbox"/> Project-Based Guarantee	<input checked="" type="checkbox"/> Conflict
<input type="checkbox"/> Deferred Drawdown	<input type="checkbox"/> Responding to Natural or Man-made Disaster
<input type="checkbox"/> Alternate Procurement Arrangements (APA)	

Expected Approval Date	Expected Closing Date
26-May-2020	31-Dec-2025

Bank/IFC Collaboration

No

Proposed Development Objective(s)

to contribute to the recovery of the Lake Chad Region through supporting regional coordinating and crisis monitoring, connectivity and agricultural livelihoods in selected provinces of the Republic of Cameroon, Republic of Chad and Republic of Niger (Participating Countries)



Components

Component Name	Cost (US\$, millions)
----------------	-----------------------

Component 1: Regional Lake Chad Knowledge and Monitoring Platform and Secretariat for the Development of the Lake Chad Region	21.30
Component 2: Restoring Sustainable Rural Mobility and Connectivity	67.50
Component 3: Strengthening the Recovery of Agricultural Livelihoods	61.00
Component 4: Project Management	20.20
Component 5: Contingent Emergency Response Component	0.00

Organizations

Borrower:	Republic of Cameroon Republic of Chad Republic of Niger
Implementing Agency:	Lake Chad Basin Commission Lake Chad Basin Commission Executive Secretariat for the SDS Sahel Niger (SE/SDS Sahel-Niger) PROLAC PIU (Cameroon) PROLAC PIU (Chad)

PROJECT FINANCING DATA (US\$, Millions)

SUMMARY

Total Project Cost	170.00
Total Financing	170.00
of which IBRD/IDA	170.00
Financing Gap	0.00

DETAILS

World Bank Group Financing

International Development Association (IDA)	170.00
IDA Credit	80.00
IDA Grant	90.00



IDA Resources (in US\$, Millions)

	Credit Amount	Grant Amount	Guarantee Amount	Total Amount
Cameroon	60.00	0.00	0.00	60.00
National PBA	20.00	0.00	0.00	20.00
Regional	40.00	0.00	0.00	40.00
Niger	20.00	40.00	0.00	60.00
National PBA	0.00	20.00	0.00	20.00
Regional	20.00	20.00	0.00	40.00
Chad	0.00	45.00	0.00	45.00
National PBA	0.00	15.00	0.00	15.00
Regional	0.00	30.00	0.00	30.00
Africa	0.00	5.00	0.00	5.00
Regional	0.00	5.00	0.00	5.00
Total	80.00	90.00	0.00	170.00

Expected Disbursements (in US\$, Millions)

WB Fiscal Year	2020	2021	2022	2023	2024	2025	2026
Annual	0.00	4.00	10.00	45.00	46.00	40.00	25.00
Cumulative	0.00	4.00	14.00	59.00	105.00	145.00	170.00

INSTITUTIONAL DATA

Practice Area (Lead)

Social

Contributing Practice Areas

Agriculture and Food, Fragile, Conflict & Violence, Transport

Climate Change and Disaster Screening

This operation has been screened for short and long-term climate change and disaster risks



SYSTEMATIC OPERATIONS RISK-RATING TOOL (SORT)

Risk Category	Rating
1. Political and Governance	● High
2. Macroeconomic	● High
3. Sector Strategies and Policies	● High
4. Technical Design of Project or Program	● High
5. Institutional Capacity for Implementation and Sustainability	● High
6. Fiduciary	● High
7. Environment and Social	● High
8. Stakeholders	● Moderate
9. Other	● High
10. Overall	● High

COMPLIANCE

Policy

Does the project depart from the CPF in content or in other significant respects?

Yes No

Does the project require any waivers of Bank policies?

Yes No

Safeguard Policies Triggered by the Project	Yes	No
Environmental Assessment OP/BP 4.01	✓	
Performance Standards for Private Sector Activities OP/BP 4.03		✓
Natural Habitats OP/BP 4.04	✓	
Forests OP/BP 4.36		✓
Pest Management OP 4.09	✓	



Physical Cultural Resources OP/BP 4.11	✓
Indigenous Peoples OP/BP 4.10	✓
Involuntary Resettlement OP/BP 4.12	✓
Safety of Dams OP/BP 4.37	✓
Projects on International Waterways OP/BP 7.50	✓
Projects in Disputed Areas OP/BP 7.60	✓

Legal Covenants

Sections and Description

Not later than November 30 in each calendar year (or one (1) month after the Effective Date for the first year of Project implementation), the Recipient shall prepare and furnish to the Association a draft annual work plan and budget for the Project for the subsequent calendar year of Project implementation, of such scope and detail as the Association shall have reasonably requested.

Conditions

Type	Description
Effectiveness	Cameroon, Chad, Niger and the LCBC: The Recipient has prepared and adopted the Project Implementation Manual, in form and substance, satisfactory to the Association.
Effectiveness	Cameroon, Chad and Niger: The Recipient has established the Project Implementation Unit (PIU) with adequate resources, terms of reference and functions, satisfactory to the Association, and has recruited to said PIU the key staff including, a Project coordinator, a financial management specialist, a procurement specialist, and an environmental and social safeguards specialist, all in accordance with the provisions of the Procurement Regulations.
Effectiveness	Cameroon, Chad, Niger: The Recipient has established the National Steering Committee with resources, functions and terms of reference, satisfactory to the Association.
Effectiveness	Cameroon, Chad and Niger: The Recipient and the other Participating Countries have established the Regional Coordinating Committee with resources, functions and terms of reference, satisfactory to the Association.
Effectiveness	LCBC: The Recipient has established the Project Implementation Unit (PIU) with adequate resources, terms of reference and functions, satisfactory to the Association, and has



recruited to said PIU the key staff including a Project coordinator, a procurement specialist, and a financial management specialist, all in accordance with the provisions of the Procurement Regulations.



I. STRATEGIC CONTEXT

A. Regional Context

1. **Lake Chad is a large transboundary lake located in the Sahel as well as in the West and the Central Africa subregions.** It is shared between Cameroon, Chad, Niger, and Nigeria. It is estimated that a total of 49 million people could benefit from its rich natural resources (fishing, livestock farming, agriculture, hunting and gathering)¹. The Lake Chad system has been characterized by its strong cross-border dynamics rooted in history and strong cultural and language connections. A potential net exporter of food and a provider of seasonal jobs, the Lake Chad region previously also contributed to the food and job security of its residents including those in the two regional metropolises, N'djamena and Maiduguri, as well as the regions of the lake's Sahelian hinterlands (Borno Adamawa and Yobe States in Nigeria; Diffa and Zinder in Niger, the Far North Province in Cameroon and the regions of Lac, Kanem, Hadjer Lamis, and Chari Baguirmi in Chad). If the lake area represents such a potential food production hub, it is because it offers a relatively secure source of water, fodder, and fertile land. Moreover, those mostly family fishing and farming systems are labor intensive and generate significant indirect employment (processing, trade, crafts, and transport). Finally, the ecological value of Lake Chad has been recognized by the Ramsar convention.

Figure 1. The Lake Chad



2. **The Lake Chad Region faces a combination of multidimensional risk factors which deepen the vulnerability and create a vicious circle of fragility that is difficult to break.** From 2014 onward, Boko Haram's violent activity spread from Nigeria. Cameroon, Chad, and Niger became the target of Boko Haram terrorist attacks in mid-2015 which led to a humanitarian crisis and influx of internally displaced persons (IDPs) and refugees within the Lake Chad Region. The Boko Haram campaign and the insurgency of the Islamic State in West Africa Province, an offshoot of Boko Haram, have led to a counter-insurgency response and to the deaths of approximately 30,000 people between 2009 and 2016. The Multinational Joint Task Force (MNJTF), created under the Lake Chad Basin Commission (*Commission du Bassin du Lac Tchad*, LCBC) in 1998 to address cross-border security issues in the Lake Chad Region, was reactivated by the LCBC in 2012 with an expanded mandate to encompass counter-terrorism operations. As a result, Boko Haram was pushed further into the Far North region of Cameroon, the Lac region in Chad, and the south-eastern Diffa region in Niger. Since the beginning of the outbreak, over 2.5 million people, half of them children have been forcibly displaced. The Lake Chad region is now Africa's largest forced displacement crisis, the second globally after Syria.²

3. **However, even before the Boko Haram crisis, the areas represented the poorest and most marginalized part of each respective country.** The region has, to varying degrees, been neglected by the four adjacent countries' central governments. With the exception of Chad, the regions are physically and

¹ Adelphi. 2018. *Climate Fragility Profile, Lake Chad Basin*.

² Plan International. February 2018. *Lake Chad Snapshot*.



symbolically remote from their capitals. In spite of differences among the four countries due to their respective colonial legacy and post-independence political development, they share a number of characteristics including poor governance capacity, weak state-society relations, and a lack of resilience to both domestic and external shocks.³ Delivery of basic social services (including water, education, health, infrastructure, and electricity) in the vicinity of the Lake Chad is poor, especially in the rural areas. Since the Boko Haram insurgency, the functioning of government institutions has been even more disrupted.

4. **While the drivers of fragility and obstacles to growth existed before the insurgency, the ongoing conflict has compounded the region's difficulties, further degrading already difficult living conditions.** The four riparian countries of Lake Chad are categorized by fragility, conflict, and violence (FCV) under the World Bank methodology. The Lake Chad Region experiences several arenas of contestation feeding the ongoing conflict.⁴ In the first place, the competition for natural resources is exacerbated in a context of rapidly growing population. Second, constituted of both borderlands and remote regions, the control of the water flows around the lake and across borders is an ancient stake for competing groups. Third, in a context of limited state presence and weak governance, the population of the region is deprived of access to basic services and economic opportunities for the very young population are scarce. Fourth, the absence of effective conflict resolution and reintegration mechanisms for former armed groups, fighters, and road blockers limit the chances of rapid de-escalation of the ongoing conflict.

5. **The Boko Haram regional conflict has triggered an acute humanitarian and forced displacement crisis, with devastating social and economic impacts on the population, further deepening poverty and fragility.** The crisis has affected the entire cross-border system of the Lake Chad Region. Violent acts perpetrated by Boko Haram include coercion, abduction, forced recruitment, indoctrination, human rights violations and violent extremism. In addition to causing immense psychological trauma and weakening social networks, these acts have also disrupted livelihoods and productivity and destroyed existing assets. In addition to direct losses in productive assets, agricultural trade has also been significantly impaired by damages to the road network and the closure of borders. The French Agency for Development (*Agence Française de Développement*, AFD) / Research Institute for Development (*Institut de recherche pour le Développement*, IRD) study 'Crisis and Development: The Lake Chad Region and Boko Haram' (2018) highlights that the Lake Chad Region was a highly complex and interlinked regional system before 2013 when the country borders did not represent real boundaries. Acts of violence by Boko Haram have destabilized the former regional system and have compromised productive activities in the rural areas around Lake Chad.

6. **Vulnerable groups, in particular women and youth, have been mostly affected by the consequences of the Boko Haram crisis.** The region has one of the highest demographic growth rates and youngest populations in Africa and the world. While this could be a potential driver for economic growth, youth face the highest rates of unemployment and the lowest levels of formal education and vocational training in the respective countries.⁵ As a result, the youth in the Lake Chad Region are vulnerable to recruitment into criminal activity or armed violence. Young women and men who have been recruited

³ Human Development Index (United Nations Development Programme [UNDP]) rankings are Cameroun 151, Nigeria 157, Chad 186, and Niger 189/189.

⁴ World Bank. 2020. *Risk and Resilience Assessment for the Sahel Region*.

⁵ IRD/AFD. 2020. *Crisis and Development: The Lake Chad Region and Boko Haram*.



and used by armed groups are especially vulnerable as they are marginalized and stigmatized by their communities (when and if they return), thus facing many barriers to their reintegration.

7. **Inequalities in terms of gender.** Especially young women have been negatively impacted and this in a region where all four countries already rank amongst the lowest on the Gender Inequality Index. In addition, common to many young women in the Region has been and is the experience of survival sex⁶, early marriage and childbirth and the resulting health risks. Gender inequality as well as violent acts, including Gender-based Violence (GBV), however, have significantly increased since the beginning of the Boko Haram crisis across the region. Women and girls have been targeted, abducted and held hostage by Boko Haram, with 7,000 estimated to have been abducted, raped or forced into marriage in Nigeria. When women and girls have managed to flee Boko Haram, they often faced stigma upon return to their community. Furthermore, in the context of stark gendered inequalities, reports show that sexual exploitation and abuse has been perpetrated by those in positions of power. While there are commonalities across the region, it is important to pay attention to specific country circumstances.

8. **Socio-economic and human development indicators in Cameroon are poor and gender disparities flagrant, particularly in the Northern regions of the country which is part of the Lake Chad region where the project will be implemented.** In 2018, the Human Development Index rated Cameroon among the countries with the lowest rates of human development equality between women and men. Maternal mortality rate was high at 596 per 100,000 live births and adolescent birth rates were reported to be 104.6 per 1,000 births. Women's attainment in secondary and higher education was 32 percent compared with men's 38 percent. According to 2018 the International Labour Organization estimates, women are less than half as likely as men to participate in wage and salaried employment (14 percent female employment versus 31.1 percent for men) and labour force participation is 71 percent for women and 81 percent for men. The share of parliamentary seats held by women is 27 percent. These gendered inequalities drive various forms of GBV across the country. The prevalence of physical or sexual violence committed by husband or partner is 51 percent according to the 2011 Demographic Health Study (DHS). Overall, that study estimated that more than half (55 percent) of Cameroonian women older than 15 had experienced some form of violence. This prevalence is not only much higher than the 39 percent average for Sub Saharan Africa (SSA) but also the highest amongst SSA countries.

9. **In Chad women and girls are disproportionately exposed to economic and social vulnerabilities driven by social and cultural norms.** Child marriage is a widespread practice in Chad, with seven out of 10 girls married before age 18. This practice is deeply rooted in cultural and traditional beliefs and often driven by families' financial constraints. In 2017, the United Nations Children's Fund (UNICEF) reported that 38 percent of girls and women between 15 and 49 years old underwent female genital mutilation (FGM). Chad's fertility rate is also among the highest in the world, with an average of 6.4 children per woman. Violence against women and girls (VAWG) is also widespread with 29 percent of women aged 15-49 years reporting having experienced intimate partner physical and/or sexual violence at least once in their lifetime. With regards to education, male literacy is almost double compared to female one (40.7 percent of youth male compared to 22.4 percent of youth female) and girls are lagging in primary, secondary and tertiary enrolment and completion. Only 1 percent of women are employed in waged and salaried jobs compared to 11.4 percent of men. Access to productive assets is also lower among women,

⁶ Survival sex is when a person engages in sexual acts because of their extreme need. It describes the practice of people trading sex for food, a place to sleep, or other basic needs.



including opportunities for paid labour, valuable land and chemical inputs. Women are underrepresented in public life and decision-making spaces, holding 14.9 of seats in national parliaments and 14.3 at ministerial level positions.

10. **Gender-based inequality is pronounced in Niger with a range of socioeconomic, health, and education factors driving poor Human Development Indicators for women, including the highest prevalence of child marriage and the highest fertility rate in the world (even higher than in Chad).** In Niger, only 2.5 percent of women over 25 have achieved secondary education, resulting in one of the lowest literacy rates in the world (as of 2015, 11 percent of women over 15 are literate as compared to 27.3 percent for men). Health indicators are equally dire for women in Niger, with high rates of maternal mortality and shortage of women healthcare services. In 2018, only 8.1 percent of women were employed in salaried or waged work, as compared to 11.4 percent of men. Women are also underrepresented in decision-making space, with only 15 percent of women parliamentarians. According to a national study conducted by the Government of Niger in 2015, 53 percent of those interviewed indicated that they had experienced at least one form of violence in their lives, with 33.5 percent of women reporting that they had experienced some form of GBV over the past 12 months.

B. Institutional and Sectoral Context

(a) Institutional Context

11. **The Regional Strategy for the Stabilization, Recovery, and Resilience of the Boko Haram-affected Areas of the Lake Chad Basin (RSS) is a foundational element for coordinated efforts by national and local authorities across the four countries to tackle the fragility drivers of the Lake Chad region.** The Africa Union/LCBC RSS, adopted at a ministerial level on August 31, 2018, offers a common framework for the engagement of humanitarian and development partners in the region. It entails nine pillars covering the humanitarian-development-security nexus as shown in figure 2, many of which will be addressed by the proposed operation. The associated establishment of the Governors' Forum for regional cooperation on stabilization, peace building, and sustainable development interventions in the region affected by Boko Haram ('Governors' Forum' or 'the Forum') also aims at ensuring close coordination with local authorities. Annex 9 explains further how the project intends to contribute to these pillars and objectives of the strategy.



Figure 2. Pillars and Strategic Objectives of the RSS that PROLAC Will Support (in orange)



12. **Given the magnitude of both the needs and the challenges to be addressed, notably difficult security conditions, a sequenced and flexible approach, and close coordination with development partners engaged in the region is warranted.** While disentangling and prioritizing among the many fragility drivers at play is not an easy task, the project will primarily support an intensification of the regional dialogue through the LCBC as it constitutes a precondition for the development of regionally owned and shared answers to the most acute challenges. Because the conflict has significantly affected livelihoods and economic productivity in the Lake Chad Region, which are largely based on farming, pastoralism, and fishing, supporting the restoration of those activities is also an urgent priority. The main impacts of the conflict include inaccessibility and a loss of productive assets and inputs due to human displacement, the disruption of markets due to physical destruction of facilities, and the enforcement of security-related measures such as restrictions of movement and the prohibition to farm or trade in certain areas.⁷ As a result, agricultural production and access to land have declined sharply, resulting in widespread loss of livelihoods and employment. A growth of rural income and livelihood opportunities, combined with connectivity improvements, would enhance the resilience of the population around the Lake Chad and thus help (a) provide the population with viable livelihood options instead of joining Boko Haram; (b) restore the communities’ trust in the Government and the prospect for development in the region; and (c) reestablish community and local institutions ties.

⁷ UNDP, UNOCHA (United Nations Office for the Coordination of Humanitarian Affairs). 2018. *Resilience for Sustainable Development in the Lake Chad Basin*.



(b) Sectoral Context

13. **Perceptions of exclusion spurred by violent extremism have been central to generating grievances that in turn lead to violent mobilization and conflict.** The joint World Bank-United Nations (UN) 2018 report on *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, explains that the root of conflict stems from people's perception of being excluded and treated with injustice, which are rooted in inequalities. The presence of Boko Haram has further sparked new or already existing intra- and inter- community conflicts. A recent study carried out by the State and Peacebuilding Fund Project, Cross-border Collaboration in the Lake Chad Region Project (P169400), showed that the social fabric between and within different ethnic/faith groups has been damaged and latent (or overt) mistrust between groups has grown. At the same time, there is a high level of mistrust toward the security forces. A focus on restoring and enhancing resilience is therefore needed to support the transition from humanitarian to development activities in the region. This project will aim to contribute to restoring and enhancing resilience in the Lake Chad Region by (a) promoting social cohesion;; (b) strengthening social inclusion of all groups affected by the crisis; and (c) reinforcing trust in local and national institutions by underpinning their response/listening capacity as well as citizen engagement. Furthermore, a focus on social inclusion at community levels ensures that the resilience of the most exposed to the crisis impacts, notably the women and the youth, is strengthened.

14. **Transport and connectivity continue to pose a significant challenge for the Lake Chad Region.** The levels of infrastructure and access to services (water, health, and education) are among the lowest in the parts of the countries that form part of the Lake Chad Region and this in countries with indicators that are already among the lowest in the world. Aside from a paved road in Chad from N'Djamena to Karal that is in bad condition, access to Lake Chad is at best poor. The conditions of travel within and between the areas surrounding the lake are also difficult because of invasive water vegetation on the water body that obstructs navigable channels and the lack of maintenance of rural roads. The northern basin and the northeast archipelago are landlocked, and this slows down the diversification and intensification of the farming economy. Better connectivity and mobility within the Lake Chad Region and also between the region and other areas of the countries will enhance the natural and human potential of the Lake Chad Region and will lead to a catalytic effect where development benefits in other sectors, such as basic services and livelihoods, can be maximized.

15. **Agriculture remains a key engine of economic growth and poverty reduction in the Lake Chad Region.** Local agricultural systems have been disrupted following the destruction of farming and irrigations facilities. Households throughout the Lake Chad Basin rely largely on subsistence activities from fishing, herding, and farming. Agriculture is the main livelihood for 80 percent to 90 percent of rural households in the Lake Chad Region, which can contribute to food security, increased employment throughout the region, and the return of IDPs. Damage to agriculture caused by the conflict includes profound loss of fisheries, livestock, and agricultural production; ruined irrigation and farming facilities; and the collapse of extension services.⁸ The current conflict has reduced access to farming and regional trade activities, which consequently led to a sharp increase in food insecurity in affected areas. The crisis is exacerbating the existing challenges faced by vulnerable farmers who were already facing devastating natural hazards including cyclical droughts and floods over the past decade. The concentration of herds

⁸ FAO, Regional Office for Africa. June 23, 2016. *Food Insecurity in the Lake Chad Basin*.



due to changes in transhumance flows because of these climatic conditions is putting pastoral resources under extreme pressure and threatening animal health.⁹ A significant economic potential exists in the region, but it requires critical support for producers (extension, credit, quality control of plant protection products, and improvement of the post-harvest chain) and improved land ownership and management legal frameworks. The project will support restoring farmers' basic assets to improve their agriculture production and then rebuild their resilience.

16. Climate change further poses a considerable threat to development gains and future opportunities in the region. The study *Shoring up Stability in the Lake Chad Region: Addressing Climate and Fragility Risks* has highlighted the importance of tackling the impacts of climate change as part of peacebuilding efforts.¹⁰ Indeed, climate change is having profound adverse impacts on the security crisis, intensifying existing dynamics and creating new risks. The impacts of climate change in the Lake Chad Region can especially be seen in the timing and amount of rainfall which leads to the loss of productivity of the rain-dependent agricultural areas. The population in the Lake Chad Region is caught in a conflict-climate risk trap, where violent conflict between state security forces and armed opposition groups, poor governance, endemic corruption, serious environmental mismanagement, and poverty have ruined their livelihoods and where climate change is compounding these challenges.

17. Giving excluded groups, in particular women and youth, more voice and increased economic opportunities will be an integral element for the sustainable and peaceful development of the Lake Chad Region. Despite the challenges they face, women in the Lake Chad Basin demonstrate resilience, entrepreneurial skills, a commitment to hard work, a desire to help others, optimism for the future, and insightfulness¹¹—attributes essential for any society if it hopes to transition toward a peaceful, prosperous, and secure future.

C. Relevance to Higher Level Objectives

18. The Lake Chad region remains a priority area of engagement given the common nature of the challenges faced by the sub-region and the huge potential for regional cooperation. The challenges faced by the region and the opportunities it represents are regional in nature. Historically, Lake Chad has been a shared resource for the population of the region, underpinning a regional subsystem characterized by strong interdependencies due to cultural, linguistic, familial linkages, seasonal mobility and intense trade relations, and dependency on shared natural resources. The region has also faced a set of common challenges. First, as a subset of peripheral regions and borderlands that have been neglected in terms of both attention and investment by national political powers in each country. Consequently, each subregion presents the same feature of lagging development and economic indicators compared to respective national averages, weak governance and significant gap in infrastructure and access to basic services. Second, those difficulties are compounded by the rapidly growing and already very young population, as well as the impact of climate change on natural resources and livelihoods. Third, the conjunction of those common difficulties, felt across the region, has generated resentment towards central powers and a feeling of injustice among the population. An insurrection that has started in Nigeria has then spilled over to the region and has become regional, with attacks and livelihoods disruptions occurring in the four

⁹ FAO. September 2016. *Situation Report*.

¹⁰ Adelphi, Vivekananda et al. 2019. *Shoring up Stability in the Lake Chad Region: Addressing Climate and Fragility Risks*.

¹¹ Plan International. 2018. *Adolescent Girls in Crisis: Voices from the Lake Chad Basin*.



countries of the region. To be effective in a context where policy action or inaction rapidly spill over neighbouring regions, the answers to those common challenges shall be coordinated at the regional level and consistent across countries, not only on military and security aspects, but also through an enhanced regional policy dialogue and coordinated development policies to tackle the root-causes of fragility and conflict.

19. **The World Bank is already strongly engaged in the region.** The World Bank supports the four countries concerned (Cameroon, Chad, Niger, and Nigeria) through national programs that cover the riparian regions of Lake Chad and contribute to addressing the ongoing humanitarian crisis. In parallel, and consistently with the orientations decided for IDA19, the proposed Lake Chad Region Recovery and Development Project (PROLAC, P161706) and the Multi-sectoral Crisis Recovery Project (MCRP, P157891) will together form a comprehensive approach to supporting the recovery of the Lake Chad Region and improving the living conditions of the population in the region. PROLAC will have activities in the project target areas in Cameroon, Chad and Niger (see purple area in figure 3). Nigeria will be fully involved in the governance of PROLAC as a member of the LCBC and through its participation in the PROLAC Project Coordination Committee at the regional level, as well as through Component 1 of PROLAC. Simultaneously, the MCRP in North-East Nigeria (see orange area in figure 3) has been adapted to align its activities with PROLAC's components through an Additional Financing (AF) and Restructuring operation (P173104). The MCRP AF is expected to be approved at the same time as PROLAC. Under IDA19, the framework created by both PROLAC and the MCRP AF will constitute a solid foundation, notably through the support provided to the regional dialogue and the increase of available data on the region, to further develop an integrated approach shared by the four states on the regional dynamics and policy actions to tackle obstacles to development. More details on the common elements of "regionality" across PROLAC and the additional financing of the MCRP can be found in annex 11.

Figure 3. Map of the Target Areas that PROLAC Will Support



20. **The project is part of the World Bank’s Lake Chad Region Program.** The overall Lake Chad Region Program development objective is to contribute to the recovery of the Lake Chad Region (that is, Cameroon, Chad, Niger, and Nigeria) through a set of investments aiming at supporting the restoration of the regional subsystem that preexisted the ongoing crisis and at enhancing regional cooperation to tackle common challenges. To do so, it will specifically support investments aiming at enhancing resilience and social cohesion and inclusion, connectivity, as well as trade and development. The project’s objectives are also aligned with the World Bank’s ‘Supporting Africa’s Transformation: Regional Integration and Cooperation Assistance Strategy (FY18–FY23)’ and, in particular, its strategic priority 4: ‘promote collective action to address risks of regional economic contagion, fragility, epidemic and climate hot spots’. The project is also consistent with the World Bank Group (WBG) Strategy for Fragility, Conflict, and Violence (2020–2025) with its four pillars of engagement, which are: (a) preventing violent conflict and interpersonal violence; (b) remaining engaged during crises and active conflicts; (c) helping countries transition out of fragility; and (d) mitigating the spillovers of FCV.

Figure 4. Supporting the Transition from a Humanitarian to a Development Response - Cooperation with Partners



21. **The project is also in strong alignment with the existing regional and national strategies and plans.** Among other things, the project is in line with the recommendations of Cameroon’s Recovery and Peacebuilding Assessment (RPBA)¹² by contributing to the following objectives: (a) improving local development/decentralization processes and the functioning of local governance; (b) improving the provision of basic social services; and (c) promoting the recovery of the economy and improvement of economic opportunities. The project’s objectives are fully aligned with the Country Partnership Frameworks (CPFs) for Cameroon, Chad, and Niger and also, with the Country Partnership Strategy (CPS) for Nigeria:

- Cameroon.** The three focus areas for Cameroon CPF¹³ (FY17–FY21) are (a) addressing multiple poverty traps in rural areas (with a focus on northern regions); (b) fostering infrastructure and private sector development; and (c) improving governance. The proposed project will address the first focus area by supporting public productive investments and improving access to livelihoods and rural transport links in the Far North region of Cameroon. The project is also aligned with the Performance and Learning Review (PLR)¹⁴ of the CPF which outlines, among others, the need for adjustments to the operational approach in Cameroon and the reassessment of and realignment of the projects with the risk rating.
- Chad.** The three identified themes of engagement for Chad CPF¹⁵ (FY16–FY20) are (a) strengthening management of public resources; (b) improving returns to

¹² The RPBA was undertaken in 2017.

¹³ Report number: 107896.

¹⁴ Report number: 137218.

¹⁵ Report number: 95277.



agriculture and building agriculture livelihoods; and (c) building human capital and reducing vulnerability. The proposed project addresses the second and third themes of the CPF by supporting public productive investments and development along the agricultural value chain, enhancing sustainable livelihoods of local communities, strengthening social accountability mechanisms, and improving rural transport links.

- **Niger.** The three focus areas for Niger CPF¹⁶ (FY18–FY21) are (a) rural productivity and incomes; (b) human capital and social protection; and (c) governance for jobs and growth. The proposed project focuses mainly on the first focus area of the CPF ‘Rural Productivity and Incomes’ by directly improving rural livelihoods (in particular, agricultural livelihoods), rural connectivity, and public productive investments.
- **Nigeria.** As Nigeria is also participating in PROLAC activities—partly through PROLACP and mainly through the restructured and expanded MCRP—it has been ensured that this project is also aligned with and will address the three strategic clusters for the Nigeria CPS¹⁷ which are (a) the federally led structural reform agendas for growth and jobs; (b) the quality and efficiency of social service delivery at the state level for greater social inclusion; and (c) the strengthening of accountability and public expenditure and investment management. In addition, the Nigeria PLR provides additional support to the recovery of North-East Nigeria. MCRP’s federal project coordination unit (PCU) is embedded in the apex body for North-East coordination and strategy, the North-East Development Commission, ensuring alignment with evolving government plans and priorities.

II. PROJECT DESCRIPTION

A. Project Development Objective (PDO)

22. **PDO.** The development objective of PROLAC is to contribute to the recovery of the Lake Chad Region through supporting regional coordinating and crisis monitoring, connectivity and agricultural livelihoods in selected provinces of the Republic of Cameroon, Republic of Chad, and Republic of Niger (participating countries).

23. **PDO-level Indicators.** The following PDO-level indicators will measure progress toward achievement of the PDO:

- Joint statement and action plan agreed during an annual coordination meeting with participation of the four countries (Number)
- Increased access to development information and data on the Lake Region (Percentage)

¹⁶ Report number: 123736.

¹⁷ Nigeria’s CPS (report number: 82501) covering the period FY14–FY17 has been extended through a PLR (report number Report No. 126702) with a new CPF being currently in preparation.



- Percentage of population within 2 kms of an all-weather road (Percentage)
- Hectares in project area covered by effective agricultural, land and water management practices suited to local agro-ecological conditions (Hectare)
- Percentage of beneficiaries from the three countries that feel project investments reflected their needs (of which 50 percent are women) (Percentage)
- Number of beneficiaries of agricultural livelihood support who report an increased quality and/or quantity of the respective product (of which 50 percent are women) (Number)

B. Project Design

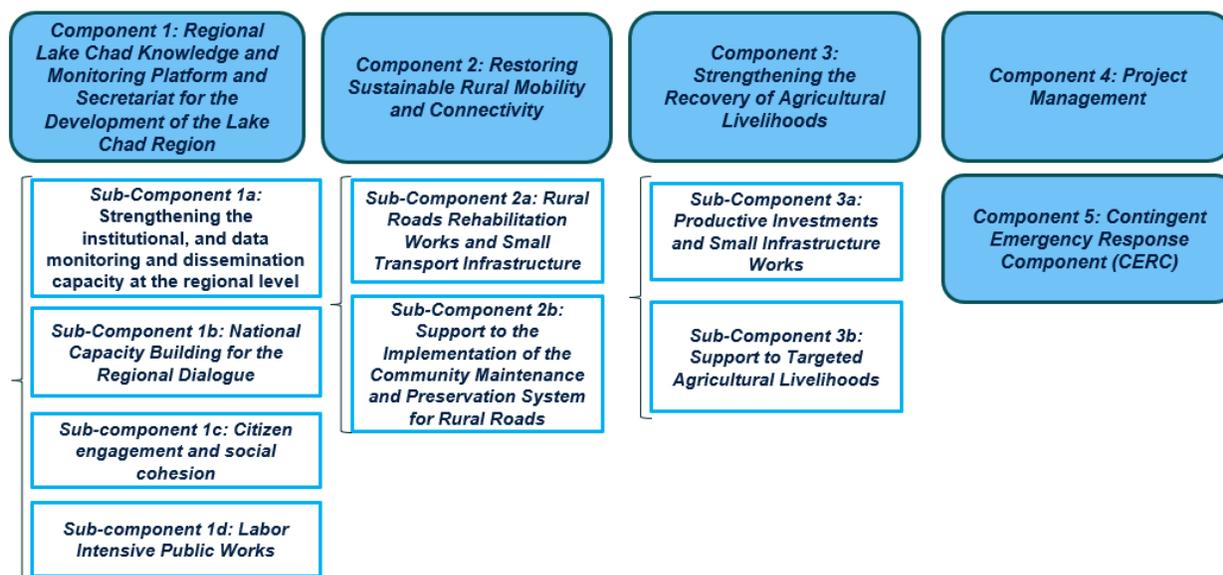
24. **Rationale for a regional approach.** The contextual rationale for a regional response is threefold: (a) the Boko Haram insurgency is a regional crisis with significant cross-border spillover effects (“public bads”); it is a consequence and at the same time generator of a complex FCV environment (e.g., conflict, forced displacement, lack of trust between communities and institutions, lagging regions in terms of socio-economic development and services and climate risks); (b) the region is characterized by a web of economic, trade, historical, political, cultural, ethnic, and religious ties, which makes its populations linked and interdependent across borders; events in one country affect others, and the problems of weak community institutions, livelihoods, and connectivity can only be solved through a broader regional response (“public goods”); and (c) the Lake Chad area is a fragile and vulnerable socio-ecosystem that is intrinsically regional in nature. Because of these three factors, the Lake Chad Region is a highly integrated region with strong cross-border spill-over effects.

25. **Key design elements.** To restore and enhance resilience in the Lake Chad Region, PROLAC will work along the humanitarian-development-security nexus to: (a) address some of the existing drivers of fragility in the Lake Chad Region, in particular poor regional monitoring and knowledge management, poor connectivity around and on the lake, poor local governance and unemployment (especially youth unemployment); and (b) mitigate negative consequences of the crisis, in particular devastated public productive investments, poor livelihood opportunities, and a weakened agriculture value chain. To show quick results and ensure the rapid implementation of project investments, an 18-month plan for the implementation of key activities will be developed and further project investments will be confirmed on a rolling basis. The design of the project also takes into account the difficult operational environment of the intervention areas and the volatile security by using a modular, iterative, and incremental process and by learning from successes and failures as the project moves to new sites and faces new challenges. Therefore the selection of the areas where PROLAC will be implemented will be reviewed on a yearly basis taking into account the following criterias: (i) security; (ii) proximity to the Lake; and (iii) level of disbursements of previous year’s allocation. The details of this process will be further defined in the respective Project Implementation Manuals (PIMs) that will be ready before effectiveness of the Project.

26. **Overview of project components.** PROLAC seeks to address regional development challenges in the Lake Chad Region and contribute to the region’s recovery through five components. An overview of

the component and sub-components is shown in figure 5. A detailed component description can be found in annex 6.

Figure 5. Overview of PROLAC's Project Components



27. **Overview of financing by component.** The breakdown of the financing amounts by component and country is shown in the table 1. below.

Table 1. Cost Estimations by Component and Country

Component	Cameroon	Chad	Niger	LCBC	Total
Component 1	7.8	3.5	5	5	21.3
Component 2	26	12.5	29	-	67.5
Component 3	19	23	19	-	61
Component 4	7.2	6	7	-	20.2
Component 5	0	0	0	-	0
Total	60	45	60	5	170
Of which PPA ¹⁸ (included in the country totals)	2.425	2.295	2.6	-	

28. **Maximizing regionals spillovers through a strengthened and coordinated regional dialogue.** A functioning regional platform, holding regular meetings and able to provide guidance based on robust knowledge and data is warranted to insert the investments to be realized under the Components 2 and 3 in a broader regional approach. Such a platform is required to coordinate the implementation of the activities enhancing rural connectiveness (Component 2) and supporting resilient agriculture livelihoods

¹⁸ Project Preparation Advance (PPA).



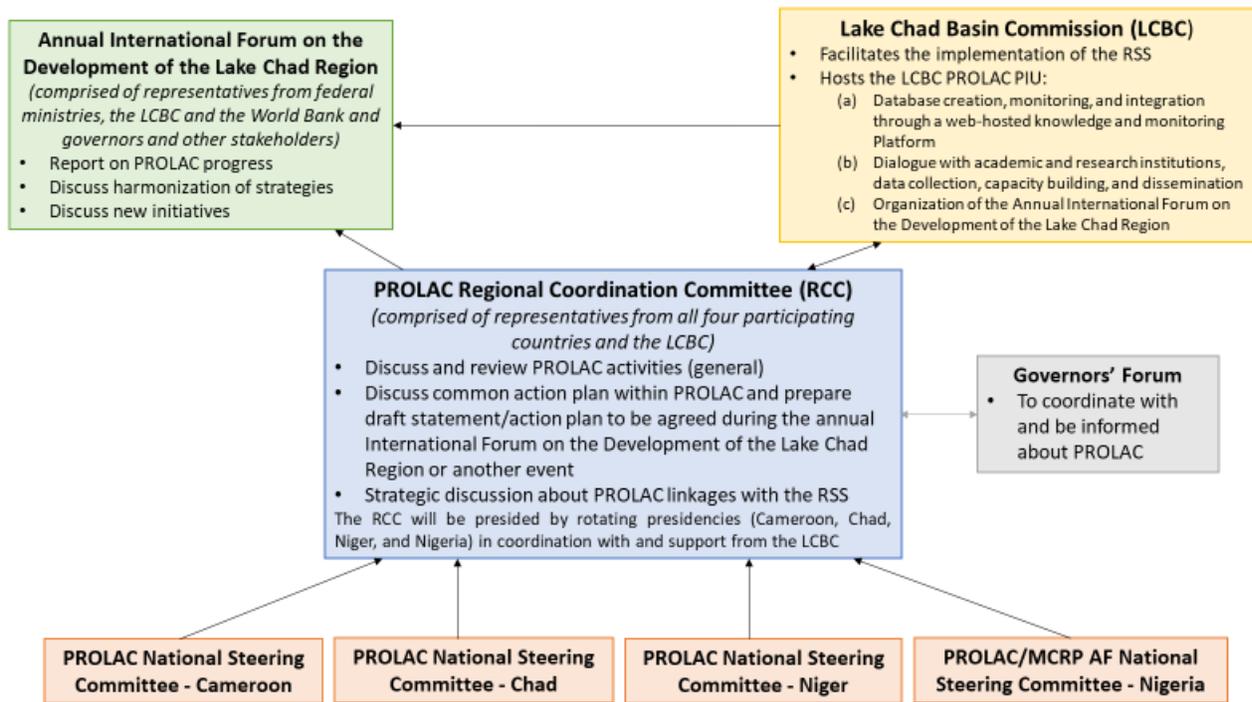
(Component 3), as well as to support the emergence of a common vision for the future development of the region. To ensure close articulation with the RSS, the regional platform will be located within the LCBC, whose capacity will be supported, and the platform will support the local authorities' dialogue held within the Governors' Forum. The regional platform will be formed of:

- The **PROLAC project implementation unit (PIU) hosted by the LCBC** that will (a) lead the development, operationalization and follow-up of a common vision for the development of the Lake Chad Region; (b) facilitate the creation of knowledge in partnership with the LCBC, the think tanks and universities involved in the Project countries and lessons learned from the implementation of PROLAC and other development in the Region; (c) provide regular learning and development, monitoring and vision-sharing workshops for countries in the Lake Chad Region to assess and review the implementation of the mission and coordinate and agree on next steps; and (d) contribute to a better understanding of the interdependent system in the Lake Chad Region by commissioning studies on business models or lessons learned from project implementation.
- The **Knowledge and Monitoring platform**, also hosted by the LCBC, will support the database creation, monitoring, integration through a web-hosted platform.
- The **Annual International Forum on the Development of the Lake Chad Region** that will be organized by the LCBC PROLAC PIU that will bring together, on an annual basis, high-level local and international actors and decision makers, which includes, amongst others, representatives from federal ministries of Cameroon, Chad, Niger and Nigeria, the LCBC and the World Bank and governors and other stakeholders. This forum will allow for (i) reporting on the progress of PROLAC; (ii) discussions on existing national and regional initiatives and harmonization of these strategies; (iii) discussion and planning of new initiatives and possible closer cooperation to strengthen the impact of stabilization in the Lake Chad Region.

29. In addition, the **Regional Coordination Committee (RCC)** of this project, that will be established before project effectiveness, will provide oversight of implementation of the regional program; guide, advice, and support knowledge generation and learning as well as regional policy dialogue and harmonization. This will include regular discussions and a review of (a) PROLAC activities (at a general level); (b) the common action plan within PROLAC; and (c) PROLAC linkages with the RSS (at a strategic level). The RCC will also be responsible for preparing the draft statement/action plan to be agreed during the annual International Forum on the Development of the Lake Chad Region or another event (see as well the PDO indicator on this). Figure 6 provides an overview of the regional links and regional institutional arrangements of PROLAC. The RCC will be supported through the various workstreams under the Sub-component 1a.



Figure 6. Regional Links and Institutional Arrangements of PROLAC



30. **Expected immediate and longer-term regional spillovers.** Through its five components, PROLAC aims to: (i) improve the enabling environment for mitigating risks, preventing conflict and reducing poverty around the Lake Chad through a regional coordination and knowledge/monitoring platform; (ii) improve the connectivity of the remote and underprivileged areas through sustainable investments in rural roads rehabilitation works and small transport infrastructure; (iii) support the recovery of agricultural livelihoods with the help of targeted productive and agriculture investments (polders, oasis and ponds); and (iv) strengthen community empowerment through citizen engagement, social cohesions activities and Labor-Intensive Public Works (LIPW). By focusing on (a) a selected number of key investments which are very pertinent to the Lake Chad region context; and (b) strengthening the regional dialogue, coordination and data as well as monitoring systems and stakeholders in the Lake Chad Region, the project lays the foundation for future regional and coordinated investments to come, in particular investments which are expected to have significant regional spill-over effects. Longer term spill-over effects are in particular expected through (a) improved access to regional markets; and (b) the revival of the cross-border and regional economy in the Lake Chad Region. Expected future investments that could build upon the results and the operational mechanism created by this project are likely to include investments in the area of cross-border and regional trade, value-chain development, large-scale regional infrastructure, basic socio-economic services and energy.

31. **Participatory and socially inclusive selection of investments.** Targeted social inclusion is ensured by using community-led processes and community engagement activities to identify and reach vulnerable and systematically excluded people. The project integrates a gender-sensitive lens to ensure women’s full participation in citizen engagement and livelihoods activities. The project will embed essential features for ensuring citizen participation in prioritizing developmental needs including livelihoods opportunities to



improve self-reliance of communities and social cohesion and greater demand for social accountability. The project strengthens community institutions by ensuring that all project investments are in line with local development plans (LDPs) and by supporting the elaboration of new and update of the already existing LDPs in the communes in the project area. In addition, activities and project investments will be selected in a participatory way through consultations with communities in each country. This will be done through three phases: (a) identification, prioritization, and integration of activities in the LDPs; (b) support for the implementation of the selected activities; and (c) participatory monitoring and evaluation (M&E). Activities in each local council proposed will be selected on the basis of four criteria: (i) ensure inclusion of the activity in local development plans; (ii) regional aspects of the proposed activity; (iii) activity whose implementation is complementary with other development activities in the zone (national budget and/or other projects); and (iv) activity within a defined amount. The details of this process will be further defined in the respective PIM. For more information on the community engagement and participation under PROLAC, see annex 10.

32. **Gender-sensitivity.** To address these stark gendered inequalities, PROLAC has integrated gender-sensitive interventions into the project's key components focusing on promoting women and girls' economic opportunities and on fostering their agency and voice. These activities will be adapted to the specific countries contexts per the gaps identified above (see paragraphs 7-10). In response to gender-based disparities in economic opportunities, PROLAC will target women through a multi-faceted approach of livelihood, agribusiness, and labour intensive activities (through rural road rehabilitation) under project Components 2 and 3. Increasing women's roles in public life and decision making will be supported by women's participation in local development committees as well as in the regional platform created under Sub-component 1a. Finally, gaps in women's agency and voice will be addressed through the promotion of GBV prevention and mitigation measures and response mechanisms.

33. **Preparedness and response to disasters.** The project will also support the countries' preparedness, prevention and response to natural or man-made disaster, including potential communicable diseases, such as COVID-19, by strengthening monitoring and communication systems in lagging regions and providing access to livelihood opportunities and basic services to vulnerable populations.

C. Description of Project Components

Component 1: Regional Lake Chad Knowledge and Monitoring Platform and Secretariat for the Development of the Lake Chad Region (US\$21.3 million equivalent)

34. This component has the overall aim to reinforce regional dialogue and data monitoring and dissemination, citizen engagement and social cohesion, and the LIPW approach. This will be done through four sub-components.

Sub-component 1a: Strengthening the Institutional, and Data Monitoring and Dissemination Capacity at the Regional Level (US\$5 million equivalent)

35. This sub-component will ensure (a) the establishment of the LCBC PROLAC PIU that will provide overall support for coordination, improving capacity of regional and national actors, and a policy and operational dialogue for the Lake Chad Region and (b) the operation and maintenance of a strategic,



analytical, and monitoring platform to foster knowledge exchange, collaboration, and partnerships. The project will ensure that women's needs are represented and that their participation can contribute to their overall development. To support women's inclusion, the project will facilitate ad hoc training to provide women with the needed skills and knowledge to undertake these positions. This sub-component will be implemented by the LCBC.

36. The main objectives of the LCBC PROLAC PIU will be the following: (a) spearhead the development, operationalization, and monitoring of a common development vision for the Lake Chad Region; (b) facilitate knowledge creation in partnership with the LCBC, relevant think tanks, and universities in the three countries and lessons learned that have emerged from the implementation of the PROLACPROLAC and other development programs under implementation in the Lake Chad Region; (c) ensure regular learning and vision building/monitoring and sharing workshops for the Lake Chad Region countries to assess and review the implementation of the mission and coordinate and agree on next steps; and (d) contribute to a better understanding of the interlinked system of the Lake Chad Region by commissioning studies on operational models or on lessons learned from project implementation.

37. In alignment with the abovementioned main objectives of this component, key focus areas for the Knowledge and Monitoring Data Platform will include (a) initiating dialogues with academic and research institutions on the Lake Chad Region, in particular a dialogue on how to transition from a humanitarian response to a development response in the region; (b) informing decision makers in the region on investment decisions and guiding the vision for a sustainable development in the Lake Chad Region; (c) generating evidence through research for innovative operational solutions in the Lake Chad Region (such as information and communication technology [ICT]); (d) building capacity of countries and institutions in data collection, including geospatial data collection and data collation and dissemination; (d) providing knowledge management and M&E for the Lake Chad Region and the Lake Chad Region Program; (e) forging partnerships between humanitarian and development actors; and (e) consolidating and increasing capacity of the LCBC to be a strong 'knowledge think tank' on issues and discussions regarding the Lake Chad Region, beyond water and resource management issues. The main functions of the platform are outlined in more detail as follows:

- (a) **Database creation, monitoring, and integration through a web-hosted platform.** The platform (including supporting ICT hardware, software, connectivity, datasets, access to expertise, and training) will facilitate data computerization and collation of comprehensive spatial (for example, Geographic Information System [GIS] and remote sensing) and temporal datasets from global, regional, and local sources, including in real time (for example, including from earth observation and crowdsourcing information).
- (b) **Dialogue with academic and research institutions, data collection, capacity building, and dissemination.** The Knowledge Platform will have strong links with universities in each country bordering Lake Chad and will support research and studies of strategic importance for the Lake Chad Region. This will be done through the organization of regular knowledge sharing events, conferences, fora, and study tours. In addition, the platform will support the collection of data in the sectors' natural resources and on climate change, service delivery and governance, justice and land, economic development, and security and power. The platform may also commission studies regarding the Lake Chad Region on agreed upon priorities in one or more of the following thematic areas: land and water management (including climate change and research on climate financing),



service delivery, power and governance, security and justice, and economic development, studies on the platform's scope and reach, studies on gender-based disparities within each of these areas, and studies on regional monitoring and data validation. The platform will also organize training and workshops for countries and institutions to build their capacity in data collection, including geospatial data collection and data collation and dissemination. A list of workshops that will be offered will be included in the PIM.

(c) **Organization of an Annual International Forum on the Development of the Lake Chad Region.**

Based on the model of other existing international events (for example, Dakar Forum, Munich Security Conference), the LCBC will organize an annual conference which aims to set up a discussion platform for active stakeholders in the Lake Chad Region. The conference will bring together, on an annual basis, high-level local and international actors and decision makers, which includes, amongst others, representatives from federal ministries of Cameroon, Chad, Niger and Nigeria, the LCBC and the World Bank and governors and other stakeholders. This forum will allow (i) reporting on the progress of PROLAC; (ii) discussion on existing national and regional initiatives and harmonization of these strategies; (iii) discussion and planning of new initiatives and possible closer cooperation to strengthen the impact of stabilization. This will also include a discussion on how to increase climate resilience in the Lake Chad Region. Beyond the discussions and debates, the forum will also be used as an informal platform for high-level exchanges among the LCBC member states and between member states and technical and financial partners (TFPs). The forum will be organized back-to-back with the Governors' Forum.

38. The platform will have a section on research and mobilization of climate financing (such as international performance-based financing in sequestering greenhouse gases and more specifically carbon — with the Bio Carbon Fund and the Private Sector). These funds could then enable them to scale up investments and ensure sustainability of the project's activities in the area.

Sub-component 1b: National Capacity Building for the Regional Dialogue (US\$10 million equivalent)

39. This sub-component will reinforce institutional capacity at the national level to allow, for example, research institutes and universities to participate in the regional activities on conflict prevention and the development of the Lake Chad Region carried out under Sub-component 1a. The sub-component will be implemented by the national-level PIUs.

40. The main objectives of this sub-component are to strengthen national agencies, research institutes, and universities with an aim of facilitating their participation in the regional dialogue and to promote and enforce their engagement and coordination with the regional knowledge platform and dialogue coordinated by the LCBC. Main activities of this sub-component will include (a) financial and technical assistance to national agencies, research institutes, and universities to participate in the regional database, in collaboration with international agencies; (b) study tours and participation in the regional knowledge platform discussions, including pre-events at the national level; (c) field trips and workshops for knowledge exchange and cross-learning, with a special focus on cross-sectoral and cross-regional learning; (d) research grants to students for research on a subject of interest that is related to the Lake Chad region (given on a competitive basis) for young scholars and young professionals to work together in developing the knowledge platform as well as knowledge and communication products on selected topics relevant for the Lake Chad Region with a focus on promoting adolescent girls and young women's



(AGYW) participation (this could include an annual call for proposals on Lake Chad-relevant topics); (e) targeted learning programs and hands-on courses on, for example, data collection, data sources, using GIS, models, online services and applications delivered on a regular basis; and (f) support to the building of academic networks, including global networks. *Ad hoc* strategies will be designed and implemented to ensure AGYW participation and contribution in scholarships and learning programs and academic networks.

Sub-component 1c: Citizen Engagement and Social Cohesion (US\$4.7 million equivalent)

41. In line with the project's overall approach that activities financed under PROLAC will be: (a) identified and prioritized through local development plans; and (b) updated annually by local institutions and communities, this sub-component will focus on strengthening citizen engagement and social cohesion activities. Its main objective is to strengthen trust and dialogue among citizens and between the state and citizens in the Lake Chad Region. Key principles will be to (a) integrate territorial planning processes as described in the RSS; (b) ensure that all project investments are included in a participatory and inclusive way, particularly ensuring women's active participation, in LDPs in the communes of the project area; (c) use the existing committees by integrating national systems and avoid multiplication of committees, to ensure the sustainability of project interventions; (d) have a single committee, fulfilling different functions (the tasks can be divided among several members of the same committee); and (e) promote civic engagement, cohesion, and social inclusion of local communities, women, and youth.

42. Activities supported by the project will be as follows:

- Integrate territorial planning processes as described in the RSS and ensure that all project investments are in line with LDPs.
- Support local development committees to strengthen the local-level identification, prioritization, the meaningful participation of women in the committees' decision-making positions, and monitoring of investments financed by the project through capacity building and training.
- Establish national grievance redress mechanisms (GRMs) and committees to allow for real-time feedback from project beneficiaries. The GRM committees will be composed by at least one woman and or/girls.
- Community-based psychosocial support activities, including support for survivors of GBV.
- Sensitization sessions and training campaigns on nonviolent methods of resolving conflicts, violence prevention, and de-stigmatization and prevention of accidents in difficult and fragile areas (such as the explosion of mines).
- Cultural and sports events to promote collaboration, team spirit, and a positive identity of the people living in the Lake Chad Region.
- A community monitoring system of project activities.



Sub-component 1d: Labor-intensive Public Works (US\$1.6 million equivalent)

43. This sub-component will finance the promotion of LIPW and preparatory studies. Sub-component 1d will directly support the implementation of LIPW of activities under Components 2 and 3. The LIPW beneficiaries will be selected through a public lottery selection system. The lottery will be segregated by sex to ensure that at least 50 percent of the LIPW beneficiaries will be women. These activities will be accompanied by men's sensitization and engagement interventions to ensure the broader understanding and encouragement of women's participation in these activities, and so as not to create conflicts at the household level. This will promote a transparent, fair, and equal chance for all citizens to benefit from the project, which is especially important in a context where trust in the Government is low and social capital has been weakened. Using the LIPW method will contribute to social inclusion and cohesion as it (a) demonstrates that a large variety of works can be done by the community (even if unskilled most of the time) and (b) is based on a fair and transparent selection system and allows workers from different social backgrounds and different genders, to work together. In addition, it will also avoid the influx of external workers, which in FCV contexts can be highly problematic and possibly more dangerous for local communities. For more details on the LIPW method, see annex 10.

44. This sub-component will finance the following:

- **Costs for the promotion and training.** Costs for the recruitment of local laborers, community engagement campaigns, awareness raising and communication, training of beneficiaries, and preparation of beneficiaries for reorientation after public works end. This component will also support inclusive engagement with local stakeholders to support the selection of beneficiaries (through transparent public lottery) and agreement on work sites in the communes.
- **Costs for preparation studies.** This includes the preparatory studies needed for implementing the LIPW approach in a community, including rapid development assessments at the community level. Assessments will gather necessary data for successful development interventions in the targeted communes (for example, governance, security, social dynamics, economy, and logistics).
- **Costs for the execution of public works.** This includes all works-related expenses, such as wages and personal protective equipment (gloves, boots, and so on) and work equipment and management of works, stores, and sites, as well as quality control will be financed by Components 2 and 3, respectively (that is, the component under which the LIPW activity is performed).

Component 2: Restoring Sustainable Rural Mobility and Connectivity (US\$67.5 million equivalent)

45. The aim of this component is to improve access to markets and socioeconomic opportunities for targeted communities. This component will consist of civil works which are of regional importance (for example, critical points and small roads that will facilitate access to regional markets corridors) and will focus on small-scale infrastructure to address immediate priority gaps in rural connectivity in selected



areas in the Lake Chad Region.¹⁹ The selection of investments will be aligned with the activities under Component 3, in particular with regard to improving the connectivity to areas with high potential for agricultural livelihood opportunities that are supported under Component 3 (for example, wetland areas in Cameroon, oasis areas in Niger, and the polder areas and wadis in Chad) and where the needs and constraints of the population with regard to mobility are the greatest. This will be done through a socio-economic inventory followed by a multi-criteria analysis focusing on the impact on accessibility to agriculture areas and markets (Component 3 activities). This component consists of two sub-components.

46. Where possible, the civil works will use the LIPW approach for rural roads rehabilitation and maintenance. The costs associated with the promotion of the LIPW method for the execution of activities under Components 2 and 3, including costs for the recruitment of local laborers, community engagement campaigns, awareness raising and communication, training of beneficiaries, preparation of beneficiaries for reorientation after public works end, and M&E of beneficiaries, will be financed under Sub-component 1d. Laborers' wages and equipment, however, will be covered by Sub-components 2a or 2b, depending on the sub-component under which the work falls. This methodology has been found to help strengthen social cohesion, improve living conditions and livelihoods of local communities, and strengthen participatory processes at the local level. LIPW will (a) provide employment opportunities to project-targeted beneficiaries, ensuring at least 50 percent of which are women; (b) enable the beneficiaries to acquire skills which will enable them to more easily find work after the completion of the LIPW works; and (c) encourage beneficiaries to save to facilitate their professional installation. Furthermore, the explicit attention to the inclusion of women in this component will help to address identified gaps in women's economic opportunities as well as promote their agency by increasing their access to transportation and mobility. Where not possible due to the required technical and specialized expertise not being available to properly execute some parts of the construction/rehabilitation of small-scale infrastructure, the works will be contracted out to third parties, that is, local firms or non-governmental organizations (NGOs). Preference will be given to local firms or local NGOs that recruit local laborer (to a maximum extent) as it will contribute to the revitalization of the local private sector and capacity building of local capacities.

47. Regarding climate change, the design of this component has focused on identifying climate co-benefits and climate change adaptation measures to ensure infrastructures sustainability. These include, for example, the creation of water reservoirs or plantations near or at the edges of roads and all erosion control and dune stabilization techniques to prevent their progression and encroachment on roads.

Sub-component 2a: Rural Roads Rehabilitation Works and Small Transport Infrastructure (US\$51.3 million equivalent)

48. This sub-component will finance all civil works-related expenses for the preparation, execution, and implementation of works which aim to restore rural mobility and connectivity around Lake Chad. This sub-component will complement productive investments and small infrastructure works under Sub-component 3a. This includes civil works to rehabilitate the existing rural roads, in particular targeted small rural roads to improve communities' year-round access to agricultural areas, markets, and other socioeconomic facilities. The planned works will also help (a) improve all-weather access, such as to

¹⁹ These investments will be climate sensitive, resilient, and environmentally friendly.



prevent road closures during the rainy season and (b) enhance resilience of rural transport infrastructure to climate change.

49. Activities that are supported under this sub-component fall in the following categories:

- Studies needed for the preparation of works such as conditions surveys, technical specifications, bills of quantities and cost estimates, and support for adequate environmental and social assessments.
- Technical assistance for the implementation of activities (assistance in the review of technical documents, procurement and contract management).
- Treatment of critical points (spot improvements).
- Rehabilitation of roads, including related works (construction or reconstruction of culverts and other drainage structures).
- Construction of ponds and small check dams to enhance resiliency to climate change through water retention over a longer period of time and reduction of flooding.
- Construction of rain barriers for road preservation and durability.
- Wages and equipment for laborers under the LIPW (if the work they are conducting is under Sub-component 2b).

Sub-component 2b: Support to the Implementation of the Community Maintenance and Preservation System for Rural Roads (US\$16.2 million equivalent)

50. This sub-component will support the development of a community maintenance system to promote the sustainability of investments. This includes the development of small associations at the community level that will provide regular and continuous road maintenance and management of rain barriers, assisted by government and/or municipal staff. Activities that are supported under this sub-component are as follows:

- Sensitization and promotion of community activities
- Community maintenance systems
- Technical support for the development of small community associations
- Skills development training
- Small equipment needed for road maintenance
- Greening solutions, including the plantation of trees on project sites
- Small-scale social infrastructure along the roads that are rehabilitated



- Wages and equipment for laborers under the LIPW (if the work they are conducting is under Sub-component 2b)

Component 3: Strengthening the Recovery of Agricultural Livelihoods (US\$61 million equivalent)

51. This component will promote public productive investments and strengthen the livelihoods of local stakeholders as an input to provide support for targeted livelihoods. In particular, the following activities will be financed: (a) support to small groups of agricultural producers, including producers engaged in subsistence farming to increase productivity and outputs in project areas (training on good practices, such as climate-resilient and environmentally friendly agriculture, integrated agro-sylvo-pastoral systems and ecological land rehabilitation approaches, acquisition of agricultural inputs, and acquisition of small irrigation systems or water drainage); (b) establishment of product collection areas, small marketing infrastructures, or small processing units; and (c) support for producer organizations to adopt farming approaches to adapt their production to climate change. Specific attention will be devoted to promote women's access to livelihoods opportunities, including strengthening women agricultural producers skills and their competitiveness in the agriculture value chain. It has two sub-components. The investments will focus on specific areas, such as on polder areas in Chad, the farming of oasis areas²⁰ in Niger, and on areas along the border with Chad in the Far North Cameroon.

52. Activities under this component will target vulnerable groups, in particular women and female-headed households and youth and will serve both as a means of prevention (that is, reducing women's and youth's vulnerability through addressing gaps in economic empowerment and agency) and as a means of longer-term support for those affected by violence. Activities will be identified, prioritized, implemented, and monitored through a participatory process and in collaboration with local institutions and beneficiary communities.

53. Similar to Component 2, the LIPW method will be used, where possible, for works under Sub-components 3a and 3b. The costs associated with the promotion of the LIPW method are covered by Sub-component 1d and the wages of the laborers for works done under Component 3 will be covered by Sub-components 3a or 3b, respectively. Where not possible due to the required technical and specialized expertise not being available to properly execute the activities under Component 3, the works will be contracted out to third parties, that is, local firms or NGOs. Preference will be given to local firms or local NGOs that recruit local labor from among local communities and have a male/female ration of 1:1.

54. Climate change mitigation and adaptation activities are driving principles that will guide investments. Various techniques and lessons learned from successful past and ongoing projects in the subregion will be capitalized. These include, for example, the CAP BioCF (*BioCarbon Fund*) and CAP Climate Resilience projects in Niger (which have restored a total of 12,000 ha of degraded and deforested land) and the dune stabilization and oasis productivity increase activities funded by UNDP in Niger. The project will upscale innovative climate-smart agricultural techniques such as Zai and integrated agro-sylvo-pastoral systems in collaboration with local universities.

²⁰ 'oasis areas' or 'cuvettes oasiennes', refers to an area where water is collected/made available in an otherwise dry land and which therefore allows for agricultural activities.



Sub-component 3a: Productive Investments and Small Infrastructure Works (US\$41.0 million equivalent)

55. This sub-component will provide investment funds to communities through local planning processes to finance productive investments and small infrastructure works for agriculture activities. Activities that could be supported under this sub-component are as follows:

- Economic or productive investments including the construction/rehabilitation of rural markets, landing platforms for boats, small bridges and culverts, cleaning of channels, platforms (small commercial/logistics/processing platforms), community storage facilities, the restoration of land quality through dune stabilization, watershed management, irrigation perimeters, protective structures for agricultural fields against floods and enclosures and waterpoints for agriculture and livestock use²¹.
- Wages for laborers under LIPW (if the work they are conducting is under Sub-component 3a).

Sub-component 3b: Support to Targeted Agricultural Livelihoods (US\$20.0 million equivalent)

56. The project will provide support to targeted agricultural livelihoods by using innovative climate-smart agricultural techniques, including targeted support to agriculture production, (pre- and post-harvest) and marketing for selected products along the agriculture value chain (in particular red pepper, livestock, and fish) as well as promoting Zaï or integrated agro-sylvo-pastoral systems and ecological land rehabilitation. The supported activities will have a cross-border potential, and activities that support the production of trading goods will be prioritized, such as red pepper in Niger (which is then exported to Nigeria); livestock/fish support in Niger and Chad, which would be traded with Cameroon and Nigeria; and products along the agriculture value chain that have a regional rationale. The project will facilitate specifically women's access to agricultural livelihood opportunities to support their economic empowerment.

57. Activities under this sub-component include the following:

- Strengthening and rehabilitation of areas of production and livelihood opportunities (irrigation, soil restoration, agroforestry, production systems, material, rehabilitation, and development of selected polders and agricultural basin and horticulture perimeters).
- Revitalizing the extension services in the project area, including piloting of farmer-led extension systems (such as e-extension and e-voucher developed under the Climate Resilient Agriculture and Productivity Enhancement Project²² in Chad).

²¹ The design of the small-scale infrastructure work under this component will take in to account the above identified climate and disaster risks to which the project locations are being exposed.

²² ProPAD. P162956.



- Providing targeted support aimed at facilitating and reinforcing selected transborder trade for selected areas (such as markets, storage facilities, and so on).
- Promoting support to women agricultural producers and to women as extension agents.
- Wages for laborers under LIPW (if the work they are conducting is under Sub-component 3b).

Component 4: Project Management (US\$20.2 million equivalent)

58. Project management and implementation will follow a decentralized approach using, as much as possible, the existing government structures at the national, subnational, and local levels and local-level community institutions to be established and/or strengthened. The objectives of this component are to ensure enhanced and effective project management, coordination, and implementation and support the design of the project's M&E system.

59. This component will finance the planning, implementation, and technical oversight of program activities including effective social and environmental safeguards management, financial management (FM), and procurement. The component will finance the three national-level PIUs to carry out day-to-day project management responsibilities for Sub-components 1b, 1c, and 1d and Components 2 and 3. Relevant government agencies at the regional, national, subnational, and local levels will be involved in the implementation process with adequate capacity-building support. The following activities will be included: preparation of work plans and budgets; preparation of regular progress reports; overall oversight of project activities; communication, M&E arrangements, including the set-up of a Management Information System (MIS); and measures for enhanced transparency and accountability.

60. The complicated security situation in each of the three countries will require a layered approach to project management and supervision as the World Bank staff and consultants are unable to travel to many of the subproject sites. This layered approach will include a third-party monitoring (TPM) agency in each country, which may be a local NGO, as well as the creation of digital project monitoring and mapping platform for subprojects through the Geo-enabling Initiative for Monitoring and Supervision (GEMS).²³ Both angles of this approach are outlined in more detail below:

- **TPM:** Each of the PIU will recruit a TPM that may be a local NGO or civil society organizations (CSO) and which will be tasked with monitoring (i) specific crucial activities under each component; (ii) social and environmental risk management; and (iii) the local context and evolving security situation. The TPM will be expected to undertake at least two field mission per year, if security allows it and to use

²³ The GEMS method enables project teams to use open source tools for in-field collection of structured digital data that automatically feeds into a centralized M&E system and MIS. The integrated data can include any kind of indicators, based on tailor-made forms; photos, audio, videos; time and date stamps; and Global Positioning System coordinates that allow for automated geo-mapping of the information. Using these tools systematically allows the project to enhance the transparency and accuracy of project planning as well as M&E and TPM throughout the project cycle. Moreover, GEMS allows to establish a digital platform for remote supervision, real-time safeguards monitoring, and portfolio mapping for coordination across project components as well as with other operations in the region.



innovative technology as well as perception surveys to better understand the situation and project implementation results on the ground. The work of the TPM and the issues that they raise will be discussed during implementation support missions. The NGO or CSO that will be implementing the TPM is also expected to cooperate closely with the communities and communities' monitoring system of project activities, where established.

- **GEMS:** To systematically implement the GEMS method, a capacity-building training will be organized for local project coordinators, M&E specialists, and World Bank staff supervising the project. In addition, it will be ensured that contracts for works under this project will include an adequate budget for security costs as part of the contracts.

61. Social risks, including human security, will be monitored on a continuous basis by the PIU using a system that includes monitoring and mitigation mechanisms at the community, project, and national level as well as information technology (IT) and other innovations for remote monitoring. Annex 7 includes more details on a security risks assessment and implementation in the Lake Chad Region context. Furthermore, a security protocol for the PIU staff and beneficiaries who participate in project activities will be detailed in the PIM. The implementation support plan of the project can be found in annex 4.

Component 5: Contingent Emergency Response Component (CERC) (US\$0.0)

62. This zero-budget component establishes a disaster contingency fund that could be triggered in the event of a natural or man-made disaster through formal declaration of a national emergency, or upon a formal request from one of the Governments.²⁴ In the event of such a disaster, funds from the unallocated expenditure category or from other project components could be reallocated to finance emergency response expenditures to meet emergency needs. It will therefore support Cameroon's, Chad's, and Niger's emergency preparedness and response capacity to address the impact of any natural hazards such as drought or floods, including financing of post-disaster critical emergency goods or emergency recovery and associated services, as well as targeted provision of post-disaster support to affected households and individuals. To ensure the proper implementation of this component, the Borrower will prepare and furnish to IDA an operations manual before project effectiveness (expected latest 120 days after signing of legal agreements). The operations manual will describe in detail the implementation arrangements for the immediate response mechanism.

D. Project Beneficiaries

63. The project will focus on communities in selected intervention areas surrounding Lake Chad that have experienced negative impact due to the consequences of the Boko Haram crisis and/or other FCV conditions and climate change. The total number of project beneficiaries is estimated at 213,000 direct beneficiaries and 1,450,000 indirect beneficiaries. Beneficiary numbers by countries are estimated to stand as follows: Cameroon: 80,000 direct beneficiaries and 300,000 indirect beneficiaries; Chad: 70,000 direct beneficiaries and 550,000 indirect beneficiaries; and Niger: 63,000 direct beneficiaries and 600,000 indirect beneficiaries. Particular focus will be given to vulnerable populations in the selected intervention

²⁴ This can include a response to the Coronavirus Disease (COVID-19) pandemic.

areas, which include women and youth. While not specifically targeted, project beneficiaries could also include displaced and former combatants.²⁵

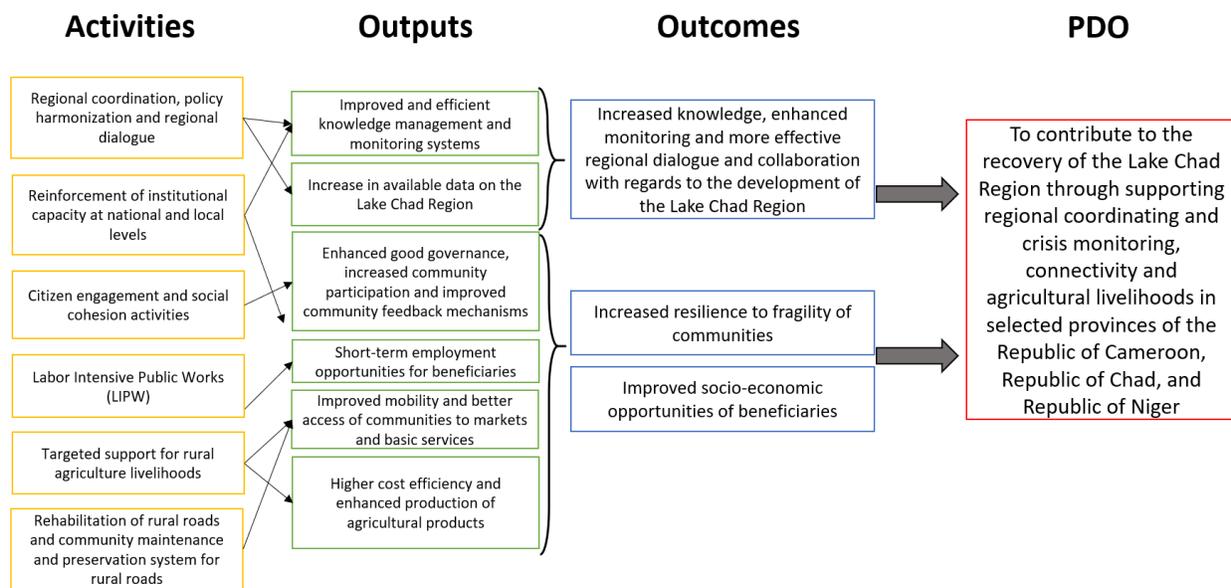
Table 2. Intervention Areas of the Project

Country	Region and Communes
Cameroon	<i>Far North Region</i>
Chad	<i>Lac, Kanem, Hadjer Lamis, and Chari Baguirmi Regions</i>
Niger	<i>Diffa and Zinder Regions</i>

E. Results Chain

64. A simple theory of change for PROLAC is shown in figure 7.

Figure 7. Theory of Change



F. Rationale for World Bank Involvement and Role of Partners

65. **Rationale for World Bank involvement.** Development needs in the crisis-affected areas are high and current spending is low. The heavy financial investment in the regional military fight against Boko Haram by countries in the Lake Chad Basin Region has resulted in the diversion of significant amounts of their national budgets away from providing basic social services and toward addressing insecurity. In addition, years of underinvestment by central authorities have left some areas with poor provisions of

²⁵ While the project intends to include activities which also support the reintegration of ex-Boko Haram combatants, this project does not specifically target former Boko Haram combatants to avoid any possible stigmatization that would exacerbate an already very difficult social cohesion effort between and within communities.



basic infrastructures and social services. The conflict has also continued to exacerbate the already limited access to basic services, agricultural land, trading markets, and other sources of livelihoods, leading to insecurity of lives and property, high unemployment rates, and low economic participation. For many, the conflict has resulted in the loss of housing, livelihoods, and productive assets, including farmland and business networks, as well as education for vulnerable young people as many schools have been closed for several years. As a result, the social fabric has been frayed and trust among communities and between citizen and the state have been weakened. A mapping of the World Bank’s responses in the Lake Chad Region that was undertaken in 2018 shows that the total amount of World Bank activities in the region is estimated at US\$470 million and has benefited an estimated 10 million direct and indirect beneficiaries over the last five years. There is considerable scope for the World Bank to scale up its development support to the Lake Chad Region and respond to the growing call of the respective governments and international community to facilitate a transition from a humanitarian to a development response in the Lake Chad Region. In addition, the World Bank’s convening power of governments, partners, and stakeholders and the World Bank’s leadership role in dealing with complex and multi-scale global challenges is needed for (a) regional dialogue activities; (b) the establishment of a knowledge and monitoring platform in the Lake Chad Region, as described under Component 1; and (c) the successful implementation of activities under Components 2 and 3 in difficult and hard-to-reach contexts.

66. **Collaboration with partners.** Partnerships are crucial for the success of this project, as no single organization is big enough to tackle the multidimensional challenges of the Lake Chad Region alone. The crisis in the Lake Chad Region demands a shift toward more integrated humanitarian-development planning that addresses immediate needs and the root causes of persistent challenges. This project strives to take advantage of new opportunities arising from regional cooperation and the growing resolve of the international community to support more ambitious efforts to solve problems in the region, while at the same time giving those efforts a greater international profile. Operationally, the project is expected to facilitate increased support to the region from multiple stakeholders, promote a greater degree of alignment and collaboration in areas of mutual interest, and most importantly, encourage more operations that promote more cross-border solutions to long-standing problems of poverty. This project is thus seen as a catalytic intervener that will help facilitate future engagement and build the basis for them by supporting community-level engagement and pilot test rural mobility and agriculture livelihoods activities. PROLAC investments will be made complementary to humanitarian activities and collaboration and coordination with security actors will allow the project to operate in an insecure environment and support the long-term recovery of provinces. Key partnership actors will include UNUN organizations (such as UNDP, United Nations High Commissioner for Refugees, United Nations Department of Safety and Security (UNDSS), UNICEF, United Nations Population Fund); international and bilateral organizations (such as AFD, United Kingdom Department for International Development, German Agency for International Cooperation (*Deutsche Gesellschaft für Internationale Zusammenarbeit*, GIZ)); and international and national NGOs. Table 3 shows key partnerships and the area of partnership with other World Bank projects, as well as humanitarian and development partners.

Table 3. Synergies with World Bank Projects and Humanitarian and Development Partners (indicative and not complete list)

Sector of Partnership	World Bank Projects	Humanitarian and Development Partners
Knowledge and Monitoring in the Lake Chad Region	Sahel Women's Empowerment and Demographics Project	AFD, UNDP



Sector of Partnership	World Bank Projects	Humanitarian and Development Partners
Transport	CEMAC - Transport-Transit Facilitation, Rural Electricity Access for Northern Regions in Cameroon	AFD/Economic and socially inclusive recovery in Lake Chad (RESILAC)
Agriculture and Livestock	Youth Employment and Productive Inclusion Project in Niger, Agriculture Investment and Market Development Project in Cameroon, Community Development Program Support Project-Phase III and Livestock Development Project	GIZ, UNDP, World Food Programme
Environment and Climate Change	Inclusive and Resilient Cities Development Project in Cameroon	AFD/RESILAC, GIZ, UNDP
Fragility drivers and vulnerable groups (such as women, forcibly displaced, and so on)	Refugees and Host Communities Support Projects in Chad and Niger; Adaptive Safety Net Project 2 in Niger, Cameroon Social Safety Nets Project in Cameroon	AFD, CARE International, International Committee of the Red Cross, UNDP, UNICEF, UNHCR
Security		UNOCHA, UNDSS

G. Lessons Learned and Reflected in the Project Design

67. Development of the Lake Chad Region is a corporate priority for the WBG and a host of other partners, including the Sahel Alliance, and is in line with the new WBG -UN Strategic Partnership Framework, which has as an objective to strengthen collaboration and joint action in post-crisis and humanitarian settings. There is a need to develop a regional recovery and development strategy which would be a multi-country and multiyear engagement, which will directly contribute to recovery and stabilization of planning processes for areas around Lake Chad which are transitioning from a military and humanitarian response, to one that prioritizes development.

68. The project design reflects lessons learned from other regional operations. A 2010 Quality Assurance Group review of regional projects confirmed the strategic importance of regional integration. It outlined a number of recommendations including the following:

- Regional operations should be well grounded in analytical and knowledge products in order to ensure relevance.** The challenges and opportunities of the Lake Chad Region are understudied and are most often looked at through a national lens, though there is a body of regionally focused analytics on which to build, particularly around agriculture and water resources. Lessons learned from other regional initiatives, such as the Horn of Africa, have shown that analytics play a key role in informing operational choices both of the World Bank, and influencing those of other development partners. In the Sahel, two international conferences, one on pastoralism and another on irrigation, performed a similar function and in the Great Lakes, a ‘conflict filter’ has been developed and applied to the investment program. This project has addressed this recommendation. In the case of this project, analytical work done from 2016 to 2020, including work under a State and Peacebuilding Fund (SPF) project on cross-border collaboration in the Lake Chad Region and the recently completed Sahel Risk and Resilience Assessment, have provided the



analytical grounding for PROLAC. Analytical work included (a) the analysis of key drivers of fragility; (b) a stocktaking of current operational responses (World Bank, humanitarian and development partners);; (c) a wide range of thematic assessments (for example, regional coordination and dialogue, citizen engagement, women and youth, cross-border trade and geo-referencing of past investments in the Lake Chad Region).

- **Regional operations should be aligned with and well-grounded in regional strategies.** The design of the proposed project is well aligned with the RSS.
- **Project design should be sufficiently flexible to allow for the different pace of implementation between countries and for the possibility that some activities may move forward faster than others.** The project’s design follows a structure so that delays in implementing the proposed activities in one country do not delay implementation in another.
- **Project scale should be sufficient to ensure country ownership and tangible impacts.** A grant from the SPF has been used to enhance cross-collaboration between the four countries (including Nigeria) around Lake Chad and foster the regional dialogue between local counterparts across the countries. In particular, it supported (a) regional coordination and advisory services; (b) development of a knowledge and monitoring platform for decision making; and (c) stakeholder engagement.

69. A review conducted in May 2018 highlighted some key issues with regard to the design of regional integration projects: (a) the capacity and capability of the regional coordinating agency being used to manage the regional aspects of the project can affect performance; (b) some participating countries can be more ready to participate than others; (c) financing arrangements for regional integration projects are extremely complex; (d) the preparation time for regional integration projects is longer than for a single country project; (e) projects that affect more than one sector are more difficult to implement; (f) coordination of regional components is complex when it involves coordinated actions and investments by more than one country; and (g) the M&E framework is poor.

70. This review has also shown the importance of being pragmatic and keeping the project design simple. Regional projects are, by nature, inherently complex with a combination of technical, social, financial, legal, policy, organizational, time horizons, multisector, and often multi-financier reasons. Many countries in the Lake Chad Region have weak procurement, FM, and project management capacity, and large technically complex operations can be particularly difficult to implement and monitor. Reducing complexity is important considering value-for-money, as well as more efficient delivery and the ability to demonstrate results.

71. By including Nigeria and ensuring its participation in the project activities and regional rationale (partly by this project, partly through the Nigeria MCRP), the project design and approach respond to the recommendations made at international high-level conferences on the Lake Chad Region that stressed the need for a multidimensional response that tackles the drivers of insecurity in the region and focuses on the root causes of fragility in the region, not only thematically but also geographically. The Boko Haram insurgency is generally said to have started in Nigeria in 2009, when the jihadist group Boko Haram started an armed rebellion against the Government of Nigeria with the proclaimed aim to establish an Islamic

state in the region. Until today, the northeast of Nigeria, and especially the Borno State, has been the region hardest hit by the crisis, with around 2 million Nigerians having fled their homes and remaining internally displaced (80 percent of IDP are women and children) and an estimated 7.1 million needing still humanitarian aid.

72. The project has also benefitted from lessons learned from the Development Response to Displacement Impacts Project in the Horn of Africa (DRDIP; P152822), especially DRDIP's Component 5 that supports the establishment of the Regional Secretariat on Forced Displacement and Mixed Migration in the Horn of Africa (hosted by the Intergovernmental Authority on Development), and from lessons regarding insecurity in project zones from the Mali Reconstruction and Economic Recovery Project (P144442) and the Sahel Risk and Resilience Assessment (P170417).

III. IMPLEMENTATION ARRANGEMENTS

A. Institutional and Implementation Arrangements

73. Implementing agencies will be supported with embedded technical assistance. In addition to project funds, the national PIUs in each country will be responsible for managing the project at the national level, including financial, procurement, and safeguard management as well as M&E in accordance with World Bank guidelines and procedures and producing national progress reports on the project. The national PIUs will be responsible for the implementation of the Sub-components 1b, 1c, and 1d and Components 2, 3 and 4 (and 5, when triggered). The respective lead ministries and executing agencies are shown in table 4. Arrangements for Nigeria are covered in the MCRP AF project document.

Table 4. National-level Ministries and Executing Agencies Responsible for the Project

Country	Lead Ministry	Executing Agency
Cameroon	Ministry of Economy, Planning, and Regional Development (<i>Ministère de l'Économie, de la Planification et de l'Aménagement du Territoire</i> , MINEPAT)	The PIU PROLAC Cameroon (a new unit that will be set up)
Chad	Ministry of Economy and Development Planning (<i>Ministère de l'Économie et de la Planification du Développement</i> , MEPD)	The PIU PROLAC Chad (a new unit that will be set up)
Niger	Office of the Prime Minister	Executive Secretariat for the Development and Security of Sahelian-Saharan Areas of Niger (SE/SDS Sahel-Niger)

74. The national project implementation teams in the national PIUs will be headed by project coordinators, supported by a core team of specialists in procurement, FM, and M&E. They will also be supported by a team of technical specialists (for example, in rural development, infrastructure, agriculture livelihoods, and social and environmental safeguards, among others) that will be financed by IDA. Additional specialists will be contracted based on individual country requirements under IDA financing. For project implementation, the PIUs will contract firms, NGOs, CSOs, consultants and UN agencies (for example, United Nations Office for Project Services) to implement project activities, with contractual arrangements tailored to each component.



75. At the regional level, the LCBC will establish a unit for the implementation of Sub-component 1a. The team will be headed by a project coordinator, along with a core team of specialists. This includes specialists in procurement and FM. FM Additional specialists will be contracted based on individual country requirements under IDA financing.

76. Steering Committees will also be established at the national level. The national-level Steering committees will coordinate closely with the committee at the regional level. New national Steering Committees to guide and oversee PROLAC’s implementation will be established in Cameroon, Chad, and Niger. A regional-level Coordinating Committee will be presided by rotating presidencies (Cameroon, Chad, Niger, and Nigeria) and will be coordinated with and supported by the LCBC, in particular with regard to monitoring, sharing, and collating information through the Knowledge and Monitoring Platform, hosted with the LCBC. Regional coordination sessions are expected to be held every six months. The national PIUs (that is, the national PIUs of PROLAC in Cameroon, Chad, and Niger, and the Federal PCU of the MCRP in Nigeria) will overtake the secretariat function of the Coordinating Committee in a rotating order following the rotating presidency (that is, if Cameroon is presiding, then the Cameroon PIU will be responsible for the secretariat function). Table 5 details the roles and responsibilities of the RCC and the National Steering Committee.

Table 5. Key Project-related Institutions and Their Roles and Responsibilities

Institution	Membership	Roles and Responsibilities
Project Coordination Committee (at the regional level)	Around three representatives of each country (including representatives of the respective line ministries of the project in the countries, the respective project coordinators and one representative of the local authorities by country) and one representative of the LCBC	<ul style="list-style-type: none"> • Providing oversight of implementation of the regional program • Guide, advice, and support knowledge generation and learning as well as regional policy dialogue and harmonization • Conduct regular discussions and a review of (a) PROLAC activities (at a general level); (b) the common action plan within PROLAC; and (c) PROLAC linkages with the RSS (at a strategic level) • The RCC will be responsible for preparing the draft statement/action plan to be agreed during the annual International Forum on the Development of the Lake Chad Region or another event
Steering Committee (at the national levels)	Chaired by a high-level representative of the responsible lead ministry in charge of the project or his/her designee at each level with members from relevant implementing agencies and relevant stakeholders, including development and humanitarian agencies and organizations	Strategic guidance and oversight of project management; coordination; and implementation, including approving the AWPB of the relevant implementation level

77. Detailed PIMs will be prepared for the three participating countries and for the LCBC, with operational details at the national, subnational, and local levels, and with arrangements for the



implementation of the investment components, the technical activities, environmental and social safeguard management, M&E, FM, and procurement procedures. For each participating country, dated legal covenants include the appointment of an internal and an external auditor. The existing MCRP PIM will be updated by effectiveness to also reflect these arrangements. More details on the institutional and implementation arrangements of this project can be found in annex 1. Implementation arrangements for the Sub-component 1a are outlined in annex 5.

B. Results Monitoring and Evaluation Arrangements

78. PROLAC will be implemented at the community level with oversight and technical support provided at the national, subnational, and local levels. M&E capacities will be ensured at the national, subnational, and local levels for the collection, organization, and analysis of project-related data. The main instrument for M&E under PROLAC will be the Results Framework (section C). The indicators are the same for Cameroon, Chad, and Niger with their respective baseline, intermediate, and end-of-project targets and they will be used for reporting implementation progress. The indicators, data sources, and data collection methods take into account the citizen engagement principles and the limited institutional capacities in the project-targeted areas. Some indicators will be tracked annually, and some, especially those that require a perception survey, will only be measured at baseline (through a baseline study), during the mid-term review and at the end of the project. All indicators are disaggregated by country, with further disaggregation by gender (percent female) and youth (percent youth) for core indicators on direct project beneficiaries. The MCRP results framework has been updated to include these indicators. As social cohesion is an important part and a higher-level objective that the project aims to contribute to, social cohesion related perception indicators will be designed and monitored through the project as well; while acknowledging that they will not form part of the project's results framework (as performance on social cohesion would not be attributable to only this project), monitoring them will provide important information on the region and could inform future research or operational responses in this regard.

C. Sustainability

79. **Institutional sustainability.** PROLAC will be implemented through the existing institutions at the national, subnational, and local levels, and the project will make investments to enhance the capacities of these entities for engaging communities, planning, and implementing civil works for rehabilitation of rural roads which are of regional importance, including small-scale infrastructure provision to address immediate priority gaps in rural road connectivity, public productive investments, agriculture livelihoods, and citizen engagement and social cohesion activities. PROLAC will contribute to institutional sustainability by reinforcing coordination and collaboration across the national, subnational, and local levels, thus rendering the local government planning and implementation process responsive to community needs. This will strengthen the social contract between citizens and the state and is expected to ensure links across various sectoral ministries or departments and humanitarian and development partners for greater synergies and for supporting the transition from a humanitarian to a development response in the Lake Chad Region.

80. **Sustainability of connectivity investments.** PROLAC will use civil works for rehabilitation of rural roads, public productive investments, agriculture livelihoods, and citizen engagement and community participation activities. However, the project will only invest in the upgrade and/or rehabilitation of the existing connectivity infrastructure and will work in close coordination with the respective sectoral



agencies to ensure that the recurring operation and maintenance costs are included in annual budgets, guaranteeing the sustainability of investments. The involvement of grassroots communities in maintenance and the construction and management of rain barriers will also contribute to the sustainability of road investments. For public productive investments and agriculture livelihoods under this project, only investments that are building upon the already existing activities and/or are made in complementarity of such activities, and which are included in the LDPs, will be made. Citizen engagement and social cohesion activities will also build upon the already existing community structures, institutions, and activities.

81. **Economic sustainability.** The economic analysis of this project is available in annex 8. All investments will be based on community-identified priorities, technical feasibility, and market assessments to ensure that the investments as well as agriculture livelihoods activities are viable, enhance incomes for target communities, and maximize socioeconomic development benefits. Through Component 2, PROLAC will improve the connectivity of the remote and underprivileged areas around Lake Chad which in turn is expected to facilitate trade, strengthen livelihoods, and improve access to socioeconomic services as well as reduce vulnerability to violent extremism. The selection of roads to be rehabilitated are based on LDPs and initial assessments undertaken by the PIU together with the communities. Through Component 3, the project will also contribute to expand livelihood opportunities and strengthen agriculture livelihoods, thus increasing the economic benefits in the targeted communities, in particular for vulnerable groups, such as youth and women. Community empowerment through citizen engagement and strengthened feedback mechanisms will contribute to fully maximize benefits from increased livelihoods activities and ensure their economic sustainability.

82. **Environmental sustainability.** Investments made under this project will be climate sensitive, resilient, and environmentally friendly. Under Component 1, PROLAC will finance a section on research and mobilization of climate financing (such as international performance-based financing in sequestering greenhouse gases and more specifically carbon—with the Bio Carbon Fund and the private sector Monitoring Platform. In Component 2, climate co-benefits and climate change adaptation measures have been identified to ensure infrastructures sustainability. These include, for example, the construction of ponds and small check dams or plantations near or at the edges of roads and all erosion control and dune stabilization techniques to prevent their progression and encroachment on roads. In Component 3, climate change mitigation and adaptation activities are driving principles that will guide project investments. Examples include innovative agricultural techniques, integrated agro-sylvo-pastoral systems, and ecological land rehabilitation.

83. **Sustainability with regard to conflict.** The proposed operation—designed to contribute to the recovery of the Lake Chad Region—is in compliance with OP 2.30 (Development Cooperation and Conflict). Social risks, including human security, will be monitored on a continuous basis by the PIU using a system that includes monitoring and mitigation mechanisms at the community, project, and national level as well as IT and other innovations for remote monitoring. A suspension clause has been included in the Financing Agreements for all participating countries that will allow the World Bank to suspend the project if the security situation deteriorates to a level that would make it difficult or dangerous, in the estimation of the World Bank, to continue with implementation.



IV. PROJECT APPRAISAL SUMMARY

A. Technical, Economic and Financial Analysis

84. Significant socioeconomic benefits are envisaged because of the project, some of which are the following:

- (a) An improved enabling environment for mitigating risks, preventing conflict, and reducing poverty around Lake Chad through a coordination and monitoring platform. In addition, citizen engagement and social cohesion activities and LIPW activities will strengthen community ties and trust between the state and citizens, which is a prerequisite for building peaceful communities. Prevention is the most cost-efficient solution for addressing conflict. The joint UN/WBG study, 'Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict', estimated that a scaled-up system for preventive action would save between US\$5 billion and US\$70 billion per year globally, which could be reinvested in reducing poverty and improving the well-being of populations.
- (b) Improvement of connectivity in remote and underprivileged areas will facilitate trade and strengthen livelihoods and access to socioeconomic services and will help regain the people's confidence in the state. The selection of roads to be rehabilitated will be based on LDPs and initial assessments undertaken together with the communities in addition to a consideration of the enabling environment, which includes security and access. Road rehabilitation will be undertaken using LIPWs and will therefore have a direct impact on project beneficiaries' income. It will also provide a short-term, albeit temporary, boost to the local economy as materials will be procured from local markets (as much as possible). This will also address some of the security concerns as large amounts of materials will not be transported across complex security-compromised areas.
- (c) The project will directly contribute to expanding the livelihood opportunities and strengthen agriculture livelihoods, thus increasing the economic benefits of the targeted communities, in particular of vulnerable groups, such as youth and women. Community empowerment through citizen engagement and strengthened feedback mechanisms will contribute to fully maximize benefits from increased livelihoods activities. By building on lessons learned and prioritizing potential investments along the agricultural value chain that are currently underfunded, the project will aim at maximizing the economic return.
- (d) Additionally, further social benefits in terms of empowerment and strengthening of communities and trust in the state are expected, especially for women, youth, and vulnerable households, which are non-quantifiable benefits.

85. Given the regional nature of the Boko Haram insurgency, and the fact that the regions bordering Lake Chad face very similar issues and comprise a highly interlinked socioeconomic and environmental system, a regional operation offers an excellent opportunity to not only ensure the sustainability of interventions by addressing regional drivers of fragility at its roots but to also be more efficient in the preparation, implementation, and economic cost-benefit return. Close synergies with the existing



operations in all proposed project countries will allow for building on the existing structures, capacities, processes, and procedures, hence optimizing transaction costs.

86. Based on the available data analysis using the Ex-Ante Carbon-Balance Tool (EX-ACT), PROLAC will generate net emissions reductions of around 3,343,922 tCO₂eq over 20 years. The project activities that will mainly provide emissions reductions are the reforestation and afforestation activities (alongside road construction) under Component 2 as well as climate smart agriculture practices under Component 3. A detailed greenhouse gas (GHG) Assessment can be found in annex 12.

Rationale for Public Sector Provision/Financing

87. Most of the outputs financed by the project will be public goods; notably productive investments, road rehabilitation; and capacity building, coordination, and monitoring activities. Investments under Component 3 will finance agriculture livelihoods and marketing for selected value chains. A small number of these investments might be private undertakings, but if so, then with the objective of restoring immediate access to productive assets by providing agricultural inputs.

Value Added of World Bank's Support

88. Most programming of humanitarian and development partners has focused on addressing immediate humanitarian needs and there is a need for a stronger involvement of development actors given the large geography of conflict-affected areas, the complexity of challenges, and the deeply rooted drivers of fragility in the region. PROLAC seeks to move beyond national interventions and address regional, national, and subnational drivers of fragility through a more coordinated and holistic approach. The project's concrete added value lies in (a) strengthening crisis and conflict monitoring and coordination at the regional level to better prevent and mitigate regional fragility and (b) addressing a set of priority activities, which are expected to have a high development impact and are in areas where security allows for an intervention and which are complementary with other programs (clusters). A contribution to stabilizing the Lake Chad Region in the long term will not only help contain the Boko Haram insurgency, but will also help the Lake Chad Region fulfil its huge economic potential, that is, as a net exporter of food and a source of seasonal jobs.

B. Fiduciary

(i) Financial Management

89. The project FM responsibility will be handed over to four implementing entities:

- (i) two existing entities conversant with donor funded operations: (1) firstly in Niger, the SE/SDS-Sahel currently hosting the ongoing IDA funded Niger Refugees and Host Communities Support Project (PARCA; P164563) and (2) secondly at regional level, the LCBC, an intergovernmental organization, familiar with other donors financed projects that will be responsible for the implementation of the Sub-component 1.a ;
- (ii) two new PIUs to be established respectively under the MEPD in Chad and under the Ministry of Planning, and Regional Development for Cameroon. These PIUs will be



responsible for the implementation of the Sub-components 1b, 1c and 1d and the Components 2, 3 and 4 (and 5, when triggered).

90. Specifically, for Niger, a dedicated implementing unit will be created within SE/SDS and organized at two levels: the main PIU office will be based in Diffa and a coordination office in Niamey. The main office of Diffa will prepare work and budget plans, be responsible for the day-to-day implementation of the project activities and monitors and evaluate project activities while the coordination office in Niamey will support the project implementation, coordinate with stakeholders in Niamey and help ensure synergies with other projects.

91. To ensure readiness for implementation especially for new PIUs to be operational by effectiveness, the three participating countries have requested Project Preparation Advance (PPA) that will help put in place the minimum FM requirement that include the staffing (FM and accountant) and the setup of the information and internal control systems (procedures manual and accounting software).

92. Assessments were conducted for all entities to determine whether they have acceptable FM arrangements in place to handle the project's fiduciary responsibility. They concluded that the residual risk rating is Substantial for SE/SDS and LCBC and High for the two new PIUs to be established in Cameroon and Chad. Specifically, the assessment highlighted the fact that the project will be implemented in remote areas that faced security challenge that could limit government and World Bank supervision capacity and raise additional specific challenges related to funds disbursement e.g. access to funds through regular banking systems or another suitable funds flow means such as mobile banking, safeguarding of said funds against money laundering and the financing of terrorism, etc. In fact, the highly volatile security situation in the project areas put it at risk of potential abuse of beneficiaries, and attacks of said beneficiaries by terrorist groups/organizations that could result in funds diversion. Furthermore, the implementation of the LIPW in weak capacity environment will need specific design and implementation approach to limit unnecessary pressures and complaints and ensure quality of work done. More details on the assessment and FM and disbursement arrangements of the project are available in annex 2.

93. Specific mitigation measures associated with the proposed FM arrangement for the operations will help address these constraints and associated risk. They include:

- Elaboration and adoption of a PIM, including FM, procurement, and a GRM and research grants arrangements and processing, in conditions acceptable to the World Bank;
- Elaboration of LIPW specific procedures depicting beneficiaries' selection criteria, beneficiaries' identification, funds transfer and beneficiaries' payments mechanisms including banking arrangements or any alternative payments arrangements acceptable to the World Bank, etc.) as part of the PIM of as a stand-alone document;
- Regular assessments of the funds transfer mechanism and appropriate follow up for the adequate implementation of the mitigation measures deriving from such assessments;
- Recruitment of a financial management officer (FMO);



- Third party actors such as CSOs and NGOs contracts would include specific provisions regarding prevention of money laundering and financing of terrorism.

94. In addition to the above-mentioned measures that will be executed during the project preparation phase (financed through a PPA), additional measures that will help strengthen the FM and internal control systems will be taken after the project becomes effective. They include (i) the recruitment of internal and external auditors to conduct ex post reviews of the project transactions and procedures and conduct an annual financial audit of the financial statements of the project, and a review of the internal control system respectively; (ii) recruitment of accountants; and (iii) the set-up of an adequate accounting software.

95. In order to properly monitor the project activities in remote areas where the security situation could prevent supervision of subprojects and address any complaints raised during the course of the project implementation, the project design will include a GRM and alternative mechanisms with third party monitoring approach that may be handle by local NGOs as well as a GEMS mapping of the subprojects sites that will allow remote supervision of said subprojects.

(ii) Procurement

96. Procurement for goods, works, and non-consulting and consulting services for the whole project will be carried out in accordance with the procedures specified in the 'World Bank Procurement Regulations for IPF Borrowers', dated July 2016, revised November 2017 and August 2018 (Procurement Regulations); the Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants' (dated October 15, 2006, and revised in January 2011 and as of July 1, 2016) (Anticorruption Guidelines); and provisions stipulated in the Financing Agreement.

97. **The proposed project will use the Systematic Tracking of Exchanges in Procurement (STEP) system.** STEP is a planning and tracking system, which will provide data on procurement activities, establish benchmarks, monitor delays, and measure procurement performance.

98. Procurement assessments were carried out during the preparation of the project. The detailed assessment according to the implementing agency is provided in annex 3. The overall procurement risk under this project is High. The main risks identified are the following:

- (a) Staff involved in the project may not have enough knowledge of the New Procurement Framework (NPF) and/or there is a risk of confusing the NPF with former Procurement and Consultant guidelines.
- (b) Procurement staff with the experience required to effectively implement procurement actions on time and in line with World Bank procurement policies and procedures are insufficient.
- (c) Inadequate communication and interaction between beneficiaries and the PIU may lead to delays in procurement and poor cost projections.



- (d) Administrative routines may result in procurement delays with the potential to affect project implementation.
- (e) The procurement in fragile areas with few bidders can restrict competition and possibly increase prices and collusion risks.
- (f) Insufficient capacity can lead to poor contract management and administration of big contracts.
- (g) The poor filing of documents may lead to loss of documents.

99. Overall, all these risks can cause mis-procurement, possible delays in evaluation of bids, and technical proposals leading to implementation delays, poor quality of contract deliverables, and reputational risks to the World Bank and the project.

100. The overall procurement risk is High, but after the proposed mitigation measures as detailed in the following paragraphs, the risk will be Substantial. For each designated implementing agency, these measures include the following:

- (a) Hiring, on a competitive basis, before effectiveness, a procurement specialist who is experienced and familiar with World Bank procurement procedures and policies, to be located in each country. The procurement specialist in the PIU supporting the PPA will support the procurement activities until the effectiveness conditions are met.
- (b) Nominate one borrower staff to be trained, coached continuously by the procurement specialist, in order to be empowered in procurement office responsibilities, and promote knowledge transfer.
- (c) Training all procurement staff involved on the NPF.
- (d) Developing a manual of procedures (administration, finance, and accounting) to clarify roles for each team member involved in the procurement process and define the maximum delay for each procurement stage, specifically with regard to review and approval systems, and the signing of contracts (see annex 3 for additional and detailed mitigation measures according to the country/implementing agency).
- (e) Developing contract management plans for prior review contracts.
- (f) Transfer the major risks (identified in the Procurement Risk Assessment Management System PRAMS exercise) to a day-to-day monitoring matrix and monitor it through project implementation monthly meetings with the Client during the first two years of the Project, to make sure things are on track.
- (g) Improving the filing system at the newly created PIU level to ensure compliance with the World Bank procurement filing manual.



101. Project Procurement Strategy for Development (PPSDs) and draft Procurement Plans detailing the first 18 months of implementation were prepared during appraisal and approved during negotiations. During implementation, the Procurement Plans will be updated, as required, and at least annually, to reflect actual program implementation needs and improvements in institutional capacity. The main procurement packages include notably construction/rehabilitation of roads and rural equipment, as well as the engineering and supervision of works. The procurement arrangements are summarized in the respective PPSD for each country. The PPSDs and the derived procurement plans propose the most flexible procurement approaches and methods.

C. Safeguards

(i) Environmental Safeguards

102. The overall project's environmental impact is expected to be positive. While activities under Components 2 and 3 are expected to generate potential adverse environmental risks and impacts, most of them will be limited in scale, site specific, and temporary within the target area. Few, if any of them, will be irreversible and, in most cases, mitigation measures can be designed. Taking the latter into consideration and in accordance with the World Bank's safeguard policies, the project is classified as Environmental Assessment Category B. The project triggers the following Environmental Safeguards Operation Policies: O.P 4.01 Environmental Assessment; OP 4.04 Natural Habitats; O.P 4.09 Pest Management; OP 4.11 Physical and Cultural Resources. The project also triggers OP. 4.14 Involuntary Resettlement (social safeguards) and OP 7.50 International Waterways

103. Because the exact location of activities is not yet known, an Environmental and Social Management Framework (ESMFs) has been prepared and disclosed (on March 27, 2020 for both Cameroon and Chad and on March 30, 2020 for Niger) for each of the three countries to guide the subprojects' Environmental and Social Impact Assessment (ESIA). The ESMF has been consulted with stakeholders²⁶ and, thereafter, finalized, adopted and disclosed both in-country and at the World Bank website before appraisal. The document outlines ESIA procedures and mitigation requirements in line with both national and World Bank policies for the subprojects financed under Components 2 and 3. It provides details on procedures, criteria, and responsibilities for subproject Environmental Assessment/ESIA, including, screening, review and approval, implementing, monitoring, supervision, and reporting. The document also includes environmental guidelines for different types of proposed subprojects providing analysis of potential impacts and generic mitigation measures to be undertaken for subprojects in key support sectors at all stages—from identification and selection, through the design and implementation phase, to the M&E of results.

104. Lake Chad has been recognized by the Ramsar Convention on Wetlands of International Importance (that is, the Lake Chad is a 'Ramsar site'). While specific project sites are currently not known, it is likely that some project activities might take place in the vicinity of Lake Chad. In line with OP 4.04, provisions and further information on appropriate risk mitigation strategies and measures in relation to the site(s) have been included in each of the country-specific ESMFs.

²⁶ In Niger consultations took place on the week of February 25, 2020 in Diffa; in Cameroon consultations took place from 12 to 14 February 2020 in Maroua; and in Chad consultations took place from 12 and 13 February 2020 in N'Djamena.



105. Cameroon, Chad, and Niger are viewed as rich cultural heritage areas. Lake Chad is also classified as a World Natural Heritage Site by the UNUN Educational, Scientific, and Cultural Organization. Though it is unknown at this time which sites may contain such resources, due to the lack of specifics on the locations, size, and scale of planned investments under the project, it was judged prudent to use caution when implementing the productive investments, especially the civil works. During the development of the country-specific ESMFs and in line with OP 4.11, physical and cultural resources have been taken into consideration and a baseline has been defined. The ESMFs include clear chance find procedures that will be required for identification and protection of cultural property (including cemeteries) in the treatment of discovered artefacts and which will be included in the standard bidding documents. The ESMFs also provide procedures for handling chance finds (during implementation of the project's activities).

106. In line with OP 4.09, the project will support more systematic adoption of integrated pest management as elements of rural production investments. However, investments supported by the project could lead to agricultural intensification and increased production of high-value crops, which can trigger an increased use of agrochemicals, including pesticides. The project will reduce the application of harmful pesticides by focusing on knowledge and skills building with field trainings on innovative and effective environmentally friendly practices. A stand-alone Pest Management Plan has been prepared for the project and disclosed in country and the World Bank's website on March 27, 2020 for both Cameroon and Chad and on March 30, 2020 for Niger.

107. The project has been screened for climate and disaster risks. The exposure of the project locations and the impacts on the project's physical infrastructure and assets have been rated High. Extreme temperature, extreme precipitation, flooding, and drought are projected to increase in all three participating countries of this regional project (Cameroon, Chad, and Niger) and in particular in the Lake Chad Region. Future projections show that mean annual temperature is projected to increase between 1.0°C and 3.4°C by 2060. Annual number of 'warm' days and nights are also projected to increase. Projected increase in interannual rainfall variability is likely to exacerbate drought risk in the future. Projected increases in seasonal rainfall, total runoff, and the proportion of rainfall in heavy events will have profound implications for flooding. These extreme climate and hazard events affect marginalized groups more severely. As climate change is also considered as one of the major risks and drivers of fragility in the Lake Chad Region, it will be addressed as a cross-cutting issue throughout the project's components, as described in the component description.

(ii) Social Safeguards

108. PROLAC is expected to have significantly positive economic, social, and cultural impacts in all three countries as well as contribute toward reducing the overall vulnerability of the local populations. However, the implementation of some activities under Components 2 and 3 may have a negative social impact on private land, livelihoods, and the communities themselves. These impacts are considered to be low to moderate, mostly temporary and able to be addressed through appropriate mitigation measures, including compensation at full replacement cost in cases of involuntary resettlement or economic displacement in line with OP 4.12. As the project sites and technical designs of the subprojects are not yet known, a Resettlement Policy Framework (RPF) has been prepared for each of three countries and publicly disclosed in-country (on March 26 in Chad, on March 27 in Cameroon and on March 30 in Niger) and at the World Bank website on March 27 (instruments of Cameroon and Chad) and March 30 (instruments of Niger). The RPF outlines the principles and procedures that will govern any land acquisition that cannot



be avoided or any negative impacts on livelihoods because of activities financed by the project. Resettlement Action Plans (RAPs) or Abbreviated Resettlement Action Plans (ARAPs) will be prepared when necessary and consistent with the RPF, before any works that will require land acquisition or that would affect local populations or their assets. Women's participation (women only groups with women facilitators) in consultations and for the preparation of any RAPs will be ensured so that their voices and concerns can be heard and the risks of any potential GBV/sexual violence and abuse (SEA)/ sexual harassment (SH) in involuntary resettlement can be adequately mitigated.

109. The national PIUs will be reinforced with environmental and social safeguard specialists with terms of reference, qualifications and experience that is satisfactory to ensure that adequate capacity to address and monitor the project's environmental and social risks is in place. They will also ensure that functional and effective GRMs are in place in all three countries. These GRMs will be based on the existing local complaint management systems, as much as possible, and will be accessible in terms of language and format to local stakeholders. While local structures or institutions will be involved in complaints' gathering and registration, national PIUs will play a key role in the complaint's resolution process. The project's stakeholders will be sensitized throughout the project's implementation on the GRM process. Specific arrangements will be made to ensure that GBV-related complaints are appropriately handled and referred to specialized GBV service providers. Each GRM will have a complaint tracking and recovery system at all levels and efforts will be made to build synergy between the project GRMs and the GRMs for other World Bank-financed projects in the same project area.

110. The social risks related to the project-financed activities are compounded by the security situation in the Lake Chad Region. The complicated security situation in all three countries will require a layered approach to project management and supervision as the World Bank staff and consultants are unable to travel to many of the subproject sites. This layered approach will include a TPM in each country that may be a local NGO as well as GEMS-based monitoring and mapping of subprojects. Social risks, including human security, will be monitored on a continuous basis by the LCBC and national PIUs using a system that includes monitoring and mitigation mechanisms at the community, project, and national level as well as IT and other innovations for remote monitoring. A suspension clause (additional condition of suspension) was included in the Legal Agreements that will allow the World Bank to suspend the project if the security situation deteriorates to a level that would make it difficult or dangerous, in the estimation of the World Bank, to continue with implementation.

111. During project preparation, a SEA/SH risk assessment has been conducted using the World Bank's risk assessment tool for projects including civil works. As a result of this risk assessment, the SEA/SH risk is considered 'Moderate' for Cameroon, Chad, and Niger with the primary risks being linked to the humanitarian nature of some of the project areas and the abovementioned pre-existing high prevalence of GBV across the project area. The infrastructure envisaged to be built or rehabilitated by PROLAC (subprojects financed under Components 2 and 3) does not carry the risk of generating labor influx. The project does not envisage using military forces to secure the project activities' implementation. During the preparation of the project, consultations with stakeholders addressed the issue of GBV with particular attention to SEA and SH. GBV NGOs will be mobilized to raise GBV awareness and support GBV responses. The project will conduct a mapping and assessment of GBV organizations to identify those actors that can provide GBV prevention, mitigation and response measures. However, the regional contextual complexity, including the security constraints, will hinder a regular supervision, therefore a GBV risk mitigation plan will be implemented and monitored by the trained PIU sensitized to the issue. At this end,



social safeguards specialists will be recruited for the PIUs level to monitor the implementation of the GBV action plan. Environmental and social site-specific instruments that will be prepared during project implementation, in line with the ESMF and RPF, such as, for example, the ESMP and C-ESMP will include an assessment of GBV/SEA/SH risks and subsequent measures to mitigate and/or response to them. GBVs clauses and codes of conduct will be systematically included in contractors' contracts and SEA/SH training conducted among workers, including among workers participating in community infrastructure activities. The project will also ensure the availability of an effective GRM with multiple channels to initiate a complaint. The GRM will integrate specific GBV procedures, including ethical and confidential reporting and safe documentation of GBV cases.

(iii) Other Safeguards

112. **OP/BP 7.50 (Projects on International Waterways).** The project also triggers OP/BP 7.50 because some of the proposed investments under Sub-component 2.2. (for example, targeted dredging/navigation channels/rehabilitation and construction of docking pier infrastructure) and possibly also Sub-component 3.1. (for example, landing platforms for boats, small bridges and culverts, and cleaning of channels) will take place on an international waterway (Lake Chad). All riparian countries have been notified on March 2, 2020. The requirements of the World Bank Policy OP/BP 7.50 (Projects on International Waterways) of notifying the riparian states have therefore been met. The process has been approved by the World Bank management.

113. **Grievance Redress Service (GRS).** Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level GRMs or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

V. KEY RISKS

114. The Systematic Operations Risk-Rating Tool (SORT) (see the datasheet) has been used to evaluate risks across PROLAC; it will continue to be used to monitor risks during implementation. The risks focus on development results associated with PROLAC, including the risk of failing to achieve the intended results and the risk that the project might cause unintended, and possibly negative results. Each of the risks is explained in detail in the following paragraphs.

115. **Overall, the risk rating for this proposed regional project is High.** While risks across the three proposed project countries vary, the following are the key risks common to all: (a) political and governance risks;; (b) macroeconomic risks; (c) sector strategies and policies; (d) technical design of project; (e) institutional capacity for implementation and sustainability; (f) fiduciary risk, (g) environmental and social;; and (h) security (under 'Other' risk). However, tailored mitigation measures commensurate with the intensity with which the risks manifest themselves in each country will be essential.



116. **Political and governance risks.** The Lake Chad Region has an active crisis (the ‘Boko Haram crisis’) and it is uncertain if this conflict will worsen or stabilize in the near future. The effectiveness of the proposed interventions, given this uncertainty, will remain a concern and will be mitigated by allowing flexibility in resource allocation across components and geographic locations and by sequencing implementation in new areas as security improves (or retreat if security deteriorates). In addition, challenges with regard to consensus building and coordination across the three participating governments are common for all regional projects. This risk has been mitigated by extensive regional dialogue during project preparation and by taking the countries’ individual concerns into consideration in a careful selection of the national implementing agency. Similarly, the project will provide carefully targeted support to government institutions responsible for recovery-related service delivery, coordination and accountability, including its engagement in regional processes and dialogue. See annex 7 on how the project intends to implement the activities in such an FCV environment.

117. **Macroeconomic risk.** Falling oil prices have undermined economic growth in the three countries—in Chad and Niger in particular. With reliance on a few primary exports and a relatively undiversified economy, Niger and Chad remain vulnerable to external demand and price shocks. The macroeconomic instability is compounded by pressures from weak fiscal management. Economic shocks, macroeconomic instability, and weak fiscal management could have negative consequences on the sound implementation of the project. Furthermore, the Boko Haram conflict continues to threaten the economic stability and future growth of all three countries. PROLAC’s strong focus on livelihoods and the addition of labor-intensive public works (cash for work) will help to mitigate those risks and could inform a broader national pro-poor fiscal stimulus effort.

118. **Sector strategies and policies.** Even though many Lake Chad strategies have been developed and this momentum has created a supportive operating environment for this project, many potential threats and uncertainties still exist with respect to the establishment of a regional coordination system and for bringing the countries together through collaborating on a critical development response in the Lake Chad Region. Mitigation measures will include a strong stakeholder engagement strategy and close collaboration with all relevant ministries. In addition, the project has already set-up a collaboration platform with humanitarian and development partners to ensure strong collaboration and coordination.

119. **Technical design of project.** The project has an ambitious design (that is, the regional approach is rather new in this particular region). In addition, the security situation in the Lake Chad Region is very volatile (as mentioned below) which will make the overall technical design and efficient implementation of the project more difficult. Those challenges will be mitigated by (a) the involvement of all relevant sectoral departments of ministries; (b) strong and continuous capacity enhancement of relevant agencies and community level institutions; and (c) the provision of technical assistance. Mitigation measures will again include support through and, as conditions allow, regional cross-visits that expose project personnel to a wider understanding of available programming approaches and options.

120. **Institutional capacity for Implementation and sustainability.** The administrative capacities at the regional, national, subnational, and local levels in the proposed project areas are weak given the limited developmental interventions in these areas (due to insecurity). This challenge will be bridged through augmenting capacities for project implementation with the recruitment of additional staff at different levels. As also outlined under the risk on technical design, the project will ensure strong institutional capacity enhancement activities. Sustainability of project activities will be ensured through: (a) ensuring



linkages across various sectoral ministries/departments and development partners; (b) supporting mobilization, capacity building and strengthening of community institutions; and (c) enhancing the capacity of existing government structures.

121. **Fiduciary risk.** Implementation of the project that will be dealing with LIPW and grants provision in areas that face security and capacity challenges, raise concerns regarding funds safeguarding, access to money, supervision, procurement. In addition, necessary capacities for FM and procurement are expected to be inadequate in all the three countries. Hence capacity enhancement, regular oversight including with TPM and technology, citizen feedback monitoring and periodic audits will ensure the efficiency and transparency of project implementation.

122. **Environmental and social.** Careful consideration of the social risks related to the implementation of project activities in each of the beneficiary countries has informed the preparation of safeguard instruments that include mitigation measures. In addition, the undertaken GBV risk assessment indicates that GBV risk is Moderate. The Frameworks (ESMF and RPF) and the Pest Management Plan have been prepared, consulted upon, revised, finalized, adopted and thereafter were publicly disclosed. As already outlined in the component description, citizen engagement, grievance redress, and feedback mechanisms have been integrated into the project and are considered as a vital aspect of the project's success. Furthermore, this project has been screened for climate and disaster risks.²⁷ The screening has shown that climate and geophysical hazards and their impact on the project are very high in the project locations. They will be mitigated by resilience-enhancing measures that have been built into the different components of the project.

123. **Other.** Other risks include the security risks described in the regional and country context sections that could have substantial impact on project activities and project implementation. Innovative implementation support mechanisms, including third-party monitoring, monitoring through satellite images, geo-enabled data, and other ICT tools have been used during project preparation and will continue to be used on an as-needed basis to assess and manage security risks to ensure a successful implementation of the project. Furthermore, COVID-19 risks are also rated as Substantial. The project remains acutely cognizant of the risks posed by the rapidly evolving situation globally and in the three countries that participate in this project with regard to the spread of Covid-19, and potential implications of an outbreak in one or all of these countries. Potential impacts of this may include: compounding existing pressures and demands on overstretched health infrastructure and personnel; rapid spread of disease in densely populated areas, notably IDPs in camps and IDPs amongst host communities; and potential increases in negative coping mechanisms, that may result in GBV; and potential social unrest and wider economic disruption.

²⁷ The Climate and Disaster Risk Screening Report for this project is available upon request.



VI. RESULTS FRAMEWORK AND MONITORING

Results Framework

COUNTRY: Africa

Lake Chad Region Recovery and Development Project

Project Development Objectives(s)

to contribute to the recovery of the Lake Chad Region through supporting regional coordinating and crisis monitoring, connectivity and agricultural livelihoods in selected provinces of the Republic of Cameroon, Republic of Chad and Republic of Niger (Participating Countries)

Project Development Objective Indicators

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Regional and national coordination platform and local capacity building							
Joint statement and action plan agreed during an annual coordination meeting with participation of the four countries (Number)		0.00	1.00	2.00	3.00	4.00	5.00
Increased access to development information and data on the Lake Region (Percentage)		0.00	10.00	20.00	30.00	60.00	75.00
Restoring Rural Mobility and Connectivity and Strengthening Agriculture Investments							
Percentage of population within 2kms of an all-weather road (Percentage)		0.00	3.00	6.00	12.00	20.00	30.00
Hectares in project area covered by effective		0.00	1,000.00	2,500.00	4,500.00	8,000.00	11,175.00



Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
agricultural, land and water management practices suited to local agro-ecological conditions (Hectare(Ha))							
Percentage of beneficiaries from the three countries that feel project investments reflected their needs (Percentage)		0.00	35.00	45.00	60.00	70.00	75.00
- of which 50% are women (Percentage)		0.00	50.00	50.00	50.00	50.00	50.00
Number of beneficiaries of agricultural livelihood support who report an increased quality and/or quantity of the respective product (broken down by sex) (Number)		0.00	5,000.00	15,000.00	25,000.00	40,000.00	60,000.00
- of which women (Number)		0.00	3,000.00	7,000.00	13,000.00	22,000.00	30,000.00

Intermediate Results Indicators by Components

Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
Component 1: Regional Lake Chad Knowledge and Monitoring Platform							
Number of researchers, teachers and students from research institutes, universities, etc. whose		0.00	20.00	50.00	80.00	130.00	200.00



Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
capacities have been strengthened (Number)							
- of which women (Number)	0.00		10.00	20.00	40.00	70.00	100.00
Number of beneficiaries participating in Labor-Intensive Public Works (Number)	0.00		10,000.00	22,000.00	40,000.00	70,000.00	100,000.00
- of which women (Number)	0.00		5,000.00	10,000.00	20,000.00	35,000.00	50,000.00
- of which youth (Number)	0.00		3,000.00	8,000.00	15,000.00	27,000.00	40,000.00
Number of community committees / organizations created or strengthened as an outcome of citizen engagement activities that were implemented by the project (Number)	0.00		15.00	30.00	50.00	70.00	120.00
Percentage of institutions/villages/communities reporting to have made use of knowledge shared with them (Percentage)	0.00		30.00	35.00	40.00	55.00	75.00
Component 2: Restoring Sustainable Rural Mobility and Connectivity							
Kilometers of rehabilitated roads (Kilometers)	0.00		50.00	130.00	250.00	380.00	540.00
Percentage of established community maintenance systems that are operational after six months of work (Percentage)	0.00		0.00	55.00	60.00	70.00	75.00
Component 3: Strengthening the Recovery of Agricultural Livelihoods							
Number of beneficiaries that	0.00		10,000.00	20,000.00	40,000.00	60,000.00	90,000.00



Indicator Name	DLI	Baseline	Intermediate Targets				End Target
			1	2	3	4	
participated in trainings related to agricultural livelihood productivity (Number)							
- of which women (Number)		0.00	3,000.00	8,000.00	18,000.00	30,000.00	45,000.00

Monitoring & Evaluation Plan: PDO Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Joint statement and action plan agreed during an annual coordination meeting with participation of the four countries	Two measurements: yes or no – measure every year; and from year two: % of agreed actions that have been implemented. This indicator refers to an annual regional report or statement on the outcome of at least one annual meeting of the four countries, including a coordinated action plan and actions implemented. One of the activities of sub-component 1a is the organization of an annual high-level forum on the development of the Lake	Once a year (at the end of every year)	Outcome/co nference report	-	LCBC and national PIUs



	Chad region and it is expected that these annual regional reports will be issued after each conference.				
Increased access to development information and data on the Lake Region	Measurement protocol: Share of agreed -according to an annual release calendar- datasets produced and uploaded on time. The data sets and indicators, such as geospatial data layers will be agreed upon every year and the LCBC, national PIUs and World Bank team will agree on an annual release calendar beforehand.	Annually	Survey report	Internet platform, release data and activity report	LCBC
Percentage of population within 2kms of an all-weather road	Exact end target is still to be defined through the technical studies that are currently carried out by the Working Groups in each country. This indicator refers to the number of people that benefits from an increased road access as a result of project activities. The end target means baseline amount +30.	Annually	Beneficiary number by activity, reports, studies and census data	Quantitative	National PIUs
Hectares in project area covered by effective agricultural, land and water	This indicator refers to the number of hectares in	Annually	Qualitative and	Annual study	National PIUs



management practices suited to local agro-ecological conditions	project area covered by effective agricultural, land and water management practices suited to local agro-ecological conditions (as a result of project activities).		quantitative data assessment		
Percentage of beneficiaries from the three countries that feel project investments reflected their needs	This indicator refers to the percentage of beneficiaries from the three countries who believe that project investments reflected their needs. It will be measured by a survey.	Annually (starting at the second year of project implementation)	Survey report	Survey	National PIUs
- of which 50% are women					
Number of beneficiaries of agricultural livelihood support who report an increased quality and/or quantity of the respective product (broken down by sex)	This indicator refers to the share of beneficiaries of agricultural livelihood support who report an increased quality and/or quantity of the respective product. Women will be the main beneficiaries of livelihood activities. The indicator will be broken down by sex.	Baseline; at mid-term and at end of project.	Survey.	Perception survey.	National PIUs.
- of which women					



Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Number of researchers, teachers and students from research institutes, universities, etc. whose capacities have been strengthened	This indicator refers to the number of researchers, teachers and students from research institutes, universities, etc. whose capacities have been strengthened (through for example capacity building activities, trainings, etc.). It is linked to component 1a and 1b. The main beneficiaries are expected to be women.	Annually.	Results and activity reports.	Review of reports; survey if needed.	3 national PIUs and LCBC.
- of which women					
Number of beneficiaries participating in Labor-Intensive Public Works	This indicator refers to the number of participants of Labor Intensive Public Works. It will be broken down by women, men and young people. For women, the target will be at least 50%, and for youth 40% (male and female youth).	Annually.	Activity reports.	Summary of beneficiary number of LIPW activities; review of activity reports.	National PIUs.
- of which women					
- of which youth					



<p>Number of community committees / organizations created or strengthened as an outcome of citizen engagement activities that were implemented by the project</p>	<p>This indicator refers to the number of community committees / organizations created or strengthened as an outcome of citizen engagement activities that were implemented by the project. Where already existing, the project will strengthen the committees/organizations. Where not, there the project will support the creating of such committees/organizations.</p>	<p>Annually.</p>	<p>Activity reports.</p>	<p>Review of activity reports and qualitative surveys.</p>	<p>National PIUs.</p>
<p>Percentage of institutions/villages/communities reporting to have made use of knowledge shared with them</p>	<p>This indicator refers to the percentage of institutions/villages/communities reporting to have made use of knowledge shared with them.</p>	<p>Annually.</p>	<p>Activity reports and qualitative surveys.</p>	<p>Review of reports and survey results.</p>	<p>LCBC and National PIUs.</p>
<p>Kilometers of rehabilitated roads</p>	<p>This indicator refers to the number of kilometers of rehabilitated roads as a result of project activities (Component 2 activities).</p>	<p>Annually.</p>	<p>Activity reports.</p>	<p>Review of activity reports; field visits and supervision reports.</p>	<p>National PIUs.</p>
<p>Percentage of established community maintenance systems that are operational after six months of work</p>	<p>This indicator refers to the percentage of established community maintenance systems that are operational after six months of work (as a result of activities of the</p>	<p>Annually.</p>	<p>Activity reports, local committee reports, study.</p>	<p>Quantitative and qualitative.</p>	<p>National PIUs.</p>



	project interventions).				
Number of beneficiaries that participated in trainings related to agricultural livelihood productivity	This indicator refers to the number of beneficiaries (broken down by type of value chain, e.g. red pepper, fish) who participated in trainings related to agricultural livelihood productivity. Beneficiaries of these activities will be mostly women.	Annually.	Activity and progress reports.	Review of reports and supervision/field missions.	National PIUs.
- of which women					

ANNEX 1: Institutional and Implementation Arrangements

1. PROLAC is to be implemented in remote and underserved areas where implementation capacity, including fiduciary and safeguard management, and public participation in local-level decision making processes are limited. However, the design and preparation of PROLAC is informed by implementation capacities and lessons drawn from other World Bank-supported projects that work in these countries.

Institutional and Implementation Arrangements for Sub-component 1a

2. The Sub-component 1a will be implemented by the LCBC. Implementation arrangements for the Sub-component 1a are outlined in annex 5. Sub-components 1b, 1c, and 1d and Components 2, 3, and 4 are outlined in this annex. Nigeria will be part of the entire Component 1 activities, while the Nigeria part for Component 1 is covered naturally through the regional nature of the activities that the LCBC will implement and Nigeria's role in regional dialogue activities, as well as its participation in the RCC that will be set-up. The activities for Sub-components 1b, 1c, and 1d will be implemented through an AF of the MCRP (and the implementation arrangements will therefore follow the MCRP's implementation arrangements).

Institutional and Implementation Arrangements for Sub-components 1b, 1c, and 1d and Components 2, 3, and 4

3. Sub-components 1b, 1c, and 1d and Components 2, 3, and 4 will be implemented at the national level, and not at the regional level, but many activities follow a regional rationale. The institutional and implementation arrangements by country (Cameroon, Chad and, Niger) as well as the regional coordination arrangements for these components is outlined below. Nigeria's arrangements are detailed in the MCRP AF project paper.

a) Cameroon

4. **Project oversight and supervision.** In Cameroon, MINEPAT will have responsibility for the overall oversight of the project. It will harmonize methodological approaches in Community Development Plans (CDPs) and make them consistent with investment planning at the regional and central levels. In addition, MINEPAT will ensure that CDPs are aligned with sustainable regional development master plans. This will be done in close collaboration with the National Community-riven Development Program (*Programme National de Développement Participatif*, PNDP) and building upon the CDPs that the PNDP has been working with. The Project National Steering Committee (PNSC), with a broad representation of stakeholders, will be responsible for approving the AWPBs, as well as examining the annual internal auditor report and the financial audit report for steering the overall implementation of the project's activities. The PNSC will meet twice a year. It will be led by the MINEPAT and will be composed of General Secretaries of various ministries and others (concrete members are to be confirmed). The role of the Steering Committee will be to provide overall strategic guidance, reinforce intersectoral coordination, and oversee project implementation. The newly created PIU for PROLAC will act as the Steering Committee Secretariat.

5. **Project coordination and management.** MINEPAT will delegate the power of execution to a newly created PIU for PROLAC in Cameroon as an implementing agency through a convention. This PIU will be under the supervision of the MINEPAT, and the latter will represent the Government for the project. The

PIU will be organized at three levels: the main PIU office will be established in Kousseri, an antenna office in Maroua and a coordination office in Yaounde. The main office in Kousseri prepares work and budget plans and monitors and evaluates project activities while antenna office in Maroua monitors and evaluates the activities and manage the project in their regions. Framework agreements will lay down the terms and conditions for the execution of projects and/or programs entrusted by the Government of Cameroon to the newly created PIU. The main experts based in each office are as follows:

- In Kousseri
 - One national coordinator
 - One knowledge management expert (responsible for Component 1)
 - One infrastructure expert (responsible for Component 2)
 - One agricultural expert (responsible for Component 3)
 - One M&E expert
 - One administration and FM expert
 - One procurement expert
 - One environmental safeguards and climate change expert
 - One social development and security expert (or several specialists with limited contracts)
 - One accountant
 - One management assistant (assistant to the coordinator)
 - One administrative and financial assistant
 - One assistant for the persons in charge of the follow-up of the components
 - One assistant in M&E
 - One assistant in procurement and contract management
 - One liaison officer
 - One communication assistant
 - Security officers
 - Support staff
- In Maroua (execution support office)
 - One project engineer
 - Support staff
- In Yaounde (liaison office)

- One focal point
- One assistant
- Support staff

6. **Planning and implementation at the commune level.** The mechanisms for planning and implementation at the commune level are building upon the arrangements and processes used by the PNDP III. Communes will have the principal responsibility for preparing communal development plans, preparing grant applications, and implementing and monitoring subprojects. To ensure sustainability, Municipal Councils extended to Sector (COMES) will continue their missions of deliberation and approval of CDPs at the municipal level. Moreover, in addition to participating in deliberations, representatives of decentralized services of sectoral ministries related to project operations will participate more actively in the CDP preparation process to ensure that subprojects comply with sectoral guidelines. PNDP III will continue to help recruit technical support staff for financial and development planning duties in communes and provide them with office equipment. For project implementation, the PIU will make contractual arrangements for each of the components/sub-components. Some activities will be implemented by NGOs and CSOs.

7. **Local governance and transparency.** Good governance will enhance the legitimacy of communes in the eyes of the citizenry, and thus encourage them to support local development through co-financing and joint management of local investments and payment of local taxes. The project will develop appropriate tools and mechanisms to stimulate good governance in all of the project activities.

8. **The PIM.** The PIM will detail the organizational and technical procedures that govern the project, including FM, procurement, and the GRM. The GRM will allow the PIU to address issues in a timely manner.

b) Chad

9. **Project oversight and supervision.** In Chad, MEDP will have responsibility for the overall oversight of the project. It will harmonize methodological approaches of the project and make them consistent with investment planning at the regional and central levels. The PNSC, with a broad representation of stakeholders, will be responsible for approving the AWPBs, as well as examining the annual internal auditor report and the financial audit report for steering the overall implementation of the project's activities. The PNSC will meet twice a year. It will have as president the General Director of the Ministry of Plan, as first Vice President the General Director of the Ministry of Agriculture and as second Vice President the General Director of the Ministry of Infrastructures. It will be comprised of General Directors of the Ministry of Livestock, the Ministry of Territorial Administration, the Ministry of Environment, the Ministry of Finances and Budget, the Public Procurement Regulatory authority, the National Agency for Support to Rural Development (ANADER), the Chadian Institute of Agricultural Research for Development (ITRAD), the Institute for Development (IREDA), the National Agency for the Great Green Wall (ANGM), the Agency of Road Maintenance (AGER) and the rector of the University of N'Djamena. It will also include representatives from civil society (for example, from the Liaison and Information Unit for Women's Association in Chad and a producer organization that works in the Lake Chad Region). The role of the Steering Committee will be to provide overall strategic guidance, reinforce intersectoral coordination, and oversee project implementation. The national PIU will act as the Steering Committee Secretariat.

10. **Project coordination and management.** The MEPD will delegate the power of execution to a newly created PIU based in N'Djamena with a regional and more operational base in Bol. The PIU will have delegated contracting authority and will be responsible for making agreements for the various components. This PIU will be under the supervision of the MEPD, and the latter will represent the Government for the project. The PIU will be organized at two levels: (a) the regional coordination will be established in Bol and (b) the national coordination office in N'Djamena. The operational office in Bol prepares work and budget plans and monitors and evaluates project activities while the coordination office in N'Djamena will support the project implementation, participate in strategic discussions and political dialogue, coordinate with stakeholders in N'Djamena (such as the university of N'Djamena, IRED, ITRAD and the LCBC) and will help to ensure synergies with other projects. The main experts based in each office are as follows:

- In N'Djamena (national coordination office)
 - One national coordinator
 - One administration and FM expert
 - One procurement expert
 - One communication expert
 - One accountant
 - One management assistant (assistant to the coordinator)
 - One knowledge management expert (for Component 1)
 - One internal auditor
- In Bol
 - One regional coordinator
 - One assistant to the regional coordinator
 - One infrastructure expert (responsible for Component 2)
 - One agricultural expert (responsible for Component 3)
 - One M&E expert
 - One environmental safeguards and climate change expert
 - One social development, GBV expert, and security expert (or several specialists with limited contracts)
 - One accounting assistant
 - One program assistant for the component activities
 - One assistant in M&E
 - One communication assistant
 - One liaison officer

- Two maintenance staff
- Two guards
- One security officer

11. Project implementation. For project implementation, the PIU will make contractual arrangements and manage implementation as follows:

- Sub-component 1b will be implemented by the University of N'Djamena, ITRAD, and IRED.
- Sub-components 1c and 1d will be implemented by NGOs, CSOs, and/or consultants that will be directly contracted by the PIU.
- Component 2 will be implemented by the AGER and the ANGMV; for this a framework agreement with the two agencies will be prepared.
- Component 3 will be implemented by the ANADER; for this a framework agreement with ANADER will be prepared.
- Component 4 will be implemented by the PIU.

12. Local governance and transparency. Good governance will enhance the legitimacy of communes in the eyes of the citizenry, and thus encourage them to support local development through co-financing and joint management of local investments. The project will develop appropriate tools and mechanisms to stimulate good governance in all of the project activities.

13. PIM. The PIM will detail the organizational and technical procedures that govern the project, including FM, procurement, and the GRM. The GRM will allow the PIU to address issues in a timely manner.

c) Niger

14. Project oversight and supervision. In Niger, The Office of the Prime Minister will have responsibility for the overall oversight of the project. It will harmonize methodological approaches that the project uses and make them consistent with investment planning at the regional and central levels. The PNSC, with a broad representation of stakeholders, will be responsible for approving the AWPBs, as well as examining the annual internal auditor report and the financial audit report for steering the overall implementation of the project's activities. The PNSC will meet twice a year. It will be chaired by the Director of the Prime Minister's Office, seconded by the Secretary General of the Ministry of Planning and will be composed of: (a) the Secretary General of the Ministry of Agriculture and Livestock; (b) the Secretary General of the Ministry of the Environment; (c) the Secretary General of the Ministry of Equipment; (d) the Secretary General of the Interior Ministry; (e) the Secretary General of the Ministry of Community Development; (f) the Secretary General of the Ministry of the Advancement of Women; (g) the Secretary General of the Ministry of Hydraulics; (h) the Secretary General of the Ministry of Humanitarian Action; (i) the Executive Secretary of SDS Sahel; (j) the Secretary General of the Ministry of the High Commission for the 3N Initiative; (k) the Secretary General of the High Authority for

Peacebuilding; (l) the Governor of the Diffa Region; (m) the President of the Diffa Regional Council; (n) the Rector of the University of Diffa; and (o) the mayors of the municipalities concerned by the project (N'gourti, Diffa, Chétimari, Mainé-Soroa, Foulatari, N'guelbéli, Goudoumaria and Tesker). It will also include representatives from the Network of Chambers of Agriculture (RECA). The role of the Steering Committee will be to provide overall strategic guidance, reinforce intersectoral coordination, and oversee project implementation. The PIU in Niger will act as the Steering Committee Secretariat.

15. **Project Coordination and Management.** The SE/SDS Sahel-Niger will be the PIU of the project. SE/SDS Sahel-Niger is a governmental structure under the Prime Minister's Office which has already been given the national mandate to spearhead the economic and social development of the affected regions. Currently, the SE/SDS Sahel-Niger is implementing the Niger Refugees and Host Communities Support Project (P164563) that is financed by the World Bank. For this project, the PIU will be under the technical supervision of the General Direction in charge of Programming and Development of the Ministry of Planning (*Ministère du Plan*; MPLAN), and the latter will represent the Government for the project. The PIU will be organized at two levels: the main PIU office will be based in Diffa and a coordination office in Niamey. The main office of Diffa prepares work and budget plans and monitors and evaluates project activities while the coordination office in Niamey will support the project implementation, coordinate with stakeholders in Niamey and help ensure synergies with other projects. Some staff of the project may be shared with the PARCA (for example, the Project Coordinator, Internal Auditor, a Communications Specialist), but staff that is paid 100 percent by PROLAC will fully prioritize this project. The main experts based in each office and financed by this project are as follows:

- In Diffa
 - One field team leader (civil engineer, rural engineer and hydraulician; responsible for the Component 2)
 - One M&E expert
 - One expert in agronomy (responsible for the Component 3)
 - One governance, knowledge management and citizen engagement expert (responsible for Component 1)
 - One environmental safeguards expert
 - One social safeguards expert
 - One gender and GBV expert
 - One accountant
 - One internal auditor/controller
 - One procurement assistant
 - Support staff (drivers, security personnel, etc.)
- In Niamey (coordination office)
 - One national coordinator

- One internal auditor
- One deputy national coordinator
- One expert in procurement
- One expert in FM
- One communications expert
- One accountant
- Support staff (drivers, security personnel, etc.)

16. **Project implementation.** For project implementation, SE/SDS Sahel-Niger will contract private firms, NGOs, CSOs, and consultants to implement project activities, with contractual arrangements tailored to each component. Component 1 will be implemented in coordination with the High Authority for Peacebuilding in Niger, the University of Diffa and Ministries which are responsible for decentralization and community development. Component 2 will be implemented in close collaboration with the Ministry of Equipment and Component 3 with the Ministry of Agriculture and Livestock and the Ministry of Environment and the Ministry of Hydraulics for the needed technical support for the construction of hydraulic works.

17. **Local governance and transparency.** Good governance will enhance the legitimacy of communes in the eyes of the citizenry, and thus encourage them to support local development through co-financing and joint management of local investments. The project will develop appropriate tools and mechanisms to stimulate good governance in all of the project activities.

18. **PIMs.** The main technical PIM will detail the organizational and technical procedures that govern the project. This manual will be based on the structure of the PARCA PIM structure and updated to reflect lessons learned during implementation of the PARCA. The manual of administrative, accounting and financial procedure will detail the administrative management arrangements, including FM, procurement and the GRM. The GRM will allow the PIU to address issues in a timely manner. The project MM&E manual will define the system, mechanism, tools and actors for effective M&E and will determine the reporting method and their frequency.

d) Regional Coordination

19. An RCC will be set-up to provide oversight of implementation of the regional program and guide, advice, and support knowledge generation and learning as well as regional policy dialogue and harmonization. The regional level Coordination Committee will be presided by rotating presidencies (Cameroon, Chad, Niger and Nigeria) and be supported by the Lake Chad Region Knowledge and Monitoring Platform, in particular with regard to monitoring and the sharing, collation and monitoring of information through the Knowledge and Monitoring Platform, hosted with the LCBC. Regional coordination sessions are expected to be hold every six months which means that every presidency will have the chance to prepare and chair one regional coordination session during each term. The national PIUs (that is, the national PIUs of PROLAC in Cameroon, Chad, and Niger, and the PIU of the MCRP in Nigeria) will overtake the secretariat function of the Coordinating Committee in a rotating order following the rotating

presidency (that is, if Cameroon is presiding, then the Cameroon PIU will be responsible for the secretariat function). Every year, the RCC will produce a report on its status and activities.

ANNEX 2: Financial Management and Disbursement

I. Financial Management Assessment

Cameroon

Table 2.1: Project Risk and Mitigation measures for Cameroon

Risks Description	Risk Rating	Risk Mitigating Measures	Residual risk Rating
Inherent risk			
<p>Country level Governance is widely acknowledged to be weak and may impact negatively the achievement of development objectives of programs and projects implemented</p>	H	Donors community actions are oriented towards the public financial management (PFM) reform agenda in support to the Government commitment to tackle the cross-cutting issue of Governance in the public resources' management. Donors are supporting the reform through programs and budget support instruments in coordination with the IMF. The project implementation will not follow the existing public finance management but rather the country FM arrangements put in place for donor-funded projects	H
<p>Entity level The implementing entity to manage the project not yet set up (hence with capacity to be built) in addition to the regional nature of the project with multiple implementing entities might jeopardize the project activities coordination and implementation</p>	H	The Government requested a PPA to help ensure project readiness for implementation. This includes the set-up of a PIU staffed with seasoned fiduciary team and equipped with a sound internal control system.	S
<p>Project level The project will be implemented in remote and high security volatility areas that may limit the supervision capacity on the project activities and expose them to terrorist attacks and theft of the project funds.</p> <p>The regional scope of the project could make it difficult to coordinate its activities and achieve expected results benefitting all involved countries</p>	H	<p>A TPM mechanism is included in the project design as well as a GEMS mapping of the subprojects.</p> <p>The project will include a component that aims to reinforce regional dialogue and data monitoring and dissemination. In addition, the internal control that will be built around an implementation manual will ensure the project is implemented in accordance with accepted procedures and segregation of duties. Roles and responsibilities of each stakeholders will be clearly defined.</p>	S
INHERENT RISK	H		S
Control risk			

Risks Description	Risk Rating	Risk Mitigating Measures	Residual risk Rating
<p>Budgeting Elaboration of a credible budget in line with the procurement plan, LIPW activities and in accordance with the government budget calendar that is finalized in October might be an issue as the new PIU may experience delay vis a vis the new regulation set for all project prepared and executed in Cameroon. In addition, the project might experience deviations from budgets that might not be authorized.</p>	S	<p>The Government budgeting process and calendar will be clearly disseminated to the project team during the preparation phase to align the project budget preparation timeline to that of the national budget</p> <p>The standardized FM manual will be tailored to the project specificities and include provision of clear timeline and responsibilities for budget preparation and monitoring.</p>	S
<p>Accounting The PIU is not yet operational and lack an accounting system hence the project may experience delays in the treatment of financial information and in submissions of Financial Statements (interim and annual).</p>	H	<p>An FMO and an accountant will be recruited under terms of reference (ToR) acceptable to the World Bank and an accounting software will be installed at the PIU in order to fulfill the accounting and reporting needs for the activities under its responsibility.</p>	S
<p>Internal Controls and Internal Audit Absence of a procedure manual specific to the project might hamper the project implementation and coordination.</p> <p>The implementation of the LIPW lacks appropriate procedures and might generate frustration and raise complaint and lead to poor quality work.</p> <p>Supervision of project activities at subproject level may be a challenge due to volatile security in some remote areas and complaint raised by beneficiaries may not be adequately captured and addressed.</p> <p>Research grants may be diverted and not benefit to selected eligible enrolled students and said students may not conduct the research activities as planned once the funds have been received leading to ineligible expenditures.</p>	H	<p>The project manual of procedures will be elaborated based on the standardized manual developed for all projects in Cameroon. It will include a clear description on the internal control environment including description of the project activities, fiduciary procedures and role and responsibilities of each actor in the project activity control process. it would form part of the PIM or developed as a stand-alone manual.</p> <p>Procedures for the implementation of the LIPW will be developed as part of the operations manual. The project design includes a GEMS mapping of subprojects and a GRM which mechanism (set up, implementation and monitoring) will be detailed in the PIM.</p> <p>The research grant activities description including beneficiaries' selection criteria, amount and payment modalities, control over payments will be described in the PIM. Payments will be made following a result-based</p>	H

Risks Description	Risk Rating	Risk Mitigating Measures	Residual risk Rating
		financing approach i.e. based on accepted deliverables/results produced or met.	
<p>Funds Flow As there is not yet a dedicated account for the project there is a risk that the project funds are diverted and used for non-project eligible purposes.</p> <p>Payments to LIPW beneficiaries and to research grant beneficiaries may be diverted, paid to wrong beneficiaries and/or not paid on time resulting in strike and complaint.</p>	H	<p>One (1) Designated Account (DA) will be opened in a stable commercial bank acceptable to the World Bank and managed by Autonomous Sinking Funds (CAA).</p> <p>An operation account that will receive funds from the DA will be opened for the implementing entity.</p> <p>Payment to the LIPW beneficiaries will be done either through a financial institution or using mobile banking channel following procedures deemed acceptable to the World Bank. A verification mechanism will be associated with the payment process to ensure payment are made to the right beneficiaries.</p> <p>In addition, the GRM will help track any undue payments and wrong/unfair treatments issues.</p> <p>With regards to the research grants their payments will be linked to some specific deliverables and processed in tranches when the expected deliverables are produced/achieved and deemed acceptable.</p>	H
<p>Financial Reporting Delays on the submission of acceptable interim financial reports (IFRs) and annual project financial statements as the PIU its staff and its accounting software are not yet in place.</p>	S	The PIU will be equipped during the PPA period with seasoned staff and appropriate accounting software that will be customized and deployed to ensure timely recording of financial information as well as timely production of quarterly and annual financial statements.	S
<p>Auditing The project account might not be audited as no auditor has been recruited to audit the project funds and the chamber of accounts is not yet</p>	S	An external auditor will be recruited according to ToRs acceptable to the World Bank to conduct external audit of the project on a yearly basis; the report will be furnished to the World Bank	S

Risks Description	Risk Rating	Risk Mitigating Measures	Residual risk Rating
equipped to conduct such audit in accordance with World Bank requirements.		within six months of the end of the fiscal year.	
CONTROL RISK	H		H
Overall FM risk	H		H

Note: H = high; L = low; M = moderate; S = substantial

Table 2.2. Financial Management Action Plan for Cameroon

Action to be undertaken	Time-frame	Responsible body
1. Recruit an FMOFMO.	By project effectiveness	UTAC PEPS
2. Recruit an accountant.	By project effectiveness	UTAC PEPS
3. Purchase and customize an accounting software in order to handle the project activities under its responsibility.	By project effectiveness	UTAC PEPS
4. Elaborate the Project implementation manual (including FM procedures updated from the standardized manual for World Bank financed projects).	By project effectiveness	UTAC PEPS
5. Elaborate a specific manual to detail the procedures around the LIPW.	Not later than three months after effectiveness	MINEPAT/PIU
6. Recruit an internal auditor to conduct ex post review of the project activities.	Not later than three months after effectiveness	MINEPAT/PIU
7. Recruit an external auditor to conduct annual financial audit of the financial statements of the project along with the review of the internal control system.	Within six months after effectiveness	MINEPAT/PIU

Chad

Table 2.3. Project Risk and Mitigation measures for Chad

Risk	FM Risk	Risk Mitigating Measures	Residual FM Risk
INHERENT RISKS			
Country Level: Funds may not be used in an efficient and economical way and exclusively for purposes intended.	H	Need for strengthening the process of follow-up of Management Reports of auditors. Linkages between physical output and financial outcomes needs to be strengthened during project implementation through IFRs and other supervision missions.	H
Entity Level: Risk of political interference in the management and staff of the PIU at MEPD.	H	Any changes in the implementation arrangements will have to be agreed with IDA. All changes to the structure and staffing of the MEPD PIU affecting the project implementation arrangements will be monitored by IDA. Procurement will be closely monitored by World Bank team. A project steering committee will be	S

Risk	FM Risk	Risk Mitigating Measures	Residual FM Risk
<p>MEPD does not have any experience in managing World Bank funded projects.</p> <p>The organizational structure of LCBC is appropriate. However, some key staff positions remain vacant at the time of the assessment.</p> <p>LCBC has experience in managing other development partners' funds. However, it may lack experiences in implementing World Bank financed projects.</p>	S	<p>established through the Ministry decision to provide strategic guidance and oversight.</p> <p>LCBC will strengthen its current team by recruiting a Head of Administration and Finance Department as well as a Financial Controller Assistant.</p> <p>Workshop will be carried on World Bank FM procedures and guidelines.</p>	S
<p>Project Level: The project will be implemented in remote and high security volatility areas that may limit the supervision capacity on the project activities and expose them to terrorist attacks and theft of the project funds.</p> <p>The regional scope of the project could make it difficult to coordinate its activities and achieve expected results benefitting all involved countries</p>	H	<p>A TPM mechanism is included in the project design as well as a GEMS mapping of the subprojects.</p> <p>The project will include a component that aims to reinforce regional dialogue and data monitoring and dissemination. In addition, the internal control that will be built around an implementation manual will ensure the project is implemented in accordance with accepted procedures and segregation of duties. Roles and responsibilities of each stakeholders will be clearly defined.</p>	S
OVERALL INHERENT RISK	H		S
MEPD	H		S
LCBC	S		S
CONTROL RISKS			
<p>Budget MEPD: Low budget execution due to slow annual work plan and budgets (AWPB) preparation and approval processes that are facing the World Bank-funded projects in Chad.</p>	S	<p>Project budgets based on procurement plan agreed with the World Bank, developed by the PIU and approved yearly by the national Steering Committee and IDA, and will be available by December 31st of each year. Budgets implementation will be monitored through the semi-annually unaudited IFRs.</p> <p>LCBC will rely on the budgeting procedures detailed in the unified FM manual to be used under the IDA funded</p>	S

Risk	FM Risk	Risk Mitigating Measures	Residual FM Risk
LCBC has experience in budgets preparation and execution.	M	projects in Chad and adapted to the needs of this project.	M
<p>Accounting MEPD: Lack of experience in managing IDA funds.</p> <p>LCBC: the organizational structure is appropriate. However, some key staff positions remain vacant at the time of the assessment.</p>	<p>S</p> <p>S</p>	<p>The Borrower, through MEPD PIU will maintain a FM system acceptable to IDA, by taking the following actions: the appointment of external consultants with qualifications and experiences satisfactory to World Bank to be fully dedicated to this project.</p> <p>The acquisition and installation of a comprehensive automated accounting system adjusted for the project needs to satisfy World Bank accounting and reporting requirements.</p> <p>LCBC will strengthen its current FM team by recruiting a Head of Administration and Finance Department and will appoint within this team an accountant to be dedicated to this project.</p> <p>LCBC will customize the existing TOM2PRO accounting software to handle activities under the Sub-component 1a of the project.</p>	<p>S</p> <p>S</p>
<p>Internal Control MEPD: lack of internal controls system to ensure an adequate implementation of this project. Weak internal audit functions.</p> <p>The implementation of the LIPW lacks appropriate procedures and might generate frustration and raise complaint and lead to poor quality work. In addition, supervision of project activities at subproject level may be a challenge due to volatile security in some remote areas.</p> <p>LCBC has a Financial Controller. However, the current organizational chart does not include such functions. At the time of the assessment, LCBC was recruiting a Financial Controller Assistant.</p>	<p>H</p> <p>S</p>	<p>MEPD will adapt and adopt the unified FM procedures manual developed for all World Bank funded projects in Chad.</p> <p>MEPD will recruit a qualified internal auditor to be assigned to this project, based on ToRs satisfactory to the World Bank.</p> <p>Procedures for the implementation of the LIPW will be developed as a stand-alone manual or included in the PIM.</p> <p>The project design will consider including a GEMS mapping of subprojects and a GRM which set up and implementation and monitoring will be detailed in the PIM</p> <p>LCBC will update its current organizational chart to include the Financial Controller functions.</p> <p>LCBC will adapt and adopt the unified FM procedures manual developed for all World Bank funded projects in Chad to fit this project needs.</p>	<p>H</p> <p>S</p>

Risk	FM Risk	Risk Mitigating Measures	Residual FM Risk
<p>LCBC has an FM procedures manual in use for the other development partners funds. However, this manual may not fit this project needs.</p> <p>Research grant may be diverted and not benefit to selected eligible enrolled students and said students may not conduct the research activities as planned once the funds have been received leading to ineligible expenditures.</p>		<p>Training of staff for MEPD PIU and LCBC internal auditor and Financial Controller in the correct application of the internal controls is mandatory for this project as well as the application of risk to internal audit approach.</p> <p>The research grant activities including beneficiaries' selection criteria, amounts and payments modalities, control over payments will be described in the PIM. Payments will be made following a result-based financing approach i.e. based on accepted deliverables/results produced or met.</p>	
<p>Funds flow As there are not yet dedicated accounts for the project for both MEPD and LCBC, there is a risk that the project funds are diverted and used for non-project eligible purposes</p> <p>Payments to LIPW and to research grant beneficiaries may be diverted, paid to wrong beneficiaries and/or not paid on time resulting in strike and complaint</p>	H	<p>All the World Bank financed projects implemented in Chad have been using the commercial banks for funds flow, so they have got some experience that would benefit to the proposed project. Detailed procedures will be put in place, and World Bank disbursement guidelines will be used.</p> <p>A DADA will be opened by each implementing agency in a commercial bank satisfactory to the Association and under terms and conditions satisfactory to IDA.</p> <p>Payment to the LIPW beneficiaries will be done either through a financial institution or using mobile banking channel following procedures deemed acceptable to the World Bank. A verification mechanism will be associated to the payment process to ensure payment are made to the right beneficiaries. In addition, the GRM will help track any undue payments and wrong/unfair treatments issues. With regards to the research grants their payments will be linked to some specific deliverables and processed in tranches when the expected deliverables are produced/achieved and deemed acceptable.</p>	H
<p>Financial Reporting MEPD PIU and LCBC may face delay in submission of semi-annual IFRs.</p>	S	<p>The appropriate format for unaudited IFR will be designed and included in the adapted FM procedures manuals to be used respectively by MEPD PIU and LCBC. The respective accountants will be trained in preparing IFRs.</p> <p>A computerized accounting system will be purchased and installed by MEPD which will generate reports automatically. Standard reporting formats will be used</p>	S

<i>Risk</i>	<i>FM Risk</i>	<i>Risk Mitigating Measures</i>	<i>Residual FM Risk</i>
		consistent with the World Bank funded projects' formats. MEPD, LCBC and the World Bank have agreed upon the format of the semi-annual IFR to be used for this project during the negotiations.	
Auditing MEPD does not have any experience in external audit procedures.	S	Annual project financial statements audits will be carried out by an independent auditor recruited based on qualification and terms of reference, both acceptable to IDA and review of audit reports by country Governance Specialists – FM.	S
LCBC is subject to annual external audit by an independent auditor.	S	Terms of reference have been agreed upon during the negotiations between MEPD, LCBC and World Bank. Auditors will be recruited early to avoid delays.	S
OVERALL CONTROL RISK	H		H
MEPD	H		H
LCBC	S		S
Overall FM RISK	H		H
MEPD	H		H
LCBC	S		S

Risk rating: H (High Risk), S (Substantial Risk), M (Modest Risk) N (Negligible or Low Risk)

Table 2.4. Financial Management Action Plan for Chad

	Action	Status/Due by	Responsible entity
Implementing Agency Specific Actions			
LCBC			
1.	Adopt the revised organizational chart.	Completed	• LCBC
2.	Finalize the recruitment of the Head of Finance and Equipment Department.	Completed	• LCBC
3.	Elaborate and adopt a PIM in form and content satisfactory to World Bank.	By effectiveness	• LCBC
4.	Agree on format, content, and frequency of the IFR.	Completed	• LCBC / World Bank
5.	Agree up on the ToRs of the independent auditor.	Completed	• LCBC / World Bank
6.	Recruit a qualified and experienced Accounting Assistant dedicated to PROLAC.	Within three months after effectiveness	• LCBC
7.	Migrate the existing “multi-project” computerized accounting system to fit project needs and generate useful information and financial statements.	Within three months after effectiveness	• LCBC

	Action	Status/Due by	Responsible entity
Implementing Agency Specific Actions			
8.	Update and adopt the unified FM procedures manual in use for the overall World Bank funded projects implemented in Chad, to reflect the needs of PROLAC.	Within five months following effectiveness	• LCBC
9.	Assign a Financial Controller fully dedicated to the project internal auditing.	Within six months following effectiveness	• LCBC
10.	Recruit an independent auditor, with ToR and qualifications acceptable to the Association.	Within six months following effectiveness	• LCBC
MEPD PIU			
1.	Recruit a consultant in charge of recruitment of the key staff of the project qualified.	By effectiveness	• MEPD
2.	Establish a PIU reinforced by external consultants with qualifications and experiences satisfactory to World Bank, including: (i) 1 FM specialist, (ii) an accountant, and (iii) an internal auditor at the central level and (iv) an administrative and accounting assistant at the regional level to be located in BoL.	Not later than one month after Project effectiveness	• MEPD / Consultant
3.	Elaborate and adopt a PIM in form and content satisfactory to World Bank.	By effectiveness	• MEPD
4.	Update and adopt the unified FM procedures manual in use for the overall World Bank funded projects implemented in Chad, to reflect the needs of PROLAC.	Within five months following effectiveness	• MEPD
5.	Agree up on format, content, and frequency of the IFR.	Completed	• MEPD / World Bank
6.	Agree up on the ToRs of the independent auditor	Completed	• MEPD / World Bank
7.	Elaborate and adopt a Project Implementation manual in form and content satisfactory to World Bank.	By effectiveness	• MEPD
8.	Acquire and install a “multi-project” computerized accounting system to fit project needs and generate useful information and financial statements	Within three months following effectiveness	• MEPD
9.	Recruit an independent auditor, with ToR and qualifications acceptable to the Association.	Within six months following effectiveness	• MEPD

Niger

Table 2.5. Project Risks and Mitigation for Niger

Risk factors/ Description of risk	Risk Rating	Risk Mitigating Measures incorporated into the Project Design	Residual Risk Rating
Inherent Risk:			
<p>Country level: Progress has been made in reform of the country's PFM over the years, however these reform efforts are yet to address weaknesses in the effectiveness of internal audit, accounting, reporting, external scrutiny and audits.</p>	S	<p>The strengthening of public FM through the World Bank funded NE-Public Sector Capacity and Performance for Service Delivery project (P145261) is expected to contribute enhancing the PFM's system to provide timely and reliable information and improve governance in Niger.</p>	S
<p>Entity level: As classified as public institution, the SE/SDS-Sahel Niger system mirrors the Central level PFM system and its weaknesses resulting in the risk of lack of transparency and accountability in the use of public funds.</p>	H	<p>Recruit on a contractual basis one qualified FMO and one Accountant for Niamey office and one accountant and an internal controller for Diffa office to reinforce the SE/SDS-Sahel Niger FM team capacity.</p> <p>Recruit external auditor for annual audit of financial statements of the project.</p>	S
<p>Project level: The project will be implemented in remote and high security volatility areas that may limit the supervision capacity on the project activities and expose them to terrorist attacks and theft of the project funds.</p> <p>The regional scope of the project could make it difficult to coordinate its activities and achieve expected results benefitting all involved countries.</p>	H	<p>A TPM mechanism has been included in the project design as well as a GEMS mapping of the subprojects.</p> <p>The project will include a component that aims to reinforce regional dialogue and data monitoring and dissemination. In addition, the internal control that will be built around an implementation manual will ensure the project is implemented in accordance with accepted procedures and segregation of duties. Roles and responsibilities of each stakeholders will be clearly defined.</p>	S
Control Risk:			
<p>Budgeting: Delay in</p>	S	<p>Follow strictly budget procedures and timeline as per FM</p>	M

Risk factors/ Description of risk	Risk Rating	Risk Mitigating Measures incorporated into the Project Design	Residual Risk Rating
<p>preparing yearly budget and inappropriate monitoring of budget execution resulting in delay in achieving project's objectives. Unreliable budget forecast.</p>		<p>procedures manual.</p> <p>Ensure that the annual work program and budget is in line with the procurement plan to prevent any delays due to the procurement process.</p> <p>Track budget variances and take proactive decisions. Establish a clear budget regularization procedure in the PIM.</p>	
<p>Accounting: Weak capacity in the FM of World Bank financed project which will result in delay and inaccuracies in recording financial transactions.</p> <p>SE/SDS is using Tom2Pro Accounting system under PARCA. However, the system may not fit the project needs.</p>	H	<p>Qualified and experienced project FMO and Accountant will be recruited based on ToRs satisfactory to the World Bank.</p> <p>SE/SDS-Sahel Niger will migrate the existing Tom2Pro used under PARCA to account for project funds, expenditures and resources. The accounting software will be purchased and installed within three months after project effectiveness.</p>	S
<p>Internal Audit and internal Control: An FM manual is in use under PARCA but may not fit the proposed project needs.</p> <p>An internal auditor was recruited under PARCA. However, his scope may not cover PROLAC activities.</p> <p>The implementation of the LIPW lacks appropriate procedures and might generate frustration and raise complaint and lead to poor quality work.</p> <p>Supervision of project</p>	H	<p>Recruit a qualified consultant to elaborate PIM which will detail the organizational and technical procedures that govern the project, including FM, procurement, and the GRM. The GRM will allow the PIU to address issues in a timely manner. The FM procedures will cover all FM cycle for project management (budget, internal control, accounting, funds flow, internal audit, external audit, mission, ...).</p> <p>Update ToRs of the current internal auditor recruited under PARCA to cover PROLAC activities.</p> <p>Monitor the risk on non-compliance of the expenditures by using risk based internal audit and provide support and sensitize on the risk of ineligible expenditures during the World Bank supervision mission.</p> <p>Procedures for the implementation of the LIPW will be developed as a stand-alone manual or included in the PIM.</p> <p>The project design includes a GEMS mapping of subprojects and a GRM which set up and implementation and monitoring will be</p>	H

Risk factors/ Description of risk	Risk Rating	Risk Mitigating Measures incorporated into the Project Design	Residual Risk Rating
<p>activities at subproject level may be a challenge due to volatile security in some remote areas and complaint raised by beneficiaries may not be adequately captures and addressed.</p> <p>Research grant may be diverted and not benefit to selected eligible enrolled students and also said student may not conduct the research activities as planned once the funds have been received leading to ineligible expenditures.</p>		<p>detailed in the PIM.</p> <p>The research grant activities including beneficiaries’ selection criteria, amount and payments modalities, control over payments will be described in the PIM. Payments will be made following a result-based financing approach i.e. based on accepted deliverables/results produced or met.</p>	
<p>Funds Flow: As there is not yet a dedicated account for the project there is a risk that the project funds are diverted and used for non-project eligible purposes</p> <p>Payments to LIPW and to research grant beneficiaries may be diverted, paid to wrong beneficiaries and/or not paid on time resulting in strike and complaint.</p>	H	<p>All the World Bank financed projects implemented in Niger have been using the commercial banks for funds flow, so they got some experience that would benefit to the proposed project. Detailed procedures will be put in place, and World Bank disbursement guidelines will be used.</p> <p>Payment to the LIPW beneficiaries will be done either through a financial institution or using mobile banking channel following procedures deemed acceptable to the World Bank. A verification mechanism will be associated with the payment process to ensure payment are made to the right beneficiaries. In addition, the GRM will help track any undue payments issues. With regards to the research grants their payments will be linked to some specific deliverables and processed in tranches when the expected deliverables are produced/achieved and deemed acceptable.</p>	S
<p>Financial Reporting: Delay in submitting the IFRs /Absence of adequate accounting system</p>	S	<p>Install an adequate information system at entity level. This information system will enable to record FM transactions according chart of accounts consistent with applicable standards and produce the IFRs according to the format agreed with the World Bank. The system will be managed by qualified FM staff who will be trained on the use of the system. The training will be part of the contract’s package.</p>	S
<p>Auditing: As public establishment, INSTAT</p>	S	<p>An independent external audit firm will be hired by the project in order to ensure compliance with the audit submission</p>	S

Risk factors/ Description of risk	Risk Rating	Risk Mitigating Measures incorporated into the Project Design	Residual Risk Rating
accounts are submitted to Court of Audit review. The review is not carried out on a timely manner.		timelines set out in the Disbursement and Financial Information Letter (DFIL). The project internal auditor will monitor and follow-up implementation of the external auditors' recommendations.	
OVERALL FM RISK	H		S

H – High S – Substantial

M – Modest

L – Low

The overall residual risk rating is **Substantial**.

Table 2.6. Financial Management Action Plan for Niger

	Action to be taken	Expected completion date	Responsible body
1.	Elaborate and adopt a PIM, including FM, procurement, and the GRM, in conditions acceptable to the World Bank.	By effectiveness	SE/SDS
2.	Recruit a FMO ^t .	By effectiveness	SE/SDS
3.	Recruit one Accountant for Niamey office and one accountant for Diffa office.	Within three months of effectiveness	SE/SDS
4.	Migrate the existing Tom2Pro accounting to fit the project's needs.	Within three months of effectiveness	SE/SDS
5.	Update the ToRs of the internal auditor recruited for PARCA to include PROLAC activities.	Within three months of effectiveness	SE/SDS
6.	Opening of the project DAs in a commercial bank under conditions and terms acceptable to World Bank.	One month after effectiveness	SE/SD
7.	Final IFR format will be agreed.	Agreed at negotiations	SE/SDS/World Bank
8.	Recruit the project's external auditor based on ToRs acceptable to the World Bank.	Within five months after effectiveness	SE/SDS

II. Financial Management Arrangements

1. All the project's transactions will not be channeled through the National Public Accounts but have dedicated account in commercial banks. Specially in Cameroon, the project FM arrangement will also rely on the existing country FM arrangements put in place to manage donor-funded projects. These arrangements are centered on two main national institutions, the CAA equipped with dedicated tools and the Ministry of Public Procurement in charge of ex ante control of all suppliers' invoices associated with a contract before any payment by CAA.

Budgeting and Planning

2. The budgeting process (preparation, adoption, execution and revision,) will be clearly defined in the budget section of the FM procedures manual that will be part of the project Implementation Manual. The budget will be reviewed and adopted by the project Steering Committees before the beginning of the year i.e. not later than November 30 each year and in case early enough to have them approved and included in the national finance law as appropriate. Annual budgets adopted by the Steering Committee

will be submitted to the World Bank's non-objection. Budgets should be regularly monitored at all levels. The approved annual budget of the project should be at least quarterly monitored against actual expenditure. The budget variances will be adequately explained and justified through the semi-annual IFRs.

Accounting and Staffing

3. **Accounting policies and procedures.** The current accounting standards (SYSCOHADA) in use in West and Central African Francophone countries will apply to the project. Project accounts will be maintained on an accrual basis, supported with appropriate records and procedures to track commitments and to safeguard assets. Annual financial statements will be prepared by the implementing entities in accordance with the SYSCOHADA and World Bank requirements. Accounting and control procedures will be documented in the administrative, financial and accounting procedures manual.

4. **Accounting staff.** An FMO and accountants both for each implementing entity will be recruited and will be hired on a competitive basis specifically for the project. The FMOs will be recruited through the PPA hence should be in place before the project's effectiveness date while the Accountant could be recruited after project effectiveness. In Niger specifically, one accountant will be located in Niamey office while the other will be located in Diffa office.

5. **Accounting software.** For the needs of recording, managing the proposed project, and reporting on the use of the funds in a timely manner, appropriate accounting software will be set up for each implementing entity after the project becomes effective when such installation is not part of the PPA activities. In Niger, the SE/SDS should update the existing Tom2Pro accounting software. In Chad, LCBC will customize its Tom2Pro accounting software to prepare the project accounts and to fit the project needs. The accounting software should also be capable preparing withdrawal applications (WAs) and periodic financial reports (IFRs and annual financial statements).

Internal Controls and Internal Audit

6. **Internal controls systems.** The administrative, financial, and accounting procedures would be part of the project implementation manual or be considered a standalone document. The manual will include a clear description of the initiation and approval processes with respect to segregation of duties. For Cameroon, the standardized FM Manual of Procedures developed for projects will be customized to reflect the PROLAC specificities. The implementing entities will make use of the computerized accounting system to capture all project-related transactions. The FMOs will be responsible for maintaining all necessary controls to ensure: (i) that the project funds are used only for the intended purposes in an efficient and economical way; (ii) the preparation of accurate, reliable, and timely periodic financial reports; and (iii) that the project's assets are adequately safeguarded.

7. To sustain the capacity building initiatives of the project team, the World Bank LOA and FM units will provide adequate training in disbursement and FM procedures to the project FM team. All of these measures aim at further enhancing the internal control system

8. With regards to the implementation of the LIPW an operational manual will be elaborated and included in the PIM. The research grant (RG) activities and procedures will also be described in the PIM. In order to ensure a sound implementation and monitoring of the planned activities even in remote areas,

the project design will include a GEMS mapping of subprojects and a GRM which set up and implementation and monitoring will be detailed in the PIM

9. **Internal auditing.** To provide reasonable assurance on the project transactions, an internal auditor will be recruited for each implementing entity after the effective date. In Niger, the ToRs of the current Internal Auditor recruited under PARCA, will be updated to include the proposed project's activities. In addition, within three months after project effectiveness, an internal controller will be recruited and will be located in Diffa office. The Internal Auditors will develop audit charts and annual audit plans using a risk-based approach. He/she will be responsible for the close monitoring of the implementation of the action plans aimed at addressing weaknesses revealed during supervision and audit missions and will pay special attention to the LIPW approach and subprojects (selection, implementation, reporting).

Financial Reporting and Monitoring

10. For this project the implementing entities will prepare semi-annual unaudited IFRs. These will be submitted to the World Bank within forty-five (45) days of the end of the semester. The format and the content, consistent with the World Bank's standards has been agreed during project negotiations. At a minimum, the financial report will include: (i) a statement of sources and uses of funds and opening and closing balances for the semester and cumulative; (ii) a statement of uses of fund that shows actual expenditures appropriately classified by main project activities (categories, sub-components) including comparison with budget for the semester and cumulative; (iii) a statement on movements (inflows and outflows) of the project DA including opening and closing balances; (iv) a statement of expenditure forecast for the next semester together with the cash requirement; (v) notes and explanations; and (vi) other supporting schedules and documents.

11. In compliance with IDA requirements, implementing units will produce annual project financial statements similar to the contents of the semi-annual IFRs. These financial statements will comply with the accounting system implemented in the sub-region (SYSCOHADA) and will be submitted for audit within three months after the end of each year.

External Audit

12. The annual financial statements and quarterly IFRs prepared by the PIUs as well as the internal control system will be subject to an annual audit by a reputable and independent auditing firm based on ToR that are satisfactory to IDA. The scope of the audit was tailored to the project's specific risks in accordance with World Bank requirements and was agreed upon with the Government. In particular, the independent auditor will audit the use of all funds flowing from the DA to the ultimate beneficiaries. The project will comply with the World Bank's access to information and disclosure policies by making of all disclosable audit reports publicly available promptly after receiving them. The project's external auditor will be hired within six months of effectiveness. A single audit opinion, in compliance with International Standards on Auditing, will be issued and will cover all project receipts, payments, and accounts. The audited financial statements, along with the auditor's report and management letter (incorporating management's comments) covering any identified internal control and accounting system weaknesses, will be submitted to IDA within six months of the end of each financial year.

Funds Flow and Disbursement Arrangements

13. **Disbursements arrangements.** The disbursement methods that would be used under this project will be based on the Disbursement Guidelines for IPF, dated February 2017. Upon effectiveness, this operation will follow the transaction-based disbursement method. Direct payment, reimbursement, and special commitment methods will be available to the project and might apply as appropriate. The minimum value of the direct payments, reimbursements and special commitments will be 20 percent of the DA ceiling. Further details about disbursements to the project will be included in the disbursement procedures described in the DFIL and the administrative, financial and accounting procedures manual.

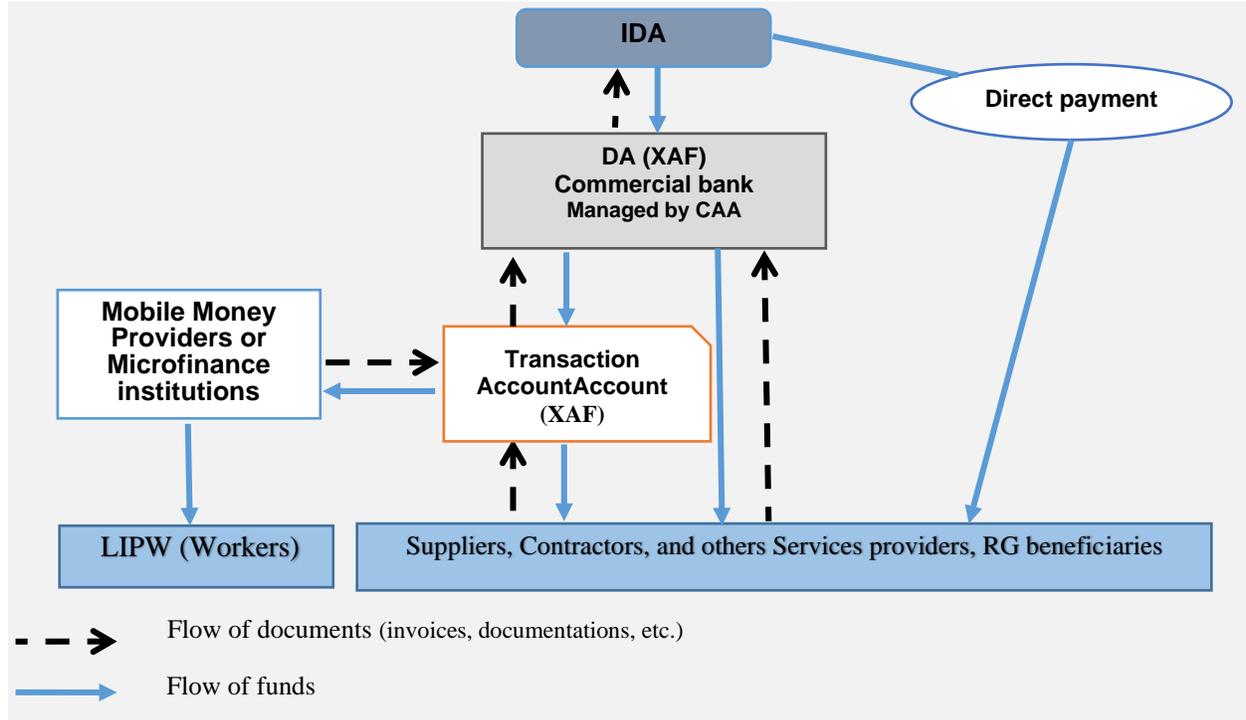
14. **Banking arrangements.** The implementing entities in will open one segregated A. Niger will use a pooled DA (for IDA credit and grant resources). It will be denominated in West African CFA franc (XOF) in a commercial bank acceptable to the World Bank and on terms and conditions acceptable to the Bank for Niger and in XAF for Cameroon and Chad. The project's DAs will function under the double signature of the Project coordinator and the project Financial Management officer for Chad and Niger. In Cameroon the DA will be managed by the CAA; a Transaction Account will be opened and managed by the PIU. The Transaction Account will be replenished by CAA based on an agreed protocol that will be clearly and formally stipulated in an agreement with CAA.

15. **Flow of funds arrangements.** Funds flow arrangements for the project (through the DADA above) are as follows:

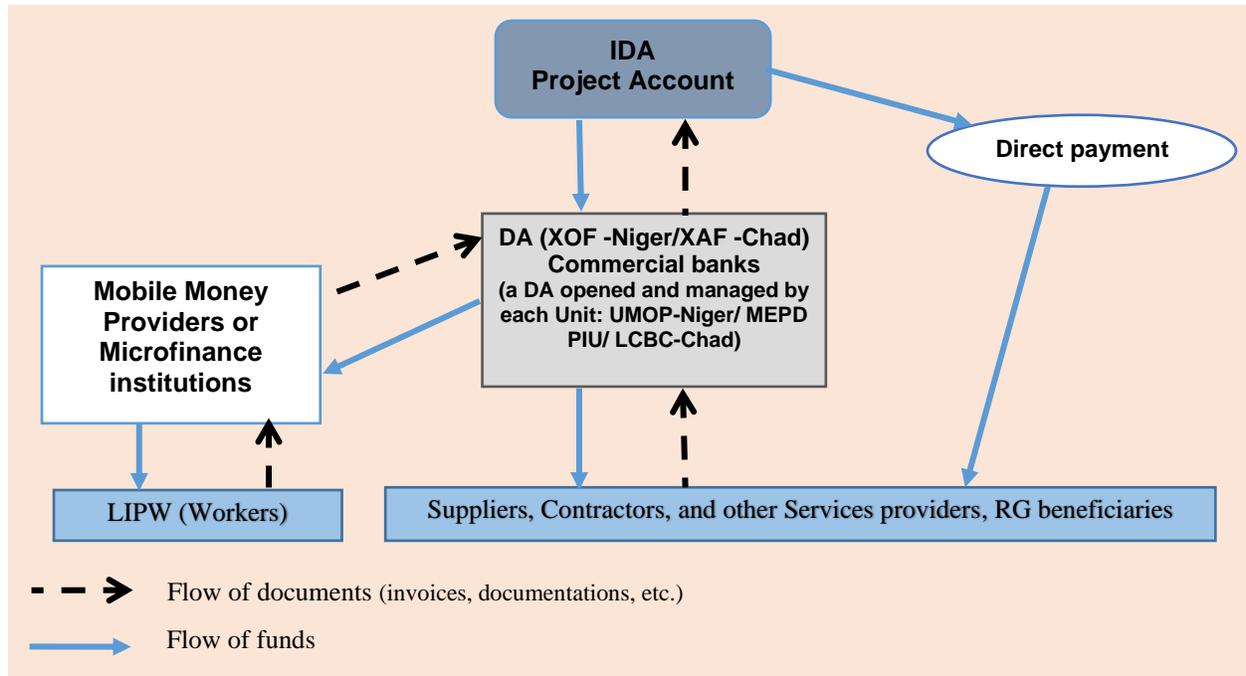
- (a) IDA will make an initial advance disbursement into the DA in West African CFA (XOF) for Niger and in Central African CFA (XAF) for Cameroon and Chad upon receiving a withdrawal application from the project implementing agency. The initial advance would be equivalent to 04 months forecast of eligible expenditures.
- (b) Replenishment of funds from IDA to the project's DA will be made upon evidence of satisfactory utilization of the advance, reflected in statement of expenditures and/or on full documentation for payments above statement of expenditures thresholds. Replenishment applications would be required to be submitted regularly on a monthly basis. Further details about disbursements to the project will be included in the disbursement procedures described in the DFIL. If the DA remains inactive for more than six months, the Borrower may be requested to refund to IDA amounts advanced to the DA. IDA will have the right, as reflected in the Financing Agreement, to suspend disbursement of the Funds if reporting requirements are not complied with.
- (c) Payments to LIPW workers will be made through mobile money or a financial institution (FI). Those payments will be made in accordance with the procedures described in the LIPW procedures manual.

Figure 2.1. Proposed Flow of Funds

Cameroon



Niger and Chad



Conclusions of the FM Assessment

16. The overall residual FM risk is considered **Substantial** for SE/SDS and LCBC and **High** for the two new PIUs to be established in Cameroon and Chad. The proposed FM arrangements for this project are considered adequate subject to the implementation of the mitigation measures and meet the World Bank's minimum requirements under World Bank Policy and Procedure for IPF operations, to provide, with reasonable assurance, accurate and timely information on the status of the project as required by the IDA.

Implementation Support and Supervision Plan

17. FM implementation support intensity and frequency will be in line with risk-based approach and will involve a collaborative approach with the entire Task Team. A first implementation support mission will be performed three months after the project effectiveness. Afterwards, the missions will be scheduled by using the risk based approach model and will include the following diligences: (i) monitoring of the FM arrangements during the supervision process at intervals determined by the risk rating assigned to the overall FM Assessment at entry and subsequently during Implementation Status and Results report (ISR); (ii) integrated fiduciary review on key contracts; (iii) review the IFRs; (iv) review the audit reports and management letters from the external auditors and follow-up on material accountability issues by engaging with the task team leader, Client, and/or Auditors; the quality of the audit (internal and external) also is to be monitored closely to ensure that it covers all relevant aspects and provide enough confidence on the appropriate use of funds by recipients; (v) physical supervision on the ground directly or using GEMS technology; and (vi) assistance to build or maintain appropriate FM capacity and efficient internal control system.

ANNEX 3: Procurement

1. **Guidelines.** Procurement for goods, works, and non-consulting and consulting services will be carried out in accordance with the procedures specified in the World Bank Procurement Regulations, dated July 2016, revised November 2017 and August 2018 (Procurement Regulations), and provisions stipulated in the Financing Agreement.
2. **Fraud, coercion, and corruption.** The project's procurement activities will be carried out in accordance with the Anticorruption Guidelines (Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated October 15, 2006 and revised in January 2011 and as of July 1, 2016).
3. **Procurement documents.** For international competitive procurement for goods, non-consulting services, and consulting services, the Borrower shall use the World Bank's Standard Procurement Documents with minimum changes, acceptable to the World Bank, as necessary to address any project specific conditions.
4. **Procurement information and documentation - filing and database.** Procurement information will be recorded and reported as follows:
 - (a) Complete procurement documentation for each contract, including bidding documents, advertisements, bids received, bid evaluations, letters of acceptance, contract agreements, securities, and related correspondence will be maintained at the level of respective ministries in an orderly manner, readily available for audit.
 - (b) Contract award information will be promptly recorded and contract rosters, as agreed, will be maintained.
 - (c) Comprehensive quarterly reports indicating (i) revised cost estimates, where applicable, for each contract; (ii) status of ongoing procurement, including a comparison of originally planned and actual dates of the procurement actions, preparation of bidding documents, advertising, bidding, evaluation, contract award, and completion time for each contract; and (iii) updated Procurement Plans, including revised dates, where applicable, for all procurement actions.

Advertising Procedure

5. **General Procurement Notice, Specific Procurement Notices, Requests for Expression of Interest, and results of the evaluation and contracts award** should be published in accordance with advertising provisions in the Procurement Regulations.
6. For request for bids and request for proposals that involve international bidders/consultants, the contract awards shall be published in the UNUN Development Business in line with the provisions of the Procurement Regulations. For works and goods, the information to publish shall specify
 - (a) The name of each bidder who submitted a bid;
 - (b) Bid prices as read out at bid opening;

- (c) The name and evaluated prices of each bid that was evaluated;
 - (d) The names of bidders whose bids were rejected and the reasons for their rejection; and
 - (e) The name of the winning bidder and the price it offered, as well as the duration and summary scope of the contract awarded.
7. For consultants, the following information must be published:
- (a) Names of all consultants who submitted proposals;
 - (b) Technical points assigned to each consultant;
 - (c) Evaluated prices of each consultant;
 - (d) Final point ranking of the consultants; and
 - (e) The name of the winning consultant and the price, duration, and summary scope of the contract. The same information will be sent to all consultants who submitted proposals.
8. For other contracts, the information should be published in national/regional gazette periodically (at least, quarterly) and in the format of a summarized table covering the previous period with the following information: (a) the name of the bidder/consultant to whom the contract was awarded; (b) the price;(c) duration; and (d) scope of the contract.
9. **Training, workshops, study tours and conferences.** The training (including training material and support), workshops, and conferences attendance based on individual needs, as well as group requirements, on-the-job training, will be carried out based on an approved annual training and workshop/conference plan that would identify the general framework of training activities for the year. A detailed plan and ToR providing the nature of training/workshop, number of trainees/participants, duration, staff months, timing, and estimated cost will be submitted to IDA for review and approval before initiating the process. The appropriate methods of selection will be derived from the detailed schedule. After the training, each beneficiary will be requested to submit a brief report indicating what skills have been acquired and how these skills will contribute to enhance his/her performance and contribute to the attainment of the PDO. Reports by the trainees, including completion certificate/diploma upon completion of training, shall be provided to the Project Coordinator, will be kept as parts of the records, and will be shared with the World Bank, if required.
10. **Procurement Manual.** Procurement arrangements, roles and responsibilities, methods, and requirements for carrying out procurement shall be elaborated in detail in the Procurement Manual, which will be a section of the PIM. The fragility context of The Lac Chad region and the capacity constraints will be considered and simplified procurement arrangements will be designed accordingly. The PIM shall be prepared by the Recipient and agreed with the World Bank before the effectiveness date.
11. **Operating costs.** Operating costs financed by the project are incremental expenses, incurred by the PIUs or its regional representations, based on the Annual Work Plans and Budgets as approved by the Association, on account of project implementation, management, and M&E, including office supplies,

bank charges, vehicles operation, maintenance and insurance, maintenance of equipment and buildings, communication costs, travel and supervision costs (that is, transport, accommodation, and per diem), the costs related to utilities and office space rental and salaries of contracted and temporary staff. They will be procured using the procurement procedures specified in the project's manual of administrative, financial, accounting and procurement procedures accepted and approved by the World Bank.

12. Assessment of the Project Implementing Agencies to Implement Procurement. The procurement activities for the project will be executed by the respective Project Implementing agencies; PIUs will be set out within these agencies. The PIU will carry out the following activities: (a) managing the overall procurement activities and ensuring compliance with the procurement process described in the relevant manuals; (b) ensuring compliance of bidding documents, draft requests for proposals, evaluation reports, and contracts with World Bank procedures; (c) preparing and updating the Procurement Plan; (d) monitoring the implementation of procurement activities; (e) developing procurement reports; and (f) seeking and obtaining approval of internal designated entities and then of IDA on procurement documents, as required.

13. The PIU will participate in the process of all procurement activities and will notably support the following activities: (a) preparation of ToRs and the bidding documents; (b) preparation of evaluation reports and contracts related with World Bank procedures; and (c) participation in procurement commission activities and all related meetings.

14. Detailed Assessments for respective implementing agencies are detailed below.

Cameroon

15. An assessment of the capacity of the MINEPAT to implement procurement activities of the project was carried out. The assessment reviewed the organizational structure for implementation of the project, the PIU to put in place, and the interaction between the different agencies involved in the project.

16. The assessment revealed that (a) MINEPAT has experience in implementing World Bank financed projects through PIUs reporting to him; this is the case of many projects (PNDP, PEPS, PFS, PULCI); as MINEPAT is devoted to coordinate all investments projects, there is a need to put in place a dedicated PIU and staff it accordingly with technical and fiduciary staff including procurement. The PIU of PEPS is designated to manage procurement activities of the PPA until the creation and the staffing of the new PIU.

17. The key risks identified for procurement under the project are as follows: (a) staff involved in the project may not have sufficient knowledge of the NPF and/or there is a risk of confusion with previous sets of guidelines; (b) there is lack of proficient procurement staff to implement actions on time and in line with the NPF; (c) inadequate communication and interaction between the beneficiaries and the PIU may lead to delays in procurement processes and poor cost estimations; (d) administrative routines may increase delays in the procurement processes and affect project implementation; (e) the procurement in a specialized market in fragile area with few bidders can restrict competition and possibly increase prices and collusion risks; (f) there may be poor contract management and administration of big contracts; and (g) poor filing of documents may lead to loss of documents. Overall, all these risks can cause misprocurement, possible delays in evaluation of bids, and technical proposals leading to implementation

delays, poor quality of contract deliverables, and reputational risks to the World Bank and the project.

18. The overall procurement risk for the project is rated High. The residual risk will be Substantial after adopting the agreed mitigation action plan summarized in table 3.1.

Table 3.1. Action Plan Mitigation Measures

Risk	Action	Responsibility	Date
1. Staff involved in the project who may not have enough knowledge of the NPF and/or risk of confusion with the former guidelines.	<ul style="list-style-type: none"> Hire, on a competitive basis, a procurement specialist who is experienced and familiar with World Bank procurement procedures and policies. 	MINEPAT/PEPS	before effectiveness
	<ul style="list-style-type: none"> Nominate one borrower staff to be trained, coached continuously by the Procurement specialist, in order to be empowered onto procurement office responsibilities, and promote knowledge transfer. 	MINEPAT/PEPS/PIU	Three months after effectiveness
	<ul style="list-style-type: none"> Organize workshop sessions on the NPF to train all staff involved in the procurement of the project. 	PIU	Two months after effectiveness
	<ul style="list-style-type: none"> Continuous hands-on trainings on the NPF for identified key staff. 	PIU/World Bank	During the life of the project

Risk	Action	Responsibility	Date
2. Inadequate communication and interaction between the beneficiaries and the PIU which may lead to delays in procurement processes and poor estimation of the costs.	<ul style="list-style-type: none"> Develop a procurement section in the project manual to clarify the role of each team member involved in the procurement process of the project and the maximum delay for each procurement stage, specifically about the review, approval system, and signature of contracts. 	MINEPAT/PEPS/-PIU	Before effectiveness
3. Internal administrative procedures may increase delays in the procurement processes and affect project implementation.	<ul style="list-style-type: none"> Set a special tender board in line with Cameroon regulations for the project to oversee reviewing procurement documents; up to the operationalization of this tender board, the PEPS tender board will back it up. Exercise quality control on all aspects of the procurement process, including developing ToRs, technical specifications, bidding documents, proposals, request of quotations, evaluation, and award. Monitor, on regular basis, the Procurement Plan's implementation and set up a close follow-up in relation with beneficiaries to ensure that appropriate actions are taken on time. Transfer the major risks (identified in the PRAMS exercise) to a day-to-day monitoring matrix and monitor it through project implementation monthly meetings with the Client during the first two years of the Project, to make sure things are on track. 	<p>MINEPAT/MINMAP/PEPS/PIU</p> <p>PIU</p> <p>PIU</p> <p>PIU/World Bank</p>	<p>Two months after effectiveness</p> <p>During the life of the project</p> <p>During the life of the project</p> <p>During the life of the project</p>
4. Poor contract management and administration of big contracts.	<ul style="list-style-type: none"> Develop contract management plans for prior review. 	PIU	During the life of the project
5. Poor filing which can lead to loss of documents.	<ul style="list-style-type: none"> Improve the filing system at the PIU level to ensure compliance with World Bank procurement filing manual. 	PIU/Procurement specialist	During the life of the project

Chad

19. An assessment of the capacity of the MEDP to implement procurement activities of the project was carried out. The assessment reviewed the organizational structure for implementation of the project, the PIU to put in place, and the interaction between the different stakeholders involved in the project.

20. The assessment revealed that (a) MEDP has experience in implementing World Bank financed

projects through PIUs reporting to him; this is the case of many projects (P164748 – Chad Refugees and Host Communities PARCA ; P156479 – Chad Safety Nets, and P159434 – Chad Statistical Development Project); as MEDP is devoted to coordinate all investments projects, there is a need to put in place a dedicated PIU and staff it accordingly with technical and fiduciary staff including procurement. The PIU of Chad Climate Resilient Agriculture and Productivity Enhancement Project - PROPAD (P162956) is designated to manage procurement activities of the PPA until the creation and the staffing of the new PIU.

21. The risks identified are associated with the current public procurement country system characterized by : (a) the delays experienced in the approval of bid evaluation reports; (b) the long delays observed in signing off and approval of contracts due to the low procurement prior review threshold and the low procurement approbation threshold; (c) the poor contracts management; (d) the staff involved in the project may not have sufficient knowledge of the NPF and/or there is a risk of confusion with previous sets of guidelines; (e) there is lack of proficient procurement staff to implement actions on time and in line with the NPF; (f) the absence of the Procedures manual with procurement provisions in line with the World Bank procurement regulation.

22. The overall procurement risk for the project is rated High. The residual risk will be Substantial after adopting the agreed mitigation action plan summarized in the table below.

Table 3.2 Action Plan Mitigation Measures

Risk	Action	Responsibility	Date
1. delays experienced in the approval of bid evaluation reports.	<ul style="list-style-type: none"> Organize workshop sessions on the NPF to train all staff involved in the procurement of the project. Continuous hands-on trainings on the NPF for identified key staff. 	<p>PIU/World Bank Team</p> <p>PIU/World Bank</p>	<p>Two months after effectiveness</p> <p>During the life of the project</p>
2. important delays in signing off and approval of contracts due to the low procurement prior review threshold and the low procurement approbation threshold.	<ul style="list-style-type: none"> Put in place a monitoring mechanism of all procurement activities as mentioned in the PPSD and the Procurement Plan. Exercise quality control on all aspects of the procurement process, including developing ToRs, technical specifications, bidding documents, proposals, request of quotations, evaluation, and award. Monitor, on regular basis, the Procurement Plan's implementation and set up a close follow-up in relation with beneficiaries to ensure that appropriate actions are taken on time. Transfer the major risks (identified in the PRAMS exercise) to a day-to-day monitoring matrix and monitor it through project implementation monthly meetings with the Client during the first two years of the Project, to make sure things are on track. 	<p>PIU</p> <p>PIU/World Bank Team</p> <p>PIU</p> <p>PIU/World Bank</p>	<p>Before effectiveness</p> <p>Two months after effectiveness</p> <p>During the life of the project</p> <p>During the life of the Project</p>
3. Weak quality of the contract's management and administration of big contracts	<ul style="list-style-type: none"> Develop contract management plans for prior review. 	PIU /Procurement Specialist	During the life of the project

<p>4. Staff involved in the project who may not have enough knowledge of the NPF and/or risk of confusion with the former guidelines.</p>	<ul style="list-style-type: none"> • Hire, on a competitive basis, a procurement specialist who is experienced and familiar with World Bank procurement procedures and policies. • Nominate one borrower staff to be trained, coached continuously by the Procurement specialist, in order to be empowered onto procurement office responsibilities, and promote knowledge transfer. • Organize workshop sessions on the NPF to train all staff involved in the procurement of the project. • Continuous hands-on trainings on the NPF for identified key staff. 	<p>PIU</p> <p>PIU/World Bank</p>	<p>Before effectiveness</p> <p>Three months after effectiveness</p> <p>Two months after effectiveness</p> <p>Throughout the life of the project</p>
<p>5. absence of the Procedures manual with procurement provisions in line with the World Bank procurement regulation.</p>	<ul style="list-style-type: none"> • Elaborate a project Procedures manual to clarify the role of each team member involved in the procurement process of the project and the maximum delay for each procurement stage. 		<p>Before effectiveness</p>

Niger

18. The “Secrétariat Exécutif de la Stratégie pour le Développement et la Sécurité dans les Zones Sahélo-Sahariennes du Niger” (SE/SDS Sahel-Niger) is designated as the PIU - SE/SDS Sahel-Niger at the central level. An assessment of this agency has carried out. The assessment reviewed the organizational structure for implementing the proposed Project, and staff responsible for procurement in the SE/SDS Sahel-Niger.

19. The SE/SDS Sahel-Niger is currently implementing a project financed by the World Bank: the, Refugees and Host Communities Support Project (PARCA - P164563) that is effective since March 26, 2019 and will close on September 30, 2023. So, the experience of SE/SDS Sahel-Niger in managing and implementing World Bank financed projects is very recent. Therefore, there is a risk of not properly implementing procurement activities in line with the agreed procedures of two (2) projects at the same time, due to the additional workload and lack of proven and robust experience, especially in areas of insecurity areas. Based on this assessment, the procurement risk factor is high.

23. The assessment revealed that (a) SE/SDS Sahel-Niger has insufficient experience in implementing simultaneously two World Bank financed projects. There is a need to put in place a separate and dedicated PIU staffed accordingly with technical and fiduciary staff including procurement. The existing PIU of PARCA will manage procurement activities of the PPA until the creation and the staffing of the new PIU.

24. The key risks identified for procurement under the project are as follows: (a) the current Procurement Specialist would be overstretched by the workload of the new Project; (b) Staff involved in the project who may not have enough knowledge of the NPF; (c) inadequate communication and interaction between the beneficiaries and the PIU which may lead to delays in procurement processes and poor estimation of the costs; (d) delays in preparation of ToRs/specifications for planned procurement activities; delay in implementation of planned procurement activities; (e) internal administrative procedures may increase delays in the procurement processes and affect project implementation; (f) Limited number of qualified contractors and suppliers willing to work in communes where there is a security issue; (g) Difficulties and risks to conduct supervision and procurement missions for security reasons; (h) there may be poor contract management and administration of big contracts; and (i) poor filing and archiving of documents may lead to loss of documents. Overall, all these risks can cause mis-procurement, possible delays in evaluation of bids, and technical proposals leading to implementation delays, poor quality of contract deliverables, and reputational risks to the World Bank and the project.

25. The overall procurement risk for the project is rated High. The residual risk will be Substantial after adopting the agreed mitigation action plan summarized in table 3.3.

Table 3.3. Action Plan Mitigation Measures

Risk	Action	Responsibility	Date
1. The current Procurement Specialist would be overstretched by the workload of the new project.	Hire an additional Procurement Specialist devoted exclusively to the project.	SE/SDS Sahel-Niger	before effectiveness
2. Staff involved in the project who may not have enough knowledge of the NPF.	Organize workshop sessions on the NPF to train all staff involved in the procurement of the project. Continuous hands-on trainings on the NPF for identified key staff.	SE/SDS Sahel-Niger/World Bank	Two months after effectiveness Throughout the life of the project
3. Inadequate communication and interaction between the beneficiaries and the PIU which may lead to delays in procurement processes and poor estimation of the costs.	Update the existing manual or develop a specific manual of procedures for the project to clarify the role of each team member involved in the procurement process of the project and the maximum delay for each procurement stage, specifically about the review, approval system, and signature of contracts.	SE/SDS Sahel-Niger/PIU	Before effectiveness
4. Delays in preparation of ToRs/specifications for planned procurement activities; delay in implementation of planned procurement activities.	Develop accountability framework with defined business standard and engage beneficiary technical departments as early as possible. Involve qualified technical experts (consultants) to support preparation of technical specifications and functional requirements of bidding documents, and ToRso. Set up monthly meeting of the coordination.	SE/SDS Sahel-Niger/PIU	Throughout the life of the project

Risk	Action	Responsibility	Date
5. Internal administrative procedures may increase delays in the procurement processes and affect project implementation.	Exercise quality control on all aspects of the procurement process, including developing ToRs, technical specifications, bidding documents, proposals, request of quotations, evaluation, and award. Monitor, on monthly basis, the Procurement Plan's implementation and set up a close follow-up in relation with beneficiaries to ensure that appropriate actions are taken on time.	SE/SDS Sahel-Niger/PIU	Throughout the life of the project
	Transfer the major risks (identified in the PRAMS exercise) to a day-to-day monitoring matrix and monitor it through project implementation monthly meetings with the Client during the first two years of the Project, to make sure things are on track.	SE/SDS Sahel-Niger/PIU/World Bank	Throughout the life of the project
6. Limited number of qualified contractors and suppliers willing to work in communes where there is a security issue.	Apply World Bank procurement flexibilities in fragile situation. Start the Project's activities in communes easily accessible. Advertise at the national level even for small works using request for quotation (RFQ) (open approach of the market).	SE/SDS Sahel-Niger/PIU	Throughout the life of the project
7. Difficulties and risks to conduct supervision and procurement missions for security reasons.	Provide military escorts to supervision missions	SE/SDS Sahel-Niger/PIU	Throughout the life of the project
8. Poor contract management and administration of big contracts.	Develop contract management plans for prior review.	SE/SDS Sahel-Niger/PIU	Throughout the life of the project
9. Poor filing which can lead to loss of documents.	Provide a dedicated room for archiving. Set up a filing system at the PIU level to ensure compliance with World Bank procurement filing manual. Insert in STEP, the documents at each stage of procurement.	PIU/Procurement specialist	Throughout the life of the project

Lake Chad Basin Commission

26. An assessment of the capacity of the LCBC to implement procurement activities of the project was carried out. The assessment reviewed the organizational structure for implementation of the project, the Procedures manual, the Tender committee put in place, and the interaction between the different persons involved in the procurement activities.

The main weaknesses identified during the assessment are (i) the limited experience of the LCBC procurement staff in the World Bank Procurement Regulation for investment Project financing; (ii) The

LCBC tender committee is not trained in the NPF; (iii) the procurement section on the LCBC's Procedures manual does not comply with the World Bank Procurement Regulation ; (iv) the weak quality of the contracts management and administration; and (v) the poor quality of filing of procurement documentation. To address the above risk, the following mitigation measures should be taken: (a) update the procurement section of the LCBC's Procedures manual in form and substance acceptable to the World Bank; and (b) provide training to the procurement staff to strengthen their knowledge on the world Bank Procurement Regulation. With the implementation of the proposed measures in the action plan

27. The overall procurement risk is rated **high**. The residual risk will be **Substantial** after adopting the agreed mitigation action plan summarized in table 3.4.

Table 3.4. Action Plan Mitigation Measures

Risk	Action	Responsibility	Date
1. The Staff involved in the project doesn't have enough knowledge of the NPF and/or risk of confusion with the former guidelines and the Committee tender is not trained in the NPF.	<ul style="list-style-type: none"> Organize workshop sessions on the NPF to train all staff involved in the procurement of the project. 	LCBC/World Bank Team	Two months after effectiveness
	<ul style="list-style-type: none"> Continuous hands-on trainings on the NPF for identified key staff. 	LCBC Tender Committee/World Bank	During the life of the project
2. The procurement section of the Procedures Manual is not complying with the World Bank procurement regulation.	<ul style="list-style-type: none"> Update the project manual to clarify the role of each team member involved in the procurement process of the project and the maximum delay for each procurement stage. 	LCBC	Before effectiveness
	<ul style="list-style-type: none"> Exercise quality control on all aspects of the procurement process, including developing ToRs, technical specifications, bidding documents, proposals, request of quotations, evaluation, and award. 	LCBC/World Bank Team	Two months after effectiveness
	<ul style="list-style-type: none"> Monitor, on regular basis, the Procurement Plan's implementation and set up a close follow-up in relation with beneficiaries to ensure that appropriate actions are taken on time. 	LCBC	During the life of the project
3. Weak quality of the contract's management and administration.	<ul style="list-style-type: none"> Develop contract management plans. 	LCBC	During the life of the project
		LCBC/Procurement Specialist	During the life of the project
4. Weak quality of the contract's management and administration.	<ul style="list-style-type: none"> Improve the filing system at the LCBC level to ensure compliance with World Bank procurement filing manual. 	LCBC	During the life of the project

28. **Procurement methods.** The Recipients will use the procurement methods and market approach in accordance with the Procurement Regulations.

29. **Procurement Procedures.** When approaching the national market, the country's own procurement procedures may be used with the requirements set forth or referred to in paragraphs 5.3 to 5.6 related to National Procurement Procedures. The requirements for national open competitive procurement include the following:

Table 3.5. Requirements for National Open Competitive Procurement (NOCP)

Requirements	Actions		
	CAMEROON	NIGER	CHAD
Open advertising of the procurement opportunity at the national level	No action needed	No action needed	No action needed
The procurement is open to eligible firms from any country	No actions needed	No action needed	No action needed
The request for bids/request for proposals document shall require that Bidders/Proposers submitting Bids/Proposals present a signed acceptance at the time of bidding, to be incorporated in any resulting contracts, confirming application of, and compliance with, the World Bank's Anti-Corruption Guidelines, including without limitation the World Bank's right to sanction and the World Bank's inspection and audit rights.	The form elaborated by Operations Policy and Country Services (OPCS) must be added to each contract agreement with bidders/consultants.	The form elaborated by Operations Policy and Country Services (OPCS) must be added to each contract agreement with bidders/consultants.	The form elaborated by Operations Policy and Country Services (OPCS) must be added to each contract agreement with bidders/consultants.
Procurement Documents include provisions, as agreed with the World Bank, intended to adequately mitigate against environmental, social (including sexual exploitation and abuse and GBVGBV), health and safety ("ESHS") risks and impacts.	The provisions will be included.	The provisions will be included.	The provisions will be included.
Contracts with an appropriate allocation of responsibilities, risks, and liabilities.	Use Contracts inserted in Standard Procurement documents (SPD).	No action needed	Use Contracts inserted in Standard Procurement documents (SPD).
Publication of contract award information.		No action needed	
Rights for the World Bank to review procurement documentation and activities.	The requirement should be included in the Procurement	The requirement should be included in the Procurement	The requirement should be included in the Procurement

	Plan and Procurement Documents.	Plan and Procurement Documents.	Plan and Procurement Documents.
An effective complaints mechanism.	Use the complaint mechanism in line with World Bank regulations.	In Niger there is a complaint mechanism managed by the Procurement Regulatory Agency (ARMP). In addition, the PIM must develop an effective complaints mechanism in line with World Bank Regulations	Use the complaint mechanism in line with World Bank regulations.
Maintenance of records of the Procurement Process.	The PIM must spell out the practical modalities and the appropriate physical and digital documentation to archive.	The PIM must spell out the practical modalities and the appropriate physical and digital documentation to archive.	The PIM must spell out the practical modalities and the appropriate physical and digital documentation to archive.



30. Other national procurement arrangements (other than national open competitive procurement) that may be applied by the Borrower (such as Limited/Restricted Competitive Bidding, RFQ, Shopping, Local Bidding, and Direct Contracting), shall be consistent with the World Bank’s core procurement principles and ensure that the World Bank’s Anticorruption Guidelines and Sanctions Framework and contractual remedies set out in its Legal Agreement apply.

31. **Frequency of procurement reviews and implementation support.** The World Bank’s prior and post reviews will be carried out based on thresholds indicated in table 3.6. IDA will conduct six-monthly implementation support missions and annual post procurement reviews. The standard post procurement reviews by the World Bank staff should cover at least 20 percent of contracts subject to post review. Post reviews consist of reviewing technical, financial, and procurement reports on project procurement actions by the World Bank staff or consultants selected and hired by the World Bank. Project supervision missions shall include a World Bank procurement specialist or a specialized consultant. IDA may also conduct an independent procurement review at any time until two years after the closing date of the project.

32. **Procurement prior review.** The procurement risk is rated High. Table 3.6 summarizes the procurement prior review High risk. These prior review thresholds can evolve according to the variation of procurement risk during the life of the project.

Table 3.6. Procurement Prior Review Thresholds (US\$, millions)

Type of Procurement	Thresholds
Works	5.0
Goods, information technology, and non-consulting services	1.5
Consulting firms	0.5
Individual consultants	0.2

33. **Contract management and administration.** For all prior review contracts, contract management plans (in line with the provisions of Annex XI of the Procurement Regulations) will be developed during contracts creation and completed at the time the contracts are signed.

PPSD and Procurement Plan

- (a) The different approaches, the selection methods, the need for pre-qualification, estimated costs, prior review requirements, and time frame are agreed between the recipient and the World Bank in the Procurement Plan.
- (b) PPSDs and derived Procurement Plans for the first 18 months of program implementation were developed during project preparation and finalized and approved during negotiations. During implementation, the Procurement Plans will be updated as required—at least annually—to reflect the actual program implementation needs and improvements in institutional capacity.



ANNEX 4: Implementation Support Plan

Strategy and Approach for Implementation Support

1. The strategy for supporting project implementation will focus on successfully mitigating the risks identified at various levels and supporting the risk management proposed in the SORT; it will consist of (a) implementation support missions and (b) technical assistance in areas of weaknesses and where innovations are introduced.

Implementation Support Plan

2. Arrangements made at preparation phase will be maintained during implementation support involving a Task Team Leader (TTL) based in Washington D.C. and a co-TTL based in the region. In addition, focal points have been appointed in each country to closely monitor and support implementation. This arrangement will enhance interaction with the participating countries and improve monitoring of progress. The team is also seeking possible Trust Fund budget to strengthen supervision activities on top of the Association's budget. This is especially important considering the need for close supervision in an FCV context.

3. The Implementation Support plan will comprise a number of critical review instruments to assess progress toward achieving the PDO and overall implementation progress and to effectively respond to issues and challenges as they arise. Such reviews will include among others: (a) Implementation support missions conducted semi-annually; (b) a mid-term review (MTR) that will include a comprehensive assessment of the progress achieved at the mid-point of project implementation and will serve as a platform for revisiting project design issues and where adjustments might be needed; and (c) implementation completion where an independent assessment of the project will be undertaken and lessons drawn to inform future or similar operations.

4. The Implementation Support missions will specifically focus on reviewing the quality of implementation, finding solutions to implementation problems, assessing the likelihood of achieving the PDO, review with the PIUs the action plan and disbursement programs for the next six months; review the project's fiduciary aspects, including disbursement and procurement; verify compliance of project activities with the Association's environmental and social safeguard policies (including the GRM); review the results against the Results Framework; and review the established security monitoring system. The missions would combine some field visits (depending on the security conditions) and multi-stakeholder discussions.

5. At the technical level, the Association team will assemble the appropriate technical skills and experience needed to support implementation of this regional operation (table 4.1). Fiduciary reviews will be conducted by the Association's FM and procurement specialists to ensure that fiduciary systems and capacities remain adequate during the course of project implementation in accordance with the Association's fiduciary requirements. The main elements for the implementation plan support areas are as follows:

- (a) *Technical support.* Technical support will be provided to the PIUs. This will ensure compliance with different agreed modalities and procedures. Particular focus areas will be



Knowledge Management and Regional Dialogue, Citizen Engagement and Social Cohesion, Agricultural and Rural Mobility.

- (b) *Financial management.* The Association will require quarterly interim financial reports to be submitted to the Association as well as the annual external audit report for review. The Association will also review other project-related information such as the internal control systems’ report. Annual onsite visits will also be carried out by the Association to review the FM system including internal controls. Monitoring of actions taken on issues highlighted in audit reports, auditors’ management letters, internal audit and other reports will be reviewed by the Association, including transaction reviews, as needed. FM training to PIU staff will be carried out by effectiveness. Additional FM training will be conducted during project implementation as needed.
- (c) *Procurement.* The Association will undertake implementation support missions every six months.
- (d) *Safeguards.* The Association’s safeguard team will consist of social and environmental specialists who will guide the project team in applying the agreed safeguard instruments as well as reviewing compliance during implementation support missions.
- (e) *M&E:* Adequate support to M&E activities will staff missions to project sites at least twice a year to closely monitor and assess project performance.

Table 4.1. Implementation Team Composition

Time	Focus	Skills Needed
First 12 months	<ul style="list-style-type: none"> • Project implementation start up • Complete establishment of the PIUs at national and regional level • Support to implementation activities: Sensitization, community consultations and planning, institution building, and strengthening of implementation capacity, including M&E • Guidance on applying safeguard instruments • Development of M&E methodology and oversight of baseline survey • Training of staff at all levels on procurement, FM, M&E, safeguards and other technical fields, as required 	<ul style="list-style-type: none"> • TTL (Social Development) • Co-TTL (Social Development) • Regional Dialogue and Knowledge Management Expertise • Agriculture Expertise • Transport and Rural Mobility • Environment and Climate Change • FCV • Financial management • Procurement • M&E • Social Safeguards • Environmental Safeguards • Regional Security Specialist
12-48 months	<ul style="list-style-type: none"> • Implementation support missions conducted to monitor implementation performance including progress against targets of the Results Framework • Review of annual work plans and disbursement schedule • Review quality of quarterly/annual reports • Review of audit reports and interim financial report 	Same as above



Time	Focus	Skills Needed
	<ul style="list-style-type: none"> Review adequacy of the FM system and compliance MTR undertaken (during year 3) 	
49-60 months	<ul style="list-style-type: none"> Implementation support missions conducted to monitor implementation performance including progress against Results Framework targets Review of annual work plans and disbursement schedule Review quality of quarterly/annual reports Review of audit reports and interim financial report Review adequacy of the FM system and compliance Impact assessment conducted Project completion and Implementation Completion Report preparation 	Same as above

Skills Mix

6. Table 4.2. summarizes the proposed skill mix and number of staff weeks by year during project implementation. It is anticipated that this will change over time as demand increases.

Table 4.2. Team Skills Mix and Time

Skills Needed	Number of Staff Weeks	Number of Trips	Comments
TTL (Social Development)	15	6 (2 by country)	Washington DC based
Co-TTL (Social Development)	15	6 (idem)	Country office based
Regional Dialogue and Knowledge Management	8	6 (idem)	Washington DC based or Country office based
Agriculture	8	6 (idem)	Washington DC based or Country office based
Transport and Rural Mobility	8	6 (idem)	Washington DC based or Country office based
Environment and Climate Change	6	3	Washington DC based or Country office based
FCV	8	3	Washington DC based or Country office based
M&E	6	6	Washington DC based or Country office based
Financial management (3)	4 (by country)	—	Country office based
Procurement (3)	4 (by country)	—	Country office based
Social Safeguards (3)	4 (by country)	—	Country office based
Environmental Safeguards (3)	4 (by country)	—	Country office based
Regional Security Specialist	3	3	Country office based



ANNEX 5: The Lake Chad Basing Commission PROLAC PIU

Introduction/Background

1. The Lake Chad Region is one of the areas of Africa where insecurity is orchestrated by unrelenting violence throughout the Basin, which has led to (a) a disruption of the social fabric; (b) the destruction of traditional livelihoods; (c) internal displacement of populations within their own country or in neighboring countries; and (d) a high human death toll. The violence of Boko-Haram in the Lake Chad Basin has disproportionately affected the members of the communities living in the Lake Chad Region and close to borders and/or island of the Lake Chad, placing it de facto at the forefront of the devastating crisis. In addition to them being the first victims of violence and violent extremism, communities continue to suffer economic, social and cultural disintegration.

2. This situation led the LCBC and the TFPs to analyze the conditions prevailing within the Lake Chad Region which concerns the four countries of Cameroon, Chad, Niger and Nigeria. The conclusions of these reflections led on the one hand, to the organization and the holding of the first inaugural session of the Governors' Forum for regional cooperation on stabilization, peace-building, and sustainable development interventions in the region affected by Boko Haram and on the other hand, to the development of the Strategy for the Stabilization, Recovery and Resilience of the Boko-Haram-affected areas of the Lake Chad Basin Regional Strategy, which provides for the development and implementation of promising regional projects to support the development of the region and help to reduce the extreme poverty in the Lake Chad Region. PROLAC is part of this logic and will support this overall objective through the financing of the establishment of a LCBC PROLAC PIU that will support a Knowledge and Monitoring Platform, amongst others.

Rationale for the Regional Secretariat

3. The LCBC PROLAC PIU will have the following specific objectives:

- (a) Lead the development, operationalization and follow-up of a common vision for the development of the Lake Chad Region;
- (b) Facilitate the creation of knowledge in partnership with the LCBC, the think tanks, universities and research institutions involved in the Project countries and lessons learned from the implementation of PROLAC and other development in the Region;
- (c) Provide regular learning and development, monitoring and vision-sharing workshops for countries in the Lake Chad Region to assess and review the implementation of the mission and coordinate and agree on next steps; and
- (d) Contribute to a better understanding of the interdependent system in the Lake Chad Region by commissioning studies on business models or lessons learned from project implementation.

4. The main functions of the LCBC PROLAC PIU will be the following:

- (a) **Coordination.** This will involve coordinating policies and practices between the projects in



participating countries and humanitarian and development actors.

- (b) **Capacity building.** For project countries, agencies in participating countries, institutions, and other partners in advancing the regional dialogue on the development of the Lake Chad Region.
- (c) **Generation and knowledge sharing.** Working with think tanks, academic and research institutions in the Lake Chad Region to ensure learning and sharing.

5. The work of the LCBC PROLAC PIU will be implemented in two phases:

- (a) **Phase 1: Development of the strategy:** a central advisory team (composed of the LCBC, the World Bank, the project countries, development actors and humanitarian actors) will guide the strategy and detailed workplan of this LCBC PROLAC PIU, which will be developed during the first six months of project implementation. It is anticipated that the strategy will be validated and approved at the highest possible level in order to gain ground and serve as a framework for the development and rapid recovery of the project countries and the region. The strategy will build on the regional stabilization strategy already adopted at the highest political level of the LCBC.
- (b) **Phase 2: Implementation of the approved strategy:** In line with the above-mentioned main objectives of this component, the main areas of action of the data platform will include (a) establishing a dialogue with academic and research institutions in the Lake Chad Region, in particular a dialogue on how to transition from a humanitarian response to a development response in the region; (b) generate evidence by finding innovative operational solutions in the Lake Chad Region (such as ICT); (c) strengthen capacity of countries and institutions for data collection, including geospatial data collection and dissemination; (d) provide knowledge management and M&E for PROLAC; (e) establish partnerships between humanitarian and development actors; and (f) strengthen the LCBC's ability to become a powerful "knowledge think tank" on issues and discussions regarding the Lake Chad Region, beyond water and resource management issues. The main functions of the platform are described in more detail in annex 6 under the Component 1 description.

Institutional and Implementation arrangements.

6. A team dedicated to the implementation of this project will be set-up within the LCBC. The team will consist of partial and full-time staff as follows:

- A coordinator (partial)
- An ICT and data base expert
- An expert in recovery, reconstruction, and resilience
- An expert in knowledge management and events
- A procurement expert (partial)



- A FM expert (partial)
- A financial control assistant (partial)
- Support staff (including driver, accounting assistant and data entry specialist)

7. In addition, universities, think tanks and regional and tertiary research institutes will be engaged to undertake research, knowledge generation and documentation.

8. As synergies, Component 1 activities will seek to maximize synergies with other knowledge and capacity initiatives in the Lake Chad Region (including exploring cost-sharing opportunities with other initiatives that are existing or planned). Particular attention will also be paid to the creation of close links with the Sub-components 1b, 1c, and 1d and the Components 2, 3, and 4 of this project (for example, by providing data, knowledge and tools to inform the design and implementation of subprojects of the nationally implemented components and to systematically assess and disseminate widely the lessons learned from these subprojects, at the regional and national levels, to facilitate their reproduction and wider transposition into investment program sectors).

9. The LCBC PROLAC PIU will establish links with the RSS (that is currently being implemented by the member states, the African Union and the LCBC), and in particular with its secretariat already housed at the LCBC. This strategy builds on nine identified priority action pillars. The main functions of the platform are complementary to many pillars of the RSS, namely:

- Pillar 1: Political Cooperation, and here in particular the strategic objectives (a) to enhance political cooperation and (b) to strengthen the capacity of the LCBC;
- Pillar 5: Governance and the Social Contract, and here in particular the strategic objective to improve the cross-border cooperation;
- Pillar 6: Socio-economic Recovery and Environmental Sustainability, and here in particular the strategic objective (a) support and promote livelihoods, particularly in the agricultural sector (farming, fishing and livestock); (b) promote infrastructural investments to increase economic and cultural exchange throughout the Lake Chad region and improve connectivity to the wider region; and (d) enhancing the resilience of communities and systems around Lake Chad to environmental shocks for enhanced sustainability of interventions.
- Pillar 7: Education, Learning and Skills, and here in particular the strategic objectives to (a) promote cultural and social learning and (b) promote advocacy and experience sharing;
- Pillar 8: Prevention of Violent Extremism and Building Peace, and here in particular the strategic objectives to (a) promote cross-border cooperation for P/CVE and (b) support peace architecture;
- Pillar 9: Empowerment and Inclusion of Women and Youth, and here all its strategic objectives, which are (a) to protect women and girls; (b) to promote women



participation, empowerment and socioeconomic rights; (c) youth empowerment, participation, and protection; and (d) monitoring and accountability.



ANNEX 6: Detailed Component Description

Component 1 (Regional Lake Chad Knowledge and Monitoring Platform and Secretariat for the Development of the Lake Chad Region)

1. **Overview.** This component has the overall aim to reinforce regional dialogue and data collection and dissemination, institutional capacity building and knowledge sharing. This will be done with the help of the following sub-components: *Sub-component 1a: Strengthening the Institutional, and Data Monitoring and Dissemination Capacity at the Regional Level* will (a) put in place and operate a Lake Chad Data and Knowledge Platform that will play a key role in coordinating and collecting already existing data on the main drivers of conflict and fragility in the region, disseminate the data through a web-site, coordinate and lead the research dialogue on the Lake Chad Region and (b) support the establishment of a LCBC PROLAC PIU. *Sub-component 1b: National Capacity Building for the Regional Dialogue* will support capacity building of research institutions and universities at the national level to support and facilitate their participation in regional knowledge activities. *Sub-component 1c: Citizen Engagement and Social Cohesion* will to strengthen trust and dialogue among the citizens and between the state and citizens in the Lake Chad Region. *Sub-component 1d: Labor-intensive Public Works* will finance the promotion of this method for the execution of activities under Components 2 and 3. The sub-components are explained in more detail below.

2. **Costing of Component 1 and its sub-components.** The total cost of Component 1 that is financed under this project is US\$21.3 million. This total amount will be provided with the help of two sources: (a) a US\$5 million regional integration grant for activities under sub-component (to cover regional activities implemented by the LCBC in Cameroon, Chad, Niger and Nigeria) and (b) US\$16.3 million that will be sourced from country allocations (of Cameroon, Chad, and Niger under this project) for Sub-components 1b, 1c, and 1d for the implementation of activities in the respective countries. PROLAC's source of financing by sub-component and the implementation arrangements are shown in table 6.1.

Table 6.1. Financing of Component 1

Component	Source of allocation	Allocation (US\$, millions)	Implementing Unit
Sub-component 1a: Strengthening the Institutional, and Data Monitoring and Dissemination Capacity at the Regional Level	Regional Integration IDA Grant	5	LCBC
Sub-component 1b: National Capacity Building for the Regional Dialogue	National country allocations	10	National PIUs
Sub-component 1c: Citizen engagement and Social Cohesion	National country allocations	4.7	National PIUs
Sub-component 1d: Labor-Intensive Public Works	National country allocations	1.6	National PIUs
TOTAL		21.3	

3. **Activities and indicative costs by sub-components.** During project preparation, indicative activities and indicative cost estimations by activity have been elaborated together with the countries and the LCBC. These tables are presented under each sub-component in this annex. Activities and costs,



however, will need to be confirmed based on (a) technical studies that are carried out; and (b) community participation prioritization processes.

4. **Synergies.** Component activities will seek to maximize synergies with other knowledge and capacity initiatives in the Lake Chad Region (including exploring cost-sharing opportunities with other already existing or planned initiatives). Particular attention will also be paid to ensuring close links with Component 2, 3 and 4 of this project (for example, providing data, knowledge, and tools to inform the design and implementation of subprojects under the Components; evaluating systematically and disseminating widely lessons from these subprojects, nationally and regionally, to facilitate replication and scaling up under separate sectoral investment programs).

Sub-component 1a: Strengthening the Institutional, and Data Monitoring and Dissemination Capacity at the Regional Level

5. **Overview.** Sub-component 1a will ensure (a) the establishment of a LCBC PROLAC PIU for the Development of the Lake Chad Region that will provide overall support to coordination, capacity of regional and national actors and a policy and operational dialogue in and on the Lake Chad Region; and (b) the operation and maintenance of a strategic, analytical and monitoring platform to foster knowledge exchange, collaboration and partnerships. The project will promote women's access to the LCBC PROLAC PIU's leadership and decision-making positions to ensure their needs are represented and their participation can contribute to their overall development. To support women's inclusion, the project will facilitate ad hoc training to provide women with the needed skills and knowledge to undertake these positions.

6. **Implementation arrangements.** This PROLAC PIU and the day-to-day management of the Regional Knowledge and Monitoring Platform will be hosted within the LCBC, an intergovernmental organization that oversees water and other natural resource usage in the Lake Chad Basin. There are currently eight-member governments—that is, Cameroon, Chad, Niger, Nigeria, Algeria, the Central African Republic, Libya, and Sudan—chosen for their proximity to Lake Chad. This sub-component has been prepared and will be implemented in close partnership with the Governors' Forum for regional cooperation on stabilization, peace-building, and sustainable development interventions in the region affected by Boko Haram.

7. **Main objectives.** The main objectives of the LCBC PROLAC PIU will be the following: (a) spearhead the development, operationalization and monitoring of a common development vision for the Lake Chad Region; (b) facilitate knowledge creation in partnership with the LCBC, relevant think tanks and universities in the three countries and lessons learned that have emerged from the implementation of the PROLACPROLAC and other development programs under implementation in the Lake Chad Region; (c) ensure regular learning and vision building/monitoring and sharing workshops for the Lake Chad Region countries to assess and review the implementation of the mission and coordinate and agree on next steps; and (d) contribute to a better understanding of the interlinked system of the Lake Chad Region by commissioning studies on operational models or on lessons learned from project implementation.

124. **Activities.** In alignment with the abovementioned main objectives of this component, key focus areas for the Knowledge and Monitoring Data Platform will include (a) initiating dialogues with academic and research institutions on the Lake Chad Region, in particular a dialogue on how to transition from a humanitarian response to a development response in the region; (b) informing decision makers in the



region on investment decisions and guiding the vision for a sustainable development in the Lake Chad Region; (c) generating evidence through research for innovative operational solutions in the Lake Chad Region (such as ICT); (d) building capacity of countries and institutions in data collection, including geospatial data collection and data collation and dissemination; (d) providing knowledge management and M&E for the Lake Chad Region and the Lake Chad Region Program; (e) forging partnerships between humanitarian and development actors; and (e) consolidating and increasing capacity of the LCBC to be a strong 'knowledge think tank' on issues and discussions regarding the Lake Chad Region, beyond water and resource management issues. The main functions of the platform are outlined in more detail as follows:

- (c) *Database creation, monitoring, integration through a web-hosted platform:* The Platform (including supporting ICT hardware, software, connectivity, datasets, access to expertise, and training) will facilitate data computerization, collation of comprehensive spatial (for example, GIS, remote sensing) and temporal datasets from global, regional, and local sources, including in real time (for example, including from earth observation and crowdsourcing information).
- (d) *Dialogue with academic and research institutions, data collection, capacity building and dissemination:* The knowledge platform will have strong links with universities in each country bordering Lake Chad and will support research and studies of strategic importance for the Lake Chad Region. This will be done through the organization of regular knowledge sharing events, conferences, forums and study tours. In addition, the platform will support the collection of data in the sectors natural resources and climate change, service delivery and governance, justice and land, economic development and security and power. The platform may also commission studies regarding the Lake Chad Region on agreed-upon priorities in one or more of the following thematic areas: land and water management (including climate change and research on climate financing), service delivery, power and governance, security and justice, and economic development, studies on the platform's scope, gender-sensitive studies to inform how to better support women's economic empowerment and their agency, and reach and studies on regional monitoring and data validation. The platform will also organize training and workshops for countries and institutions to build their capacity in data collection, including geospatial data collection, data collation and dissemination. A list of workshops that will be offered will be included in the PIM.
- (e) *Organization of an Annual International Forum on the Development of the Lake Chad Region:* Based on the model of other existing international events (Dakar Forum, Shangri-La Dialogue, Munich Security Conference, Manama Dialogue, and so on, the LCBC will organize an annual conference which aims to set up a discussion platform for active stakeholders in the Lake Chad Region. The conference will bring together, on an annual basis, high-level local and international actors and decisionmakers to discuss: (a) regional development issues; (b) existing national and regional initiatives; and (c) existing and possible cooperation to strengthen the impact of stabilization. This will also include a discussion on how to increase climate resilience in the Lake Chad Region, notably future programs that will support the ability of vulnerable populations in the Lake Chad Region to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate change in this region. Beyond the discussions and debates, the Forum will also be used as an informal



platform for high-level exchanges among LCBC member states, and between member states and TFPs. The forum will be organized back-to-back with the Governors' Forum.

8. The platform will have a section on research and mobilization of climate financing (such as international performance-based financing in sequestering greenhouse gases and more specifically carbon—Bio Carbon Fund, private sector, and so on). These funds could then enable them to scale up investments and ensure the sustainability of project's activities in the area.

9. **Data responsibility.** Initial analysis of discussions among stakeholders all highlight a lack of policies and procedures with respect to data collection, analysis and sharing. These constitute institutional barriers to the establishment of inter and intra organizational learning architecture. Guidelines for data responsibility and the development of a system which ensures this, will be a central part of all the potential services under this sub-component. The data and results offered by each main function will therefore be accompanied by a package of parameters around trust, protection and inclusiveness.

10. **Outreach and partnership building.** The LCBC will coordinate and facilitate increased support to the region from multiple stakeholders, to promote more alignment and collaboration in areas of mutual interest, and, importantly, to encourage more operations that promote more cross-border solutions. To ensure a cooperative and aligned approach to successful peace-building, recovery and resilience efforts, and complement ongoing international and regional initiatives, it is important to engage a diverse group of stakeholders in the Lake Chad Region. This will be done by organizing coordination events with a broad section of stakeholders, stakeholder and actors' mappings, workshops and through participation in already existing networks. To this end, an engagement and outreach strategy has been developed that will be included in the PIM for the Sub-component 1a.

11. **Covered expenditures.** The support grant (US\$5 million) will cover expenditures relating to the following:

- Additional staff/experts placed within the newly created division of the LCBC that will be responsible for the implementation of the activities under Sub-component 1a;
- Software, server and equipment costs for the web-hosted platform;
- Consulting services;
- Costs for events and workshops, including event logistics and travel for possible key guests;
- Office, equipment, and operating costs including travel and transportation;
- Communications, including printing and design (quarterly knowledge briefs, newsletters, articles and research papers, and so on).

12. The activities and indicative estimated costs for this sub-component are the following:



Table 6.2. Exact Activities and Estimated Costs

Activity	Indicative Costs (US\$, millions)
Database creation, monitoring, and integration through a web-hosted platform <ul style="list-style-type: none"> • <i>Software Development (0.8)</i> • <i>System Maintenance and Cloud Services (0.1)</i> • <i>Capacity Building (0.3)</i> • <i>Project Management and Backstopping (0.3)</i> • <i>Platform experts (GIS and data base, development and communications)</i> 	2
Dialogue with academic and research institutions, data collection, capacity building and dissemination <ul style="list-style-type: none"> • <i>Review of existing literature and regional report and research supervision by the LCBC (0.5)</i> • <i>Presentations of findings to partners and regular partner outreach (0.3)</i> • <i>Partnerships with universities and strengthening and building of academic expertise (0.3)</i> • <i>Capacity building (0.4)</i> 	1.1
Organization of an Annual International Forum on the Development of the Lake Chad Region	1.1
Operating costs and personnel	0.5
Independent auditors and consultants	0.3
Total	5

Sub-component 1b: National Capacity Building for the Regional Dialogue

13. **Overview.** This sub-component will reinforce institutional capacity at the national level to allow, for example, research institutes and universities to participate in the regional activities on conflict prevention and the development of the Lake Chad Region carried out under Sub-component 1a. The sub-component will be implemented by the national level PIUs. The allocation to this sub-component will come from the national allocations (as shown in the costing table above).

14. **Main objectives.** The main objectives of this sub-component will be to strengthen national agencies, research institutes and universities with an aim of facilitating their participation in the regional dialogue and to promote and enforce their engagement and coordination with the regional knowledge platform and dialogue coordinated by the LCBC.

15. **Main research bodies.** Table 6.3 shows the national agencies, research institutes and universities that have been selected to be strengthened.

Table 6.3. Main Research Bodies and Type of Support under PROLAC

Cameroon	Chad	Niger
University of Maroua: <ul style="list-style-type: none"> • Capacity building • Provision of equipment and technological upgrade 	ITRAD: <ul style="list-style-type: none"> • Support technical research and build up a platform for research to raise agricultural productivity 	University of Diffa: <ul style="list-style-type: none"> • Capacity building • Provision of equipment and technological upgrade • Support to research



		<ul style="list-style-type: none"> Support to the regional dialogue on the development of the Lake Chad Region
Centre de Maroua: <ul style="list-style-type: none"> Provision of equipment and technological upgrade 	Livestock Research IRED: <ul style="list-style-type: none"> Provision of equipment Support to research on the Kouri breed Capacity Building 	University of Niamey: <ul style="list-style-type: none"> Support of research on selected themes in partnership with the University of Diffa
Institut de Recherche Agricole pour le Développement (IRAD): <ul style="list-style-type: none"> Reinforcement of capacities Support to research activities 	University of N'Djamena: <ul style="list-style-type: none"> Provision of equipment Capacity Building Support to research 	The National Institute of Agronomy Research of the Niger (INRAN): <ul style="list-style-type: none"> Support of research on selected themes in partnership with the University of Diffa
		Sayam Cattle Breeding Center <ul style="list-style-type: none"> Support for research on the Kouri cow in partnership with the University of Diffa and the NGO Kouri

16. **Main activities** of this sub-component will include:

- Financial and technical assistance national agencies, research institutes and universities to participate to the regional database, in collaboration with international agencies;
- Study tours and participation to the regional knowledge platform discussions, including pre-events at the national level (the PIUs will be expected to cover their own travel costs to such events, also to events that the LCBC is coordinating and/or organizing);
- Field trips and workshops for knowledge exchange and cross-learning, with a special focus on cross-sectoral and cross-regional learning;
- A competitive research grant program for young scholars and young professionals to work together on developing the knowledge base as well as knowledge and communication products on selected topics relevant for the Lake Chad Region, in coordination with activities under Sub-component 1a²⁸;

²⁸ The research grants that will be supported by this project will not support any formal/classic scholarships, such as the funding of a Bachelor, Master, or PhD program. These grants will rather be linked to some specific deliverable and paid out in tranches when the expected deliverables are met. Grants duration (and therefore the period in which specific deliverables will have to be produced) will not exceed one year. The research grants will be given to enrolled university students that would like to focus on a subject of interest that is related to the Lake Chad region; it will be given on a competitive basis based on a research proposal. During the project duration, it is expected that this program will be at least repeated two times (i.e. at least three cycles) in order to allow many students to participate and in order to adapt the program with each cycle and learn from earlier cycles. At least



- Targeted learning programs and hands-on courses on, for example for example, data collection, data sources, using GIS, models, online services and apps delivered on a regular basis;
- Support with the building of academic networks, including global networks.
- *Ad hoc* strategies will be designed and implemented to ensure AGYW's participation and contribution in scholarships and learning programs and academic networks.

17. **Covered expenditures.** Expenditures relating to the delivery of tasks, outputs and deliverables of this sub-component, include the following:

- Additional staff/expert(s) placed within the national PIUs responsible for the activities under this component;
- Consultancies and contracts for technical assistance, support to research, knowledge generation and data collection, as needed;
- Support to agencies and universities in their data collection, in strengthening data integrity in the region, and in monitoring and documentation;
- Office, equipment, software and operating costs including travel and transportation of selected agencies and universities;
- Research grants to students for research on a subject of interest that is related to the Lake Chad region (given on a competitive basis);
- Budget for Knowledge Exchanges;
- Travel for a selected number of participants, including staff of research institutes and universities and young scholars.

18. **Activities by countries.** The activities under Sub-component 1b by country are as follows:

- In Cameroon, project activities will focus on building the capacity of the University of Maroua, the Maroua Center and the Institute for Agricultural Research for Development (IRAD). Activities include, among others (a) a system for managing and disseminating project data; (b) a platform for dialogue and cooperation between scientific research and academic and research institutions; (c) provision of

50% of the selected researchers that will participate in this program will be women. Topics that will be considered will relate to any of these three: (a) regional development issues; (b) existing national and regional initiatives; and (c) existing and possible cooperation to strengthen the impact of stabilization. Proposals shall also consider addressing climate change considerations. In addition, the participating researchers will be prioritized for training and formation activities under the Sub-component 1a (implemented by the LCBC and financed under Sub-Component 1a). Details, such as exact procedures, criteria and amount of financing will be described in more detail in the country-specific PIMs.



equipment and capacity building of the IRAD, (d) study trips; (e) a research grant program; (f) research activities; and (g) cultural events.

- In Chad, the activities will be implemented by the University of N'Djamena, the . Activities in collaboration with the University of N'Djamena include (a) the provision of equipment for laboratories in the Faculty of Humanities and Social Sciences to support the development of land use maps and assessments of the natural resource potential of the Lake Chad Region; (b) the granting of research grants for research on themes related to the development of the Lake Chad Region; women will be given priority for the award of these grants; and (c) Funding for various specific research on the issues related to the development of the Lake Chad Region (women's access to land, management of conflicts related to access to natural resources, development of the spirulina sector). Activities in collaboration with IRED will have as aim to preserve and enhance the Kouri breed (a special breed of cow), which genetic heritage is of cultural, scientific and economic interest for the Lake Chad Region, through (a) the rehabilitation and extension of infrastructure (seed bank, laboratories, and so on); (b) the building of capacity of breeders in the region (for example, creation/revitalization of breeders' groups, vocational training and laboratory technology), and (c) an exchange with universities in the Lake Chad Region on this breed (for example, with the University of Diffa and Niamey in Niger and the University of Dschang in Cameroon). In collaboration with ITRED, activities will support (a) the rehabilitation and provision of equipment to an ITRED farm in Matafo (Lac area) and (b) the strengthening of the capacity of the ITRED and staff at the farm in Matafo with the aim to increase the profitability of the agricultural profitability in the Lake Chad Region.
- In Niger, the activities will be implemented in partnership with the University of Diffa, the University of Niamey (Faculty of Agronomy and the Faculty of Legal and Political Science), the National Institute of Agronomy Research of Niger (INRAN), the Sayam Livestock Multiplication Centre (Diffa) and the NGO Kouri. The main activities are (a) supporting the operation of a Research Institute for the Promotion of Peace, Dialogue and Development at the University of Diffa, (b) organizing symposiums on regional dialogue and citizen engagement; (c) strengthening capacity and provision of equipment (IT equipment and others); (d) support to research and studies on factors of fragility and barriers to the development of the Lake Chad Region; (e) strengthening of a mapping/GIS and remote sensing unit at the University of Diffa, (f) strengthening of the database; (g) setting-up of a video conference room and a cybercafé; (h) technological upgrade of the University of Diffa; (i) organization of national meetings to contribute to regional platform meetings; (j) organization of study trips to participate in regional knowledge platform discussions; (k) a research grant program for 20 students on fragility factors and barriers to development (master's and doctoral level); (l) university exchanges; and (m) the strengthening of research on pepper, sesame and dates and the Kouri cow breed.

19. The activities and indicative estimated costs for this sub-component are the following:



Table 6.4. Activities and Indicative Costs by Country

	Indicative Costs (US\$, millions)
Cameroon	5.0
Implementation of a system for managing and disseminating project data	0.3
Establishing a platform for dialogue and cooperation between scientific research and academic and research institutions	0.4
Strengthening data collection capabilities including the compilation and dissemination of geospatial data	0.4
Acquisition, installation and maintenance of laboratories at the IRAD center	0.4
Study trips to participate in regional knowledge platform discussions including pre-meetings at the national level	0.4
Research grant program for students	0.4
Short-term non-graduate training in selected areas relevant to the development of the Lake Chad Region for 600 participants	0.5
Support for research activities of the IRAD and other research organizations in the area	1.2
Provision of material and infrastructure and the strengthening of capacities of the University of Maroua	0.4
Strengthening the cooperation between universities (exchanges, internships, setting up a network of researchers, and so on)	0.2
Costs to support data collection at the national level (to be coordinated by the LCBC at the regional level)	0.4
Chad	2.0
Support for the University of N'Djamena on Lake Chad-related research	0.6
Conservation and enhancement of the Kouri breed (in collaboration with the IRED)	0.4
Capacity building, research and seed production (in collaboration with the ITRAD)	0.4
Costs of participation in the regional activities organized by the LCBC	0.2
Costs to support data collection at the national level (to be coordinated by the LCBC at the regional level)	0.4
Niger	3.0
Capacity building of research institutes and universities (technical and financial support in “action research” at the University of Diffa and research institutes)	1
Financial and technical assistance to national agencies, research institutes and universities to participate in the regional database	1
Study visits/tours and participation in discussions on the regional knowledge platform	0.2
A research grant program for young researchers and young professionals	0.2
Supporting the search and strengthening of networks for researchers	0.2
Costs to support data collection at the national level (to be coordinated by the LCBC at the regional level)	0.4

Sub-component 1c: Citizen Engagement and Social Cohesion

20. In line with the project’s overall approach that activities financed under PROLAC will be (a) identified and prioritized through local development plans, and (b) updated annually by local institutions and communities (for more details on the process, see annex 10), this sub-component will focus on



strengthening citizen engagement and social cohesion activities. It has as main objective to strengthen trust and dialogue among citizens and between the state and citizens in the Lake Chad Region. The objectives of citizen engagement and social cohesion activities will be to strengthen trust and dialogue among the citizens and between the state and citizens in the Lake Chad Region. Key principles will be to (a) integrate territorial planning processes as described in the RSS, (b) ensure that all project investments are included in a participatory and inclusive way in LDPs in the communes of the project area, (c) use the existing committees by integrating national systems and avoid multiplication of committees, to ensure the sustainability of project interventions; (d) have a single committee, fulfilling different functions (the tasks can be divided among several members of the same committee); and (e) promote civic engagement, cohesion, and social inclusion of local communities, women, and youth.

21. Activities supported by the project will be as follows:

- Integrate territorial planning processes as described in the RSS and ensure that all project investments are in line with LDPs
- Support to local committees to strengthen the local level identification, prioritization and monitoring of investments financed by the project through capacity building and training;
- Setting up of a national GRM to allow for real-time feedback from project beneficiaries;
- Support to a mechanism to mitigate local tensions through capacity building, training and the establishment of a mechanism to store data on conflict patterns and high-risk areas;
- Psychosocial support activities, including support for survivors of GBV;
- Cultural and sports events to promote collaboration, team spirit and a positive identity of the people living in the Lake Chad Region; and
- A community monitoring system of project activities.

22. The project will ensure and support the process of selecting and implementing communal activities in alignment with communities' needs through three phases: (a) Identification, prioritization and integration of activities in the LDPs; (b) support for the implementation of the selected activities; and (c) participatory M&E. The details of this process will be further defined in the respective PIM. For more information on the community engagement and participation under PROLAC, see annex 10. The activities under Sub-component 1c by country are as follows:

- In Cameroon, the sub-component will (a) support existing local engagement committees to identify priorities and monitor implementation, including activities of Components 2 and 3; (b) support a system for the mediation of local tensions (community involvement in conflict prevention and management as well as violence against women including education campaigns for citizenship and the culture of peace (awareness raising, education, mobilization, facilitation and mediation); (c)



provide support to communities in the issuing of birth certificates and national identity cards; and (d) finance the organization of cultural and sports events.

- In Chad, the sub-component will focus on the revitalization and support to the Department Action Committees (CDAs) and the State-based Local Action Committees (CLAs). In addition, village committees will be set up and strengthened at a more decentralized level to bring information back to the CDAs and CLAs, which in turn will be reported back to the PIU. Specific activities include, among others: (a) the revitalization/setting up and strengthening of capacities of CDAs and CLAs, (b) support for the establishment of village committees responsible for collecting information on the socioeconomic situation of the village and on solving inter- and intra-community conflicts; (c) training of CLA/CDA and village committees in conflict management and peaceful cohabitation; (iv) support with the monitoring of local investments through regular field visits; (d) support for the updating/elaboration of community development plans that take into account the planned investments in PROLAC Components 2 and 3; and (e) organization of cultural activities (canoe competitions, folk dance competitions, craft fairs and animal re-entry fairs in island areas); and (f) psychosocial support sessions.
- In Niger, activities under this sub-component, will be implemented by several actors (ministries, institutions, NGOs, and so on) and are as follows: (a) reinforce existing communal committees and train them on various topics related to citizen engagement (such as Communal Peace Committees, bodies for the management of land and local civil registry bodies); (b) develop a code for the management of project investments to ensure sustainability; (c) organize fora on inter-community dialogue and the management of natural resources; (d) organize awareness raising sessions, cultural and sports activities and inter-community meetings; (e) organize civil-military activities to strengthen social cohesion (football, cross-country, health of public places, citizen forums, and so on); (f) support psycho-social support activities (for survivors of GBV, rape, hostage-taking, mine/explosive victims, and so on); (g) organize awareness and communication sessions through community radio stations; (h) support communities in the review of community development plans and regional development plans; and (i) support municipalities in the development and monitoring of the implementation of the participatory budget.

23. The activities and indicative estimated costs for this sub-component are the following:

Table 6.5. Activities and Indicative Costs by Country

	Indicative Costs (US\$, millions)
Cameroon	2.0
Support for existing local engagement committees to identify priorities and monitor implementation, including activities of Component 2 and 3	0.4
Support for the GRM: to listen to users, anticipate difficulties and provide answers to concerns (setting up the mechanism, training of actors, support for operations)	0.4
Support for a system of mediation of local tensions: community involvement	0.5



	Indicative Costs (US\$, millions)
in conflict prevention and management as well as violence against women including education campaigns for citizenship and the culture of peace (awareness raising, education, mobilization, facilitation and mediation)	
Community support in the establishment of birth certificates and NICs	0.5
Organization of cultural and sports events	0.2
Chad	1.1
Support for existing local citizen engagement committees	0.3
Support for the establishment and/or strengthening of a GRM	0.1
Support to the setting up of a mediation system to resolve local tensions	0.2
Support for social cohesion and psycho-social support activities	0.5
Niger	1.6
Support to existing local citizen engagement committees based on identification and analysis of institutional and operational capacities of local committees	0,3
Support for the establishment or strengthening of a GRM	0.2
Support to a system of mediation of local tensions	0.3
Support for social cohesion activities and psycho-social support	0.2
Support for prevention activities against radicalization	0.3
Support to communities for improving local governance	0.3

Sub-component 1d: Labor-intensive Public Works

24. This component will finance the promotion and preparatory studies and support the execution of LIPW for activities under Components 2 and 3. Beneficiaries of LIPW activities will be selected through a public lottery selection system. This will promote a transparent, fair and equal chance for all citizens to benefit from the project which is especially vital in a context where trust in the Government is low and social capital weakened. It will be ensured that at least 50 percent of the beneficiaries of LIPW will be women (that is, lottery draws will be segregated by gender). The LIPW method is expected to enable the project to target the poor and vulnerable people, while also showing that a large unskilled labor force can accomplished a lot and local communities can quickly and efficiently mobilize for many types of basic works. These activities will be accompanied by men’s sensitization and engagement interventions to ensure the broader understanding and encouragement of women’s participation in these activities, and so as not to create conflicts at the household level.

25. This sub-component will finance:

- *Costs for the promotion and training:* costs for the recruitment of local laborers, community engagement campaigns, awareness-raising and communication, training of beneficiaries and preparation of beneficiaries for reorientation after public works end. This component will also support inclusive engagement with local stakeholders to support the selection of beneficiaries (through transparent public lottery) and agreement on work sites in the communes.
- *Costs for preparation studies:* This includes the preparatory studies needed for implementing the LIPW approach in a community, including rapid development assessments at the community level. Assessments will gather necessary data for



successful development interventions in the targeted communes (for example governance, security, social dynamics, economy and logistics).

26. The costs for the execution of public works which includes all works-related expenses, such as wages and protective equipment (gloves, boots, and so on) and the management of works, stores, and sites, as well as quality control will be financed by the Component 2 and Component 3, respectively (that is, the component under which the LIPW activity is performed).

27. In Cameroon, the LIPW activities will built upon already existing activities of the PNDP and will be implemented in close coordination with already existing Local Development Committees. In Chad, these activities will be conducted by the village committees under the supervision of the CDA and CLA. In Niger, activities will be conducted together with local level committees.

28. The activities and indicative estimated costs for this sub-component are the following:

Table 6.6. Activities and Indicative Costs by Country

	Indicative Costs (US\$, millions)
Cameroon	0.8
Sensibilization and information of the population	0.2
Training of beneficiaries, including preparation of beneficiaries for reorientation after public works end	0.3
Costs of preparatory studies for implementing the LIPW approach in a community	0.3
Chad	0.4
Sensibilization and information of the population	0.1
Training of beneficiaries, including preparation of beneficiaries for reorientation after public works end	0.1
Costs of preparatory studies for implementing the LIPW approach in a community	0.2
Niger	0.4
Sensibilization and information of the population	0.1
Training of beneficiaries, including preparation of beneficiaries for reorientation after public works end	0.1
Costs of preparatory studies for implementing the LIPW approach in a community	0.2

Component 2 (Restoring Rural Mobility and Connectivity)

29. The aim of this component is to improve access to markets and socioeconomic services for targeted communities with an opportunity for short-term employment. This component will consist of civil works which are of regional importance, focusing on small-scale infrastructure to address immediate priority gaps in rural connectivity in selected areas in the Lake Chad Region. Selection of investments will be aligned with the activities of Component 3, in particular with regard to improving the connectivity to areas with high potential for agricultural livelihood opportunities (for example, areas of agriculture livelihood importance such as agricultural basins and polder areas and market infrastructure) and where the needs and constraints of the population with regard to mobility are the greatest. This will be done through a socio-economic inventory followed by a multi-criteria analysis focusing on the impact on accessibility to agriculture areas and markets (Component 3 activities). This component consists of two sub-components as detailed in the following paragraphs.



30. Where possible, the civil works will be performed under the LIPW methodology for rural roads rehabilitation. The costs associated with the promotion of LIPW method for the execution of activities under Components 2 and 3, including costs for the recruitment of local laborers, community engagement campaigns, awareness-raising and communication, training of beneficiaries, preparation of beneficiaries for reorientation after public works end, and M&E of beneficiaries will be financed under Sub-component 1d. The wages of the laborers and equipment, however, will be covered by Sub-components 2a or 2b, depending on the sub-component under which the work falls. This methodology has been found to help strengthen social cohesion, improve living conditions and livelihoods of local communities and strengthen participatory processes at the local level. LIPW will (a) provide employment opportunities to project-targeted beneficiaries, ensuring at least 50 percent of women; (b) enable the beneficiaries to acquire skills which will enable them to more easily find work and/or retrain after the completion of the LIPW works; and (c) encourage beneficiaries to save in order to facilitate their reorientation. Furthermore, the explicit attention to the inclusion of women in this component will help to address identified gaps in women’s economic opportunities as well as promote their agency by increasing their access to transportation and mobility. Where not possible due to the required technical and specialized expertise not being available to properly execute the construction/rehabilitation of small-scale infrastructure, the works will be contracted out to third parties, that is, local firms or NGOs. Preference will be given to local firms or local NGOs that recruit labor from among the local communities (to a maximum extent), as it will contribute to the revitalization of the local private sector and capacity-building of local capacities. It will be ensured that these works will not cause or exacerbate local tensions or conflict. The approach of this component is aligned with the Sahel Alliance’s strategy and proposed Consolidation Phase which promotes an integrated package of interventions in fragile zones.

31. The activities and indicative estimated costs for this sub-component are the following:

Table 6.7. Activities and Indicative Costs by Country

Activities	Cameroon	Chad	Niger
Rural road rehabilitation	X	X	X
Small river/lake docks	X	X	
Reforestation along rehabilitated road sections	X	X	X
Fixing dunes along rehabilitated road sections		X	X
Development of ponds along rehabilitated road sections	X	X	X
Rehabilitation works along water streams key water points	X	X	
Providing maintenance material to communities	X	X	X
Technical assistance to communities	X	X	X

Subcomponent 2a: Rural Roads Rehabilitation Works and Small Transport Infrastructure

32. This sub-component will finance all civil works-related expenses for the preparation, execution, and supervision of works which aim at restoring rural mobility and connectivity around Lake Chad. This component will complement productive investments and small infrastructure works under Sub-component 3a which are significant for the regional road network and rural mobility in the Region. This includes civil works to rehabilitate existing rural roads to all-season condition, in particular targeted small rural roads to improve communities’ access to agricultural areas, markets and other socioeconomic facilities. The planned works will also help to: (a) prevent road closures during the rainy season; (b) improve all-weather access; and (c) enhance resilience of rural transport infrastructure to climate



change.²⁹ Gender-specific needs are guiding the selection of investments, for example, agricultural or market areas that provide significant opportunities for women have been prioritized. Activities that are supported under this component fall in the following categories:

- Studies needed for the preparation of works such as conditions surveys, technical specifications, bills of quantities and cost estimates and support for environmental and social assessments;
- Technical assistance for the implementation of activities;
- Treatment of critical points (spot improvements);
- Rehabilitation of roads, including related works (construction or reconstruction of culverts and other drainage structures);
- Construction of ponds and small check dams to enhance resiliency to climate change through water retention over a longer period of time and reduction of flooding;
- Construction of rain barriers, for road preservation and durability;
- Wages and equipment for laborers under the LIPW (if the work they are conducting is under Component 2b).

33. The activities under Sub-component 2a by country are as follows:

- In Cameroon, the activities under this sub-component focus on (a) the rehabilitation of critical points of already existing rural roads which will be selected based on needs, sustainability and potential access to markets and (b) the rehabilitation of seven important road parts in the Far North region. The road sections that could possibly supported by this project have been indicatively identified and will be confirmed based on technical assessment and participatory processes together with the communities. Roads to be rehabilitated could include the following: the Maltam-Bodo road section (43 km), the Bodo-Makary-Blangoua-Ngoum road section (70 km), the rehabilitation of the Kousséri-Zimado road, the rehabilitation of the Kousséri-Maltam road (27 km), the rehabilitation of the Hilélé-Nigué-Makary road section (35 km), the rehabilitation of the Kousséri-Houlouf road section of the road No 1 (30 km) and the rehabilitation of the Andirni-Djagara-sede-Zina road (40 km).
- In Chad, the physical access of the rural population to national or regional markets in Hadjer-Lamis and the Lac Region will be improved. Activities include, among others, (a) the conduct of technical, environmental and social studies, which will cover the pre-identified sections of a total of 226 km of road from which 180 km will be selected for rehabilitation; (b) mechanized rehabilitation/upgrading of rural roads under the supervision of the National Road Maintenance Agency (a network of 180

²⁹ The focus was on identifying climate co-benefits and climate change adaptation measures to ensure infrastructures sustainability. These include, for example, the creation of water reservoirs or plantations near or at the edges of roads and all erosion control and dune stabilization techniques to prevent their progression and encroachment on roads.



km in total); (c) the construction of four quays (platforms for loading and unloading ships) in Bol, Baga Sola, Guitté, and Mahada.

- In Niger, the sub-component will finance (a) a socioeconomic inventory of all sections of identified rural roads (approximately 360 km); (b) technical, environmental, and social studies; (c) rehabilitation work of 140 km of rural road sections; (d) the treatment of critical points on about 20 km of road (Diffa-Lada-Chétimari road); and (v) control and supervision of rehabilitation work (implemented by a contracted firm and in close coordination with the Ministry of Equipment and the Project Management Unit; and (d) an audit of the rehabilitation work.

34. The activities and indicative estimated costs for this sub-component are the following:

Table 6.8. Activities and Indicative Costs by Country

	Indicative Costs (US\$, millions)
Cameroon	13.0
Rehabilitation of critical points of rural roads (345 km)	4.8
Rehabilitation of 245 km of rural roads	8.2
Chad	9.5
Technical, environmental and social studies	0.5
Rehabilitation of rural roads (180 km)	8.0
Rehabilitation of four boat landing platforms	1.0
Niger	28.8
Socioeconomic inventory	0.2
Technical studies including environmental and social safeguards studies	0.2
Rehabilitation work	27.7
Control and supervision of rehabilitation work and audit of rehabilitation work	0.7

Sub-component 2b: Support to the Implementation of the Community Maintenance and Preservation System for Rural Roads

35. This component will support the development of a community maintenance system to promote the sustainability of investments. This includes the development of small associations at the community level that will organize to provide regular and continuous road maintenance and management of rain barriers, assisted by Government and/or municipal staff. Activities that could be supported under this component are as follows:

- Sensibilization and promotion of community activities
- Technical support to the development of small associations
- Skills development training
- Small equipment needed for road maintenance
- Wages and equipment for laborers under the LIPW (if the work they are conducting is under Sub-component 2b)



36. The activities under Sub-component 2b by country are as follows:

- In Cameroon, the activities under Sub-component 2b will focus on the (a) reforestation along the parts of the roads that are rehabilitated; (b) the management and rehabilitation of existing water ponds in Makary and Blangoua; and (c) the dredging of critical points of the Serbian river between Maltam and Makary and the Elbeid river in Makary.
- In Chad, the execution of each of the activities under this sub-component will be carried out in partnership with the communes and will make use of the LIPW method to ensure the ownership and sustainability of investments. Activities will be implemented in synergies with the other sub-components and in communes where investments under other sub-components are or have been carried out. Two categories of work will be supported by this sub-component in Chad: (a) the fixing of dunes on critical parts of the roads to help reduce sand on the roads and to contribute to the preservation of the environment and climate change adaptation; the method will include manual works and the planting of trees and (b) the maintenance of rural roads with the aim to preserve the investments made under the project.
- In Niger, the sub-component will be implemented in cooperation with the Directorate of Technical Assistance to Communities (DATC) of the Ministry of Equipment. It will provide (a) technical assistance to the Directorate of Technical Assistance to Communities for the establishment of rural road management and maintenance committees and (b) direct support to rural road management and maintenance Committees (including the formation of communities and the provision of equipment to communities).

37. The activities and indicative estimated costs for this sub-component are the following:

Table 6.9. Activities and Indicative Costs by Country

	Indicative Costs (US\$, millions)
Cameroon	13.0
Reforestation along all rehabilitated roads (690,000 trees)	2-8
Management of 16 water ponds for livestock along the rehabilitated roads	1-2
Rehabilitation of existing water areas along the rehabilitated roads	2
Dredging of critical points of river parts	2
Chad	3.0
Dune fixation and tree planting using LIPW method on selected parts of rural roads that is being rehabilitated (total of 140 km)	0.5
Road maintenance	2.5
Niger	0.2
Support for the directorate of technical assistance to communities	0.1
Support for rural road management and maintenance committees	0.1



Component 3 (Strengthening the Recovery of Agricultural Livelihoods)

38. This component will promote public productive investments and strengthen livelihoods capacities as support to agriculture livelihoods. In particular, the following activities will be financed: (a) support to small groups of agricultural producers, including producers engaged in subsistence farming to increase productivity and outputs in project areas (training on good practices, acquisition of agricultural inputs, acquisition of small irrigation systems or water drainage); (b) establishment of product collection areas, small marketing infrastructures or small processing units; and (cc) support for producer organizations to adopt farming approaches to adapt their production to climate change. Specific attention will be devoted to promote women's access to livelihoods opportunities, including strengthening women agricultural producers' skills and their competitiveness in the agriculture value chain. It has two sub-components. The investments will focus on specific areas, such as on polder areas in Chad, the farming of oasis areas in Niger, and in Cameroon, on areas along the border with Chad in the far north.

39. Activities under this component will target women and female-headed households and youth and will serve both as a means of prevention (that is, reducing women's and youth's vulnerability, through addressing gaps in economic empowerment and agency) and as a means of longer-term support for those affected by violence. Activities will be identified, prioritized, implemented and monitored through a participatory process and in collaboration with local institutions and beneficiary communities to mitigate the risk of conflicts arising between communities and contribute to reducing GBV, including SEA and SH.

40. Similar to Component 2, the LIPW method will be used where possible for works under Sub-components 3a and 3b. The costs associated with the promotion of LIPW method are covered by Sub-component 1d and the wages of the laborers for works done under Component 3 will be covered by Sub-components 3a or 3b, respectively. Where not possible due to the required technical and specialized expertise not being available to properly execute the activities under Component 3, the works will be contracted out to third parties, that is, local firms or NGOs. Preference will be given to local firms or local NGOs that recruit labor from among the local communities (to a maximum extent) and have at least 30 percent of female labor force. The approach of this component is also aligned with the Sahel Alliance's strategy and proposed Consolidation Phase which promotes an integrated package of interventions in fragile zones.

41. Climate change mitigation and adaptation activities are driving principles that will guide investments. Various techniques and lessons learned from successful past and ongoing projects in the subregion will be capitalized. These include, for example, the CAP BioCF and CAP Climate Resilience projects in Niger (which have restored a total of 12,000 ha of degraded and deforested land) and the dune stabilization and oasis productivity increase activities funded by UNDP in Niger. The project will upscale innovative climate-smart agricultural techniques such as Zaï and integrated agro-sylvo-pastoral systems in collaboration with local universities.

42. Table 6.10 shows the investments that will be made by country. Investments made under this Component 2, as well as under Component 3 have been pre-identified for the first 18 months of the project implementation. Subsequent investments will be identified and confirmed through a participatory process, as outlined in more detail in annex 10.



Table 6.10. Investments to be Made by Country

Activities	Cameroon	Chad	Niger
Preparatory diagnostic studies	X	X	X
Construction of landing platforms and cooling rooms	X		
Construction/rehabilitation of rural markets and community warehouses, multifunctional storage areas around production basins and marketing infrastructure	X		X
Restoring soil quality in watersheds, irrigation areas and horticultural perimeters	X		X
Strengthening irrigation systems, setting up water points, ponds, wells and managing access to existing agricultural areas	X		X
Rehabilitation of polders and waddis		X	
Development of agricultural land in areas of the oasis areas			X
Dunes stabilization around oasis areas			X
Sanitation awareness	X		
Development of pastoral infrastructure (resting areas, pastoral water points, wells, grazing areas, and so on)	X		X
Support for participatory infrastructure management	X	X	X
Revitalization of agricultural extension services	X	X	
Strengthening of cross-border trade (red pepper, livestock, fish)	X	X	X
Promoting innovative technologies for sustainable land management and climate-smart agriculture	X	X	X
Employment of livelihoods in different value chains	X	X	X
Strengthening access to information	X		
Improving productivity	X	X	X
Improvements along the agriculture value chain	X	X	X
Seed certification		X	
Capacity building for the conservation of the Kouri breed (Kouri breeding centre)		X	
Contribution to perimeter management, including the establishment of management committees	X	X	
Improving product processing links	X		
Strengthening the capacity for commercialization	X	X	X
Support for the development of the livestock sector	X	X	
Support for the development of the maize sector	X	X	
Support for the spirulina sector		X	
Support for the rice sector	X		
Support for the niebe sector	X		
Support for wheat and bean sector		X	
Strengthening the agro-sylvo-pastoral sector (red pepper, cattle, fish)	X	X	X
Strengthening innovation and research centers (incubator centers)	X		X
Acquisition of agricultural and zootechnical inputs and support for small irrigation and/or drainage systems	X		X
Updating of regional development plans and development of the land use plan			X

Sub-component 3a: Productive Investments and Small Infrastructure Works

43. This sub-component will provide investment funds to communities through local planning processes to finance productive investments and small infrastructure works for agriculture activities. Activities that could be supported under this component are as follows:



- Economic or productive investments including the construction/rehabilitation of rural markets, landing platforms for boats, small bridges and culverts, cleaning of channels, platforms (small commercial/logistics/processing platforms), community storage facilities, the restoration of land quality through watershed management, irrigation perimeters, enclosures and waterpoints for agriculture and livestock use;
- Wages for laborers under LIPW (if the work they are conducting is under Sub-component 3a).

44. The activities under Sub-component 3a by country are as follows:

- In Cameroon, activities will target both, small organized producers and large producers (who are engaged in improving their relations with small producers) and will pool the expertise and infrastructure of these groups. The sub-component will focus on facilitating the production and storing of agricultural products such as community warehouses, storage stores, drying areas, and so on in order to strengthen citizen engagement, the project will support community initiatives related to the participatory management of the infrastructures that are set up (pools, boreholes, shops and warehouses) for their sustainability.
- In Chad, the sub-component will support the production of agricultural products which have a high potential in terms of livelihoods support and sustainability. Activities under Sub-component 3a focus on the rehabilitation of five polders which have a total of 5,725 ha of land (polders in Berim, Mamdi, Kawa, Amtoukimerom, and Monokoun Falla) and the rehabilitation of a Ouaddi (river) in Madekrea.
- In Niger, activities of this sub-component will focus on the Goudoumaria-Kojiméri-Abouja axis and along the RN1. They will cover 35 oasis areas that will be completely rehabilitated. In addition, this sub-component will also support (a) the construction of protective structures for agricultural holdings, economic infrastructure and housing protection against floods; (b) the construction and/or rehabilitation of marketing infrastructure (including the construction of a ‘fish counter’ in Gagamari, the acquisition of small processing units and the rehabilitation of rural markets); (c) the rehabilitation/construction of wells and the establishment of new wells in areas with a high volume of passing by herders (a total of 30 pastoral cemented wells will be rehabilitated and 5 pastoral pumping stations are planned to be constructed) and (d) the construction/rehabilitation of storage warehouses at production sites.

45. The activities and indicative estimated costs for this sub-component are the following:

Table 6.11. Activities and Indicative Costs by Country

	Indicative Costs (US\$, millions)
Cameroon	9.0
Construction of landing platforms in Blangoua, Ivié, Zimado and Zina	1
Build/rehabilitate rural markets and community warehouses and multifunctional storage areas around production basins	3
Restoring soil quality in watersheds and irrigation areas	1,5



Strengthen irrigation systems by setting up water points and manage access to existing agricultural areas	2
Raise awareness of sanitation issues	0,3
Development of pastoral infrastructure (rest areas, pastoral water points, pasture areas, and so on)	0.7
Construction of cooling rooms for fish conservation	0.5
Chad	18.0
Preparatory studies	0.4
Support for the management of existing perimeters	0.6
Rehabilitation of 5 polders (a total of 5700 ha)	10.0
Rehabilitation of the Ouaddi in Madekrea	7.0
Niger	14.0
Detailed diagnostic studies for the rehabilitation of the oasis areas	0.1
Development of agricultural land in selected oasis areas	6.0
Construction of structures to protect farms and homes against floods	2.0
Dunes stabilization	2.0
Construction and/or rehabilitation of marketing infrastructure	1.4
Rehabilitation of wells and the establishment of new wells	2.1
The construction/rehabilitation of storage warehouses	0.4

Sub-component 3b: Support to Targeted Agricultural Livelihoods

46. The project will provide targeted support in the perspective of agriculture value chain development and reinforcement by using climate resilient techniques, including targeted support to agriculture production (pre- and post-harvest) and marketing for selected products along the agriculture value chain (in particular red pepper, livestock and fish). The supported activities will have a cross-border potential, such as activities that support the production of trading goods will be prioritized, such as the red pepper road in Niger (which is then exported to Nigeria), livestock/fish support in Niger and Chad which would be traded to Cameroon and Nigeria, and products along the agriculture value chain that have a regional rational. The project will facilitate specifically women’s access to agricultural livelihood opportunities to support their economic empowerment.

47. Activities under this component include:

- Strengthening and rehabilitation of areas of production and livelihood opportunities (irrigation, material, rehabilitation and development of selected polders, agricultural basin and horticulture perimeters);
- Revitalizing the extension services in the project area, including piloting of farmer led extension systems;
- Providing targeted support aimed at facilitating and reinforcing selected transborder trade for selected areas of value chain development (such as markets, storage facilities, and so on).
- Promoting support to women agricultural producers and to women as extension agents.

48. The activities under Sub-component 3b by country are as follows:



- In Cameroon, the sub-component will focus on (a) the promotion of innovative technologies;; (b) access to information and agricultural extension services; and (c) on improving the productivity and relationships between the different stakeholders at different stages of value chains. The focus will be on agro-sylvo-pastoral activities (examples include maize, rice, cattle, fish, cowpea, and onion).
- In Chad, the sub-component will support a set of agriculture livelihood opportunities to strengthen their marketing, production, storage, conservation and processing stages. More specifically, this will include agricultural investment related to rice, spirulina, maize, wheat and beans. In addition, the sub-component will finance (a) agricultural extension activities to reinforce capacity, (b) the certification of seeds to ensure a consistent quality of seeds among farmers (improved and climate resilient); (c) capacity building activities for the Kouri breed conservation center; and (d) support to the management of perimeters, including the establishment of management committees.
- In Niger, activities of this sub-component will focus on (a) the strengthening of the agro-sylvo-pastoral activities and the fish value chain which includes training on good production practices, sustainable land management and climate-smart agriculture, the acquisition of agricultural and zotechnical inputs and support to small irrigation and/or drainage systems; (b) the updating of the regional development plans and the development of the land development scheme; and (c) the strengthening of an innovation research center (an incubator center) at the University of Diffa to support students to start their own agriculture businesses.

49. The activities and indicative estimated costs for this sub-component are the following:

Table 6.12. Activities and Indicative Costs by Country

	Indicative Costs (US\$, millions)
Cameroon	10.0
Cross-cutting livelihood activities along some key value chains	3.5
Activities to strengthen and develop some selected parts of value chains	2.1
Improving the product transformation links in the different stages of the value chains	2.1
Strengthen the marketing of some targeted products	1.0
Support for the development of the fish sector	1.3
Chad	5.0
Extension services for agricultural products	0.5
Seed certification services	0.2
Support for the Kouri Breeding Centre	0.3
Support for the fish sector	1.0
Support for the maize sector	1.0
Support for the spirulina sector	1.0
Support for the wheat	0.6
Support to the fava bean sector	0.2
Support for the market gardening sector	0.2
Niger	5.0
Strengthening agro-sylvo-pastoral activities	3.8



	Indicative Costs (US\$, millions)
Participatory development needs assessments and support with the updating of LDPs	0.4
Strengthening of an innovation/research center (incubator center)	0.8

Component 4 (Project Management)

50. Project management and implementation will follow a decentralized approach using, as much as possible, existing government structures at the national, subnational, and local levels and local-level community institutions to be established and/or strengthened. The objectives of this component are to ensure enhanced and effective project management, coordination and implementation and to support the design of the project’s M&E system.

51. This component will finance the planning, implementation, and technical oversight of program activities including effective social and environmental safeguards management, FM and procurement. The component will finance the three national-level PIUs to carry out day-to-day project management responsibilities for Sub-components 1b, 1c, and 1d and Components 2 and 3. Relevant government agencies at the regional, national, subnational and local levels will be involved in the implementation process with adequate capacity building support. The following activities will be included: Preparation of work plans and budgets, preparation of regular progress reports, overall oversight of project activities, communication, M&E arrangements, including the set-up of an MIS, outcome and measures for enhanced transparency and accountability.

52. The complicated security situation in each of the three countries will require a layered approach to project management and supervision as World Bank staff and consultants are unable to travel to many of the subproject sites. This layered approach will include a TPM in each country that may be a local NGO as well as a the creation of digital project monitoring and mapping platform for subprojects via GEMS.³⁰ To systematically implement the GEMS method, a capacity-building training will be organized for local project coordinators, M&E specialists and World Bank staff supervision the project. In addition, it will be ensured that contracts for works under this project will include an adequate budget for security costs as part of the contracts. Social risk including human security will be monitored on a continuous basis by the PIU using a system that includes monitoring and mitigation mechanisms at the community, project and national level as well as IT and other innovations for remote monitoring. A suspension clause will be included in the Legal Agreement that will allow the World Bank to suspend the project if the security situation deteriorates to a level that would make it difficult, in the estimation of the World Bank, to continue with implementation. Annex 7 includes more details on a security risks assessment and implementation support plan. Furthermore, a security protocol for PIU staff and beneficiaries that participate in project activities will be detailed in the PIM.

³⁰ The GEMS method enables project teams to use open source tools for in-field collection of structured digital data that automatically feeds into a centralized M&E system and MIS. The integrated data can include any kind of indicators, based on tailor-made forms; photos, audio, videos; time and date stamps; and Global Positioning System coordinates that allow for automated geo-mapping of the information. Using these tools systematically allows the project to enhance the transparency and accuracy of project planning as well as M&E and TPM throughout the project cycle. Moreover, GEMS allows to establish a digital platform for remote supervision, real-time safeguards monitoring, and portfolio mapping for coordination across project components as well as with other operations in the region.



53. **Covered expenditures.** Expenditures relating to the delivery of tasks, outputs and deliverables of this sub-component, include the following:

- Office space
- Office equipment and cars
- Staff and Consultant costs
- Travel costs
- M&E
- Communications
- Security costs (TPM/local NGO)
- Implementation of the GEMS-method

54. The activities and indicative estimated costs for this sub-component are the following:

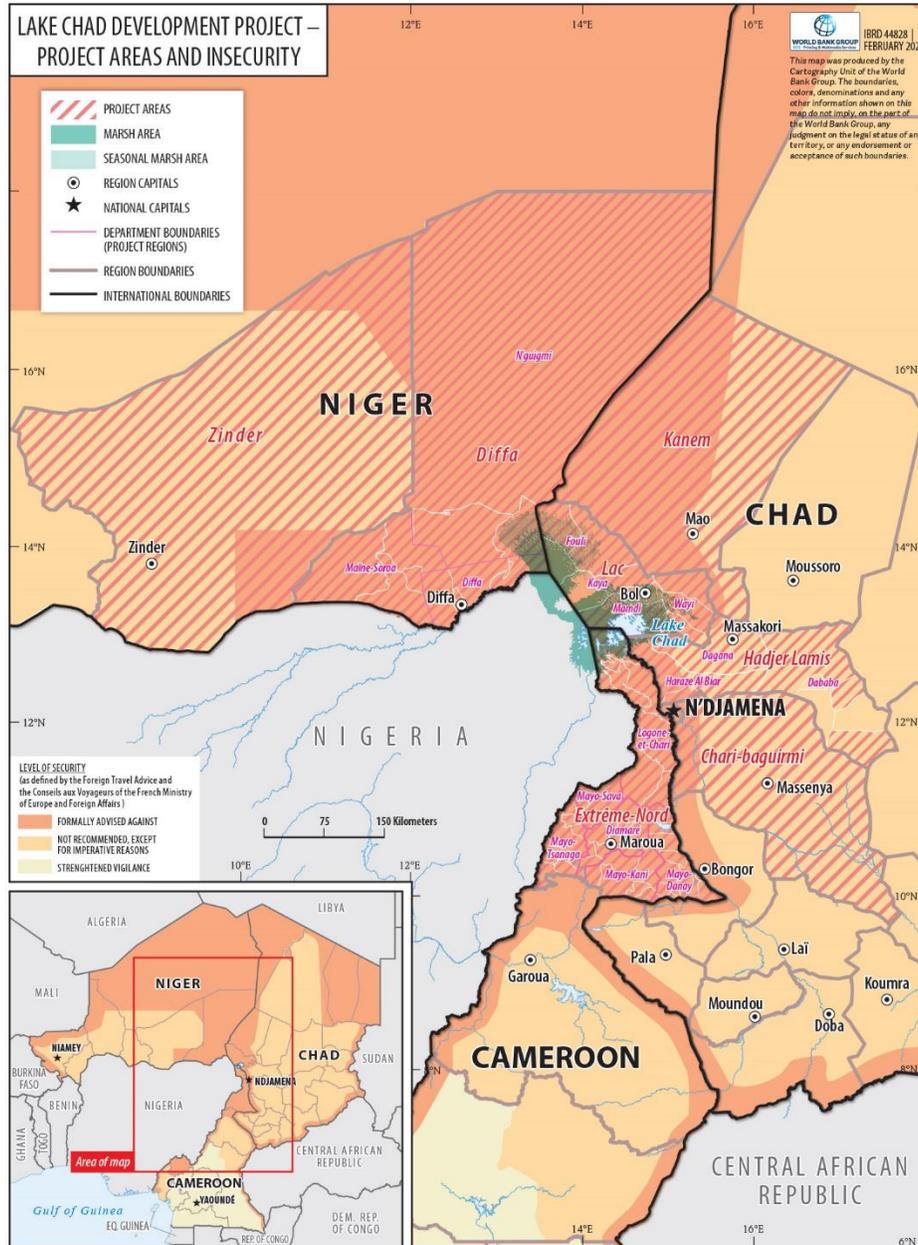
Table 6.13. Activities and Indicative Costs by Country

	Indicative Costs (US\$, millions)
Cameroon	7.2
Key personnel	1.6
Equipment	1.5
Operating costs	2.3
Support staff	1
TPM costs (NGO)	0.6
Chad	6.0
Key personnel	1.4
Equipment	0.4
Operating costs	2.3
Support staff	1
Consultants	0.4
TPM costs (NGO)	0.5
Niger	7.0
Key personnel	2
Equipment	1
Operating costs	2.5
Support staff	0.5
TPM costs (NGO)	1



ANNEX 7: Security Risks Assessment and Implementation

Figure 7.1. Areas of Insecurity in the Lake Chad Region



55. **Stakeholders mapping and security risks assessment.** A stakeholder mapping and context analysis has been undertaken as part of project preparation. Based on this, a security risks assessment and implementation support plan has been developed. The following main security risks have been identified:

- **Operational.** Works financed by the project are of a simple nature and will use local labor. They consist of civil works for the rehabilitation of small-scale infrastructure, small



investments for agriculture activities and support for agriculture value chain development. Where possible, the civil works will be performed under the LIPW method for rural roads rehabilitation.

- **Safety.** Project area is highly volatile and unstable, and security has deteriorated. Access to project sites will be restricted for supervision purposes due to insecurity, with direct physical security threat (kidnappings, terrorist attacks). In addition, potential abuse of project beneficiaries by members of the MNJTF/national armies poses a risk, as well as the potential of random attacks of project beneficiaries by terrorist groups.
- **Reputational.** Any violent incidents in project areas resulting from the implementation of project activities, and any form of attacks against communities, beneficiaries or PIU members on project sites could be a potential reputational risk. This could result in stopping project implementation in the area.
- **Supervision/implementation.** There will be difficulties for the World Bank team to supervise the project in an adequate manner, especially if security deteriorates, as these constraints the ability to travel in the project area. Moreover, the timing of supervision missions will be dependent on UN flights.
- **Ownership of project activities at the local level.** Though the project includes citizen engagement activities and investments are selected and prioritized together with the communities, communities in the project area could nevertheless oppose project interventions. The Islamic State in West Africa Province, a splinter of Boko Haram has grown in power and influence, notched military successes and made inroads among Muslim civilians by treating them better than the Boko Haram parent organization. By filling gaps in governance and service delivery, it has also cultivated a level of support among locals and has turned neglected communities in the area and islands of the Lake Chad into a source of economic support.
- **GBV.** Any forms of GBV, including SEA/SH, against communities and beneficiaries on project sites is a potential risk, especially in a context where the rates of GBV incidents have already been high before the Boko Haram conflict and increased since the start of the conflict.

56. **An adapted project design.** During preparation, the governments together with the World Bank have worked on the development of a project design that is adapted to the difficult FCV context that the Lake Chad Region faces. The project design has also been informed by the security risk assessment. The following main considerations guided the preparation of PROLAC:

- (a) **Simple design.** Keeping the design of the project as simple as possible will allow a much greater flexibility for the project to deploy, adapt, and deliver visible results quickly in an executing environment that changes quickly and often. The small civil works will not require large equipment or large amounts of fuel or supplies and therefore are agile and adjustments to implementation can be made quickly if the security situation changes.
- (b) **Operational flexibility.** The design of the project is developed taking into account the difficult operational environment of the project intervention areas and the volatile security



environment. In so doing, principles of engagement – rather than a prescriptive blueprint – will be adopted. This will allow for rapid adaptation, taking into consideration: (a) limited local capacities; (b) a volatile environment with insecurity; and (c) difficult access to project area. Project implementation will therefore be modular, iterative, and incremental, learning from successes and failures as the project moves to new sites and faces new challenges (action-research).

- (c) **Citizen engagement and social cohesion.** In line with the recommendations of the World Bank-UN 2018 report on *Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict*, the best way to prevent societies from descending into crisis is to ensure that they are resilient through investment in inclusive and sustainable development. Perceptions of exclusion and unfairness and therefore of not belonging have been central to generating grievances that in turn lead to violent mobilization and conflict. Addressing inequalities and exclusion, making institutions more inclusive, and ensuring that development strategies are risk-informed are central to recovering from a crisis and preventing the fraying of the social fabric. This main objective to support citizen engagement and social cohesion in the Lake Chad Region have (a) guided the overall design a rationale of the project, and (b) is reflected in all components, and especially in Sub-component 1c: Citizen engagement and social cohesion and Sub-component 1d: Labor-intensive Public Works.
- (d) **Strong collaboration within the World Bank and with partners:** The project has been designed in collaboration with many GPs (notably the Agriculture GP and Transport GP) and Global Themes (especially the FCV Global Theme) and has been discussed and benefitted from various inputs during regional partner meetings with partners along the humanitarian-development-peace nexus in Cameroon, Chad, Niger and Nigeria and intensive bilateral discussions with key stakeholders.

57. **Project implementation challenges.** The Lake Chad Region (Cameroon, Chad, Niger, and Nigeria) has become prone to violence and attacks, led by Jama'atu Ahlis Sunnah Lidda'awati w'al Jihad (People Committed to the Propagation of the Prophet's Teachings and Jihad), commonly known as Boko Haram. The violence perpetrated both by Boko Haram and by the counter-insurgency has contributed to the deaths of nearly 30,000 people between 2009 and 2016³¹, and has caused extensive physical destruction, closing of schools and other basic services, forced displacement and food insecurity destruction of livelihoods and made regional transportation of goods extremely dangerous. Boko Haram is present in the Far North region of Cameroon, the Lac region in Chad, and the south-eastern Diffa region in Niger. In Diffa, which has been under a state of emergency since 2015, there are frequent Boko Haram attacks as well as counter-insurgency measures taken by the Nigerien authorities. This includes a ban on certain commercial activities. In Chad, Boko Haram attacks have steadily increased in the Lac region especially since 2018. The group is particularly present in the thousands of archipelagos and islands in Lake Chad, which contributes to its resilience. In May 2014, Cameroon declared war on Boko Haram and has managed to keep Boko Haram restricted to the Far North region of the country. Implementation support in the Lake Chad will face four major challenges: (a) a highly volatile security situation that could impede and/or delay project implementation and could potentially affect the PIU and project beneficiaries; (b) a difficult access to beneficiary populations because of the infrastructure network and the geography (far from capital

³¹ Eromo Egbejule. July 2019. Aljazeera. Death, anguish and flickers of hope: 10 years of Boko Haram.



cities), thus a need to closely coordinate with UNUN logistics; (c) very weak capacity of institutional partners; and (d) the regional nature of the project and challenges of coordination.

58. **Risk mitigation measures during implementation.** The following mitigation measures will be used to ensure PROLAC's implementation in a difficult FCV context:

- (a) **Collaboration within the World Bank.** The project will ensure regular check-ins and information sharing with project teams that implement activities in the same area with an aim to ensure that everyone has up-to date information on security constraints in the area and to learn from successful project implementation practices. In addition, the World Bank team will work closely with Corporate Security. The World Bank's Security Specialist in charge of Cameroon, Chad, Niger and Nigeria will be consulted for each field mission and will be a team member for the project.
- (b) **Collaboration with partners.** For the successful implementation of the project, effective partnerships with humanitarian, development and security stakeholders, as well as real time security analysis, will be crucial. The project team will develop good connections on the ground and strong partnerships and collaboration with humanitarian and development actors, as well as UN agencies. This will allow the project team to assess quickly where and if the project can be implemented, by carefully considering the volatile security situation to help manage the deployment of project activities, but also to develop operational access strategies based on the right combination of acceptance, protection, and deterrence. Main partners and key stakeholders will be: (a) state authorities; (b) local authorities as an entry point to beneficiaries and to facilitate ownership of the project at the local level; (c) defense and security forces, gendarmerie, national guard and military authorities, as escorts may be needed for some areas at risks; (d) within the UNUN system: IOM, UNOCHA, UNHCR, UNHAS, UNICEF, World Food Program and UNDSS for information sharing, logistics, securing on-site missions, and (e) NGOs, such as the International Committee of the Red Cross and Care International for information sharing, logistics and possible implementation of certain activities.
- (c) **Conflict monitoring during implementation.** The project will support a system to mitigate local tensions. The PIU will monitor violence/security situation (conflict scans) and develop close relationships with partners on the ground for information sharing and coordination on security related issues. Certain tools, developed by partners, will be used during project implementation, such as the Security Risks Management (SRM), Road Classification Map and/or Standard Operational Procedures developed by UNDSS. The project will also liaise with the World Bank FCV country coordinator in each of the countries.
- (d) **Continuous do no harm approach.** Given the challenging areas in which the project will operate, the team will ensure that the project does not inadvertently exacerbate tensions. To this end, the project will continue to engage inclusively with local power-brokers, existing institutions, including informal ones, and communities. The ability of the project to safely operate in sensitive areas will depend on the reputation and trust it will build on the ground and the local knowledge of project teams, as well as the adequate implementation and monitoring of mitigation measures.



- (e) **PIU responsibilities and TPM.** The PIUs will undertake their project management responsibilities in close coordination and collaboration with security and justice forces. Mechanisms for identifying risks of violence at various stage of project implementation will be established. In addition, each of the national PIUs will recruit a TPM agency to support the monitoring of the implementation of project activities, including safeguards. For further details, see the description of Component 4.
- (f) **Remote supervision by the World Bank.** When field supervisions will not be possible, due to insecurity, the World Bank team will use the GEMS-method and integrate its remote supervision capacities in the M&E system of the project. The project will also use KoboToolbox to conduct surveys in hard to reach areas and will use GIS for the works that have been financed by the project. Digitizing the M&E system will complement the physical supervision of project activities.
- (g) **Corporate security.** The World Bank's Security Specialists for Cameroon, Chad, and Niger as well as the Regional Security Specialist will be consulted for each field mission and will be a team member for the project. All team members will take the SSAFE and other mission security training. Periodic analysis regarding the security situation will be provided by Corporate Security to the team especially after major events.



ANNEX 8: Economic Analysis of the Project

Intro and Proposed Methodology

1. **The objective of this economic analysis is to estimate the expected economic impact attributable to the PROLAC Project.** Based on the planned components of the project, the main expected benefits that will be described in this economic analysis are of three nature; 1) increased accessibility and connectivity from road investments and rehabilitation; 2) development of agricultural, pastoral and halieutic value chains; and 3) regional mitigation of the cost of conflict and violence. In addition to these main sources there are other indirect expected gains of the project that are harder to describe in economic terms but that are also significant. These more intangible benefits include citizen engagement, gender and youth empowerment, social cohesion and strengthening of the social contract. This analysis covers the project's activities in three countries; Cameroon, Chad and Niger. Nigeria is also included in the PROLAC but it is not covered in this analysis due to its addition at a later date and is covered by an additional financing.

2. **Given the community driven aspect of the project, it is not possible to accurately quantify the economic gains from the wide variety of investments to be undertaken.** Even though the potential benefits from mitigation of conflict risks, improvements in roads and investment in agriculture are quantifiable, measuring them will still be difficult for many reasons. First, many of the specific activities will be decided after the project is initiated and directly by the communities themselves. Second, there are too many possible small infrastructures and other investments to allow for an activity by activity economic analysis using traditional revenue streams accounting. A third difficulty in measuring the economic benefits is the attributability of the impact to the project. This is especially the case for broader outcomes such as the mitigation of risk that depend on numerous factors external to the project.

3. **To address the measurement obstacle, this economic analysis presents supporting evidence and estimations from multiple sources.** The first source relies on the data provided by the task team and their country counterparts to describe in detail the potential gains and cost of a wide sample of investments based on two typologies of investments that are expected to be common across the whole regional project. These two typologies are: 1) road and transport investments; and 2) investments in the agricultural-pastoral-halieutic value chains. Whenever the data permits, simplified cost-benefit are presented on each typology to demonstrate a quantification of the potential Net Present Value (NPV) estimations for the small-scale investments. The second source of evidence to support the analysis of the potential economic gain of the project is based on a review of the literature on the economic cost of conflict and the gains from its mitigation for the region.

Description of the Project and Associated Potential Economic Benefit

4. **The development objective of the PROLAC is to contribute to the recovery of the Lake Chad Region** through supporting regional coordination, knowledge and monitoring, connectivity and rural mobility and agricultural livelihoods in selected provinces of Cameroon, Chad and Niger. The project is composed of three principal components with a fourth one for the project's management (US\$17 million). Component 1 is on Regional and national coordination platform and local capacity building (US\$20 million). Component 2 is on Restoring Rural Mobility and Connectivity (US\$73 million). Component 3 is on the Recovery of Agricultural Livelihoods Agriculture Investments and Value-Chain Development (US\$60 million). The total cost of the project is US\$170 million.



5. **The first component on Regional and national coordination platform and local capacity building has the overall aim to reinforce regional dialogue and data collection and dissemination, institutional capacity building and knowledge sharing.** This will be done through three sub-components. The first sub-component will establish a LCBC PROLAC PIU and the operation and maintenance of a strategic, analytical and monitoring platform to foster knowledge exchange, collaboration and partnerships. The second sub-component will reinforce institutional capacity at the national levels to strengthen national agencies, research institutes and universities with an aim of facilitating their participation in the regional dialogue. Finally, the third sub-component will support citizen engagement and social cohesion activities to strengthen trust and dialogue among the citizens and between the state and citizens in the Lake Chad region. Where possible, the civil works (Component) and the agriculture work (Component 3) will be performed under the LIPW methodology which will therefore have a direct impact on project beneficiaries' income. It will also provide a short term albeit temporary boost to the local economy as materials will be procured from local markets (as much as possible). This will also address some of the security concerns as large amounts of materials will not be transported across complex security compromised areas.

6. **The first component's focus is on improving mitigation and prevention of conflicts in the Lake Chad region as well as reinforcing the regional response.** To do so it aligns with three of the Regional Strategy for the Stabilization, Recovery and Resilience of the Boko-Haram affected areas of the Lake Chad Basin's nine pillars. More specifically, the PROLAC will contribute to the Pillars 1 Political cooperation through Component 1a of PROLAC), 5 Governance and the Social Contract through Component 1c and overall approach, 6 Socio-Economic Recovery and Environmental sustainability through Component 2 and 3, 8 Prevention of Violent Extremism and Building Peace through (Component 1c, and overall approach of Component 2 and 3) and 9 Empowerment and Inclusion of Women and Youth through the overall approach. There are many costs associated with conflict and violence, such as the loss of human capital, the destruction of physical capital and the reduction in investments. These costs can be converted in monetary terms and the savings from a mitigation of the risks are a net economic gain for the countries.

7. **The aim of Component 2 on Restoring Rural Mobility and Connectivity is to improve access to markets for communities** and to provide beneficiaries with an opportunity for short-term employment. This component is composed of two sub-components. The first sub-component will finance all civil works-related expenses for the preparation, execution, and supervision of works which aim at restoring rural mobility and connectivity around Lake Chad. The second sub-component will support the development of a community maintenance system to promote the sustainability of investments. This includes the development of small associations at the community level that will organize to provide regular and continuous road maintenance and management of rain barriers.

8. **There are multiple economic gains associated with the construction and rehabilitation of roads.** Reduction of transport cost such as wear and tear of vehicles which represent a clear economic loss and a reduction in the value of physical capital. Improvement of connectivity of the remote and underprivileged areas will facilitate trade, strengthen livelihoods and increase access to socio-economic services which will help to regain the people's confidence in the State. The selection of roads to be rehabilitated will be based on LDPs and initial assessments undertaken together with the communities in addition to a consideration of the enabling environment which includes security and access. Road rehabilitation will be undertaken using LIPW and will therefore have a direct impact on project beneficiaries' income. It will also provide a short term albeit temporary boost to the local economy as materials will be procured from local markets (as much as possible).



9. **The objective of the Component 3 on Strengthening the Recovery of Agricultural Livelihoods is to boost the economic activities in the agricultural sector and its value-chain.** Under this component, the following activities will be financed: (i) Support to small groups of agricultural producers, including producers engaged in subsistence farming to increase productivity and outputs in project areas (training on good practices, acquisition of agricultural inputs, acquisition of small irrigation systems or water drainage); (ii) establishment of product collection areas, small marketing infrastructures or small processing units; and (iii) support for producer organizations to adopt farming approaches to adapt their production to climate change. This component is composed of 2 sub-components. The first sub-component will provide investment funds to communities through local planning processes to finance small investments for agriculture activities. The second sub-component will provide targeted support for agriculture value chain development by using climate resilient techniques, including targeted support to agriculture production, pre- and post-harvest and marketing for selected products along the agriculture value chain (in particular red pepper, livestock and fish).

10. **An increase in investment and productivity in the agricultural sector will have many potential economic benefits.** Agriculture remains a key engine of economic growth and poverty reduction in the Lake Chad region. Local agricultural systems have been disrupted following the destruction of farming and irrigations facilities. Households throughout the Lake Chad Basin rely largely on subsistence activities from fishing, herding and farming. Investments in the sector will directly impact the livelihoods and income of those affected. An increased productivity from better irrigation and other infrastructure increases the revenues of the farmers. The creation of markets and transformation infrastructure creates jobs and allow the producers to sell their products at better prices.

Economic Gains from Stronger Regional Response and Conflict Mitigation

11. **Component 1 will reinforce the regional management of knowledge and coordination on policy, including on conflict.** This goes beyond Component 1 as there is a built-in by design complementarity of the investments between all the components which, when coupled with the integrated knowledge management, part could also have an impact in coordinated country responses on local economic development and on conflict.

12. **Fragility and violence have dramatic consequences for poverty, service delivery, social inclusion and livelihood.** According to the Pathways for Peace report, it is clear that violent conflicts exact an incalculably high cost in direct and indirect damage to societies, economies, and people. It kills and injures combatants and civilians alike and inflicts insidious damage to bodies, minds, and communities that can halt human and economic development for many years. Its long-term effects on the countries involved, and on their neighbors, include monetary costs such as reduced economic growth, minimized trade and investment opportunities, and the added cost of reconstruction. Mavriqi (2016) finds that countries experiencing violent conflict suffer a reduction in annual GDP growth of 2–4 percent and up to 8.4 percent if the conflict is severe. On average, countries that border a high-intensity conflict zone experience an annual decline of 1.4 percentage points in their GDP and an acceleration in inflation of 1.7 percentage points (Rother et al. 2016). For Hoeffler (2017), the cost of violence can be understood as the sum of the cost to (1) the individual victim; (2) to their family; (3) their immediate community; and (4) to society at large. Some of the costs of violence are easier to express in monetary terms than others. The medical care, lost income and criminal justice system cost are relatively straightforward to measure and are termed ‘tangible’ costs. The ‘intangible’ costs of pain, suffering, decreased quality of life and psychological distress are more difficult to monetize. The author estimates that for Sub-Saharan Africa, the cost of



collective violence is approximately 0.63 percent of GDP and the cost of interpersonal violence at 3.68 percent of GDP.

13. **Mitigating some of that cost could save millions of dollars in economic losses.** For example, the joint UN/WBG study, “Pathways for Peace: Inclusive Approaches to Preventing Violent Conflict”, estimated that a scaled-up system for preventive action would save between US\$5 billion and US\$70 billion per year globally, which could be reinvested in reducing poverty and improving the wellbeing of populations. Beyond the direct reduction of losses, if a community were to become more peaceful, individuals would spend less time and resources protecting themselves against violence which would free a lot of resources to be invested elsewhere. Because of this decrease in violence there are likely to be substantial flow-on effects for the wider economy, as money is diverted towards more productive areas such as health, business investment, education and infrastructure. The Economic Value of Peace report from the Institute for Economics and Peace estimated the annual cost of violence in Cameroon at US\$5, US\$401.2, (6 percent of GDP), in Chad at US\$3,000.9 million (10 percent of the GDP), and US\$579.6 million for Niger (7 percent of GDP). When combined this is equivalent to US\$9 billion. If the project reduced the risk of violence by even as little as 1 percent in each country the reduction in the cost of violence would be US\$90 million per year.

Estimation of the economic gains based on the two typologies

14. **Despite the mentioned measurement issues, it is possible to estimate some expected economic benefits of the projects.** For the two typologies of investment, this section presents preliminary estimations for the economic gains that can be attributed to the PROLAC project. Particularly, it is a simplified cost-benefit analysis, where solely direct cost and monetary value of selected benefits are compared, when possible, an economic internal rate of returns is presented. In addition to these direct revenue and cost flows, the proposed interventions have several indirect benefits that are not quantifiable in monetary terms. For this reason, they cannot be accounted for, both in net present value calculations and in the sensitivity analysis. Nonetheless, they certainly can be listed among the projects’ top benefits.

Typology 1: Investments in Road and Transport

15. **The second component boosts rural accessibility by building and rehabilitating rural roads, and other small transport infrastructure.** Transport and connectivity continue to pose a significant challenge for the Lake Chad Region. To better enhance the natural and human potential of the Lake Chad Region, better connectivity and mobility within the Lake Chad Region and also between the region and other areas of the countries will improve the living conditions of the population and will lead to a catalytic effect where development benefits in other sectors, such as basic services and livelihoods, can be maximized. The table below is a subset of the activities from each country which fit in this typology and of the expected economic gains that were listed by the country counterparts. All the information contained in these tables come directly from the country counterparts’ analysis of the expected gains from the investments.

Table 8.1. Summary of a Subset of Activities and Expected Benefits by Country in the Transport Sector

	Niger	Cameroon	Chad
Planned Activities	-Construction of 140km of dirt roads	-Asphalting of the road section Maltam-Kousséri (27 kms) -Rehabilitation of 214 km of	-Rehabilitation of 244 km of rural trails



		road sections	
Economic Impact	<ul style="list-style-type: none"> -Reduction of the time taken to transport goods to the market and the duration of the trip. -Extension of vehicle life up to twice the time. -Reduction of the cost of transporting people and goods. The beneficiary can save 40 CFA francs / km of section 	<ul style="list-style-type: none"> -By rehabilitating the Zimado-kousséri road which is around 50 km, it will take an hour to travel it instead of 6 hours as it is currently the case (a gain of 6 minutes per km of roads) -the opening up of production areas -accessibility of markets 	<ul style="list-style-type: none"> -Reduction in transport time for agricultural products to markets -Reduction of transport costs -Facilitation of the sale and promotion of products -Easy access to basic social services -Recruitment of High Labor Intensity Work (HLIW)

16. **More information would be needed to perform a formal analysis of the economic impact of these roads.** First, the targeted road sections to be implemented have not all yet been identified by the country teams and the parameters required to perform a standard RED or HDM analysis or a simpler NPV estimation are not yet available. For example, the country teams should provide information on the type of beneficiaries that will be using the roads, the number of beneficiaries from each type expected, and the expected increase in activity associated with the building of the new roads. The country teams are still working to establish these details which will give us more information during project implementation. On the basis of this information it will be possible to make better estimate for the economic benefit of the activity. Typically, however, when a RONET or RED software is used to calculate the IRR, it usually falls in a range between 15 and 20 percent for rural roads and nothing suggest that the gains from the investment of the PROLAC should be below that estimate. Based on some of the basic information provided by the counterparts, we can already present an example of what a simplified NPV analysis of the road investment would mean in terms of quantified economic gains.

Table 8.2. Example of an NPV Analysis of a Typical Road Investment (TRI)

Initial Cost	Gains	Maintenance Cost	IRR
2,000,000 FCFA/KM	The beneficiary can save 40 CFA francs / km of section. It is estimated on average 1 percent of the target group estimated at 637 inhabitants per week and especially on market days.	1 000 FCFA/km/year	60%

Typology 2: Agricultural-Pastoral-Halieutic Livelihoods

17. **Agriculture remains a key engine of economic growth and poverty reduction in the Lake Chad region.** Local agricultural systems have been disrupted following the destruction of farming and irrigations facilities. Households throughout the Lake Chad Basin rely largely on subsistence activities from fishing, herding and farming. Damage to agriculture caused by the conflict, an estimated US\$3.7 billion, includes profound loss of fisheries, livestock and agricultural production, ruined irrigation and farming facilities, and the collapse of extension services.³²

³² Food insecurity in the Lake Chad Basin, FAO Regional Office for Africa, June 23, 2016.



18. **The third component of the project boosts the economic activities in the agricultural sector and its value-chain.** The project will finance the following type of activities: (i) support to small groups of agricultural producers, including producers engaged in subsistence farming to increase in project areas (training on good practices, acquisition of agricultural inputs, acquisition of small irrigation systems or water drainage); (ii) establishment of product collection areas, small marketing infrastructures or small processing units; and (iii) support for producer organizations to adopt farming approaches to adapt their production to climate change. It has two sub-components. In Cameroon, the identified sectors of interest for the value chain development are corn, rice, bovines, fish, black-eyed peas, and onions. The activities will consist mostly of irrigation works, soil restoration, and infrastructures (warehouses, markets, and stores). In Chad, a large part of the activities will be around the valorization of polders and of an Ouaddi. The value chains of fish, spirulina, cord and beans will also see large investments. In Niger, the country teams have mentioned as main activities the rehabilitation of at least 30 wells and five pumping stations, building transformation units (dryers, multi-functional platforms and agricultural-related crafts). Finally, the development of 35 basins and their surround areas.

19. **The activities planned for this component will have three main economic added value effects.** First, the activities will increase production through the rehabilitation of unproductive land, the development of new unused land, and the addition of new farming units. Second, the project will increase the yield generated by these farms through the development of post-harvest infrastructure, mechanization of the production, and improvement of market access. Third, the project will increase the number of jobs in these sectors with salaries higher than the subsistence level. To calculate the net added value, a few opportunity costs must be taken out of the financial gains. These include the cost incurred by the incumbent farmers from a decrease in sell price due to the increased production of their crops; the loss of the economic services provided by previously unused lands such as a place to gather firewood or to graze animal; and the loss of the economic and subsistence services often provided by unemployed workers such as short term work for their community or their household or informal work. The counterparts also analyzed more in details the potential benefits of each activities presented in the table below.



Table 8.3. Summary of a Subset of Activities and Expected Benefits by Country in the Agricultural Sector

	Niger	Cameroon	Chad
Planned Activities	<ul style="list-style-type: none"> -Construction of a Californian network, boreholes, water storage basins and solar pumping systems / ha -construction / rehabilitation of storage stores, production protection dike). -The rehabilitation of the target basins would cover 175 ha 	<ul style="list-style-type: none"> -Improve post-harvest practices (drying, transport, processing / conservation, storage, etc.) -Promote mechanization (hitch, tractor, seeders, combine harvesters, etc.), soil fertilization techniques, improved production techniques - Facilitate access to community processing equipment (mills, hullers, generators, packaging, fresh milk storage tank with solar energy, etc.) 	<ul style="list-style-type: none"> -Rehabilitation of the Polders with Total Water Control (Berim and Mamdi) -Development of polders with controlled submersion (Monokoun; Amtoukimirom; Kawa) Wheat-bean-corn value chain -Acquisition of small production equipment -Acquisition of solar material Layout of production site -Acquisition of production inputs (seeds and phytosanitary products) -Acquisition of transformation / conservation materials -Training of beneficiaries / exchange trips - storage / conservation facilities - acquisition of transport equipment -Marketing / communication and marketing
Economic Benefits	<ul style="list-style-type: none"> -Improvement of the quantity of speculation on local markets and increased selling prices to producers 	<ul style="list-style-type: none"> -increased productivity, lower production cost, time savings and reduced arduousness of certain tasks -reduction of post-harvest losses by half, increase in the selling price, better spatial and temporal distribution of products -reduction of post-harvest losses, saving time and reducing arduous work, emergence of very small and small agricultural and rural SMEs, improvement of producers' incomes, job creation, improvement of the added value of products 	<ul style="list-style-type: none"> -increased yield -increased household income production of the sector allows: <ul style="list-style-type: none"> -productivity improvement -product quality improvement -product preservation - reduction of post-harvest loss -increased level of knowledge of beneficiaries -acquisition of new economic production techniques -avoid the rural exodus; - product security -Avoid degradation -Transport of products at a record time -less expenses compared to transport by vehicle -the visibility of the sector

Table 8.4. Summary of a Subset of Activities and Expected Benefits by Country in the Pastoral Sector



	Niger	Cameroon	Chad
Planned Activities	<ul style="list-style-type: none"> -Research on the Kouri cow -Rehabilitation and construction of cemented wells and pastoral pumping stations. 	<ul style="list-style-type: none"> -Development of ponds and additional small reservoirs along roads near villages - Development of pastoral infrastructure (rest areas, pastoral water points, pasture areas, etc.) -Strengthen the irrigation systems by setting up water points with solar energy pumping and for agro-pastoral uses with drinking trough, and development of the village perimeters through irrigation channels stabilized in terracotta bricks 	<ul style="list-style-type: none"> -Rehabilitation and extension of infrastructure (seed bank, laboratories, etc.) - Capacity building of breeders in the region (for example, creation / vitalization of breeder groups, professional training and laboratory technology) -Creation of an artificial insemination center;
Economic Benefits	<ul style="list-style-type: none"> -Increase in the value and volume of the milk from the meat and the quantity of the Kouri cow. The application of research results will improve production by 20 percent for milk and the preservation of the cow. -This can improve the growth rate of livestock by 2 percentage points 	<ul style="list-style-type: none"> -5 percent increase in animal production and productivity -increased production, saving time and reducing the difficulty of drawing water 	<ul style="list-style-type: none"> -Improved productivity and enhancement of pastoral by-products -Increased income of breeders and their communities

Table 8.5. Summary of planned activities and expected benefits by country in the halieutic sector

	Niger	Cameroon	Chad
Planned Activities	<ul style="list-style-type: none"> -Construction of the fish counter in Gagamari and acquisition of fish dryers 	<ul style="list-style-type: none"> -Construction of the landing stages in Blangoua, ivié, zimado and zina -Rehabilitation of the small Goromo stream -Curing of the Maham Canal and Marako Canal -Install infrastructure for fishing (equipment, work material, etc.) 	<ul style="list-style-type: none"> -Acquisition of fishing gear / equipment -Provision of fish processing / conservation equipment -Fishermen training / Exchange visits -Acquisition of fish inputs -Construction of nursery stations; -Construction of ponds in BA



Economic Benefits	<ul style="list-style-type: none"> -The valuation of the sale price per kg of fish by 10 percent and reduction of losses by 20 percent. - Fish exports would contribute 70 percent to customs revenue and revenue from fishery resources in the Diffa region. 	<ul style="list-style-type: none"> -Promotes fishing and river transport activity -increase in the quantity and quality of catches, time savings and reduction of arduousness, job creation, reduction of fishing accidents, rational management of fishing resources, improvement of fishermen's safety - Facilitates trade -10 percent increase in catch volume, 15 percent reduction of spoilage 	<ul style="list-style-type: none"> - the practice of profitable and sustainable fishing; - endowment of regulatory and non-prohibited nets -conservation and reduction of post-catch loss; - less health risk by recommended approved products
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20. **More information is needed in order to quantify the economic impact of these agricultural, pastoral and halieutic investments.** For each value chain it would be necessary to have details on the expected revenue increase of the investment either in terms of productivity, yield or on the price markup of the transformation, and on the volume of production that would be affected. The country teams are still working on establishing these details which will give us more information during project implementation. A similar community-driven small-scale agricultural investment project in Senegal that focused on the value chain of rice, mangoes, horticulture and oysters, yield an economic gain analysis with an IRR of 77 percent which shows that this type of investments usually has large economic returns. Additionally, based on some of the basic information provided by the counterparts, we can already present an example of what a simplified NPV analysis of an investment in a fish processing unit would mean in terms of quantified economic gains.

Table 8.6. Example of an NPV Analysis of a Typical Halieutic Investment (fish processing unit)

Initial Cost	Gains	Maintenance Cost	IRR
140,000,000 FCFA.	<ul style="list-style-type: none"> -Fish production per fisherman is estimated at 1,260 kg per year. -The valuation of the sale price per kg of fish by 10 percent and reduction of losses by 20 percent. -number of fishermen estimated at around 1,000 fishermen on the Komadougou Yobé and 15,000 fishermen on the bed of Lake Chad -The price of Kg of dried fish is estimated at 1.500F 	5 percent of the initial investment cost every year	126 percent

Conclusion

21. **The analysis suggest that the economic impact of the project will outweigh its cost, leading to a positive NPV.** Significant economic benefits are expected from the selected activities. More specifically quantifiable economic gains are expected from the mitigation of conflict risks, increased mobility and accessibility and developed agricultural value-chains. This is supported by evidence from the literature and from simplified analysis of a sample of investments. However, without more detail on the specific



activities that will be undertaken and because of the complexity of measuring so many different investments, it is difficult to give an accurate estimation of the gains. Also, many of the activities of the project are also expected to have an impact on the social welfare of the beneficiaries and to have second order effects, both of which are difficult to translate into monetary value. These elements include the benefits of citizen engagement, increased economic opportunities for women, the stabilizing impact of giving jobs to idle youth, etc. Furthermore, violence has many humanitarian and spillover costs that were not included in the analysis. Finally, a lot of the investments will be focusing on community resilience (oasis, polders, ponds) which could have an impact on the resilience of households' economic capacity to shock and climate change.



ANNEX 9: Alignment of the Project with the Pillars and Strategic Objectives of the RSS

1. The Africa Union/LCBC RSS was adopted at a Ministerial level on August 31, 2018. The Strategy offers a common framework for the engagement of humanitarian and development partners in the region. It entails nine pillars covering the humanitarian-development-security nexus. The approach taken under PROLAC is fully consistent with the RSS and the project will support some of its pillar and strategic objectives as outlined in table 9.1. Project activities will be closely monitored both nationally and regionally and data collected will be fed into the Lake Chad Information System (LIS) operationalized under the LCBC. Furthermore, detailed reports on activity progress will be discussed at the regional level by the RCC. Close coordination with other development partners contributing to the RSS will also be sought.

Table 9.1. Pillars and Strategic Objectives that the Project Supports

Pillars	Strategic Objectives and <i>Description</i>	Area of alignment of PROLAC
Pillar 1: Political Cooperation	<p>2. Strengthening National Capacities: <i>To support National Governments to develop harmonized national coordination mechanisms and systems, including the Governors’ Forum and the regional Inter-Parliamentary Committee for an effective implementation of the strategy in the Lake Chad Region</i></p> <p>4. Capacity of LCBC and AUC is Enhanced: <i>To effectively enhance the capacities of the LCBC Secretariat and the AUC for the effective implementation of the strategy</i></p>	Activities of Sub-component 1a
Pillar 5: Governance and the Social Contract	<p>18. Improving Service Delivery: <i>To restore and strengthen state authority and institutional capacity to enhance the scope and improve the quality of social service delivery at the local level</i></p> <p>20. Enhancing Public Participation and Civic Engagement: <i>To strengthen civic engagement and participation in the implementation of the strategy</i></p> <p>21. Improving Cross-Border Cooperation: <i>To strengthen cross-border and transboundary cooperation for mutually beneficial solutions and sub-regional integration</i></p>	Activities of the Sub-components 1c and 1d and overall approach of Component 2 and 3
Pillar 6: Socio-Economic Recovery and Environmental Sustainability	<p>22. Supporting Sustainable Livelihoods: <i>To support and promote livelihoods, particularly in the agricultural sector (farming, fishing and livestock) in a way that takes account of climate change and environmental sustainability</i></p> <p>23. Improving Infrastructure for Regional Economic Integration: <i>To mobilize investments to promote infrastructural development to increase economic, trade and cultural exchange</i></p> <p>25. Ensuring Environmental Sustainability: <i>To enhance the resilience of communities and systems around Lake Chad to adapt to environmental shocks for enhanced sustainability of interventions.</i></p>	Activities of the Component 2 and 3
Pillar 7: Education, Learning and Skill	<p>27. Promoting Professional, Vocational Training and Skills Acquisition: <i>To promote professional technical and, vocational training skill acquisition programs in line with job market demand.</i></p> <p>29. Promoting Cultural and Social Learning: <i>To promote cultural and social learning for increased interfaith understanding, tolerance and social cohesion.</i></p>	Activities of the Component 1



Pillars	Strategic Objectives and <i>Description</i>	Area of alignment of PROLAC
	31. Promoting Advocacy and Experience Sharing: <i>To promote advocacy and experience sharing on education between LCBC Member States.</i>	
Pillar 8: Prevention of Violent Extremism and Building Peace	34. Mobilizing Communities and Counter-Narratives: <i>To empower local communities as actors to prevent, anticipate, and counter radical narratives</i>	Activities of Sub-components 1c and 1d and overall approach of the project
Pillar 9: Empowerment and Inclusion of Women and Youth	37. Protecting Women and Girls: <i>To ensure effective protection measures that empower women and girls as beneficiaries and can effectively engage in the stabilization and peacebuilding process as well as prevention and response to violence extremism. Protect women and girls from all forms of violence, exploitation and abuse.</i> 40. Monitoring and Accountability: <i>To improve research, monitoring, reporting, analysis and advocacy ensures that a gender and youth-sensitive approaches are mainstreamed and that the stabilization process leverages effectively upon the capacities of girls and women.</i>	Mainstreamed in all activities as well as the overall approach of the project



ANNEX 10: Community Engagement and Participation and Labor-Intensive Public Works

1. The project strengthens community institutions by assuring that all project investments are in line with LDPs and by supporting the elaboration of new and update of already existing LDPs in the communes in the project area. In addition, activities and project investments will be selected in a participatory way through the consultation with communities in each country.

Community engagement and participation in the project investment planning process

2. The project will ensure and support the process of selecting and implementing communal activities in alignment with communities' needs through three phases: (a) Identification, prioritization and integration of activities in the LDPs; (b) support for the implementation of the selected activities; and (c) participatory M&E. Each of these phases is explained in more detail in the following paragraphs.

(a) **Identification, prioritization, and inscription of activities in the LDPs:** This phase is carried out in four main stages:

- **Community consensus:** Creation of regional consensus and convergence among partners on the criteria for selecting priority activities. This stage makes it possible to inform the targeted municipalities about the methodology for choosing activities. It takes place at the start of the project within the framework of a 2-day workshop bringing together representatives of the PIU, the communes, the technical services of the state (national, regional and departmental, as relevant), the humanitarian and development partners active in the project zone and the representatives of the beneficiaries (in particular the producer organizations of the sectors targeted by the project).
- **Identification and local prioritization of activities:** This stage takes place at the communal level in the framework of a one or two-day consultation workshop between the commune, its partners, representatives of the citizens and project beneficiaries. The workshop provides information on the methodology for choosing eligible activities, then analyses the respective LDP and other relevant plans to identify and assess the feasibility of annual priorities.
- **Integration of communal priorities into the LDPs:** This stage takes place within the framework of a 2-day region-wide consultation workshop between the communes, humanitarian and development partners and representatives from the PIU. The aim of this workshop is to share communal priorities based on the LDPs, to check complementarity with other interventions in the zone and to draw up a list of concrete activities.

(b) **Implementation phase:** The implementation of the selected priorities is ensured by PROLAC's PIU in partnership with the region, communes, communities and service providers. It will take place in 3 stages:

- **Restitution:** The restitution to the communes and partners will take place within the framework of a meeting. This meeting will launch the implementation phase of



activities. It will be organized between representatives of the PIU, the communes, the representatives of the respective targeted agriculture livelihoods sector (as applicable), citizens (beneficiaries) and humanitarian and development partners that work in the zone.

- **Implementation of activities:** Under the direct responsibility of the PIU, this stage takes into account the preparation, contracting and implementation by the designated service providers, in accordance with the project’s procedures.
 - **Reception and handing over of achievements to the communes:** Integrated into the service contract, this stage is carried out by the PIU. The communes, the representatives of the beneficiaries and the partners involved in the monitoring of implementation participate in it.
- (c) **Monitoring, evaluation, and accountability phase:** Under the coordination of the PROLAC PIU, this phase is carried out in 3 stages:
- **Communal M&E plan.** For each activity, a communal M&E plan will be elaborated and integrated into the agreements with the communes and service providers.
 - **Collection and management of feedback on the implementation of activities.** Data concerning the implementation of activities, progress and difficulties will be reported by providers, communes and citizens. A communal GRM will be set up by the PROLAC PIU and used for this purpose.
 - **Feedback and accountability workshops.** Once every six months, representatives from the PIU will lead a dialogue with the communes, representatives of civil society, service providers and humanitarian and development partners to provide feedback on the level of progress of activities, and to formulate and monitor the implementation of recommendations.

Criteria for the selection of activities under PROLAC

3. Communal activities proposed in the communities’ LDPs will be selected on the basis of five criteria: (a) activity proposed by a target commune; (b) activity to be carried out in a zone where security allows the activity to be carried out; (c) activity consistent with the commune's local/communal or district development plan (as applicable) and LDP; and (d) activity whose implementation is complementary with other development activities in the zone.

Allocation of funds between Components 2 and 3 and over the duration of the project

4. The annual provision of funds for both Components 2 and 3 will be made on a flat-rate basis, considering the thresholds set for each country. At the country level, the following scenario (which will be reassess every year and adjusted as and if needed) is proposed:

Table 10.1. Allocation of Funds between Components 2 and 3 and Over the Duration of the Project

Year 1	Year 2	Year 3	Year 4	Year 5
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10%	15%	30%	25%	20%
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5. **Distribution between municipalities.** Two windows will be set up in each country by the PROLAC PIUs to facilitate the allocation of resources of Components 2 and 3 between communities:

- an **equity window** (with 50 percent of the funds available) that will be accessible to all eligible communities and which amount will be allocated based on the number of community members;
- a **performance window** based on the PNDP experience in Cameroon (with 50 percent of the available funds) that provides additional resources to activities of selected communities based on the results of a performance assessment. PROLAC's PIMs will detail the principles and concrete modalities.

Labor Intensive Public Works (LIPW)

6. **Description of LIPWs.** High-Intensity Manual Labor or LIPW, entails soliciting such contribution for a limited duration, in the range of 60 to 90 days, to create, rehabilitate and maintain physical and natural connective and non-connective infrastructures. Beyond merely restoring and repairing previously utilized structures, it serves as a mechanism to provide income generation activities to identified beneficiaries, when they may not be able to engage in their usual livelihoods, and even longer-term capacities and/or opportunities for many, in the maintenance of said infrastructure, for instance. In particular, for particularly vulnerable households, it provides a source of income when they need it most and contribute to prevent them from falling further into poverty and can also promote peaceful coexistence and social cohesion through engaging individuals from opposing sides of the spectrum.

7. **Selection of Target Localities.** For the purposes of program implementation, from within areas chosen to undertake Components 2 and 3, the locations of individual communes where LIPWs are implemented are chosen through geographical targeting. Aside from being relatively free of existing security threats, locations selection criteria include (i) higher need for infrastructural rehabilitation and/or construction and service delivery structures, based on earlier damages incurred and existing gaps; (ii) vulnerability to natural disasters and/or other man-made catastrophes; (iii) levels of poverty and/or proportion of vulnerable and/or affected peoples; and (iv) food insecurity, among others. Once selected, target locations, through a consultative framework guided by local governments, will identify and prioritize specific social services and economic infrastructure of immediate relevance as part of their local development plans produced through Sub-Component 1c: Citizen Engagement and Social Cohesion

8. **Selection of LIPW Participants.** Beneficiaries will be chosen through a participation-based lottery of men and women above 18 years old, with possible targeting criteria that eliminates selection of those who may already and/or easily have access to other income-generation activities. The wages that will be paid will be aligned with adjacent and comparable project interventions of humanitarian and development partners in the project area. This amount will be reassessed on a regular basis and adjusted as and if necessary. The program wages will be sensitive to socioeconomic realities on-ground so that it discourages the non-poor from applying, thus reducing inclusion bias, and minimizing disruption of local labor markets. Furthermore, the number of beneficiaries per household is capped at one and only those who have never enrolled or dropped out prior to secondary school are eligible to participate, ensuring



that no one household benefits disproportionately more than another and only those with weaker skillsets are able to participate in LIPWs.

9. **Methodology for LIPW Approach.** For the work program to be sustainable past its implementation cycle, a LIPW+ methodology that goes beyond its original constraints is put in place. In other words, provision of public works is accompanied by skills training and application programs expenses of which are financed and can be accommodated under the Sub-Component itself. The first extends from basic literacy, numeracy, household and business accounting to informal training in farmer field schools and short life and business skills courses and formal technical and vocational training. Those capacity-strengthening opportunities that are directly and immediately tied to activities undertaken under Components 2 and 3 will also be financed under them. So as to encourage labor participation, complete payment on labor hours worked is made conditional to participation in a mandatory foundational training program comprising basic literacy, numeracy, household and business accounting. The amount withheld until mandatory trainings are completed is suggested at ten percent.

10. **Gender Sensitivity and Youth Integration in LIPW Approach.** Although female participation in labor-intensive public works enhances their access to financial resources and productive assets, their engagement can remain stunted by risks of sexual violence at work and domestic violence, prioritization of childcare and household activities, lack of transportation, and existing cultural norms. As such, awareness campaigns, design and delivery mechanisms underlying LIPW takes on a few critical initiatives to enhance gender inclusion and meet the targeted 50 percent of direct beneficiaries being women. These include:

- Educating and sensitizing local male authorities and spouses on female participation, including appointing male champions in local communities to advocate as such;
- Inviting women in preparatory meetings for consultation frameworks to refine how to best enhance their inclusion;
- Providing child care facilities at project sites, preferably run by senior women experienced in child care and paid as workers under the program;
- Adjusting wage payment modalities, as women may prefer to work for piece wages rather than daily wage rates, because this affords them greater flexibility in coordinating this work with their other chores;
- Enrolling women in projects located closer to their homes or placing them in groups with other women so as to provide strength and security in numbers. This is germane too to youth inclusion, as partaking in organized functions can not only ease access to transportation. It also facilitates organic social cohesion and reconciliation, and may encourage efficiency of labor, joint income-generating opportunities, community-based saving schemes, and safeguards against risks of domestic or other forms of violence in worksites and elsewhere.

11. **Eligible activities.** Eligible activities for LIPW will be identified during the LDPLDP planning phase. Activities will be undertaken together with an NGO as implementing partner. Examples of eligible work covers the following sectors (a detailed list of activities will be elaborated in the PIMs):



- **Water, Sanitation and Hygiene:** Construction and rehabilitation of small water supply facilities, latrines, water points and other sanitation infrastructure; village and pastoral hydraulics, notably wells, boreholes, ponds, reservoirs, water collection points and their conservation;
- **Public Market Facilities:** marketing [construction and rehabilitation of markets, storage facilities, bus station with shelters and basic amenities];
- **Transport and Other Connective Infrastructure:** Construction and rehabilitation of rural access roads, small bridges, and culverts; procurement of material for routine maintenance; elimination of critical points [reach, strike-off, nozzles, bridges, etc.];
- **Agriculture and Agricultural Infrastructure:** Construction and rehabilitation of irrigation schemes and storage facilities;
- **Natural Resources Management and Development:** Soil restoration [anti-erosion facilities and fertility restoration], development of water resources [filter dykes/diversion bays, hill deductions, small irrigation, development of shallows], development of forestry resources [reforestation and wood energy];
- **Terrain Planning:** Development of pastoral resources [passage corridors, fire screen, pasture improvement and land management]; biodiversity protection and enhancement [management of buffer zones around protected areas, garbage protection and recovery].

12. **Communication and Sensitization Strategy.** Alongside selection criteria, the program builds on a holistic awareness strategy, implementation guide and subsequent campaign that aims at articulating the mandate and task activities of individual investments and the broader LIPW initiative. Details that ought to be communicated include (a) program objectives, (b) program scope, (c) terms of work, (d) worksite conditions.

13. **Payment and Tracking Mechanisms.** Upon selection of direct participants for LIPW, a MISMS is established, by the implementing partner, listing relevant personal and household details of chosen beneficiaries and their aspirations, and tracking their tasks, attendance, payment requests and receipts, training opportunities availed, and feedback or complaints raised, if any. The payments will preferably be channeled through the regular banking or mobile banking systems. However, given socioeconomic and infrastructural realities on-ground, alternative payments arrangements acceptable to the World Bank may be adopted e.g. payments might be made in cash or through mobile banking upon payment order made by worksite supervisor who is responsible for tracking and registering attendance of participants. Payments are delivered in-person by worksite supervisor to participants with a signed stub from both parties serving as proof of receipt. In such situations, the payment to beneficiaries will be the responsibility of the third party (NGO or private enterprise) in charge of conducting or supervising the LIPW under terms that will be stipulated in a contract. The detailed payments mechanism will be detailed in the PIM or as a stand-alone procedure manual.

14. **Community-Based Monitoring and Evaluation and Grievance Redress.** The overarching mechanism is utilized to also accommodate community-based MM&E and Grievance Redress Measures specific to LIPW, both produced in line with guidelines established in the LIPW Manual. The GRMGRM is extended to accommodate worksite supervision and worker experiences, including reports of non-



compliance, malfeasance, sexual harassment etc. In the spirit of enhancing participatory development processes, each group of laborers are tasked with selecting representatives who are connected with worksite supervisors to receive training in and jointly undertake M&E of interventions, efficiency of labor and workplace satisfaction.



ANNEX 11: The Regionality Dimensions of PROLAC and the Nigeria MCRP AF

- 1. Introduction:** The Lake Chad Basin comprises four countries including Chad, Cameroon, Niger and Nigeria. This annex explains the common elements of “regionality” across the PROLAC Project, (P161706) and the proposed AFAF of the Nigeria MCRP ((P173104).
- 2. A highly integrated region with strong cross-border spill-overs:** The Lake Chad has been a public good shared by the population of the region for centuries. A strong regional subsystem pre-existed the ongoing conflict, where common livelihoods activities, access to shared resources and seasonal migration where conditions for sustenance and livelihood. Strong cultural, linguistic, religious and familial links across borders underpinned this strong regional system. Intense regional integration also imply that adverse spillovers are significant when a crisis occurs in one country. The region experiences disruptions of trade and seasonal mobility, that strongly impacts livelihood, massive internal displacement and cross-migration across the Lake Chad Region. A region-wide approach is therefore warranted for mitigating the immediate common impacts of the crisis in the region as well as for identifying and implementing longer term durable solutions across these countries.
- 3. The World Bank engagement in response to the regional crisis started with an emergency multisectoral project in North-East Nigeria (MCRP).** The acute Boko Haram crisis in the six affected North-Eastern (NE) states warranted quick crisis recovery and stabilization solutions in Nigeria. Accordingly, the World Bank, UN and EU got together under the leadership of the Federal Government of Nigeria and the NE States to undertake a Recovery and Peace Building Assessment in 2016-2017, followed by World Bank investments of around US\$800 million in crisis recovery through the AF of various existing projects and the emergency processing of the MCRP. MCRP was prepared as an urgent response to the impacts of the conflict, drawing from the RPBA and the Buhari Plan, the government strategy the built on this.
- 4. In parallel a regional program has been initiated in 2016 and a regional project preparation in FY18.** The Lake Chad Development and Climate Action Plan, a ten years development plan for the region, was prepared with the World Bank support and delivered in November 2015. Subsequently, a dedicated regional program (PROLAC) has been in preparation for three of the four countries that border the Lake: Cameroon, Chad and Niger. The project aims at contributing to the recovery of the Lake Chad Region through supporting regional coordination and crisis monitoring, connectivity and agricultural livelihoods in selected provinces of the participating countries. At the time, Nigeria’s inclusion in PROLAC preparation was hampered by a combination of factors, including a long-winded political transition in Nigeria. At the Ministerial Roundtable taking place on the margins of the World Bank Annual Meetings in October 2019, the Federal Government of Nigeria (FGN) has requested that the country be included in the regional program supported by the proposed IDA PROLAC, P161706. The participation of Nigeria, the fourth country, is important for the PROLAC program to have complete regional coverage, and because Nigeria is the largest country by far and the epicenter of the Boko Haram conflict, the impacts and drivers of which PROLAC seeks to address.
- 5. A “single region approach” through two projects.** The MCRP project being already active in North-East Nigeria and the preparatory work being well advanced for the PROLAC project in Chad, Cameroon and Niger, the choice has been made to bring MCRP under the “PROLAC Umbrella” through the restructuring and AF proposed. The strategic and operational alignment between PROLAC and MCRP will intervene through the following:



- a) Incorporating an additional integrated component on agricultural livelihoods and rural connectivity in MCRP;
- b) Incorporating an additional focus and lens on strengthening the regional dimensions of interventions in MCRP's preexisting sectors;
- c) Ensuring that Nigeria joins the Component 1 regional platform activities under PROLAC, through the inclusion of a sub-activity in MCRP capacity building component that links and capacitates Nigeria NE actors (including public sector, academia, other stakeholders) with the LCBC knowledge platform being supported under PROLAC;
- d) Participation of Nigeria's representatives in the RCC set up under PROLAC. Nigeria is also directly part of the implementation of PROLAC Component 1 as a member of the LCBC ;
- e) Development of cross-cutting approaches taken under PROLAC such as climate resilience and community driven development;
- f) Importantly, the PROLAC project preparation benefited from the lessons learned through MCRP implementation in the areas of social cohesion, successful MM&E, hybrid implementation arrangements across State PIUs and line departments, etc.). PROLAC preparation and implementation will also conversely benefit in learning from MCRP weaknesses and areas of improvement.



ANNEX 12: GHG Accounting

Introduction

1. The World Bank applies EX-ACT developed by Food and Agriculture Organization (FAO) in 2010 to assess a project's net carbon balance. The EX-ACT calculation consists of the net balance of tons of CO₂ equivalent (tCO₂eq) emitted or sequestered GHG because of project implementation compared to the 'baseline' and 'without-project' scenario. EX-ACT thus estimates the carbon stock changes as well as GHG emissions per unit of land, expressed in tCO₂eq per hectare and year. This annex presents an ex ante assessment of the net emissions reduction calculations for the PROLAC Project (P161706) with use of EXACT.

Summary of Results

2. The estimation of carbon stock changes was done based on IPCC Tier 1 default values. The project will be implemented over five years and for the calculation of carbon benefits, a capitalization phase of 15 years was used. The Lake Chad Basin embraces a great range of tropical climates from north to south, although most of these climates tend to be dry. Apart from the far north, most regions are characterized by a cycle of alternating rainy and dry seasons. In any given year, the duration of each season is determined largely by the positions of two great air masses—a maritime mass over the Atlantic Ocean to the southwest and a much drier continental mass. The project activities that will mainly provide emissions reductions are the reforestation and afforestation activities (in parallel of road construction) under Component 2 as well as climate smart agriculture practices under Component 3. In total the project will generate net emissions reductions of around 3,343,922 tCO₂eq over 20 years; see table 12.1 for results.

Results per country

Cameroon

Deforestation

3. With regard to deforestation, the project area has 174,500 ha of forests in 2020 (the starting date of the project). Taking into account the deforestation rate of 0.6 percent in the BAU model, at the end of the 5 years of the project, only 170,350 ha of forests would remain at the end of the project. This deforestation rate takes into account forest losses due to the construction of storage and other buildings.

4. The implementation of the project is expected to reduce the annual deforestation rate to 0.4 percent, which would reduce the forest area to 171,038 ha. It will be assumed that the lost forest areas are converted into annual crops and that agricultural residues are burnt.

Reforestation/Afforestation

5. Regarding reforestation/afforestation, it is planned to reforest 964 ha in five years, including the development of pastoral areas and on degraded land. This is greater than 6 ha achieved annually in the BAU scenario. Taking into account the 200 ha at the beginning of the project, there should eventually be 230 ha of reforested land (BAU scenario) versus 1,172 ha of reforested land (project scenario), all of which will be on degraded land.



6. The data used indicate that the activities planned under the Cameroon component of PROLAC make it a GHG sink.

7. Indeed, the project would reduce GHG emissions by **862,332 tCO₂eq** over the entire project period. That is a reduction of **4.9 tCO₂eq/ha** and **0.2 tCO₂eq/ha/year**.

Chad

Deforestation

8. With regard to deforestation, the project area has 2,910 ha of forests in 2020 (the starting date of the project). Taking into account the deforestation rate of 4 percent in the BAU model, at the end of the 5 years of the project, only 2,473.2 ha of forests would remain at the end of the project. This deforestation rate takes into account forest losses due to the construction of storage and other buildings.

9. The implementation of the project is expected to reduce the annual deforestation rate to 3 percent, which would reduce the forest area to 2,498.9 ha. It will be assumed that the lost forest areas are converted into annual crops.

Reforestation/Afforestation

10. Regarding reforestation/afforestation, it is planned to reforest 1,401.1 ha in five years, take into account the plantations carried out within (i) the construction of live hedges; (ii) the rehabilitation of polder and ouaddi; and (iii) the fixation of dunes, all of which will be on degraded land.

Infrastructure

11. Finally, the surface area of the storage warehouses built in the project area is expected to increase by 4,478 m² with the project. The data used indicate that the activities planned under the Chad component of PROLAC make it a GHG sink.

12. Indeed, the project would reduce GHG emissions by **138,715 tCO₂eq** over the entire project period. That is a reduction of **32.2 tCO₂eq/ha** and **1.6 tCO₂eq/ha/year**.

Niger

Deforestation

13. With regard to deforestation, the deforestation rate in the project area was not provided and research on platforms such as Global forest watch indicated a near-zero deforestation rate. It was therefore considered that there should be no deforestation in the project area (in Niger) during project implementation.

Reforestation/Afforestation

14. Regarding reforestation/afforestation, it is planned to reforest 5,175 ha in five years, including the fixed dune areas. Taking into account the 19,203 ha of reforestation carried out in the project area



over the last five years (BAU scenario), there should be a total of 24,378 ha of reforested land at the end of the project (project scenario), all of it on degraded land.

Infrastructure

15. Finally, the surface area of the storage warehouses built in the project area is expected to increase by 14,750 m² with the project. The data used indicate that the activities planned under the Niger component of PROLAC make it a GHG sink.

Indeed, the project would reduce GHG emissions by **2,342,875 tCO₂eq** over the entire project period. This represents a reduction of **24.8 tCO₂eq/ha** and **1.2 tCO₂eq/ha/year**.

Table 12.1: Results of Gross and Net GHG Emissions in tCO₂eq up to 20 Years for Reported Activities of the Project

Components of the project	Gross Fluxes		
	Without	With	Balance
	All GHG in tCO₂eq		
	Positive = source/negative = sink		
Other Land-use change	-7,457.08	-26,099.79	-18,642.71
Deforestation	45,018,201.76	44,349,648.23	-668,553.53
Afforestation	-8,929,540.75	-11,585,039.06	-2,655,498.31
Agriculture	296,995.17	292,828.17	-4,166.99
Inputs & investments	76.90	3,015.79	2,938.90
Total	36,378,275.99	33,034,353.35	-3,343,922.64
Per hectare	160.46	98.58	-61.88
Per hectare per year	8.02	4.93	-3.09