



**African Water Facility**  
**Facilité africaine de l'eau**  
*Mobilising Resources for Water in Africa*  
*Mobiliser des ressources pour l'eau en Afrique*



## Lake Chad Basin Commission

# Investment Planning for Climate Resilient Socio-Economic Growth in the Lake Chad Basin (PIBALT)

## Appraisal Report

**November 2023**

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## ABBREVIATIONS

AfDB	African Development Bank
AWF	African Water Facility
AWPB	Annual Work Program and Budget
BER	Bid Evaluation Reports
BPM	Bank's Procurement Methods
BPS	Borrower's Procurement System
CBLT	Commission du Bassin du Lac Tchad
EA	Executing Agency
EQO	Environmental Quality Objective
ES	Executive Secretary
EUR	Euro
FAE	Facilité Africaine de L'eau
FM	Financial Management
FYIP	Five-Year Investment Plan
GPN	General Procurement Notice
IPSAS	International Public Sector Accounting Standards
IWRM	Integrated Water Resource Management
LC	Local Currency
LCB	Lake Chad Basin
LCBC	Lake Chad Basin Commission
LCS	Least Cost Selection
PC	Project Coordinator
PCU	Project Coordination Unit
PCR	Project Completion Report
PDU	Procurement and Disposal Unit
QCBS	Quality and cost-based selection
SAP	Strategic Action Programme
SDGs	Sustainable Development Goals
TDA	Transboundary Diagnostic Analysis
XAF	Central African Franc

### CURRENCY

Local Currency	:	Central African CFA franc (XAF)
1 EUR	:	655.96 XAF (November 2023)
1 EUR	:	0.81 UA (November 2023)

## LOGICAL FRAMEWORK

RESULTS FRAMEWORK					
A PROJECT INFORMATION					
PROJECT NAME AND SAP CODE: Investment Planning for the Sustainable and Equitable Development of the Lake Chad Basin's Natural Resources (PIBALT)			COUNTRY/REGION: Cameroon, Chad, Niger, Nigeria / Lake Chad Basin		
PROJECT DEVELOPMENT OBJECTIVE: The development objective is to provide an investment plan to rebuild the economy in the Lake Chad Basin through efficient, sustainable, and equitable development of the basin's natural resources.					
ALIGNMENT INDICATOR(S): Number of people who benefit from improved water management and development in the basin, disaggregated by gender.					
B RESULTS MATRIX					
RESULTS CHAIN AND INDICATOR DESCRIPTION	RMF/ADOA INDICATOR	UNIT OF MEASUREMENT	BASELINE (2023)	TARGET AT COMPLETION (2024)	MEANS OF VERIFICATION
<b>OUTCOME STATEMENT 1: Increased understanding of the socio-economic status of the basin population to drive decision-making</b>					
<b>OUTCOME INDICATOR 1.1:</b> Assessment of the benefits derived from the 1 <sup>st</sup> FYIP is completed.	□	Y/N	N	Y	Document to assess effects of 1 <sup>st</sup> FYIP
<b>OUTCOME STATEMENT 2: Priority actions identified to achieve equitable, climate resilient socio-economic growth.</b>					
<b>OUTCOME INDICATOR 2.1:</b> Increase in number of investments planned in the basin to ensure water security and/or adaptation to climate change effects.	□	Number	0	20	Content of the investment plan
<b>OUTCOME INDICATOR 2.2:</b> Number of basin countries with planned investments.	□	Number	0	5	2 <sup>nd</sup> FYIP includes at least one investment in each basin country.
<b>OUTCOME INDICATOR 2.3:</b> Number of climate resilience and green investment measures planned in the basin	□	Number	0	10	Content of the investment plan
<b>OUTCOME STATEMENT 3: Strengthened capacity to implement projects in the basin.</b>					
<b>OUTCOME INDICATOR 3.1:</b> Constraints, lessons learned, good practices, etc., for project implementation in the basin have been assessed and presented to the basin- and country-level institutions.	□	Y/N	N	Y	Consultant presentation during validation workshops
<b>OUTCOME STATEMENT 4: Investors aware of investment possibilities in the basin.</b>					
<b>OUTCOME INDICATOR 4.1:</b> Number of investor's contacted to present the investment plan.	□	Number	0	5	Number of investor's with/to whom the plan is discussed/presented during the period of implementation and as part of the investor's roundtable
<b>OUTPUT STATEMENT 1: The 2<sup>nd</sup> five-year investment plan is developed and approved.</b>					
<b>OUTPUT INDICATOR 1.2:</b> The investment plan has full stakeholder approval.	□	Y/N	N	Y	Investment Plan is approved by all relevant stakeholders.

## EXECUTIVE SUMMARY

**Background:** The Lake Chad Basin provides a source of livelihood for an estimated 2 million people along its shore and contributes to food security for about 45 million people in the hydrographic basin. Pressure on natural resources within the basin has been exacerbated by rapid population growth and the effects of climate variability and change, resulting in a number of challenges including: (i) an urgency in ensuring the conservation of ecosystems and the preservation of limited water resources; (ii) the need to revitalize the natural resources of Lake Chad, which is one of the largest wetlands in Africa; (iii) the need for greater mobilization to combat desertification and erosion; and (iv) the need to fill knowledge gaps through increased investment in data collection for effective basin management and development.

The vulnerability of the Chad Basin is also increased by the lack of economic diversification with the main economic activities in the region being fishing, livestock, agriculture, and trade. This, along with inadequate support to socio-economic systems, including the lack of sustainable alternative employment opportunities for young people, has led to increased migration, crime, and associated tensions in the region, and fuelled the spread of Boko Haram and Islamic State's West Africa Province violence across the region.

The proposed project seeks to rebuild the economy in the Lake Chad Basin through investment planning which will catalyse the efficient, sustainable, and equitable development of the basin's natural resources.

**Objectives:** The overall project objective is to rebuild the economy in the Chad Basin region, based on the efficient, sustainable, and equitable exploitation of the natural resources of the lake through the development of a Five-Year Investment Plan.

**Description:** The project has two main activities:

- An assessment of the impact of a previous Five-Year Investment Plan (2013-2017) in the Lake Chad Basin. This assessment will provide input for the development of the new Five-Year Investment Plan such as (i) the impact and contributions of the investments in the basin; (ii) lessons learned and good practices in implementation of the plan; (iii) information for future planning and decision-making; and (iv) shareholder perspectives.
- Development of the new Five-Year Investment Plan aimed at rebuilding the economy of the basin. Actions for the new plan will target capacity building and full stakeholder buy-in and strengthening of the institutional role of Lake Chad Basin Commission providing environmental stewardship through ensuring equity of actions and equitable development among member states. Potential investors will be involved from the start of the project through an investment information session and an investment forum.

**Beneficiaries:** Beneficiaries include the Lake Chad Basin Commission and other water management/development stakeholders whose capacity will be strengthened for the equitable development and management of water resources in the Lake Chad Basin. Following the downstream investments, the basin population will realise improved livelihoods and economic development (approximately 2 million people living along the shores of Lake Chad and 45 million people in the hydrographic basin).

**Cost and financing:** The African Water Facility will co-finance the project along with the Lake Chad Basin Commission. The Facility will contribute EUR 500,000, which represents 80% of the total project cost of EUR 622,262. The Recipient will contribute the remaining EUR 122,262. It is expected that the project will be implemented over a 15-month period.

**Recommendation:** It is recommended that a grant from the African Water Facility Special Fund, not exceeding EUR 500,000, be extended to the Lake Chad Basin Commission for the implementation of the project as described in this appraisal report.

# 1 CONTEXT

## 1.1 Basin Description

1.1.1 Situated in the heart of Sudano-Sahelian Africa on the southern edge of the Sahara Desert, the Lake Chad Basin is a transboundary water system covering approximately of approximately 2,500,000 km<sup>2</sup>, or 8% of the African continent. The basin is shared by Cameroon, Chad, Niger, and Nigeria and extends into the greater western and central African regions including Algeria, the Central African Republic, Libya, and Sudan (Figure 3).

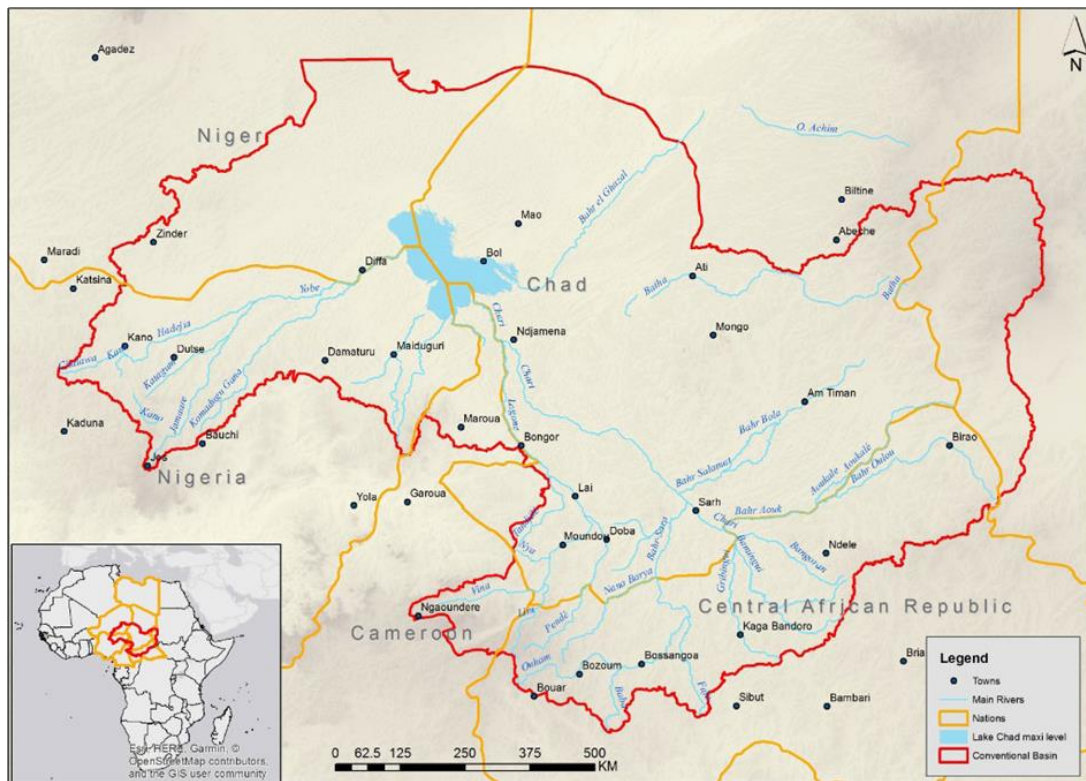


Figure 1: Lake Chad Basin (Source: Lake Chad Basin Commission)

1.1.2 The hydrographic network of the Lake Chad Basin is made up of the Chari-Logone-El Beid system, which makes up 90% of the inflow to the lake, and the entire Komadugu-Yobé system. Lake Chad, itself, was once considered the sixth largest inland water body in the world, covering an area of about 25,000 km<sup>2</sup>. It began shrinking dramatically in the 1970s and early 1980s and, by the mid-1980s, covered an area of about 2,500 km<sup>2</sup> (Figure 2). In the early 2000s, the lake increased to an average of approximately 8,000 km<sup>2</sup>, mainly due to rainfall that returned to historically normal levels. However, when total water storage, including lake surface area, soil moisture and groundwater is considered, water availability is increasing<sup>1</sup> and is estimated at 14,000 km<sup>2</sup>. Eighty percent of this total storage is due to expanding groundwater sources and 20% to increases in surface water.

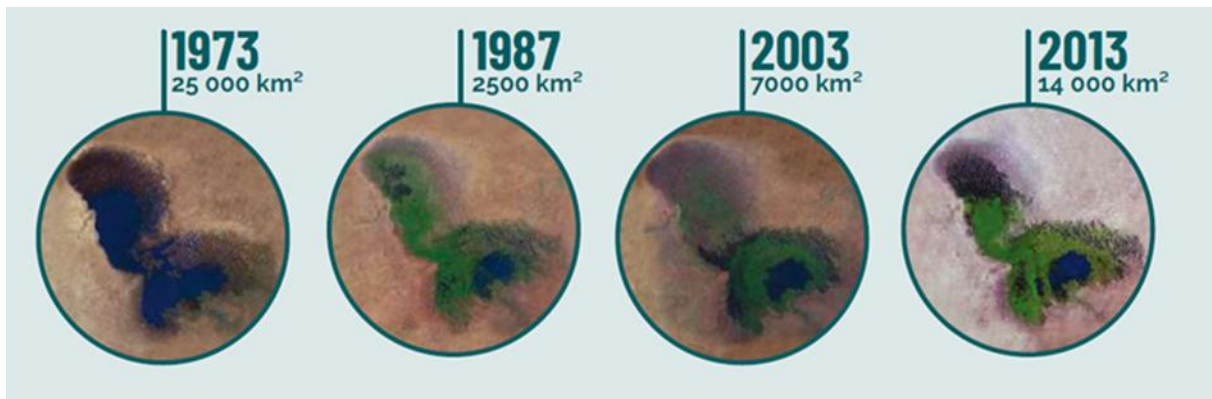
1.1.3 Lake Chad's vulnerability has also been attributed to decreasing discharge from the Chari River. Studies have indicated that discharge has decreased by about 75% between 1960 and 2001<sup>2</sup>

<sup>1</sup> Adelphi. 2019. Shoring Up Stability. Addressing Climate and Fragility Risks in the Lake Chad Region.

<sup>2</sup>Gao, H., T. J. Bohn, E. Podest, K. C. McDonald, and D. P. Lettenmaier, 2011: On the causes of the shrinking of Lake Chad. Environ. Res. Lett., 6, 034021, <https://doi.org/10.1088/1748-9326/6/3/034021>.



and 57% at N'Djamena during the period 1951 to 2013<sup>3</sup>, considering that rainfall increased in the region after 1990. Decreasing discharge from the Chari River is attributed to not only climate change, but also to anthropogenic activities.<sup>4,5</sup>



*Figure 2: Water level fluctuations in Lake Chad<sup>6</sup>*

1.1.4 Although total water storage has increased in Lake Chad, climate change still influences the water body and all the central Sahel. Increased climate variability results in the fluctuating size of the northern pool and a lack of temporal and spatial predictability of rainfall. Moreover, due to increases in ambient temperature, along with the shallow nature of the lake, vegetation cover is increasing, which has led to a misperception that the lake is continuing to shrink or becoming a swamp.

1.1.5 The Lake Chad Basin provides a source of livelihood for an estimated 2 million people along its shore and contributes to food security for about 45 million people in the hydrographic basin. The primary economic activities in the basin are fishing, livestock, agriculture, and trade.

1.1.6 Population growth in the Lake Chad Basin has been rapid and has exacerbated pressure on the natural resources in the basin. Since the 1960s, the population quadrupled<sup>7</sup> and another doubling is expected by 2050<sup>8</sup>. This rapid population growth has resulted in an increased demand for water for domestic purposes (drinking, sanitation, cooking, and other household activities) and, along with the decrease in lake area, has forced some local farmers into environmentally damaging cultivation practices, such as lake-bottom cropping which further degrades and pollutes the water.

1.1.7 The vulnerability of the Lake Chad Basin is further increased by the lack of economic diversification and outdated agricultural practices and, along with inadequate investment in education and healthcare, and a lack of sustainable alternative employment opportunities for young people, this has led to increased migration, crime, and associated tensions in the region, and fuelling the spread of Boko Haram and Islamic State's West Africa Province (ISWAP) violence across the region.

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<sup>3</sup> Lemoalle, J., and G. Magrin, 2014: Le développement du lac Tchad: Situation actuelle et futurs possibles (Development of Lake Chad: Current Situation and Possible Outcomes). Institut de Recherche pour le Développement, 215 pp.

<sup>4</sup> Coe, M. T., and J. A. Foley, 2001: Human and natural impacts on the water resources of the Lake Chad basin. *J. Geophys. Res.*, 106, 3349–3356, <https://doi.org/10.1029/2000JD900587>.

<sup>5</sup> Mahmood, R., and M. S. Babel, 2019: Assessment of hydro-climatic trends and causes of dramatically declining stream flow to Lake Chad, Africa, using a hydrological approach. *Sci. Total Environ.*, 675, 122–140, <https://doi.org/10.1016/j.scitotenv.2019.04.219>.

<sup>6</sup> Adelphi. 2019. *Shoring Up Stability. Addressing Climate and Fragility Risks in the Lake Chad Region.*

<sup>7</sup> Lake Chad Basin Commission, African Union Commission. *Regional Strategy for the Stabilization, Recovery & Resilience of the Boko Haram affected Areas of the Lake Chad Basin Region.* August 2018. [regional-stabilisation-recovery-and-resilience-strategy-rss-.pdf \(peaceau.org\)](https://www.peaceau.org/regionals-stabilisation-recovery-and-resilience-strategy-rss-.pdf)

<sup>8</sup> Agence française de développement. 2018. *Crisis and Development The Lake Chad Region and Boko Haram.*

## 1.2 Policies, Institutional Framework and Sector Priorities

1.2.1 The Lake Chad Basin Commission (LCBC) is a sub-regional organization created by the Fort-Lamy convention dated May 22, 1964, by the four countries bordering Lake Chad: Cameroon, Niger, Nigeria, and Chad. The Central African Republic was admitted as a member in 1994 and Libya was admitted in 2008. Sudan, accepted as a member country in 2000, remains an observer pending ratification of the convention creating the LCBC. The Republic of Congo, the Democratic Republic of Congo and Egypt are observer countries.

1.2.2 With the aim of responding to the development challenges facing the basin and ensuring sustainable management and effective monitoring of the ecosystems of the Lake Chad Basin, the LCBC adopted a common vision for the basin by 2025 (Vision 2025). To sustainably manage, and rationally exploit its waters and ecosystems, a Transboundary Diagnostic Analysis (TDA) was carried out and validated in 2007. This TDA, focusing mainly on transboundary environmental problems, was subsequently used to develop a Strategic Action Programme (SAP) which was adopted by the LCBC in 2008 and served as a tool to initiate advocacy in favor of Lake Chad which was threatened by drought and the drop in the level of the Chari and Logone rivers, the main tributaries. The 2008 SAP was expected to (i) ensure integrated water resource management (IWRM), (ii) develop operational food security programs combining irrigated agriculture, food treatment, conservation and storage, and (iii) strengthen sub-regional cooperation. This SAP replaced the 1992 “*Masterplan for the Development and Environmentally Sound Management of the Natural Resources of the Lake Chad Basin*” as the primary source of regional policy for the Lake Chad Basin.

1.2.3 The Five-Year Investment Plan (FYIP) 2013-2017 was the first action and investment tool stemming from the 2008 SAP. Fifty-eight actions were identified in this FYIP and were grouped into five components: (i) the inter-basin water transfer project; (ii) improving the quantity and quality of the water in the Lake Chad Basin; (iii) sustainable use of natural resources and preservation of the Lake Chad Basin ecosystems; (iv) strengthening of participation and stakeholder capacity-building; and (v) implementation of the Draft Water Charter.

1.2.4 In response to the FYIP 2013-2017, programs worth more than a 100 billion XAF were established at the regional, national, and local levels with funding provided by the African Development Bank (AfDB), the German Federal Ministry for Economic Development (BMZ), and the French Development Agency (AFD).

1.2.5 More than twelve years after the development of the TDA, the LCBC carried out its revision, with the emergence of new challenges and major issues, and an updated version of the TDA was produced in 2018. In this new TDA, four main cross-border problems emerged: (i) the variability of the hydrological and hydrogeological regime; (ii) degradation of biodiversity; (iii) sedimentation; (iv) climate variability and change.

1.2.6 In order to provide solutions to the cross-border problems facing the basin, and to ensure sustainable management and effective monitoring of the basins ecosystems, a new common vision was elaborated as part of a new SAP for 2023-2037: “In 2037, the natural resources and once lush landscapes of Lake Chad and its basin are rehabilitated and managed in a sustainable and equitable manner to strengthen resilience to climate variability and change, supporting inclusive economic growth, prosperity and improving social cohesion, the spirit of solidarity and sharing in a regional context of peace and security.”

1.2.7 The new vision is in line with the logic of Aspiration 1 of Agenda 2063 of the African Union which aims for “A prosperous Africa based on inclusive growth and sustainable development” and works toward an Africa that can use and manage its water resources in an “equitable and sustainable manner for socio-economic development, regional cooperation and environmental protection”. The vision is also inspired by the 2030 Agenda on sustainable development, of which the member countries of the Lake Chad Basin are stakeholders. Achieving



the 17 SDGs of the 2030 Agenda depends largely on the availability and equitable and healthy management of water resources, which is a central issue in the development of the Lake Chad Basin.

1.2.8 The SAP 2023-2037 sets regionally agreed upon Environmental Quality Objectives (EQOs), and their indicators, for priority sectors and environmental issues in a cross-border context and defines a set of priority areas of action and interventions to achieve these objectives. To resolve the priority cross-border problems in the Lake Chad Basin, five objectives were targeted in the SAP 2023-2037:

- *EQO 1*: Integrated, efficient, and sustainable management of surface, underground and rainwater freshwater resources to meet the growing and competing needs of states, sectors and users, including ecosystems;
- *EQO 2*: Conservation of biodiversity through the restoration and sustainable management of ecosystems and, in particular, sensitive habitats for the protection and survival of threatened and endemic species in the basin;
- *EQO 3*: Slowing down and, in places, reversal of the process of siltation to the point where it no longer constitutes a major obstacle to the development of productive activities, human and animal health, and ecosystems in the lake and its tributaries;
- *EQO 4*: Reduction of vulnerability and strengthening of the resilience of human and animal populations, production systems, and ecosystems in a context of climate variability and change; and
- *Transversal Objective 5*: The establishment of an enabling governance framework for the effective implementation of the SAP.

1.2.9 The proposed project seeks to develop the second five-year FYIP, based on the objectives of the SAP 2023-2027 to guide the rebuilding of the economy in the region of the Lake Chad Basin, based on the sustainable exploitation of the natural resources of the lake.

### **1.3 Beneficiaries and Stakeholders**

1.3.1 The project's direct beneficiaries include the LCBC whose capacity to equitably develop and manage water resources in the Lake Chad Basin will be strengthened.

1.3.2 The long-term beneficiary of the downstream investments is the basin population which will realize improved livelihoods and economic development. The investments resulting from the 2<sup>nd</sup> FYIP will contribute to increased agricultural activity, economic growth, and poverty reduction, and will contribute to alleviating water and food insecurity in the basin.

### **1.4 Justification for African Water Facility (AWF) Intervention**

1.4.1 The project fits within the revised AWF Operational Strategy (2017-2025) and mandate, with links to two of the four AWF strategic pillars:

- *Preparation of Investment Projects and Programmes (Pillar I)* that will attract follow-on investments. The development of the 2<sup>nd</sup> FYIP is conceived as a pipeline of projects for the sustainable and beneficial use of the water resources in the basin.
- *Enhance water governance (Pillar IV)* by strengthening the capacity of the LCBC and national water institutions to manage and sustainably develop the Lake Chad Basin resources, resulting in a more robust socio-economic situation for the basin population.

1.4.2 The project is also aligned with the “feed Africa” and “improve the standard of living of the African people” High 5 priorities through defining the use of Lake Chad Basin resources for the next 5 years, particularly for agricultural purposes. It is also in line with the Bank's strategy

for “Addressing Fragility and Building Resilience in Africa” and its vision to “prevent fragility from descending into active conflict, turn around affected countries and regions, and boost resilience, integrating countries into the regional and global economy and closing the development gap within the continent”. Additionally, the activities in this project are also oriented toward the strategies of the four basin countries, in particular infrastructure development for sustainable growth and an emphasis on improvements in the agricultural sector for economic growth.

1.4.3 Additionally, this project is consistent with three of the four key guiding principles of the Bank’s Policy on Water including the attainment of water security at all levels, the equitable access to water services, and transboundary water resources development and management as a key driver for regional economic integration.

## 2 THE PROJECT

### 2.1 Impact

2.1.1 The long-term goal of the project is to rebuild the economy in the Lake Chad Basin region through sustainable and equitable development of the basin’s natural resources (See Theory of Change in Annex 2).

2.1.2 The expected impact is to facilitate socio-economic development, through improved IWRM and basin-wide adaptation to climate induced variability and increasing demand from the growing basin population and economies. Development of the 2<sup>nd</sup> FYIP is an important step towards equitable development of the Lake Chad Basin resources. The 2<sup>nd</sup> FYIP will take a hydro-supportive view that will ensure that investments for all basin countries are included.

### 2.2 Medium- and Short-Term Outcomes

2.2.1 In the *medium term*, it is expected that the project will contribute to the following outcomes (within the sphere of influence of the project):

- Equitable development of natural resources in the Lake Chad Basin for sustainable economic growth;
- Effectively managed basin resources for water security and adaptation to climate change;
- Strengthened institutional capacity of the LCBC to sustainably and equitably management the development of the basin resources.

2.2.2 In the *short term*, the project activities are expected to contribute *directly* to the following outcomes (within the sphere of control of the project):

- Increased understanding of the socio-economic status of the basin population to drive decision-making;
- Priority actions identified to achieve equitable, climate resilient socio-economic growth;
- Strengthened capacity to successfully implement projects in the basin;
- Investors aware of investment possibilities in the basin.

### 2.3 Project Components and Activities

2.3.1 The project will comprise two (2) components: **Component I** – Development of the 2<sup>nd</sup> FYIP and **Component II** – Project management.

2.3.2 Component I: Development of the 2<sup>nd</sup> FYIP. Component 1 includes two main activities:

- *Sub-component I.1* - In anticipation of the development of the 2<sup>nd</sup> FYIP, which will be based on the new 2023-2037 SAP, the impact of previous programmes and projects in the Lake Chad Basin, based on the 2008 SAP, will be evaluated. The activities include:

- Evaluating the extent to which the various programmes and projects, implemented from 2009 to 2018, contributed to meeting the needs and solving the problems of the beneficiary populations identified during the design phase, and determining whether the needs prior to the implementation of these programmes and projects have been satisfied or if they still exist;
  - Evaluating the constraints in the implementation of the projects and programmes;
  - Measuring the degree of implementation of these programmes and projects, their effectiveness, their efficiencies, and the quality of the output products and achievements compared to what was initially planned while highlighting their coherence with national and regional priorities;
  - Measuring the conditions under which these programmes and projects have achieved development results for the targeted population, beneficiaries and other participants, whether individuals, communities, or institutions;
  - Measuring the contributions of the programmes and projects to the achievement of the objectives set for their various intervention components, as well as the objectives of the 2008 SAP;
  - Identifying/documenting the major lessons learned and good practices resulting from the implementation of the different programmes and projects;
  - Providing the information necessary for planning and future decisions on the activities of the first plan, as well as guidance on whether to continue certain actions or extend them to other sites;
  - Assessing to what extent the strategy and content of the interventions were in line with the problems to be resolved by the implementation of these different programmes and projects;
  - Assessing the perception of stakeholders (donors, beneficiaries, community members, implementing partners, local authorities, etc.) of the activities and results of the programmes and projects;
  - Highlighting the contribution of the projects and programmes to achieving the environmental quality and water resources objectives provided for in the 2008 SAP.
  - A regional validation workshop for the 1<sup>st</sup> FYIP assessment output. This one-day workshop will to bring together LCBC and the member countries to validate and ultimately approve the final output document. During the workshop, the consultant will present the findings of the study and the lessons learned, good practices, conditions and stakeholder responses that will lead LCBC and member countries to better implement the 2<sup>nd</sup> FYIP.
- *Sub-component I.2* - The overall objective of this component is to develop, based on the 2023-2037 SAP, the 2<sup>nd</sup> FYIP for LCBC, which will prioritise investments aimed at strengthening the resilience of the populations living in the Lake Chad Basin and provide for sustainable socio-economic development including rebuilding rural livelihoods, reviving the local economies, reestablishing transnational commerce, creating employment, and combating poverty. This will be a costed action plan that considers the strategic guidelines of member states, which is consolidated in the SAP, and whose sources of financing are to be identified. Activities include:
    - Presenting investment opportunities in the agriculture, livestock, fishing, and energy sectors (including alternatives to hydroelectricity) for sustainable development in the basin for trade, water supply and navigation. This involves making a regional assessment of investment opportunities in the national portions of each member state, as well as the climate risks assessment of the water resources and water-related productive systems. The consultant will identify the necessary investments in each national portion of the basin (the sum of which will give the amount for regional investments). National investments will come from priorities in national investment

- plans; The climate resilience and green measures will be considered in this investment priorities
- From the investment opportunities identified during the previous stage, developing at least 20 project sheets, linked to the EQOs identified in the SAP. Information in the project sheet will include the estimated cost, the potential number of beneficiaries, the timeframe for implementation, and identification of potential donors for downstream investment;
  - Producing a document which brings together the 20+ project sheets into a 5-year investment plan (the 2<sup>nd</sup> FYIP). This will involve identifying, among the 20+ project sheets, projects deemed urgent in accordance with the EQOs identified in the new SAP and the national priorities, among other criteria. The other projects will be kept in reserve to produce subsequent investment plans after the completion of the 2<sup>nd</sup> FYIP. Scheduling and cost for the projects included in the 2<sup>nd</sup> FYIP will be indicated;
  - Proposing a monitoring and evaluation system for implementation of the FYIP, which will include, at a minimum, impact and results indicators, as well as risks and mitigation;
  - Detailing the existing capacity and needs of all key stakeholders required to implement the 2<sup>nd</sup> FYIP.
  - Supporting the organization of the validation workshop.
- *Sub-component I.3* – The goal of this project is to not only identify salient investments in the Lake Chad basin for the next 5 years, but also to prepare the groundwork for the mobilization of funding for these investments. To this end, LCBC has already started to have bilateral talks with donors. During the project, it is expected that an investment information session will be held. LCBC will introduce the project and activities to potential investors and get feedback to strengthen the bankability of the projects chosen for the 2<sup>nd</sup> FYIP. An investment roundtable, organized by LCBC, with support from AWF, will take place upon completion of the 2<sup>nd</sup> FYIP.

2.3.3 *Component II: Project management.* The LCBC will provide the required logistics including transport, office space, communications, etc., to ensure effective management of the project.

## 2.4 Project Risks

2.4.1 The possible risks that may arise during project implementation, and mitigation measures, are presented in Table 1:

**Table 1: Risks and Mitigation Measures**

RISK CATEGORY	RISK DESCRIPTION	RATING	MITIGATION MEASURE	RISK OWNER
Country's Political and Governance Context	Lack of political will and continued interest in IWRM leading to unsuccessful project implementation and sustainability.	Moderate	Lobby national governments and all actors to ensure active participation and continuous, cooperative basin development. Additionally, advocate for political conditions in the Lake Chad Basin countries and continued support for the transboundary organization (LCBC).	LCBC
Other	Lack of stakeholder ownership weakens results and sustainability of the project outputs.	Moderate	The project will be implemented in close collaboration with the LCBC and member states, and stakeholders, which will ensure that all Lake Chad Basin riparian countries have input in the	LCBC

RISK CATEGORY	RISK DESCRIPTION	RATING	MITIGATION MEASURE	RISK OWNER
			review and assessment of the deliverables.	
Other	The security situation (including the pandemic situation) in the basin affects the quality and/or timing of the deliverables.	Moderate	In case security issues prevent the consultant(s) from traveling to the project areas, local organizations (non-governmental organizations, local governments, water user associations, etc.) along with the LCBC will provide the required information remotely.	LCBC

## 2.5 Costs and Financing Plan

2.5.1 The estimated total cost of the project (excluding taxes) is **EUR 622,265**, of which 35% is in local currency (LC) equivalent. The total cost includes provision for 5% price escalation contingencies. A breakdown of the proposed financing plan by project component and source of financing is summarized in Table 2, with details shown in Annex 1. Table 3 provides an overview of the estimated costs by category of expenditure.

2.5.2 The AWF will finance 80% of the total project cost (**EUR 500,000**) mainly for the provision of consultancy services for development of the 2<sup>nd</sup> FYIP and to support capacity building activities/workshops. The LCBC will finance the remainder, amounting to **EUR 122,265**, mainly as in-kind contribution for support for project management, operational expenses, office space, utilities, etc. All taxes related to the expenditures and activities of this project are the LCBC's responsibility.

**Table 2: Project Cost Estimates by Component and Sources of Financing (EUR)**

Component	Total Cost	AWF	LCBC
I Development of 2 <sup>nd</sup> FYIP	511,188	436,188	75,000
III Project management	81,443	40,000	41,443
<b>Total Base Cost</b>	<b>592,631</b>	<b>476,188</b>	<b>116,443</b>
Price Contingency (5%)	29,634	23,812	5,822
<b>Total Project Cost</b>	<b>622,265</b>	<b>500,000</b>	<b>122,265</b>
<i>Percentage</i>	<i>100%</i>	<i>80%</i>	<i>20%</i>

**Table 3: Project Cost by Category of Expenditure (EUR)**

Category of Expenditure	Total Cost	AWF		LCBC
		FC	LC	LC
A. Services	386,188	386,188	-	-
B. Workshops/Forum	145,000	-	70,000	75,000
C. Project Management	61,443	-	20,000	41,443
<b>Total Base Cost</b>	<b>592,631</b>	<b>386,188</b>	<b>90,000</b>	<b>116,443</b>
Contingency 5%	29,634	19,312	4,500	5,822
<b>Total Project Cost</b>	<b>622,265</b>	<b>405,500</b>	<b>94,500</b>	<b>122,265</b>
<b>% Contributions</b>		<b>65%</b>	<b>15%</b>	<b>20%</b>

### 3 PROJECT IMPLEMENTATION

#### 3.1 Grant Recipient and Executing Agency

1.1.1 The LCBC will be both the grant recipient and the executing agency (EA) for the project. The LCBC will provide oversight for the project, under the stewardship of the Executive Secretary (ES). An autonomous organization, the LCBC is responsible for ensuring sustainable development and management of a “Common Heritage”, the Lake Chad Basin.

1.1.2 The LCBC’s institutional structure is mainly comprised of the Summit of Heads of State and Government, the Council of Ministers, and the Executive Secretariat. The LCBC Secretariat, which serves as the executing organ, is headed by the ES.

1.1.3 The Secretariat is composed of approximately 70 staff, out of which ten (10) constitute the management team, and about 25 are experts and advisers.

#### 3.2 Implementation Arrangements

3.2.1 LCBC, as the EA, will manage the grant funds. The LCBC will constitute a Project Coordination Unit (PCU), which will be responsible for the day-to-day implementation and coordination of the project, including financial management (FM) and procurement functions.

3.2.2 The PCU will be headed by a Project Coordinator (PC), whose qualifications are acceptable to the Bank. The PC will be supported by a staff of experts including water resources managers, data and information managers from the LCBC Observatory, and FM and procurement staff. The PCU will report to the leadership of the LCBC.

3.2.3 The PCU will focus on project management and procurement. Specifically, this will include (i) project coordination among stakeholders; (ii) procurement of consulting services; (iii) processing of payment requests; and (iv) preparation of project reports. The PC shall coordinate all project-related activities, including liaising with the various stakeholders and institutions. The PCU’s organization and institutional linkages are presented in Figure 3, below.

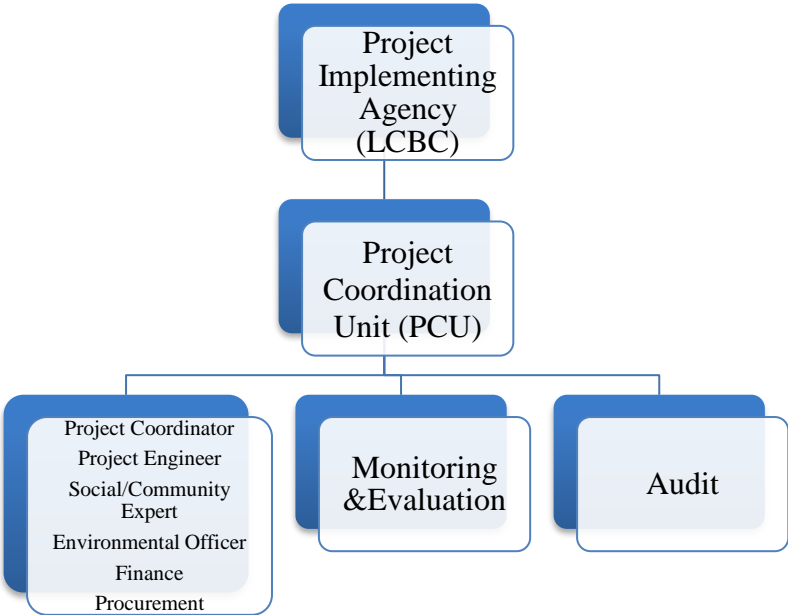


Figure 3: Project organization and institutional linkages.

### 3.3 Performance Management Plan

3.3.1 A result-based measurement plan will form the basis for tracking the performance of the project and managing results. AWF, in collaboration with the PCU, shall be responsible for tracking key indicators and targets defined in the logical framework.

### 3.4 Project Implementation Schedule

3.4.1 The project shall be executed over a period of 15 months from the date of grant approval. The estimated project duration includes periods for the submission review and finalization of reports, and the conducting of workshops. Signing of the Grant Agreement is planned for December 2023 which allows two months for grant effectiveness. It is anticipated that the consultancy services will last for approximately ten (10) months. The summarized project implementation schedule is presented in Table 4.

3.4.2 The EA will initiate procurement actions in the recruitment of the consulting firm (such as the preparation and finalization of the terms of reference) prior to the effectiveness of the grant, to fast-track implementation of the project activities. This will allow the project to be launched soon after the grant is declared effective.

**Table 4: Implementation Schedule**

Activity	Month														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Production and approval of inception report															
<b>Component 1: Development of the 2<sup>nd</sup> FYIP</b>															
I.11 <sup>st</sup> FYIP impact assessment															
I.2 Development of the 2 <sup>nd</sup> FYIP															
<b>Component 2: Workshops/capacity building</b>															
1 <sup>st</sup> FYIP impact assessment validation and approval workshop															
2 <sup>nd</sup> FYIP validation and approval workshop															
Investor roundtable															
<b>Project Implementation and Monitoring</b>															
Project launch															
Hiring of consultants															
Risk management															
Monitoring, evaluation, and steering															
Reporting															

### 3.5 Procurement Arrangements

3.5.1 **Applicable procurement system:** All acquisitions of consultancy services financed by resources from the AWF will be carried out in accordance with the Procurement Policy for Operations Financed by the African Development Bank Group ("AfDB Procurement Policy"), October 2015 edition, and following the provisions stated in the Financing Agreement. In application of this Policy and following the various evaluations conducted, it has been agreed that all procurements under this financing will be carried out in accordance with the Procurement Methods and Procedures (PMP) of the Bank's Procurement Framework ("Bank System") using the Bank's most appropriate Standard Solicitation Documents (SSDs).

3.5.2 As an interstate institution, the Lake Chad Basin Commission (LCBC) is not subject to any country system but uses its own procurement mechanisms. Furthermore, evaluations of the



LCBC's procurement system carried out by the Bank in the context of previous operations (PRESIBALT, PARSEBALT) concluded that the risk of its use in Bank-financed operations was "high", and to date the situation has not yet changed.

**3.5.3 The main issues identified are as follows:** (i) lack of clear and specific regulations and procedures governing procurement; (ii) absence of clear definition of the following elements: (a) the bodies in charge of procurement in the institution, their roles and responsibilities, and (b) the specific methods and procedures to be followed under a given circumstance; (iii) absence of standard tender documents such as request for proposals and contract forms; (iv) an ad hoc committee has been set up to validate tender evaluation reports and award contracts although no written act creating the committee has been issued by the LCBC's competent authorities; (v) absence of an internal mechanism for handling disputes and complaints relating to procurement, and (vi) weak internal control mechanisms. In fact, there is an internal controller who participates as a member of the ad hoc committee validating the bid evaluation reports (BER), thus finding himself in a de facto conflict of interest situation (between the functions of BER approval and of checking the quality and adequacy of procurement decisions); and (vii) the absence of a procedures' manual defining internal processes as well as the roles and responsibilities of each stakeholder in the LCBC procurement activities.

**The Project's procurement procedures and methods** are summarized in the sections that follow.

**3.5.4 Consultancy services:** Consultant services are estimated at **EUR 386,188** excluding taxes. All consultancy services to be financed by the Bank under the project will be procured following selection in accordance with the Bank's PMPs. These consultancy services essentially comprise assignments to be carried out by consulting firms. These services will be procured in accordance with the provisions of article 8.6 of the Bank's procurement policy, using appropriate standard Bank solicitation documents and the methods described in the Operations Manual (OPM) of the Bank's procurement framework.

**3.5.5** Specifically, consultants will be selected as follows:

- The selection of the consulting firm for the development of the 2nd Five-Year Investment Plan in the amount of **EUR 366,188** will be conducted through shortlisting and **the quality and cost-based selection (QCBS)** method as described in the Bank's Procurement Operations Manual (Part A, Volume 1), using the Bank's appropriate Solicitation documents.
- The selection of the consulting firm to undertake the project financial and accounting audit in the amount of **EUR 20,000** will be conducted through shortlisting and based on the **Least Cost Selection (LCS)** method as described in the Bank's Procurement Manual (Part A, Volume 1), using the Bank's appropriate Solicitation documents.

**3.5.6 Workshops and Forum (EUR 145,000):** these activities will be carried out in accordance with the provisions set out in the project's Administrative, Financial, Accounting and Procurement Procedures Manual, which will be approved by the Bank prior to starting workshops and forum activities. It is to note that the latter shall be included in the Annual Work Program and Budget (AWPB) to be submitted to the Bank, which will identify workshops, themes, number of participants, logistics and cost estimates.

**3.5.7 Operating costs and miscellaneous (EUR 61,443):** purchases intended for the Executing Agency's operations will be made in accordance with the provisions set out in the project's Administrative, Financial and Accounting Procedures Manual, which will be validated in advance by the Bank.

**Table 5: Overview of Procurement Procedures**

Category	Bank's PMPs		Others	Total (EUR)
	QCBS	LCS		
Consulting Services				
Development of the 2nd FYIP	366,188 [366,188]			366,188 [366,188]
Financial Audit		20,000 [20,000]		20,000 [20,000]
Capacity Building/Workshops				
Workshops and Investment Forum			145,000 [70,000]	145,000 [70,000]
Operating Costs				
Project Management & Operational Costs			41,443 [20,000]	41,443 [20,000]
Price Contingency				29,634 [23,812]
Total				622,265 [500,000]

\* The numbers in brackets represent financing by the Bank.

**3.5.8 Implementing Agency:** The LCBC will handle all project procurement. The LCBC has a fully staffed Procurement and Disposal Unit (PDU) headed by a Principal Procurement Officer and a junior procurement specialist. The PDU is responsible for procurement of goods, works and services and has experience in managing procurement under Bank-financed projects including *The Lake Chad Basin Sustainable Development Programme (PRODEBALT)*, *The Programme to Rehabilitate and Strengthen the Resilience of the Lake Chad Basin Socio-ecological Systems (PRESIBALT)*, and *The Project to Support the Socio-economic Reintegration of Vulnerable Groups in the Lake Chad Basin (PARSEBALT)*. Given the expertise of procurement personnel and the extensive experience of the institution in dealing with donor-funded projects, the PDU is sufficiently competent to handle procurement activities envisaged under the grant. The procedures manual which is currently being developed by an individual Consultant will have to be submitted to the Bank, for prior review.

**3.5.9 Procurement plan:** The Recipient, during the project appraisal mission, developed a summary procurement plan which forms the basis of the project's procurement methods. It will be detailed for the activities to be implemented over the entire project implementation period and submitted to the Bank at the latest during project negotiations. The Procurement Plan (PP) will be rigorously updated at the beginning of each year, or as necessary, by the Recipient's project team, to take account of actual project implementation and institutional capacity-building needs. Any proposed revisions to the PP will be subject to the Bank's prior approval. The Recipient will implement the PP as agreed with the Bank. A summary of the PP is given in Table 6 below.

**Table 5: Simplified Procurement Plan**

Procurement System	Package No.	Package Description	Category	Estimated Cost UA	Procurement Method	Oversight Audit Prior-or-Post Review	Date SPN Published
Bank's PMP	1	Development of the 2nd FYIP	Consulting Services	366,188	QCBS	Prior	Q4-2024
Bank's PMP	2	Financial Audit	Consulting Services	20,000	LCS	Prior	Q2 -2024

**3.5.10 Advertising:** The content of the General Procurement Notice (GPN) will be agreed with the executing agency and will be transmitted for publication in UNDB online and on the Bank's website, following approval of the financing proposal by the Bank.

**3.5.11 Review by the Bank:** All procurement of consultancy services will be subject to Bank's prior review. The following documents will be submitted to the Bank for prior approval: (i) General Procurement Notice; (ii) Notice of Expression of Interest and Terms of Reference; (iii) Short List of Consultants; (iv) Requests for Proposals; (v) Evaluation Report of Consultants' Technical Proposals; and (vi) Evaluation Report of Consultants' Financial Proposals including recommendations for award of contract accompanied by minutes of negotiations and draft contract initialed by the parties.

### **3.6 Financial Management, Disbursement and External Audit**

3.6.1 The LCBC's financial management system is based on its Administration and Finance Department (AFD), which has qualified staff and multi-project TOM<sup>2</sup>PRO accounting software. Administrative accounting and financial management procedures are formalized in a manual. Control activities are carried out through the establishment of clearly defined levels of approval and authorization. The separation of incompatible tasks is well established within the financial management function including in procurement activities. In fact, the functions of ordering, receiving, accounting, and paying for works, goods and services are distinct. The bank reconciliation statements are produced monthly. The system includes an internal auditor who exercises his function on a permanent basis and carries out specific missions. The management system in place at the CBLT will therefore be used for the financial management of the project.

3.6.2 The AFD is made up of a Director and, among others, a head of the Accounting Division and accountants. To strengthen the efficiency of the team, the CBLT will recruit, on a competitive basis, an Accountant dedicated to PIBALT activities whose salary will be paid from project resources. He will work under the supervision of the Head of the Accounting Division in the same way as the other accountants of the CBLT.

3.6.3 The accounting procedures and organization at the CBLT follow the rules laid down by the OHADA accounting system. Concerning the PIBALT, the CBLT will put in place accounting, in accordance with the system and standards in force for development projects. Said accounting will be kept in the multi-project TOM<sup>2</sup>PRO software used by the CBLT. Said software makes it possible, in fact, to automatically generate the various journals, the general ledger, the balance as well as the annual and periodic financial statements including the status of disbursements by donors, the table of uses and resources, the balance sheet, the register of fixed assets, the budget execution statements by component and by category and by source of financing. A quarterly financial monitoring report (FMR) will be produced and transmitted to the Bank no later than 45 days after the end of each quarter. The format of the FMR will be discussed and agreed upon during the project launch mission. Administrative and accounting documents must be subject to specific classification and archiving in a secure space.

3.6.4 The CBLT administrative accounting and financial procedures manual will be updated to consider the specificities of PIBALT.

3.6.5 As part of the internal control mechanism, the LCBC internal auditor will include the project in their internal audit program to strengthen the overall control environment of the project.

3.6.6 **Disbursements and flow of funds:** Considering the activities planned under the PIBALT, disbursements will be made in accordance with the provisions of the Disbursement Manual in force at the Bank. The disbursement methods chosen are: (i) the direct payment method; (ii) the reimbursement method, in the event of prefinancing by the LCBC, of expenses normally eligible from the Bank's resources and previously authorized by the Bank; and (iii) the special account method essentially for operating expenses, workshops and missions, and the fees and allowances of the project team. Under the special account method, an account will be opened with a commercial Bank (acceptable to the Bank), to exclusively receive PIBALT resources. It should be noted, however, that the use of the special account method is subject to two conditions: i) full

justification of the working capital received within the framework of previous LCBC projects financed by the Bank; and ii) updating of the LCBC procedures manual to integrate the PIBALT.

3.6.7 **External Audit:** The project will submit two audited financial statements to the Bank, the first at mid-term and the last after project closure. The FAE will recruit an independent private audit firm to carry out the verification. Auditors will be recruited through competitive bidding according to FAE rules and procedures, based on the Bank's standard audit terms of reference, and will be submitted within six months of the end of the reference period. The costs of the audits will be covered by the FAE project funds.

### 3.7 Monitoring, Evaluation and Reporting

3.7.1 The PCU will develop and implement a monitoring and evaluation plan for the project, based on the results-based logical framework. The plan will be prepared and submitted to the Bank after grant approval. The logical framework shall serve as the basis for a results-based assessment of the outputs of the project during implementation and after completion.

3.7.2 The Consultants will submit all deliverables to the PC for review, validation and clearance.

3.7.3 AWF supervision and monitoring of project activities will require PCU submission of quarterly progress reports to the AWF. This will help maintain regular contact with the recipient and will enable diligent review of implementation progress. AWF may consider, at any time, the need to undertake field supervision missions. The LCBC shall also prepare a project completion report (PCR) at the end of the project, which shall include details on project activities and outputs, and a comprehensive expenditure report on the utilization of the grant. Preparation of the PCR shall commence on achievement of 85% disbursement of the grant funds. All required reports are listed in Table 7.

**Table 6: AWF Reporting Requirements**

Documents to be Submitted to the AWF	Reporting Schedule	AWF Action
1. Implementation and Procurement Plan	Within one month after grant approval	Review and approval
2. Procurement Documents (various)	As noted in procurement plan	Review and "no objection"
3. Quarterly Progress Reports and Financial Reports	Within three weeks of end of quarter	Review and comment
4. Two Audits of the lifetime of the project	Mid-term and end of project	
5. Project Completion Report in AWF format	Within 3 months after end of project	Review and acceptance
6. Minutes of project management meetings	Within 15 days of meeting	Review and comment
7. Minutes of other project related meetings/report validation meetings/investor's roundtable	Within 15 days of meeting	For information

## 4 PROJECT BENEFITS

### 4.1 Gender and E&S Safeguards

4.1.1 The key project deliverable is the 2<sup>nd</sup> FYIP for the Lake Chad Basin. As such, there are no gender, climate change or environmental and social impacts envisaged during the proposed project. Nonetheless, it is expected that these impacts will be considered when preparing the 2<sup>nd</sup> FYIP. The plan will include investments that benefit women, girls, youth, and vulnerable communities along with investments to strengthen climate resilience in the basin. Investments in

water storage, nature-based solutions, etc., will be investigated and prioritized. To this end, the consultancy must include gender, environmental, and climate change specialists (Annex 4).

4.1.2 Additionally, it is recognized that the 2<sup>nd</sup> FYIP is based on the 2019 TDA of the basin, which analyzes the socio-economic (including gender), environmental and climatic state of the basin. The project is categorized 3 for environmental and social dimensions.

**4.1.3 Gender and women's empowerment:** The study will take into consideration gender and women empowerment issues through: (i ) women participation in the PIU; (ii) recruitment of gender experts in the consultant team; (iii) meeting women's groups and women's stakeholders during the data collection phase and foster women's participation in all activities related to the project; (iv) desegregation by sex of all data; and (v) producing a gender sensitive 2nd FYIP including a gender action plan for the next phase of the project.

4.1.4 **Environmental and social safeguards:** The activities planned for this phase of the project do not present any risk for the environmental and social components. However, although the project has no physical activities, its implementation will lead to a proposal of activities for which a strategic environmental and social assessment is required. In addition, an Environmental and Social Management system will have to be developed for the Lake Chad Basin Commission.

4.1.5 **The project is proposed as a Category 1 SSI of the Bank.** This categorization is justified by the fact that the AWF/FAE will finance the preparation of a five-year LCBC-wide Investment Plan, the investment lines of which may contribute in a later phase to the financing of projects and programs with a potential impact on E&S components. Nonetheless, there is no need for prior preparation and publication of E&S instruments under this AWF/FAE project.

## 4.2 Climate Change and Green Growth

4.2.1 According to the LCBC (2015), Lake Chad belongs to the wetlands of the tropical world facing development challenges, in the context of global warming and increasing demographic pressure. The Lake is an environment with great potential. The rich biodiversity of the lake has enabled local societies to develop productive activities based on fishing, agriculture and livestock breeding. However, it is also a fragile and vulnerable system, exposed to rainfall variability, which is amplified by climate change, rapid population growth and political crises.

4.2.2 Climate change is frequently invoked to explain the current state of Lake Chad and its possible disappearance. Existing studies reveal alternating sequences of droughts and wet periods which were observed at the end of the 19th and beginning of the 20th century. It is expected that the average temperature will be higher in 2099 by around 2 to 3 degrees, with higher evapotranspiration and complex consequences for ecology and agriculture as well as the water balance of the lake and its basin. According to GIZ (2015), it is expected an increase in global average temperature of 2°C to 4°C at the end of the century, and this will have negative impact on the availability of water and on productivity. On the other hand, it is possible that extreme rainfall events (floods, etc.) will be more frequent.

4.2.3 Robust and recent data on climate change trends and associated risks for the entire basin do not exist. Therefore, the project has planned to conduct a climate risk assessment for water resources, accompanied by a climate resilience plan whose main measures will be integrated into the FYIP to be developed. The project will also identify relevant green jobs / activities to be integrated in the IP. Regarding climate measures planned, the project is aligned with the objectives of the Paris Agreement which aims to limit warming below 2°C and increase the capacity of countries to cope with the impacts of climate change. It is also aligned with the countries' Nationally Determined Contributions (CDN) and the Bank's climate change and green growth

strategy (2021-2030). **The project is classified in category 3 of the Bank's climate safeguard system**, because it is not vulnerable to climate risks and given the type of activities planned.

### 4.3 Fragility and Resilience

4.3.1 The countries of the Lake Chad Basin (LCB) have been confronted with various forms of insecurity for decades. Indeed, these countries have witnessed acts of banditry, kidnapping, road robbery and cattle rustling, among other problems that have historically and collectively affected the region. State failures, socio-economic and political shortcomings have created an environment in which Boko Haram and its factions can flourish and evolve. Boko Haram-related insecurity has left tens of thousands of dead, around 3 million people displaced, and more than 10 million people in the region affected and in need of assistance. Economic and mobility restrictions imposed by the army, aiming to prevent income flows from armed groups, have also led to severe restrictions on freedom of movement, affecting much economic activity, including, among other things, the use of motorized cabs, trade in certain types of food and fuel, access to land for farmers and herders, and the running of markets in more remote villages and towns.

4.3.2 The analysis of the LCB Country Resilience Fragility Assessment (CRFA) 2022 reveals that the effectiveness of LCB countries' economic policies has remained strong, with an increase of 3 points in 2022 compared with 2021, due to economic diversification. However, high pressures associated with poverty indicate that the diversification of the economy has not translated into a reduction of poverty in the region. Regional insecurity and political instability with high budgetary cost, have negatively impacted LCB countries' economic performance and weakened their capacity of providing access to public services, including health, and education. This was compounded by the negative consequences of Russia's invasion of Ukraine, which has disrupted the region's economy with rising inflation in 2022. Access to electricity and improved water and sanitation, especially in rural areas, is not widespread.

4.3.3 In this context, strengthening the capacity of public services to provide basic services to the population, and strict compliance with the Agenda 2030 Sustainable Development Goals, will help address these multiple challenges and reduce the region's fragility to endogenous and exogenous shocks. Similarly, proper management of Lake Chad and other water sources will increase the region's agricultural productivity and boost the population's food self-sufficiency. **The proposed intervention**, which aims to strengthen the institutional capacity of LCB countries to sustainably and equitably manage the development of the basin's resources, **responds to the identified shortfall in capacity in the region** and addresses the first priority of the Bank Group's strategy on addressing fragility and building resilience (2022-2026), which is to strengthen national and regional institutional capacity.

### 4.4 Sustainability

4.4.1 Sustainability and ownership of the project outputs will be ensured through the close involvement of the transboundary and national entities in the development of 2<sup>nd</sup> FYIP. Additionally, applying the lessons learned from the development and implementation of the 1<sup>st</sup> FYIP (Component I.1) to the development and implementation of the 2<sup>nd</sup> FYIP, will help to avoid issues that may have prevented the full achievement of the 1<sup>st</sup> FYIP. Finally, by engaging with investors early in the project, rather than just through the investment forum upon completion of the project activities, the likelihood of attracting donors for downstream investment will increase.

## 5 LEGAL INSTRUMENT

The financing instrument to be used for this project is a grant, which will be governed by a Protocol of Agreement between the LCBC and the Bank administrator of the AWF Special Fund.

## **5.1 Conditions Associated with the Bank's Intervention**

5.1.1 Entry into force of the Protocol of Agreement: The Protocol of Agreement will enter into force on the date of its signature by the LCBC and the Bank.

5.1.2 Conditions precedent to first disbursement of the grant: The obligation of the Bank to make the first disbursement of the grant shall be conditional upon (i) entry into force of the Protocol of Agreement, (ii) nomination of the PC and approval by the Bank, and (iii) constitution of a PCU within LCBC.

## **6 COMPLIANCE WITH POLICIES**

This project complies with all applicable Bank policies as well as the AWF and Operational Procedures.

## **7 CONCLUSION AND RECOMMENDATION**

### **7.1 Conclusion**

7.1.1 The Project offers an opportunity for equitable development of natural resources in the Lake Chad Basin for sustainable economic growth. Additionally, the project will contribute to improved IWRM investments in the Lake Chad Basin for water security and adaptation to climate change. The approach adopted is in line with AWF's Operational Strategy and supports preparation of a project pipeline for strategic investments in water governance and IWRM.

7.1.2 Given the clear logical framework and justifiable objectives, outputs and activities, and with adequate and sustainable implementation arrangements, there appear to be no outstanding issues that may adversely affect successful project implementation.

7.1.3 The total project cost is EUR 622,265 of which the AWF is requested to fund EUR 500,000 constituting about 80% of the project cost. The remainder will be financed through in-kind contribution from the LCBC.

### **7.2 Recommendation**

It is recommended that a grant from the African Water Facility Special Fund, not exceeding EUR 500,000, be awarded to the LCBC for the implementation of the project as described in this appraisal report.

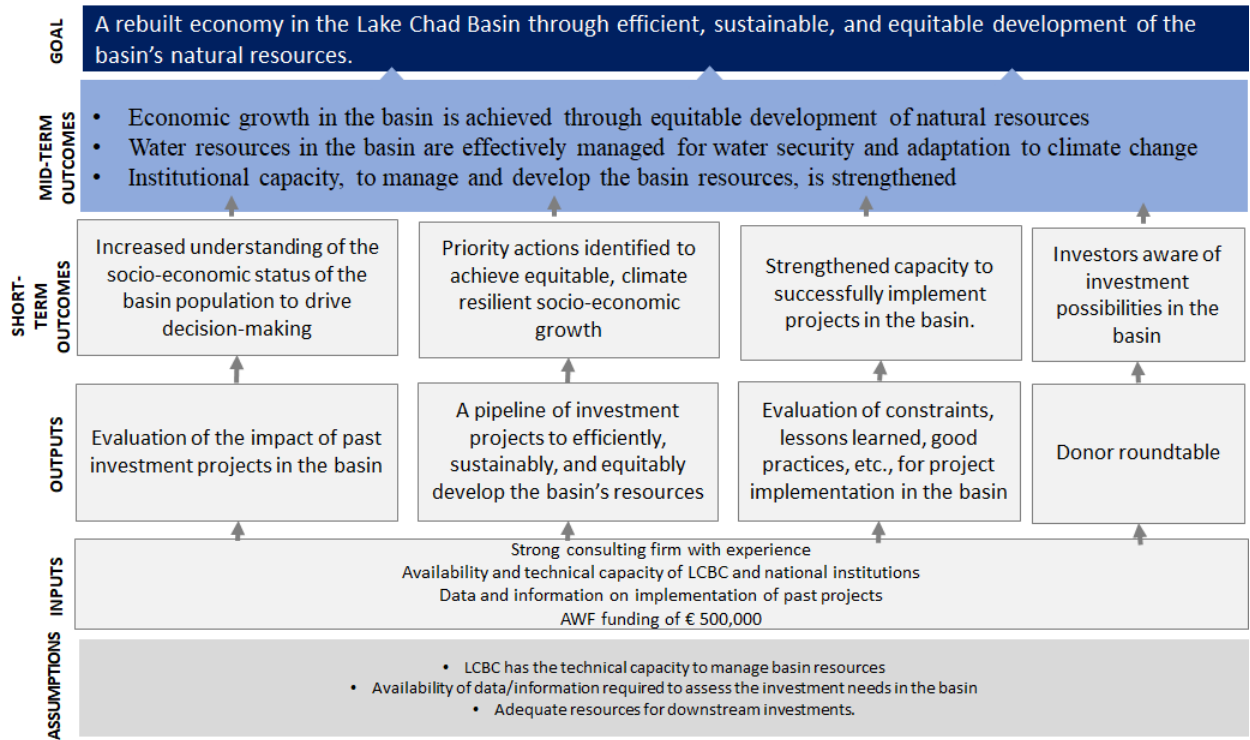


## ANNEXES

### ANNEX 1: DETAILED PROJECT COSTS

<b>Costs for the project " Investment Planning for the Sustainable and Equitable Development of the Lake Chad Basin's Natural Resources" (PIBALT)</b>							
<b>COMPONENT 1: Development of the 2<sup>nd</sup> FYIP</b>							
<i>a: Remuneration</i>							
No.	Position	Unit	Quantity	Unit cost (EUR)	Total Cost (EUR)	AWF Cost (EUR)	Counterpart Cost (EUR)
1	Team Leader	Person-Month	5	7,647	38,235	38,235	
2	National consultants (specialists in agriculture, social sciences or related disciplines)	Person-Month	15	6,460	96,903	96,903	
3	Economic planning expert	Person-Month	3,25	6,460	20,995	20,995	
4	Environmental	Person-Month	3.25	6,460	20,995	20,995	
5	Hydrologist/Hydrogeologist	Person-Month	3.25	6,460	20,995	20,995	
6	Gender/social development expert	Person-Month	3.25	6,460	20,995	20,995	
7	Rural development expert/climate change expert	Person-Month	3.25	6,460	20,995	20,995	
<b>Sub-Total: Remuneration</b>					<b>240,113</b>	<b>240,113</b>	
<i>b: Operating costs for the consultant</i>							
1	Office costs	Lumpsum	1	8,400	8,400	8,400	
2	Communications costs	Lumpsum	1	8,000	8,000	8,000	
3	Reports production costs	Lumpsum	1	10,000	10,000	10,000	
4	Local and international transportation	Lumpsum	1	43,000	43,000	43,000	
5	Stakeholder dialogue/workshop	Lumpsum	5	11,335	56,675	56,675	
<b>Sub-Total: Operating costs</b>					<b>126,075</b>	<b>126,075</b>	
<i>c: Validation Workshops and Investment Forum</i>							
1	Validation workshop for the 1 <sup>st</sup> FYIP Assessment	Lumpsum	1	37,500	37,500		37,500
2	Validation workshop for the 2 <sup>nd</sup> FYIP	Lumpsum	1	37,500	37,500		37,500
3	Investment Forum	Lumpsum	1	70,000	70,000	70,000	
<b>Sub-Total: Operating costs</b>					<b>145,000</b>	<b>70,000</b>	<b>75,000</b>
<b>TOTAL: Component I</b>					<b>511,188</b>	<b>436,188</b>	<b>75,000</b>
<b>COMPONENT II: Project management</b>							
1	Fuel & Lubricants & Transport	PS	1	8,000	8,000	8,000	
2	Computers/Printers	No.	3	2,426	7,278		7,278
3	Internet services/communication	Month	12	1,000	12,000	12,000	
4	Stationery & office consumables	LS	1	4,165	4,165		4,165
5	Staff Costs	Month	12	2,500	30,000		30,000
6	Audit Costs	LS	1	20,000	20,000	20,000	
<b>TOTAL: Component II</b>					<b>81,443</b>	<b>40,000</b>	<b>41,443</b>
<i>Grand Total Base Cost</i>					<b>592,631</b>	<b>476,188</b>	<b>116,443</b>
<i>Add 5% Contingency</i>					<b>29,634</b>	<b>23,812</b>	<b>5,822</b>
<b>Total Project Cost</b>					<b>622,265</b>	<b>500,000</b>	<b>122,265</b>
<b>OVERALL PROJECT COST (AWF+LCBC)</b>							<b>622,265</b>

## ANNEX 2: THEORY OF CHANGE



## **ANNEX 3: GUIDELINES ON AWF COMMUNICATION AND VISIBILITY**

### **1. Background**

1.1 Communication and branding are very important to the AWF. Indeed, the AWF considers communication as a strategic function firmly linked to its business strategies and objectives. Regular communication with stakeholders helps strengthen the credibility of FEF and ensuring their confidence and esteem, which in turn help to strengthen and protect the reputation of the AWF. Communication is also an activity related to access to information. The AWF is a multilateral fund that is accountable to a board of directors who expects FEF complies with the highest standards of accountability and transparency. Thus, the AWF has committed to make every effort to communicate, share and report to its stakeholders and the general public all the information that will be useful and relevant. This commitment requires effective and regular communication on achievements, progress and results of the AWF using all available means, in a timely manner. All these are part of good business conduct AWF, and are essential to attract and retain donors, and maintain its "social license" of operation.

1.2 The branding is to ensure that the public knows the existence of the AWF and can distinguish it from other funds or organizations in the field of water. Branding is the use of a recognizable visual marker, logo, which embodies the AWF and carries his identity. The brand recognition is achieved over time, through activities designed to increase brand visibility, for repeated use and exposure logo at strategic locations and times. The AWF logo is used as a seal or a signature to indicate the financial support of AWF or a special collaboration.

1.3 The AWF has prepared guidelines on communication and visibility to the attention of partners, AfDB Regional Offices and grantees to help FEF more effectively achieve its goals of communication and visibility, as provided in the long-term communication strategy of the AWF in 2006 voted by its Board of Directors in 2006.

### **2. General Conditions**

2.1 Before embarking on any process for the preparation of communication activities on the project funded by AWF, it is strongly recommended to contact the communications officer to the secretariat of the AWF, taking also informed the project manager of the AWF.

2.2 As a minimum, and to the extent possible, the logo of the AWF is to be applied to all communication documents regarding the project funded by the AWF. The proper use of the logo must be discussed with the head of communications of the AWF.

2.3 The AWF should be mentioned orally as a donor of the project it funds at public events in which the project is involved and should also be mentioned as a donor in all PowerPoint presentations on projects funded by the AWF, using the name and logo of the AWF appropriately.

2.4 The logo should be obtained on request from the head of communications of the AWF.

2.5 The relevant documents and publications of the project must contain the logo of the AWF, and this sentence on the cover page: "This project / program / study is funded (e) by the African Water Facility."

2.6 Implementing agencies and implementation must always have a link to the AWF website on the page of their website on the project / activity funded by the AWF. The website is: [www.africanwaterfacility.org](http://www.africanwaterfacility.org).

### **3. Validation Process**

3.1 The management of the AWF is responsible for the final validation of any communication product of the AWF.

#### **4. Press Releases Media and Advisory**

4.1 A press release of the AWF is broadcast at launch (approval or signature) and completion of the project.

4.2 Press releases AWF should always include a quote from the Coordinator of the AWF, which must also be validated.

4.3 The AWF appreciates and encourages any initiative to produce joint press releases with its partners (between the start and end of the project).

4.4 Where the gift recipient wants to produce a press release, it is necessary to coordinate this activity with the head of communications of the AWF in order to receive a quote from the Coordinator of the AWF, as appropriate, and obtain approval.

4.5 The AWF should be included in the title and / or the first paragraph of the press release, if any.

4.6 The press release should include the logo of the AWF, in addition to mention that funding was provided by the AWF and the amount of such financing.

4.7 If a press conference is planned, the press release should include the name of a high-level representative of the AWF will be present at the press conference, if appropriate. All press releases must bear the name and contact information for the communications of the AWF and the head of communications / media relations of the gift recipient.

4.8 The text description of the AWF ("About AWF") must be added to the text, including the address of the AWF website. Please contact responsible for communications AWF to get the latest version, if needed. The MEF is responsible for the final validation of all press releases following an editorial process involving publishers.

4.9 The above rules also apply to media advisories.

#### **5. Press Conferences**

5.1 The press conference to launch the projects funded by the AWF to be organized in cooperation with the AWF, as far as possible.

5.2 The invitations should bear the logo of the AWF.

5.3 The AWF logo must appear conspicuously with any banner or poster used during the conference.

5.4 Press kits should include a press release with the logo of the AWF.

5.5 If possible, a banner AWF must be available and implemented to serve as a backdrop for meetings television and photography.

#### **6. Press Visits**

6.1 Journalists are invited to visit the project funded by the AWF, accompanied by representatives of the AWF or focal point FEF housed within the authority / government of the gift recipient.

1.2 Visits by Representatives of Governments, Donors of AWF.

6.2.1 The project visits by government officials and AWF donors are encouraged. These should be prepared in coordination with the AWF and focal points of the AWF host government. This may also include meetings with local beneficiaries.

6.2.2 These visits may also include the participation of government representatives and donors.

#### **7. Cards, Brochures, and Newsletters**

7.1 All relevant pamphlets and brochures of the project / program financed by the AWF should incorporate the basic elements of the visual identity of the AWF, i.e. the logo of the AWF with or without its slogan.

7.2 Leaflets and brochures produced by the gift recipient must also incorporate a definition of the AWF, or descriptive text, see section "Press releases and media advisories."

7.3 The cover page of all documents relating to the project financed by the AWF must clearly identify the activity as part of an activity funded by the AWF.

7.4 Copies of publications including electronic copies should be made available to the AWF.

## **8. Electronic Communication**

8.1 Any electronic communication disseminating information on projects funded by the AWF, including websites, newsletters and social media must include a link to the website of the AWF.

## **9. Safety**

9.1 The executing agency must produce billboards, posters or banners to promote their activities funded by the AWF or related to the AWF at exhibitions and other events, which will be placed at strategic locations visible to all.

## **10. Vehicles, Supplies and Equipment**

10.1 The AWF generally requires that vehicles, supplies and equipment financed by the AWF are clearly identified, and visibly carry the logo of the AWF and the phrase "Provided with the support of the African Water Facility" in English, French or Portuguese, or any official language of the country or institution, if applicable.

10.2 This condition can be the subject of negotiations between AWF and the gift recipient since some supplies and equipment may be exempted.

10.3 The gift recipient must provide proof of compliance with this rule (emailing digital photos is recommended).

## **11. Photographs and Audio-visual Productions**

11.1 High-resolution professional digital photographs (300 dpi) project funded by AWF must be provided to the AWF throughout the different phases of the project to document the progress of actions and events related to the project, which will be used in print or electronic publications.

11.2 All photos must be submitted with a complete legend, and the information needed to assign ownership.

11.3 The AWF will be permitted to use or reproduce photos submitted to it without payment of royalties.

11.4 Whenever required, audio-visual materials must acknowledge the support of the AWF, highlighting the AWF logo at the beginning and / or end of the movie / documentary.

11.5 Copies of the film (s) / document (s) must be provided to the AWF.

## **12. Commemorative Plates or Safety**

12.1 If relevant, the gift recipient must place a permanent plaque or other type of commemorative signs in the most visible part of the building, infrastructure or near the project site has been funded by AWF, next to the name the implementing agency and / or the name of the project visible to visitors.

12.2 If necessary, the plate or signalling may contain the following sentence: "This [Infrastructure's name] was funded by the African Water Facility" next to the logo of the AWF.

### **13. Promotional Items**

13.1 Before taking any decision on the production of these items, it is necessary to consult the Communications Officer of the AWF.

13.2 Promotional items bearing the logo of the AWF can be distributed in support of communication activities for the project financed by the AWF. It may be T-shirts, caps, pens, notebooks, USB sticks, etc.

## ANNEX 4: CONSULTANCY SERVICES TERMS OF REFERENCE

### RECRUITMENT OF A CONSULTING FIRM FOR THE DEVELOPMENT OF A FIVE-YEAR INVESTMENT PLAN FOR THE LAKE CHAD BASIN COMMISSION (LCBC)

#### I. CONTEXT AND JUSTIFICATION

The Lake Chad Basin Commission (LCBC) is a sub-regional organization created through the Fort-Lamy convention (May 22, 1964) by the four countries bordering Lake Chad: Cameroon, Niger, Nigeria, and Chad. The Central African Republic was admitted as a member in 1994 and Libya in 2008. Sudan, accepted as a member country in 2000, remains an observer pending ratification of the convention creating the LCBC. The Republic of Congo, the Democratic Republic of Congo, and Egypt are observer countries. The headquarters of the LCBC is in N'Djamena, Republic of Chad.

The Lake Chad Basin is a hydrographic basin of approximately 2,500,000 km<sup>2</sup>, located in the heart of Sudano-Sahelian Africa on the southern edge of the Sahara Desert, covering approximately 8% of the surface area of the African continent. It is surrounded by transboundary river and aquifer basins such as the Nile Basin in the East, the Congo Basin in the South, the Niger Basin in the West and the Nubia Basin in the North. Lake Chad is a shallow body of fresh water whose surface area decreased from 25,000 km<sup>2</sup> in the 1960s to less than 2,500 km<sup>2</sup> in the 1980s. The conventional basin covers an area of 967,000 km<sup>2</sup>. Its hydrographic network is made up of the Chari-Logone-El Beid system (supplying 90% of inflow to the lake) and the entire Komadugu-Yobé system. The Lake Chad region has, for millennia, been a center of development, trade and cultural exchange between the populations of the north and those south of the Sahara. Today, the basin population is estimated at more than 45 million inhabitants. The main economic activities in the region are fishing, livestock, agriculture and trade.

The main challenges facing the Lake Chad Basin include, among others: (a) the urgency of ensuring the conservation of ecosystems and the preservation of limited water resources; (b) the need to restore the level of Lake Chad, which constitutes one of the largest wetlands in Africa; (c) the need for greater mobilization to combat desertification and erosion by fixing dunes and implementing plant regeneration programs; and (d) the need to fill gaps in knowledge of the water resources through increased investment in data collection and analysis for effective basin management.

With the aim of responding to the development challenges facing the basin and ensuring sustainable management and effective monitoring of the ecosystems of the Lake Chad Basin, a common vision for the Lake Chad Basin by 2025 (Vision 2025) was developed and adopted by the Commission in 2005. To slow down the drying up of Lake Chad and rationally exploit its waters and ecosystems, a Transboundary Diagnostic Analysis (TDA) was carried out and validated the same year. The TDA, focusing mainly on transboundary environmental problems, was subsequently used to develop a Strategic Action Program (SAP) whose aim was to reverse the trend towards land and water ecosystems of the Lake Chad Basin. The PAS was adopted by the Commission in 2008 and served as a tool to engage in advocacy in favor of Lake Chad which was threatened by drought and a drop in the level of the Chari and Logone rivers, which are its main tributaries.

More than twelve years after the development of the TDA, the Commission carried out its revision with the emergence of new challenges and major issues. An updated version of the TDA was produced in 2018. In this new TDA, four main cross-border problems emerged: (i) the variability



of the hydrological and hydrogeological regime; (ii) degradation of biodiversity; (iii) sedimentation; (iv) climate variability and change.

*To provide solutions to the cross-border problems facing the basin, and to ensure sustainable management and effective monitoring of the ecosystems of the Lake Chad Basin, a common vision for the Lake Chad Basin by 2037 was elaborated. This vision was set out following a series of consultations with all stakeholders which took place as part of the development of a new Strategic Action Program (SAP) 2023-2037.*

The new common vision is in line with Agenda 2063 of the African Union, Aspiration 1 of which aims for **a prosperous Africa based on inclusive growth and sustainable development** and works, through paragraph 18, toward an Africa that can use and manage its water resources in an **equitable and sustainable manner for socio-economic development, regional cooperation and environmental protection**. The vision of the revised SAP is also inspired by the 2030 Agenda on sustainable development in which the member countries of the Lake Chad Basin are stakeholders. Achieving the 17 SDGs of the 2030 Agenda depends largely on the availability and equitable and healthy management of water resources – a central issue in the development of the Lake Chad Basin.

*The vision statement agreed to in the SAP 2023-2037 is: **In 2037, the natural resources and once lush landscapes of Lake Chad and its basin are rehabilitated and managed in a sustainable and equitable manner to strengthen resilience to climate variability and change, support inclusive economic growth and prosperity, and improving social cohesion and the spirit of solidarity and sharing in a regional context of peace and security.***

The SAP sets regionally agreed upon Environmental Quality Objectives (EQOs) and their indicators for priority sectors and environmental issues in a cross-border context and defines a set of priority areas of action and interventions to achieve these objectives. To resolve the priority cross-border problems of the Lake Chad Basin, five objectives are targeted through the SAP:

- *EQO 1. Integrated, efficient and sustainable management of surface water, groundwater and rainwater resources to meet the growing and competing needs of basin states, sectors and users, including ecosystems;*
- *EQO 2. Conservation of biodiversity through the restoration and sustainable management of ecosystems and, in particular, sensitive habitats for the protection and survival of threatened and endemic species in the basin;*
- *EQO 3. Slowing down and, in places, reversal of the process of silting and siltation to the point where it no longer constitutes a major obstacle to the development of productive activities, human and animal health, and ecosystems in the lake and its tributaries;*
- *EQO 4. Reduction of vulnerability and strengthening of the resilience of human and animal populations, production systems and ecosystems in a context of climate variability and change;*
- *In addition to these EQOs, there is a transversal objective (Transversal Objective 5 – TO5) relating to the establishment of an enabling governance framework for the effective implementation of the SAP.*

The SAP was endorsed in Abuja (Nigeria) on November 29, 2022, during the 16th LCBC Heads of State and Government Summit. During these meetings, the Executive Secretariat of the LCBC was asked to take the necessary steps to organize a roundtable of donors to mobilize funding to enable the implementation of the SAP. This roundtable will be organized with the African Development Bank, leader of the LCBC donors.

It is in this context that the LCBC deemed it useful to proceed with the development of the Five-Year Investment Plan (FYIP) for implementation of the new SAP, which will be the key document to be submitted to the investor's roundtable.

This TOR has been prepared to facilitate discussions with the AfDB for the recruitment of a consultancy firm to support the development of the FYIP.

## **II. OBJECTIVE OF THE CONSULTANCY**

The overall objective of the consultancy is to prepare, on the basis of the SAP 2023-2037, the FYIP for the LCBC through the prioritization of investments intended to strengthen the overall resilience of populations living in the Lake Chad Basin for sustainable economic development and climate change resilience. This will be a costed action plan which considers the strategic orientations of the Member States consolidated in the SAP and whose sources of financing are to be identified.

As part of this objective, an evaluation of the implementation of the 1st SAP of the LCBC will be carried out. The impact of previous programs and projects in the basin, developed based on SAP 2008, will be evaluated. Lessons learned, good practices, stakeholder perceptions, etc., will guide the prospects for developing the new FYIP.

## **III. SPECIFIC ACTIVITIES**

The specific components and activities of this consultancy are as follows:

### (1) Evaluation of the implementation of the 1st SAP of the LCBC

- Evaluate to what extent the various programs and projects implemented from 2009 to 2018 contributed to meeting the needs and solving the problems of the beneficiary populations identified during the design phase and determine whether the needs, prior to the implementation of these programs and projects, have been satisfied or if they still exist;
- Measure the degree of implementation of these programs and projects, their effectiveness, their efficiencies and the quality of the products and achievements compared to what was initially planned while highlighting their consistency and articulation with national priorities and regional;
- Measure the conditions under which these programs and projects have achieved development results for the targeted population, beneficiaries and other participants, whether individuals, communities, institutions or others;
- Measure the impact of these programs and projects on the environment as well as the living conditions of beneficiary populations, including women and vulnerable groups;
- Measure the contributions of these programs and projects to the achievement of the objectives set for their various intervention components as well as to the objectives of the 2008 SAP;
- Identify/document the major lessons learned and good practices resulting from the implementation of the different programs and projects;
- Provide the information necessary for planning and future decisions on the activities of the first plan, as well as guidance on whether or not to continue certain actions or extend them to other sites;

- Assess to what extent the strategy and content of the interventions were in line with the problems to be resolved by the implementation of these different programs and projects;
- Judge the perception of stakeholders (donors, beneficiaries, community members, implementing partners, local authorities, etc.) of the activities and results of programs and projects;
- Appreciate the contribution of projects and programs to achieving the environmental quality and water resources objectives provided for in the 1st SAP.

(2) Preparation of the 2<sup>nd</sup> FYIP

- Present investment opportunities in the agriculture, livestock, fishing and energy sectors (including other alternatives to hydroelectricity) for sustainable development of the basin resources and in the field of trade, water supply and navigation. This involves assessing investment opportunities in the national portions of each member state, in each national portion of the basin (the sum of which will give the regional investments, on a basin scale). These national investments can come from priorities in national investment plans;
- From the investment opportunities identified during the previous stage, develop at least 20 project sheets, linked to the EQOs identified in the SAP (EQO1 – management of surface water; EQO2 – conservation of biodiversity; EQO3 – management of silting/siltation; EQO4 – resilience to climate change and variability; TO5 – enabling governance framework), with identification of potential donors;
- Produce a document which brings together the 20 project sheets into a 5-year investment plan (the 2<sup>nd</sup> FYIP). This will involve identifying, among these 20+ project files, projects deemed urgent in accordance with the EQOs. The other projects will be kept in reserve to produce subsequent investment plans after the completion of the 2<sup>nd</sup> FYIP. Propose a schedule and costs for the projects included in the 2<sup>nd</sup> FYIP;
- Propose a monitoring and evaluation system for the 2<sup>nd</sup> FYIP. The monitoring and evaluation plan must include at least impact and results indicators, as well as risks and mitigation;
- The document must detail the existing capacity and needs required to implement the 2<sup>nd</sup> FYIP and include all key implementation stakeholders;
- Support the organization of the donor round table.
- Carry out a strategic environmental and social assessment (SESA) with a view to integrating strategic environmental and social considerations into the development of the five-year investment plan.
- Develop an Environmental and Social Management system for the LCBC.

#### **IV. DELIVERABLES**

The expected deliverables are:

- *An inception report:* Understanding of the consultancy; methodology and timeline of the consultancy including the intervention schedule of the various experts; proposal for the framework of the final study reports, survey sheet and list of people to meet;
- For the evaluation of the implementation of the 1st SAP of the LCBC

- A provisional report: presenting the analysis, results and recommendations resulting from the activities;
- A report of the consultation meetings: including reports of the scoping meetings and the report of the regional validation workshop;
- A final report: incorporates the amendments resulting from the regional validation workshop.
- For the development of the 2<sup>nd</sup> FYIP
  - The collection of 20+ project sheets ;
  - The collection of priority actions accompanied by budgeting, a timetable and possible partners ;
  - A final and validated version of the FYIP;
  - A financing plan for the FYIP;
  - Reports of meetings organized with stakeholders as well as that of the FYIP validation workshop ;
  - A concept note for the organization of the donor round table.
  - The final validated version of the strategic environmental and social assessment report.
  - The final validated version of the Environmental and Social Management System.

All final documents will be submitted to the LCBC in English and French.

## **V. TASKS**

The mission of the Study Office will consist of (1) evaluating the implementation of the 1st SAP of the LCBC; and (2) proceeding with the development of the 2<sup>nd</sup> FYIP, based on the revised SAP 2023-2037.

The main tasks of the consultancy are:

- For the evaluation of the implementation of the 1st SAP of the LCBC
  - Propose a work plan with key stages;
  - Propose the timetable for preparing the reports on the evaluation of programs and projects;
  - Identify key stakeholders from member countries to consult for carrying out the assessment;
  - Take stock of the implementation of all projects implemented by the LCBC member countries in their national portion;
  - Conduct surveys with key stakeholders in each national portion of the basin for the collection of data;
  - Inventory bottlenecks identified during the evaluation of programs and projects;
  - Produce the report;
  - Lead a regional workshop to validate the study report.
- For the development of the Five-Year Investment Plan
  - Conduct an in-depth documentary review;
  - Develop the inception report (methodology and work plan);
  - Prepare virtual and/or face-to-face meetings with key stakeholders at the national and regional levels and with partners;
  - Conduct the climate risks assessment of water resources and water related productive systems and design climate resilience plan;

- Develop the FYIP document and submit it for validation;
- Develop 20+ project sheets;
- Support the organization of the validation workshop;
- Propose the FYIP financing plan;
- Produce the final version of the FYIP taking into account comments from the validation workshop;
- Support the LCBC in the organization of the Donors' Roundtable.
- Establish a participatory approach for different stakeholders, including women, and disadvantaged and vulnerable groups in the identification and planning of investments;
- Collect baseline information on existing environmental and social conditions;
- Assess the potential environmental and social implications of proposed investments, including cumulative and secondary effects, as well as alternative options;
- Assess the institutional and management capacities of the different countries and, if necessary, make proposals to strengthen these capacities to successfully complete the preparation and implementation of the plan;
- Define the LCBC's environmental and social policy;
- Identify measures to strengthen the positive impacts of investments and mitigate risks and impacts, by adopting the mitigation hierarchy;
- Propose a set of guidelines, procedures and tools to assess, mitigate and/or monitor potential environmental and social risks linked to the financing activities of the selected investments;
- Ensure that complaints from affected communities, and external communications from stakeholders are taken into account and managed appropriately taking into account the specific needs of women and youth;
- Define the roles and responsibilities of the different stakeholders in the implementation and monitoring-evaluation of the ESMS.

## **VI. DURATION OF THE CONSULTANCY**

The estimated duration of the consultation is 9 months.

The fees for the work are estimated on the basis of a level of effort of 120 person days.

## **VII. EXPERIENCE OF THE CONSULTANT**

The consulting firm must have proven experience of at least fifteen (15) years of work in the field of development, with at least one (1) work experience in the Lake Chad Basin area and demonstrated experience in:

- The development of strategies and development plans;
- The development of investment plans for transboundary basin organizations or any other sub-regional organization;
- Identification and preparation of project sheets;
- Conducting climate risks assessment in Africa countries ;
- Carrying out work missions with technical and financial partners.

In addition, the consulting firm should have the appropriate skills to undertake the expected tasks within the limits of its professional experience and skills.

## **VII. COMPOSITION AND QUALIFICATIONS OF THE CONSULTING FIRM**

The consulting firm must have the following profiles in its team:

- A head of mission, engineer in rural engineering (or related field), senior international consultant;
- For the evaluation of the implementation of the 1st SAP
  - One national expert per country
- For the activity of preparing the 2<sup>nd</sup> FYIP
  - A planning expert;
  - An environmental;
  - An expert hydrologist/hydrogeologist ;
  - An expert in gender and social development;
  - An expert in rural development/climate change expert.

**Senior International Consultant, Head of mission** must:

- Hold an advanced university degree in rural engineering, social sciences, planning, socio-economics, or related disciplines;
- Have at least fifteen (15) years of professional experience in designing plans and at least 10 years of experience in management and/or conducting evaluations of development programs/projects;
- Have excellent knowledge of developing development programs and projects;
- Have proven experience in the use of project management and evaluation tools;
- Have proven experience in Integrated Water Resources Management and in working with Transboundary Basin Organizations;
- Have led at least 3 similar missions, including at least one in the basin area;
- Have at least 3 work experiences with at least 2 usual LCBC partners (BAD, FEM, WB, etc.);
- Have experience in developing investment plans for a basin organization (will be an asset);
- Demonstrate knowledge of results-based management and cross-cutting areas such as capacity development and the gender approach;
- Have experience in the management and conduct of rehabilitation/ construction works of basic rural infrastructure;
- Have a good knowledge of national policies (of basin countries) for rural development;
- Have knowledge of the international and regional IWRM context and cross-border cooperation (will be an asset);
- Be proficient in the use of IT tools;
- Have the ability to work in a team and have great communication skills;
- Demonstrate writing and communication skills in French and English;
- Have at least 3 experiences in facilitating/facilitating workshops, including at least 1 at a regional level.

The head of mission will be responsible for:

- The methodological design of the study;
- Coordination of the work of other experts;
- Planning and supervision of data collection activities in the five countries and with partners;
- Producing the deliverables;
- The quality of the work and deliverables;
- Leading the report validation workshops.

**The national experts** must:

- Hold an advanced university degree in agronomic sciences, rural engineering, social sciences, planning, socio-economics or related disciplines;
- Have at least 5 years of experience in managing and/or conducting evaluations of development programs/projects;
- Have proven experience in the use of project management and evaluation tools;
- Have participated in at least 3 similar missions, including at least one in the basin area;
- Demonstrate knowledge of results-based management and cross-cutting areas such as capacity development and the gender approach;
- Demonstrate writing and communication skills in French and English;

**Expert in planning or land development** must:

- Hold at least a master's degree in economics (or a similar field), with proven skills in planning, programming, budgeting and M&E (or similar skills);
- Have at least 5 years of proven experience in development planning in a regional or international organization and at central and sectoral levels;
- Have a minimum of three (3) experiences in development project management in a regional or international organization;
- Have good knowledge of the development and implementation of planning, programming, budgeting and monitoring and evaluation systems in sub-Saharan Africa;
- Having proficiency of French and/or English, written and spoken, with a good knowledge of the other language will constitute an advantage;
- Have good computer and internet skills, and proficiency using Microsoft Office tools (Excel, Word, Power Point, etc.).

**Environmental expert** must:

- Hold at least a master's degree in one or other of the following fields: Natural resources management, environmental and social sciences, engineering or any other equivalent training;
- Have at least 10 years of proven experience in environmental and ecosystem management;
- Have experience working with Transboundary Basin Organizations (will be an asset);
- Have at least one experience working with donors in the environmental field;
- Have demonstrated work experience in the implementation of sustainable development projects/programs;
- Have experience in carrying out Environmental and Social Impact Studies (ESIA) and strategic environmental assessment (SEA);
- Having a good command of French and/or English, written and spoken, with a good knowledge of the other language (will be an advantage);
- Have good computer and internet skills, and proficiency using Microsoft Office tools (Excel, Word, Power Point, etc.).

**Hydrologist/hydrogeologist** must:

- Have at least a master's degree in hydrology/hydrogeology or the equivalent with (10) years of minimum experience in the field of hydrology;
- Have participated in at least 2 hydrological or hydrogeological studies including modeling, groundwater, early warning systems;
- Have recognized experience in the design and construction of large hydraulic structures;
- Have recognized skills in hydrology in the Sahel zone;
- Have proven experience in climate change adaptation in the context of the Lake Chad Basin;

- Have a good command of French and/or English, written and spoken with a good knowledge of the other language (will be an advantage);
- Have good computer and internet use skills, and proficiency in using Microsoft Office tools (Excel, Word, Power Point, etc.).

**Expert in rural development/climate change must:**

- Have training as an agricultural engineer or in another related discipline with at least a master's degree or equivalent with 10 years of experience;
- Have proven experience in supporting the organization of beneficiaries and in providing advisory support to non-governmental organizations (NGOs), civil society organizations (CSOs), community-based organizations and cooperatives, as well as in advisory support for the implementation of the beneficiaries' economic activities;
- Have professional experience of at least three (3) years in the field of reintegration and income-generating activities;
- Have proven experience in climate change adaptation in the context of the Lake Chad Basin;
- Have good synthesis, analysis and conceptualization skills, as well as writing skills demonstrated by published articles or documents;
- Be able to work under pressure and in a multicultural environment;
- Have at least two (2) experiences in supporting the organization of beneficiaries and in providing advisory support to community-based organizations and cooperatives;
- Have at least two (2) experiences in the implementation of development projects financed by multilateral donors;
- Having experience working with the AfDB or an AfDB project would be an asset;
- Have good knowledge and mastery of IT tools (in particular Word, Excel, Power Point software, etc.);
- Be in good physical condition with the ability to make frequent trips to the field, and stay within the communities concerned.

**Gender and social development expert must:**

- Have at least a master's degree in social assistance, social policy, social psychology, gender, sociology, international development, anthropology, public policy, or another related field;
- Have at least (10) years of relevant experience including practicing stakeholder engagement, gender assessment, community development, livelihood programming and gender social research using participatory approaches;
- Have skills in qualitative and quantitative research techniques (surveys, focus groups, workshops, mediation, facilitation and negotiation, policy analysis and development, social impact and gender assessments, supervision of social safeguards including resettlement/relocation, etc.);
- Have at least two experiences relating to the consideration of gender and social inclusion in projects and programs;
- Have good knowledge and proficiency of IT tools (in particular Word, Excel, Power Point software, etc.);
- Be in good physical condition with the ability to make frequent trips to the field, and stay within the communities concerned.

**VIII. SUBMISSION OF THE OFFER**

**The technical offer must include the following elements:**



- A methodology describing the approach to the assignment;
- Updated, detailed and signed CVs of the consultants (the offer must include both the CVs of the Head of Mission and all other consultants);
- Copies of diplomas ;
- Certificates of execution of similar activities;
- All administrative documents.

**The financial offer must include:**

- A detailed financial proposal consistent with the specifications. The financial proposal must include separate entries for consultant fees and expenses (office costs, communication costs, report production costs, local and international transportation costs, etc.).