

# Management of the Decentralised Development Fund (DDF)

## Methods and Tools

### Context

The *Decentralised Development Fund* (DDF) component is in charge of managing decentralised funds for financing local development. The DDF aims to:

- improve the living conditions of the people in the *decentralised territorial collectivities* (CTDs) by building economic and social infrastructures;
- help to strengthen future municipal organisations and anchor the decentralisation process by building these infrastructures;
- support and advise the people, enabling them to establish and manage these infrastructures independently.

The DDF is administered and managed by a management unit and a *grant awards committee* (CO).

- The management unit consists of a mission head, engineers, a technical assistant and support staff. It verifies and analyses infrastructure applications at a technical and financial level, supports and advises the CO and acts as the contractor for the approved infrastructures.
- The CO consists of representatives of the local people and of the technical services of each department. It is tasked with accepting or rejecting the infrastructure applications sent to the DDF, according to technical eligibility and evaluation criteria, and with monitoring the funded projects.

The choice of infrastructures to be financed and implemented by the DDF depends on their conformity with the programme principles (poverty reduction and support for the decentralisation process), their feasibility, necessity and priority in the *local development plan* (LDP). Hence the requirement for the local people to carefully prioritise the essential needs of their group, because the percentage of applicants in relation to the population as a whole is one of the main selection criteria.

An infrastructure application proceeds as follows:

- the people draw up an LDP;
- they prioritise the infrastructures for which they are applying;
- the *departmental action committee* (CDA) validates the LDP;



- the *departmental advice and support centres* (PODACs) present the request to the DDF;
- at least 50% of the financial contribution is collected from the people;
- the people elect the *management and maintenance committee* (CGE);
- the DDF provides the preliminary design;
- the people put together their financial and in-kind contributions;
- the *grant awards committee* (CO) approves or rejects the application or puts it on hold;
- the DDF drafts and signs the financing agreement with the population;
- the DDF sends out invitations to tender to service providers;
- the remaining contribution by the people is mobilised (in kind or in cash);
- the DDF drafts labour agreements that are signed by the people and the service providers (highly labour-intensive work);
- the service providers carry out the work;
- the work is provisionally approved by the DDF;
- support is given to the CGEs to maintain and manage the infrastructure;
- the service providers give their final approval for the work carried out.



## Stakeholders

- The people, by participating in construction (highly labour-intensive method)
- The *departmental action committee* (CDA), which monitors the activities prioritised in the LDPs
- The *departmental advice and support centres* (*Pôles Départementaux d'Appui Conseil*, PODAC), which are made up of local experts and funded by the programme, who support the drafting of requests and organisation of the communities;
- The service providers: SMEs, suppliers and engineering firms
- Local and traditional authorities
- The *cantonal development committees* (CDCs), *management and maintenance committees* (CGEs), *health committees* (COSAN) / *health centre management committees* (COGES)
- The programme team.



## Activities

The activities covered by the DDF involve cofinancing and monitoring construction of the following infrastructures:

### Social infrastructures:

- schools, literacy centres, offices
- health centres, maternity units
- sanitation facilities in urban areas (public wash houses and latrines).

### Hydro-agricultural infrastructures:

- water-spreading weirs
- dams, filter dikes, ponds, drainage wells etc.

### Economic infrastructures:

- public markets (sheds, shops etc.)
- warehouses
- drinking troughs, slaughterhouses, vaccination yards
- vocational training centres (crafts, carpentry, electricians etc.)

## Products and their use

### Products:

- Contracts with the people to build economic and social infrastructures
- Strengthening of future municipal structures and anchoring of the decentralisation process
- Cofinancing, support and advice for setting up and managing infrastructures independently
- Capacity building for the CDCs as contractors
- Capacity building for managing and maintaining the public infrastructure
- Training for SMEs and local engineering firms to learn appropriate construction techniques
- Planning and prioritising infrastructures with local partners.

### Use:

- 1 The CGEs and CDCs manage the infrastructures that have been built (operation, maintenance, use, financial management).
- 2 The trained SMEs and local engineering firms learn new construction techniques and improve their organisational and human resource management capacities.
- 3 The infrastructures built are used by the people to educate their children, receive health care, store and transport products, practise sports, develop commercial and microloan activities.
- 4 Stakeholders look for third-party resources to implement their projects and mobilise their own resources.

## Direct results

### PRODABO zone:

267 infrastructure applications have been sent to the DDF since 2003 in the cantons concerned by the local planning process, and have a validated local development plan.

66 applications that complied with the LDP priority and feasibility criteria were approved by the *grant awards committee* (CO) and implemented according to the highly labour-intensive method.

Added to this, 26 hydro-agricultural infrastructures were built, foremost among them water-spreading weirs, which do not have to be approved by the CO. Since 2003, the following projects have been financed:

- shops (43)
- slaughterhouses (7)
- schools (32)
- health centres (12)



- vaccination yards (6)
- ponds (14)
- natural resource management measures (45)
- dams / filter dikes (2)
- water-spreading weirs (35)

**Total investment value: EUR 7.5 million**

Added to these are projects implemented in connection with meeting vital needs in the refugee zone in eastern Chad:

- weirs (30), which made it possible to reclaim 400 hectares of arable land and sign (7) local agreements
- shops (7)
- wells (8)
- surfaced country paths (70 km)
- number of beneficiaries (25,000).

**PRODALKA zone:**

In the 33 cantons in the programme's area of operation that have a validated *local development plan* (LDP), 289 infrastructure applications were sent to the DDF.

Since 2004, 51 requests that meet the LDP's priority and feasibility criteria have been approved by the CO and implemented. Once the infrastructure application has been accepted, technical implementation is monitored by the DDF, with financial participation and contributions in kind by the people, using the labour-intensive approach.

In 2009, 137 infrastructures (schools, health centres, country paths, savings and credit clubs, warehouses etc.) were set up and 9 were being built.

In addition, in order to train local enterprises, the DDF also set up 3 pilot construction sites, bringing the number of infrastructures built by the DDF to 54 in the programme phase, as compared with 57 in phase II. The staff of 52 SMEs and 17 certified engineering firms were trained. 200 km of country paths are regularly maintained by the village committees that have been set up. 50 suppliers were identified and certified to supply equipment. CGEs are in place to manage and maintain the infrastructures.

**Monitoring and evaluation**

Once the infrastructure application has been granted, the DDF handles monitoring and technical implementation. But monitoring of the other components of implementing activities is handled by the CGE, helped by the PODACs and the programme team.



**Scaling up**

The DDF's involvement in institutional development has fostered the emergence of the project executing agencies. The CGEs and CDCs play a crucial role in implementing the *local development plans* (LDPs). They:

- ① monitor implementation,
- ② bring together the village representatives to review the project priorities,
- ③ help with funding requests,
- ④ facilitate the self-assessment of LDPs,
- ⑤ manage any conflict that may arise,
- ⑥ help to put together the financing forms,
- ⑦ facilitate the collection of counterpart funds for projects,
- ⑧ account to the different villages and groups for the progress made in carrying out the projects,
- ⑨ monitor construction work and infrastructure maintenance.

The PODACs have developed the expertise they offer to communities, local authorities and donors who are interested in the practices developed by the programme.

The management of decentralised funds for financing local development can be replicated by the future decentralised institutions and in development projects, whether they are funded by the state or by development partners.





### Environmental impact

Taken together, the infrastructures built by the DDF have an environmental aspect, and by that very fact are in keeping with the activities carried out to combat climate change.

The local people understand and accept the efforts being made to inform and train them, and can already see the benefits.

### Constraints

The delay in implementing decentralisation and the low level of resources for cofinancing the projects are among the major constraints.

It should be added that the premature termination of the project (2010 instead of 2016) means that the construction work can no longer be financed. The PRODABO DDF ended its work in the first quarter of 2010, with the PRODALKA DDF finishing in December of the same year.

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