

REPUBLIC OF CAMEROON

Peace-Work-Fatherland

Ministry of Agriculture and
Rural Development



IsDB
البنك الإسلامي للتنمية
Islamic Development Bank



REPUBLIQUE DU CAMEROUN

Paix - travail - patrie

Ministère de l'Agriculture et du
Développement Rural

RICE VALUE CHAIN DEVELOPMENT PROJECT (RVCDP)

P.O. Box.: 1116 Bamenda

Tel: 23336 10 07

Fax: 23336 16 65

www.rvcdp.org

info@rvcdp.org

Bamenda, the _____

N°: __/RVCDP/_____

RECRUITMENT OF AN INDIVIDUAL CONSULTANT TO SET UP THE MONITORING AND EVALUATION SYSTEM OF THE CAMEROON RICE VALUE CHAIN DEVELOPMENT PROJECT (RVCDP)

Financing: Ordinary Loan of the Islamic Development Bank (IsDB)

TERMS OF REFERENCE

May 2024

LIST OF ABBREVIATIONS AND ACRONYMS

BADEA	Arab Bank for Economic Development in Africa
CIG	Common Initiative Group
CV	Curriculum Vitae
DSC	Design and Supervision Consultant
FBO	Farm Business Organisation
GOC	Government of Cameroon
HQ	Headquarters
Inst.	Instalment
IO	Intermediate Outcome
IPMT	Indicator performance monitoring table(s)
IRAD	Institute of Agricultural Research for Development
IsDB	Islamic Development Bank
KPI	Key Performance Indicator(s)
MINADER	Ministry of Agriculture and Rural Development
MINEPAT	Ministry of Economy, Planning and Regional Development
MINCOMMERCE	Ministry of Trade
MIS	Management Information System
M&E	Monitoring and Evaluation
PAD	Project Appraisal Document
PMU	Project Management Unit
PSC	Project Steering Committee
RVCDP	Rice Value Chain Development Project
SMART	Specific, Measurable, Achievable, Realistic, Time-bound
TOR	Terms of Reference
Ha:	Hectare(s)
Km	Kilometre(s)

TABLE OF CONTENTS

LIST OF ABBREVIATIONS AND ACRONYMS	3
I. INTRODUCTION	7
II. BACKGROUND AND RATIONALE	7
III. DESCRIPTION OF THE RICE VALUE CHAIN DEVELOPMENT PROJECT	8
3.1. Project Objectives/Duration	8
3.2. Project Components	9
IV. PURPOSE/OBJECTIVES OF THE ASSIGNMENT AND SCOPE OF WORK	11
4.1 Objectives of the Assignment	11
4.2 Outputs of the Assignment.....	11
4.3 Scope of Work:.....	12
VI. WORK PLAN AND METHODOLOGY:	15
VII. REPORTS AND DELIVERABLES.....	16
VIII. DURATION OF ASSIGNMENT	17
IX. QUALIFICATION AND EXPERIENCE OF CONSULTANT.....	17
VI. INSTITUTIONAL ARRANGEMENTS	17
11.1 Facilities available.....	17
11.2 Consultancy Management.....	17
VII. SUMMARY OF PROJECT RESULT-BASED LOGICAL FRAMEWORK MATRIX	19

I. INTRODUCTION

These terms of reference define the conditions for provision of services relating to the set-up of a participatory and results-based monitoring and evaluation system in the Rice Value Chain Development Project (RVCDP) which will be implemented in the Far North, West and North West Regions of Cameroon with the Project Management Unit (PMU) based in Bamenda. In addition, there shall be three Project Implementation Units (PIU) each located in the headquarters of the three regions i.e. Bamenda (North West Region), Bafoussam (West Region) and Maroua (Far North Region).

RVCDP is jointly financed by the Islamic Development Bank (IsDB), the Arab Bank for Economic Development in Africa (BADEA), the OPEC Fund, the Kuwait Fund, and the Government of Cameroon (GOC)¹.

The required services shall be funded by **IsDB Ordinary Loan funds**.

The content of these TOR covers the following:

- ❑ Background and rationale
- ❑ Description of RVCDP
- ❑ Purpose/Objectives of the Assignment and Scope of work
- ❑ Work plan and Methodology
- ❑ Reports and deliverables
- ❑ Duration of Assignment
- ❑ Qualification and experience of consultant
- ❑ Cost Estimates of the Assignment
- ❑ Institutional Arrangements
- ❑ Summary of project results-based logical framework matrix

II. BACKGROUND AND RATIONALE

Rice contributes to above 25% of the amount spent on the importation of food in Cameroon. Rice over the years has become a staple for both urban and rural households. The cultivation, processing, and marketing of rice create direct and indirect employment for over 500,000 persons mostly women and youths. Despite being endowed with diverse landscapes, geomorphologic and climatic zones grouped into five distinct agro-ecological zones, vast land areas which are largely under-exploited; a great potential of soils that can be irrigated estimated at 290 000ha, arable land of about 6.2 million hectares, a dynamic and enterprising rural population as well as a very strategic geographical position, Cameroon produces less than 30% of its home needs. With the population growth, coupled with an ever-increasing number of displaced persons, and the ever-increasing demand for rice, Cameroon is obliged to sustainably produce more rice. Developing the rice sector will provide an opportunity to

¹ Negotiations are ongoing with the Saudi Fund and Abu Dhabi Fund to expand the funding base of RVCDP.

ensure rice availability. It will as well provide an opportunity for economic/financial diversification because it would attract foreign investment and could potentially contribute to the resilience of Cameroon by providing jobs for the concerned communities, reducing food imports, and preserving natural habitats.

Within the RVCDP, and depending on the signing of all the financing agreements with the existing and potential donors and implementation of their respective activities, some of the economic benefits expected from the project are:

- Increased access of 14,000 rice farmers to finance
- Increased paddy production of 37,500 tonnes per annum
- Increased annual rice National production by 26,250 tons of competitive milled rice (or 4% per annum increase in national milled rice production)
- Creation of 253,000 jobs (180,000 from production, 73,000 from other segments of the value chain)
- Increased average farm sizes (from 0.2 to 0.5 ha) thereby leading to economies of scale, increased production and increased incomes.
- Increased quality and marketing of white rice and other products
- Increased private sector involvement in the rice value chain

The above benefits and others shall be harnessed and valorised through the set-up of a robust results and performance-based monitoring and evaluation system of which the services of an individual consultant with experience in planning, monitoring and evaluation of projects are hereby solicited.

III. DESCRIPTION OF THE RICE VALUE CHAIN DEVELOPMENT PROJECT

3.1. Project Objectives/Duration

The **overall objective** of this **five-year** project is to contribute to rice self-sufficiency, enhance economic growth, and improve household incomes through improved production, processing, marketing, and support private sector participation in the agricultural (rice) value chain.

Using the Value chain development approach, the **specific objectives** of the projects are to:

- Increase rice production and productivity through the deployment of improved production and, post-harvest technologies;
- Increase smallholder farmers' income and reduce poverty and food insecurity, and thus improve the livelihood of the rural population particularly women and youth;
- Strengthen the human, social and institutional capacity for promoting profitable rice production, processing and marketing;

- Create enabling environment for agricultural enterprise development (rice processing and milling centers) at the community-level for the supply of competitive rice, rice-based products, and rice by-products to the markets.

3.2. Project Components

The project scope consists of seven major components:

- I. Raising Rice Production and Productivity;
- II. Strengthening the Links to Markets
- III. Fostering Enabling Policy and Institutional Environment;
- IV. Rehabilitation/construction of social infrastructures;
- V. Project Management and Coordination;
- VI. Audit; and
- VII. Contingency Emergency Response (CER).

These components are highlighted below².

Component 1: Raising Rice Production and Productivity: The objective of this component is to ensure the availability of production/postharvest infrastructure and equipment as well as inputs for increasing rice production and productivity. The activities under the component include (i) development of 7000 ha of paddy field and tracing of 28 transhumance corridors; (ii) acquisition of 6 sets of production and postharvest equipment and (iii) enhancement of access to 640 tons of certified seeds from cooperatives/private seed multipliers, 56,000 tons of fertilizer, and 64,000 litres of herbicides to producers; acquire 10.8 tons of basic seeds and complementary technologies through a partnership with IRAD/International Partner(s). Under this component, 50% of the beneficiaries should be women, young smallholder farmers.

Component 2: Strengthening the link to Market:

The aim of this component is to enhance the profitability of smallholder farmers and small/medium-scale rice processors by improving their access to markets and their capacity to add value to locally produced paddy and processed rice. The component is divided into 6 sub-components, comprising (i) Support to value addition through acquisition of 9 processing units; (ii) Support for market infrastructure through construction of 18 marketplaces; (iii) Rehabilitation/Construction of 650 Km of Access Roads; (iv) The rehabilitation/construction of 40 temporal and 19 storage warehouses; (v) Fostering Enabling Policy, Institutional Environment through set up of a Market Information System with MINCOMMERCE with wend result sustainable business platform, and (vi) Design and Supervision Consultant (DSC).

² The targets mentioned in all components (land developed, warehouses, transhumance corridors, etc.) need to be scaled based on the amount of financing that finally goes to the project.

Component 3: Fostering Enabling Policy, Institutional Environment, and Capacity

Building: The objective of this component is to support policy factors related to interventions, with emphasis on building strong public-private-partnerships and capacity building of farmers, cooperatives, and other stakeholders on the value chain activities in the areas of production, processing, and marketing. The component will have the following sub-components: (i) Capacity Building of 210,000 direct and indirect actors, 12 cooperatives, Rural Development Institutions, and other stakeholders on the value chain activities in the areas of production, post-harvest, processing, and marketing (ii) Support to field Placement of Young Graduates; (iii) Access of 14,000 farmers to finance (iv) Land Expropriation and Compensation

Component 4: Rehabilitation/construction of social infrastructures: The objective of this component is to provide the rural population with infrastructure and services that are critical for the economic growth, poverty, reduction, and social development of the communities. The key Infrastructures are, (i) construction of 20 new water supply systems; (ii) extension of 17 water supply systems; (iii) construction of 62 solar water points; (iv) rehabilitation/ construction of 8 schools equipped with furniture & water; (v) rehabilitation/construction of 9 Integrated Health-Centers equipped with solar lighting system, & water; (vi) construction of 6 Community Action Centers, and (vii) extension of electricity to the production basins by 125km.

Component 5: Project Management, Coordination, and M&E: This component will support project implementation activities and cover three key areas: (i) the Project Management Unit (PMU) which will be established in Bamenda (project headquarter) with three antennas in the substations; (ii) Consultancy services (Audit, M&E System, Baseline, Mid-term Review and Project completion report); and (iii) Start-up Workshop and familiarization. The project will also have a Project Steering Committee that will comprise representatives from concerned Ministries/Agencies.

Component-6: Financial Audit: This component, financed by the IsDB, includes the services of an independent Financial Auditing Firm

Component-7: Contingency Emergency Response (CER): This standalone zero-value component is embedded in the project to allow for the use of the present project resources to cover emergency response activities by re-allocating non-Disbursed funds amongst approved components upon request from the country.

Target population and stakeholders : The immediate/primary beneficiaries of the Rice Value Chain Development Project will be the lowland/irrigated rice-producing populations of the North-West (in Ndop plain (Ngoketunja Division), Mbaw/Mbonso plain (Bui and Donga & Mantung Divisions), Bafut/Tingoh valley (Mezam and Menchum Division)); West (in Bangourain and Santchou (Noun and Menoua Divisions)), and Far North (in Maga Basin, Yagoua Basin (Mayo Danay Division)), Regions. An estimated 160,000 smallholder

producers, of at least 50% women, structured actors (Organizations of Producers, cooperatives, CIGs and networks of professional organizations) involved in the rice value chain, as well as young people wishing to work in rice agribusiness are the direct beneficiaries.

RVCDP will interact with various partners (technical and horizontal officers of concerned ministries, private sector and farmers' organizations) through a steering committee created by the MINADER. MOUs shall be signed with IRAD. AfricaRice, Regional Delegations of Agriculture and Rural Development for implementation of agricultural development activities. Execution of infrastructure and services shall be undertaken by contractors and consultants hired according to the different donors' rules and regulations

IV. PURPOSE/OBJECTIVES OF THE ASSIGNMENT AND SCOPE OF WORK

4.1 Objectives of the Assignment

The main purpose of this assignment is to develop a comprehensive, robust, relevant realistic, participatory and practical results-based project monitoring and evaluation system and to provide support towards its implementation.

More specifically, the Consultant is expected to:

- (i) Develop tools and documents to facilitate M&E data collection, analysis, storage and reporting thereby ensuring smooth project implementation within the stipulated timeframe;
- (ii) Ensure the smooth functioning of the M&E system before expiration of his/her contract.

4.2 Outputs of the Assignment

The expected outputs of the consultancy include:

:

- The project's results chain and theory of change developed and assessed.
- The M&E system reviewed and strengthened.
- Project monitoring and evaluation manual developed and applied.
- Proper functioning of the M&E system is ensured before completion of the consultancy contract.

4.3 Scope of Work:

The scope of work for the assignment under each specific objective above should include, but not be limited to the following key tasks/activities:

Task 1: Development of the project theory of change, stakeholder analysis and elaboration of the intended results: The consultant is expected to exploit the Project Appraisal Document to identify the key benefits/ changes expected from the project components (project results). It is expected that this exercise will lead to the identification of a set of hypotheses and indicators which shall form the basis for the measurement of project results and development of the M&E system. To this end, the consultant should be cognizant that the project seeks to enhance the production, productivity and income of the smallholders by improving their production, competitiveness, and marketing capacity. The consultant should assess the likelihood of achievement of the indicated results in the PAD and develop a results chain linking every component/ activity of the project with this final objective. The detailed theory of change should indicate the necessary intermediary changes that need to take place to achieve the desired project objective. Any gaps in the results chain not addressed by the project should be clearly identified as risks/ assumptions and a detailed mitigation plan proposed for the same. The final output of this exercise would be a: (i) clear set of project results ranging from project impacts, outcomes, outputs and key activities; (ii) a detailed project results framework with quarterly results targets (including key performance indicators), (iii) a detailed logical theory of change analysis and schematic linking project activities with the project results and (iv) a set of key hypothesis to be monitored and tested outlining the intended desired project results. The exercise should be conducted in a participatory manner by consulting various stakeholders and present the stakeholder analysis and their role in achieving the project results.

Task 2: Develop the Project M&E system (including the Risk Management and Monitoring Framework and the Management Information System (MIS)), to ensure that it is comprehensive robust, relevant, realistic, and practical to monitor the identified results and their indicators as well as project progress: The purpose is to provide the Project Management Unit with tools to effectively monitor project progress and achievement, and to provide mid-term and end-of-project evaluations with sufficient information to assess the project's success. The Consultant will assist the Project in reviewing M&E needs and establishing necessary practical procedures and measures in order to operationalize M&E (data collection and processing). The consultant is expected to design a practical M&E system and propose an appropriate software with regard to the following key aspects: 1. What needs to be measured? 2. What is the most appropriate source of information that needs to be collected? 3. How to collect the information and how often? 4. How to store and analyse data? This analysis will be based on the work done under Task- 1.

Based on the above exercise (Task1), the consultant will undertake to develop a Monitoring and Evaluation Manual and a Management Information System in line with the proposed M&E framework. In doing so, the consultant will ensure that the M&E framework/ system captures all the necessary projects results, Key Project Indicators

and targets, risks, activities, follow-ups actions, responsibility and frequency, mechanisms to measure budget/ activity monitoring (etc.), including their segregation over the project implementation period. The consultant is also expected to review/develop a set of final and intermediary indicators to monitor the project results (impacts/outcomes/activities) as well as risks (risk matrix) for the set of identified objectives and their associated specific objectives and intermediary objectives as identified in Task 1 including the following:

- i. Increased national rice production, jobs created and increase in incomes of actors of the rice value chain amongst others (Impact):
- ii. Improved rice production, productivity and value addition (outcome).
- iii. Improved socio-economic rural infrastructure (Outcome)
- iv. Farmers have improved access to markets and production assets (intermediate outcome 1)
- v. Farmers have improved access to financial services (Intermediate Outcome 2)
- vi. Farmers have improved access to necessary inputs and technology (production and post-harvest) (IO-3)
- vii. Beneficiaries have improved access to socio-economic infrastructure (IO-4)
- viii. Farmers adopt improved agricultural practices (increased use of fertilizer, soil management practices, production techniques etc.) (IO- 5)
- ix. Farmers have enhanced capacity in production, processing and marketing (IO-6)
- x. Etc.

These results are expected to be achieved through the implementation of the project components. Each component is expected to contribute towards the achievement of higher-level objectives. The consultant will be required to identify indicators linked to each of these components to track expected changes or contributions of each component to the higher-level outcomes and impacts.

Moreover, the Consultant shall determine the materials/equipment for the set-up of the M&E system such as software and training needs, computers, GPS, etc.

In order to measure the above objectives, the consultant will be required to come up with **SMART** indicators which can be practically monitored by the project staff within the available budget and without incurring too much costs. Appropriate proxies should be identified to measure aspects which may be difficult to measure directly. For each set of objective and corresponding indicators, the methodology for its measurement, the tools for its measurement, the frequency, the relevant primary and secondary source, the data inputting techniques, and the result analysis techniques will be clearly developed among other key aspects.

The M&E system should be comprehensive in nature and, apart from measuring the above indicated results/ objectives should also have the following features (as well as any other as may be required by the client from time to time)

- **Risk Management and Monitoring Framework:** Risk identification, measurement, tracking, mitigation, and key performance indicators (similar to objectives indicators). The identified Risks and constraints to achievements of outputs, outcomes and impacts based on actual experiences should be fed into the project risk management framework.
- **Project Planning and Monitoring:** Develop project management tools and performance measures to allow assessment of operational efficiency of project implementation, including:
 - Project planning, budgeting and progress reporting techniques and templates. This should link the project budget with project objectives, indicators, and activities.
 - Follow-up system to assess the implementation of various actions as may be defined during Donor and/or GOC supervision missions, audit reports, expert reports, etc.
 - Procurement and contract management follow-up tools and templates
 - Monitoring tools to raise red flags in case of deviations and risks to achievement of project objectives
 - Activity planning and tracking mechanisms, tools and methods.
 - Updated Project log-frame, results matrix and indicators.
 - **Evaluation System:** It must be emphasized that setting up of a comprehensive evaluation system will be an integral part of the consultant's work. The evaluation system should allow the project M&E team to evaluate project outcomes and impacts. The evaluation system should have the provision to allow undertaking analysis to test various project related hypothesis and theory of change. Hence for each set of indicated objectives the consultant will prepare a comprehensive strategy and mechanism for evaluating the project results, indicating clearly the data required and its source, analysis techniques and models, and method to interpret results including the tools required to undertake the analysis.
 - **Participatory M&E:** The M&E system to be established should be participatory involving communities in setting community goals at micro level, establishing indicators, monitoring and assessment. Thus the MIS should enable collection of such information and updates from community to the central level. Key focal points in communities should be identified to monitor and upload the data. The communities involved should be trained on the use of the system.
 - **Geo-referencing of project location and beneficiaries:** The M&E system will facilitate the PMU/Executing Agency ensure that all project locations and beneficiaries are geo-referenced³.

Task 3: Development of an integrated automated system (MIS System) allowing collating of data from field to central level and user-friendly to allow analysis of various hypotheses will be an essential element of the assignment. The central purpose of the assignment would be to design the MIS for the project to ensure participation of all key stakeholders, and

³ PAD, p. 141

implement a comprehensive computerized “Management Information System” (MIS) product for RVCDP, which is cost effective, user friendly and functional and which responds to the needs for improved Project component planning, implementation and management. The objective is to help track and manage project activities in a manner that provides the right information to the right set of people at the right time to enable adaptive project management and decision support. The system should be able to allow tracking towards achievement of results, activity progress, financial progress/ budgeting, physical progress by components, tracking risks, procurement management, allow analysis of results by various sub-sectors, themes, sub-divisions etc.

Task 4: Development of a Monitoring and Evaluation and MIS Manual to facilitate the implementation of the M&E system as well as the MIS.

Task 5: Train the PMU M&E Officer: The consultant will **mentor the PMU M&E Officer** on all aspects of the M&E System and MIS to ensure operationalization and continuity in the proper functioning of the systems throughout the Project` s lifespan.

Task -6: Management of M&E system to ensure proper functioning before completion of the consultancy contract

The consultant shall be required to manage the M&E system right from signature of contract to ensure that it is fully functional prior to end of contract. To this effect, the consultant shall be responsible for development of all data collection tools and entries, their analyses and reporting for the quarter during which the contract shall be implemented. Moreover, s/he shall be required to develop data/control/verification mechanisms and test their functioning during his/her contract.

VI. WORK PLAN AND METHODOLOGY:

The consultant is required to deliver his detailed work plan for completion of the entire assignment. The work plan should elaborate on the scheduling of various tasks for their successful achievement and organization of staffing and their role in the delivery of each task/ activity. The work plan should elaborate in detail the various activities that will be undertaken including key milestones to track the delivery of the outputs. It should also indicate the man-months of various expertise that will be allocated for delivery of the work. It should be a consolidated document presenting the organization of staffing, activity planning, resource allocation and time required to deliver all assignments within the required period.

The methodology shall be based on close consultations with the PMU and antennae staff, field visits, stakeholder consultation, surveys, literature and document review, review of local capacity among other things.

VII. REPORTS AND DELIVERABLES

The consultant is expected to provide the following reports and documents during the process of implementing this task. He is expected to start this assignment along with Task-1 concurrently.

- a) **Inception Report:** The consultant shall submit an inception report containing, among others his detailed work plan and methodology for undertaking this activity including any field work and meetings he would undertake during the process. This is expected to be delivered within 25 days from the date of contract signature.
- b) **Draft M&E Framework/Manual-1:** Consultant will provide the draft Framework/Manual to the client within 30 days from the approval of inception report. It will also contain updates on the Integrated MIS database being developed and the M&E Manual as well as key features and screenshots of interfaces, its capabilities etc. These will be reviewed by PMU to enable corrections and incorporation of comments at an early stage of work
- c) **Draft Final M&E Framework/ Manual-2:** The second draft M&E Framework/Manual-2 shall be provided within 20 days of the approval of Draft-1. It will contain the detailed M&E system/ Manual.
- d) **Final Integrated MIS:** The MIS software design and installation will be finalized and handed over to the PMU along with a detailed instructions and troubleshooting manual as well as the source code within 60 days of the completion of M&E manual.
- e) **Monthly M&E reports:** These shall consist of monthly reports for the first two months of the consultancy.
- f) **Quarterly M&E and progress report:** The quarterly report shall incorporate the two monthly reports and the third monthly report.
- g) **Training:** The Consultant is expected to work with the PMU technical officers throughout the assignment and provide them on-the-job training. He will specifically deliver at least 2 workshops on the use of the MIS system to each data entry and software management specialist. He will also deliver training to the monitoring experts on participatory M&E and train the communities on the aspects of M&E and their role in its management.
- h) **Final Report:** The Consultant shall be expected to submit the final M&E Plan within 20 days of finalizing the M&E Framework/ Manual.

VI. FINAL REPORTS AND DOCUMENTS

The Consultant shall prepare and submit the reports and documents as listed above for each task to the Client on the format prepared by the Consultant and approved by the Client. All the reports must be submitted in 07 printed hard copies with an equivalent number of soft copies in USB.

Consultant will be required to submit in original all the background documents used in the preparation of various reports, all the survey data and notes, survey questionnaires and all the primary survey data collected from the field for validation and record keeping purposes to the client.

Cameroon
Telephone: 23336 10 07
Fax: 23336 16 65

VII. SUMMARY OF PROJECT RESULT-BASED LOGICAL FRAMEWORK MATRIX⁴

Narrative Summary	Performance Indicators	Baseline	Target	Means of Verification	Risks and Assumptions
Impact					
Contribute to rice self-sufficiency, enhance economic growth, and improve household incomes through improved production, processing, marketing, and support private sector participation in the agricultural (rice) value chain.	IM-01: % increase in National milled rice production as a result of implementation of RVCDP (CSI/KPI)	X	10%	<ul style="list-style-type: none"> National statistics (Stakeholders' surveys); Evaluation reports; Donors' reports; Activity Reports; M&E Reports; Annual, mid-term, and final project evaluation reports; 	<ul style="list-style-type: none"> Economic and political stability; Mobilisation of all the actors around the objectives of the Project; Government policies in the agriculture sector are sustained.
	IM-02: Total number of jobs created along the rice value chain (CSI/KPI)	X	253,000 (50% women and youth)		
	IM-03: Number of individuals benefitting directly from RVCDP interventions	X	192,000		
	IM-04: Number of individuals benefitting indirectly from RVCDP interventions	X	840,000		
	IM-05: % Increase in the income of producers and related stakeholders of the rice value chain	X	30-50% ⁵		
	IM-06: Increase in the number of enterprises and agribusinesses owned by women and youth	X	5%		
	IM-07: Reduced cost of paddy production per hectare	X	10%		
Outcome (by 2028)					
1. Rice productivity increased and Profit-oriented Rice Value Chains are developed and operationalized	OC1-01: Level of rice productivity increased (CSI/KPI)	4.5 t/ha	6 t/ha	<ul style="list-style-type: none"> National statistics (Stakeholders' surveys); Evaluation reports; Donors' reports; Activity Reports; M&E Reports; Annual, mid-term, 	<ul style="list-style-type: none"> Good access to markets; No major drought occurrence; No conflict among stakeholders; Financial institutions willing to operate in targeted areas.
	OC1-02: Quantity of paddy (tonnes) produced cumulatively by end of project	X	126,000 tonnes		
	OC1-03: % increase in national milled rice production per annum as a result of RVCDP	X	4%		
	OC1-04: Increase in average household farm sizes	X	5%		
	OC1-05: Quantity (tonnes) of white rice	X	29,400		

⁴ The Consultant shall be expected to disaggregate all indicators in this logical framework matrix on a per Region AND per production Basin basis in terms of baseline data and target data.

⁵ See PAD, page 1

	produced annually from project-sponsored processing mills by end of project			project completion and post project evaluation reports; <ul style="list-style-type: none"> • Consultants' reports.
	OC1-06: % Increase in number of private rice processing mills within the project area	X	5%	
	OC1-07: Quantity of paddy cumulatively collected/processed by the cooperatives by end of project	X	126,000 tonnes	
	OC1-08: Quantity of polished rice sold by the cooperatives	X	88,200 tonnes	
	OC1-09: Processing efficiency of rice mills (white rice/paddy ratio)	X	70%	
	OC1-10: Quantity of rice bran produced and sold cumulatively by end of project	X	12,600 tonnes	
	OC1-11: % Reduction in post-harvest losses	X	10%	
	OC1-12: Number of permanent (2 per work station of 7 per mill) (and temporal jobs created in the 9 rice processing mills)	X	126 /1,000	
	OC1-13: Percentage of farmers using certified seeds for rice cultivation	X	80%	
	OC1-14: Number of seed production enterprises created and functional	25% ⁶	y	
2. Improved access to socio economic infrastructure	OC2-01: Number of patients (outpatients/admitted) treated annually at the constructed health centres. (KPI)	X	70,200/4,212 patients	
	OC2-02: Number of students having access to the project-supported schools. (KPI)	X	2,880 students	
	OC2-03: Number of beneficiaries having access to potable water as a result of RVCDP	X		
	OC2-04: Number of beneficiaries having access to extended rural electricity as a result of RVCDP	X		
Outputs (2027)				

⁶ Cameroon Rice Development Strategy 2022-2030, p. 28

1. Rice production and productivity increased.	OP1-01: Area of irrigated land developed (CSI/KPI).	x	7000 ha	<ul style="list-style-type: none"> • Project progress reports; • Supervision and evaluation reports; • National statistics; • International organization reports 	<ul style="list-style-type: none"> • Improved technologies (adapted varieties) are available; • Conducive climate for production; • Low efficiency of contracting agents; • Non commitment of the beneficiaries; • Weak capacity of the members of the management unit • Farmer-grazer land conflicts reduced
	OP1-02: Number of transhumance corridors traced	0	28		
	OP1-03: Number of cooperatives provided with production and post-harvest equipment (KPI).	0	12		
	OP1-04: Number of farmers provided with inputs and seeds (KPI)	x	150,000 farmers		
	OP1-05: Number of production and post-harvest equipment pools set up	0	6		
2. Farmers Access to market and value chain strengthened	OP2-01: Number of processing units established (CSI/KPI)	x	9		
	OP2-02: Number of markets constructed/rehabilitated (CSI/KPI)	x	18		
	OP2-03: Number of MIS established at MINADER (KPI)	0	1		
	OP2-04: Length (km) of access roads constructed / rehabilitated (CSI/KPI).	x	650 Km		
	OP2-05: Number of warehouses constructed/rehabilitated and storage capacity (CSI/KPI)	x	59 (3090 tonnes)		
3. Enabling policy and institutional capacity developed.	OP3-01: Number of farmers trained in the rice value chain and cooperative management (CSI/KPI).	0	210,000 farmers		
	OP3-02: Number of project stakeholders and project staff trained (KPI).	0	50		
	OP3-03: Number of farmers having access to market credit (CSI/KPI).	x	14,000 farmers		
	OP3-04: Amount of credit line set up and disbursed to seed multipliers, farmers, processors etc.	0	€ 3,000,000		
	OP3-05: Loan recovery rate	x	95%		

4. Social infrastructure rehabilitated/constructed	OP4-01: Number of water supply systems and potable water points constructed / rehabilitated (KPI)	x	99 (37 systems, 62 water points)		
	OP4-02: Number of integrated health centres constructed and equipped (KPI)	x	9		
	OP4-03: Number of schools rehabilitated / constructed and equipped (KPI)	x	8		
	OP4-04: Number of community action centres constructed and equipped. (KPI)	x	6		
	OP4-05: Length (km) of electrical transmission line constructed and functional. (KPI)	0	125 Km		
Activities					
COMPONENT 1: RAISING RICE PRODUCTION AND PRODUCTIVITY					
A1. Land development and irrigation network				<ul style="list-style-type: none"> • Project progress reports; • Supervision and evaluation reports; • National statistics; • International organization reports 	<ul style="list-style-type: none"> • Improved technologies (adapted varieties) are available; • Conducive climate for production; • Low efficiency of contracting agents; • Non commitment of the beneficiaries; • Weak capacity of the members of the management unit <p>Farmer-grazer land conflicts reduced</p>
A1.1 Swamp rice land development (7,000 ha)	AA1.1-01: Number of plots distributed in developed lands for rice farming	x	14 000		
	AA1.1-02: Proportion of plots distributed to women and youths	x	50%		
	AA1.1-03: Proportion of developed lands used for second cycle rice cultivation or cultivation of offseason crops	x	50%		
	AA1.1-04: Length (km) of dykes and irrigation canals constructed	x	x		
A1.2 Creation of transhumance corridors with drinking troughs, salt leaks and fencing (barb wire & life fence)	AA1.2-01: Proportion of irrigation structures and crops not destroyed by cattle	x	100%		
	AA1.2-02: Number of water points and salt leaks constructed	x	x		
	AA1.2-03: Length of fencing (barbwire & life fence) of rice fields achieved	x	x		
	AA1.2-03: Number of farmer-grazer conflicts on use of developed lands	x	0		
A2 Acquisition of 6 sets of production and post-harvest equipment	AA2.1-01: Type and quantity of farm equipment purchased	x			
	AA2.1-02: Area of rice plots in the project-	x	7,000 ha		

	developed lands ploughed with project-acquired farm equipment				
	AA2.1-03: Area of rice plots out of the project-developed lands ploughed with project-acquired farm equipment	x		3,500 ha	
	AA2.1-04: Number of repairers of machinery trained	x			
A.3 Adaptive Research and Provision of Agricultural Inputs					
A3.1 Provision of Agricultural Inputs	AA3.1-01: Quantity of inputs provided to IRAD and other partners			48 T base fertiliser, 19.2 T top fertiliser, 768 l herbicides	
	AA3.1-02: Quantity of inputs provided to seed multipliers and rice farmers			4800 T base fertiliser, 1920 T top fertiliser, 76,800 l herbicides	
A3.2 Provision of adapted varieties and complementary technologies	AA3.2-01: Quantity of basic seeds of adapted varieties acquired and given to IRAD and other partners	x		10.8 T	
	AA3.2-02: Number of technical bulletins produced by IRAD	x		??	
A3.3 Production and distribution of certified seeds of adapted varieties	AA3.3-01: Number of cooperatives trained on certified seed production, by IRAD and partners	x		12	
	AA3.3-02: Number of trainers trained by IRAD and partners on best agronomic, postharvest, and processing techniques	x		150	
	AA3.3-03: Number of seed certification units provided			6	
	AA3.3-04: Quantity of seeds produced			768 t	
	AA3.3-05: Number of seed multipliers trained (40 per cooperative)	x		480	
	AA3.3-06: Proportion of women and youth			50%	

	trained in seed multiplication per cooperative				
	AA3.3-07: Number of farmer field schools set up				
A4. Technical Assistance (Reverse Linkage)	AA4.1-01: Number of protocol agreements signed with technical partners				
COMPONENT-2: STRENGTHENING THE LINK TO MARKET					
B.1- Support to Value Addition				<ul style="list-style-type: none"> • Project progress reports; • Supervision and evaluation reports; • National statistics; • International organization reports 	<ul style="list-style-type: none"> • Improved technologies (adapted varieties) are available; • Conducive climate for production; • Low efficiency of contracting agents; • Non commitment of the beneficiaries; • Weak capacity of the members of the management unit <p>Farmer-grazer land conflicts reduced</p>
B1.1 Construction and installation of rice processing mills	AB1.1-01: Number of women and youth recruited in the rice processing mills (at least 5 per unit)	x	45		
	AB1.1-02: Outsourcing modalities for mills defined	No	Yes		
	AB1.1-03: % Volume of group sales of milled rice achieved by the cooperatives annually	No	Yes		
	AB1.1-04: Number of repairers of processing mills trained	x	10%		
	AB1.1-05: Quantity of rice husk used for energy generation and biochar product	x	45		
	AB1.1-06: Number of days of operation of processing mills in the project area per year as a result of availability of paddy	x	10%		

B.2- Support to Market Infrastructure					
B2.1 Construction of markets	AB2.1-01: Proportion of marketing facilities allocated to women and youths	x	50%		
B.3- Rehabilitation/ Construction of Access Roads	AB3.1-01: Reduction in transportation fares (to and from production basins, markets and commercial centres)	x	50%		
	AB3.1-02: Number of small restaurants and petty businesses set up during and after construction/rehabilitation of roads	x	5%		
B.4- Rehabilitation/ Construction of warehouses	AB4.1-01: Number of drying beds constructed				
	AB4.1-02: Quantity of paddy stored in the temporal warehouses				
	AB4.1-03: Quantity of milled rice stored in the warehouses				
	AB4.1-04: Quantity and type of equipment provided at the warehouse reception offices				
B.5-Fostering Enabling Policy, Institutional Environment	AB5.1-01: Frequency of broadcast of market information				
	AB5.1-02: Number of farmers benefitting (consulting/taking decisions) from MIS				
	AB5.1-03: Number of viewers consulting the MIS				
	AB5.1-04: Proportion of share capital in the cooperatives owned by private investors				
COMPONENT- 3. FOSTERING ENABLING POLICY, INSTITUTIONAL ENVIRONMENT AND CAPACITY BUILDING					
C1- Training on Agricultural Value chain activities	AC1.1-01: % of women and youths trained on agricultural value chain activities				
	AC1.1-02 : Number of training modules developed and delivered				
C2- Training on Cooperative Development and Business Plans	AC2.1-01: % of women and youths trained on cooperative development and business plans				
	AC2.1-02: Number of Business Plans developed and implemented				

	AC2.1-03: Number of formal commercialisation agreements signed between cooperatives and traders (inputs, products)				
	AC2.1-04: Number of new initiatives taken without project assistance				
C3- Capacity Building of PMU/PIU/Partners/ Other Stakeholders					
C3.1 Strengthen the capacities of project staff	AC3.1-01: Number of project staff trained Number of trainings achieved				
C3.2 Strengthen the capacities of project partners	AC3.2-01: Number of partners / stakeholders trained				
C4: Advocacy Activities and Community Participation					
C4.1 Sensitize and train Rice Professional Organizations (RPO)	AC4.1-01: : Number of RPOs sensitized and trained (cooperatives)				
	AC4.1-02: Number of sensitisation campaigns carried out	x	y		
C4.2 Sensitize, train, and support gender mainstreaming & Income generating activities for women/youths on the rice value chain.	AC4.2-01: Proportion of women/youths sensitised and trained on rice value chain income-generating activities	x	50%		
	AC4.2-02: Proportion of financial support granted to women and youths on rice value chain income-generating activities	x	50%		
C4.3 Strengthen the capacities of decentralized structures, input dealers & private entrepreneurs having relevance in the rice value chain	: Number of decentralized structures, input dealers & private entrepreneurs having relevance in the rice value chain trained	x			
C5 Training on Agricultural Extension and Advisory Services (Enhance Sustainable Agriculture)	AC5.1-01: Number of extension staff trained				
C6 Training on Management of Rural Infrastructure (CB of					

local Communities for rural Infrastructure):					
C6.1 Provision of Infrastructure Maintenance Equipment and Workshops	AC6.1-01: : Number of functional rural infrastructure management committees set up and trained (boreholes, water system, health centres, schools, community action centres)				
	AC6.1-02: Number and type of equipment provided to infrastructure management committees				
C6.2 Organize, train, equip and support Production and Processing Infrastructural committees	AC6.2-01: Number of functional Production and Processing Infrastructural management committees set up and trained (agric machinery, processing units, warehouses, markets)				
	AC6.2-02: Number and type of maintenance equipment provided to Production and Processing Infrastructural management committees				
	AC6.2-03: Number of youths trained on installation, operation, maintenance, and management of the production and post-harvest equipment & processing units.				
	AC6.2-04: Amount of funds generated for maintenance and replacement				
C6.3 Organize, re-dynamize, train and equip road & Irrigation infrastructures management committees (RIMC)	AC6.3-01: Number of functional road & Irrigation infrastructures management committees set up and trained				
	AC6.3-02: Number and type of equipment provided to road & Irrigation infrastructures management committees				
	AC6.3-03: Amount and frequency of fees paid to sustain operation and maintenance of irrigated infrastructure				
C7. Credit Line (Financial Support to Rice Farmers)	AC7.1-01: Number of youths and women benefitting from RLF	x	7500		
	: Annual volume of agricultural /rice loans				

	granted by commercial banks to producers / processors / marketers in the project area		5%		
	AC7.1-02: Loan recovery rate	x	95%		
	AC7.1-03 : Number of jobs created through the RLF				
C8. Training on Micro-Financing	AC8.1-01: Number of youths and other beneficiaries trained on microfinancing		10,500		
C9. Implementation of the Environmental and Social Management Plan (ESMP)					
C9.1 Promotion on fruit tree domestication techniques in all the basins	AC9.1-01: Number of trainings on promotion of fruit tree domestication carried out	0	6		
	AC9.1-02: Number of participants trained on promotion of fruit tree domestication	0	150		
	AC9.1-03: Number of fruit tree nurseries developed in the basins (2 per site)	0	12		
	AC9.1-04: Quantity of seedlings produced and planted by the farmers	0			
C9.2 Carry out slope stabilisation to prevent erosion at project sites	AC9.2-01: Number of degraded slopes (4 per site) mitigated with indigenous tree species	0	24		
C9.3 Development of aquaculture (pisciculture) in the rice fields in each of the production basin	AC9.3-01: Number of pilot fish farms (10*10m ² each) developed within the rice plots in the project area (3 per basin)	0	18		
C9.4 Carry out trainings on safe use of agrochemicals	AC9.4-01: Number of trainings on safe use of agrochemicals achieved (3 per basin)	0	18		
	AC9.4-02: Number of participants trained on safe use of agrochemicals	0	500		
C9.5 Carry out sensitization and training on birds control measures in rice farms	AC9.5-01: Number of workshops on bird control measures achieved	0	6		
	AC9.5-02: Number of participants trained on bird control measures	0	500		
C9.6 Sensitization and training on bush fire sustainable management at project sites	AC9.6-01: Number of sensitisation meetings carried out on bush fire sustainable management	0	6		
	AC9.6-02: Number of farmers sensitised on	0	500		

	bush fire sustainable management				
C9.7 Sensitization meetings on environmental safeguards measures at all works and infrastructures	AC9.7-01: Number of sensitization meetings on environmental safeguards measures carried out BEP	0	6		
	AC9.7-02: Number of workers trained on environmental safeguards measures	0	400		
C9.8 Training and provision of protective devices (masks, sanitizers etc.) as safeguards for environmental hygiene and sanitation to beneficiaries	AC9.8-01: Number of people provided with the environmental hygiene and sanitation material	0	300		
C9.9 Carry out environmental and social surveillance	AC9.9-01: Number of environmental and social surveillance missions carried out by MINEPDED by end of project	0	20		
C9.10 Carry out environmental audit	AC9.10-01: Environmental audit carried out	No	Yes		
C10: Support to field placement of young graduates	AC10.1-01: Number of young graduates placed on internship by end of project (15 per year)	0	75		
C11: Expropriation and Compensation	AC11.1-01: Amount of compensated land allocated to youths	0	50%		
COMPONENT-4: REHABILITATION/ CONSTRUCTION OF SOCIAL INFRASTRUCTURE					
D1: Construction / rehabilitation of potable water	AD1.1-01: Number of beneficiary communities sensitised for them to participate in the supervision of works, management, and maintenance of the systems after project completion				
	AD1.1-02 : Number of persons having access to potable water				
	Number of standpipes constructed/rehabilitated				
	AD1.1-03: % of households contributing to the annual utility charge to cover the operating cost of water infrastructure				
	AD1.1-04: Number of youths and female trained in water maintenance				

	AD1.1-05: Number of water management committee (WMC) members trained				
	AD1.1-06: Number of maintenance toolkits provided to WMC				
D2: Construction / rehabilitation and equipment of health centres	AD2.1-01: Type and quantity of furniture and medical equipment supplied to health centres BEP				
D3: Construction / rehabilitation and equipment of schools	AD3.1-01: % Increase in school enrolment in project-supported schools	x	5%		
D4: Construction of Community Action Centres	AD4.1-01				
	AD4.1-02: Degree of maintenance of the constructed infrastructure	Poor	Good		
D5: Extension of rural electrification	AD5.1-01: Number of households having access to rural electricity				
	AD5.1-02: Number of days of operation of processing mills in the project area per years as a result of availability of electricity	x	180 days		
COMPONENT-5: PROJECT MANAGEMENT, COORDINATION & M&E					
E1: Project Management Unit	AE5.1.01: Number of PMU/PIU buildings constructed	0	4		
	AE5.1.02: Number of procurement packages achieved BEP (IsDB)	0	31		
	AE5.1.03: Number of MOUs signed with implementing partners BEP	0	6		
	AE5.1.04: Disbursement rate	0	100		
	AE5.1.05: Execution rate	0	100		
E2: Monitoring and evaluation	AE2.1-01: Functional M&E System set-up	No	Yes		
	AE2.1-02: Baseline study carried out	No	Yes		
	AE2.1-03: Number of progress reports produced				
	AE2.1-04: Number of M&E reports produced				
	AE2.1-05: Mid-term report produced	No	Yes		
	AE2.1-06: Project completion report produced	No	Yes		
E3: Start-up, Mid-term, and Completion Workshop/	AE3.1-01: Number of workshops achieved	0	3		
	AE3.1-02: Number of familiarisation visits	0	6		

Familiarization Visit	undertaken				
COMPONENT-6: AUDIT					
F1: Recruit auditor	AF1.1-01: Auditor recruited	No	Yes		
F2: Carry out audits	AF1.2-01: Number of annual audits carried out BEP	0	5		
F3: Certification of project accounts					
COMPONENT-7: CONTINGENCY EMERGENCY RESPONSE					
G1: Support to contingency and emergency activities	AG1.1-01: Number of contingency and emergency activities funded	0	n		