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Enabling poor rural people  
to overcome poverty

## **President's report**

### **Proposed loan to the Republic of Uganda for the**

### **Agricultural Technology and Agribusiness Advisory Services Project**

#### **Note to Executive Board representatives**

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Executive Board — 100<sup>th</sup> Session  
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**For: Approval**

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## Abbreviations and acronyms

DANIDA	Danish International Development Assistance
DSIP	Development Strategy and Investment Plan
IDA	International Development Association
NAADS	National Agricultural Advisory Services Programme
NARO	National Agricultural Research Organisation
NARS	national agricultural research systems

# Map of the project area

## Uganda

### Agricultural Technology and Agribusiness Advisory Services Project

President's report



23-6-2010



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD

## Republic of Uganda

### Agricultural Technology and Agribusiness Advisory Services Project

#### Financing summary

<b>Initiating institution:</b>	World Bank
<b>Borrower:</b>	Republic of Uganda
<b>Executing agency:</b>	Ministry of Agriculture, Animal Industry and Fisheries
<b>Total project cost:</b>	US\$665.5 million
<b>Amount of IFAD loan:</b>	SDR 9.3 million (equivalent to approximately US\$14.0 million)
<b>Terms of IFAD loan:</b>	40 years, including a grace period of 10 years, with a service charge of three fourths of one per cent (0.75 per cent) per annum
<b>Cofinanciers:</b>	World Bank (International Development Association – IDA), European Union, Global Environment Facility (GEF) and Danish International Development Assistance (DANIDA)
<b>Amount of cofinancing:</b>	World Bank (IDA): US\$120.0 million European Union: US\$20.0 million GEF: US\$7.2 million DANIDA: US\$7.0 million
<b>Contribution of borrower:</b>	US\$497.3 million
<b>Contribution of beneficiaries:</b>	About US\$70.0 million in contribution to enterprise activities (not included in project costs)
<b>Appraising institution:</b>	World Bank
<b>Cooperating institution:</b>	World Bank

## **Recommendation for approval**

The Executive Board is invited to approve the recommendation for the proposed financing to the Republic of Uganda for the Agricultural Technology and Agribusiness Advisory Services Project as contained in paragraph 38.

## **Proposed loan to the Republic of Uganda for the Agricultural Technology and Agribusiness Advisory Services Project**

### **I. The project**

#### **A. Main development opportunity addressed by the project**

1. IFAD approved cofinancing of the National Agricultural Advisory Services Programme (NAADS) in December 2000 to help Uganda increase the security of rural livelihoods through sustainable improvements in agricultural productivity and household incomes. NAADS was conceived as the first phase of a 25-year effort to provide technical agricultural advisory services to farmers in Uganda in order to raise their productivity. Two independent evaluations<sup>1</sup> have found that, overall, the programme has been successful.
2. Raising agricultural productivity and promoting the commercialization of agriculture are high government priorities. The proposed project brings together support for agricultural research through the National Agricultural Research Organisation (NARO) and national agricultural research systems (NARS) with the provision of advisory services through NAADS to improve the performance of both organizations with the development objective of increasing agricultural productivity and incomes for participating rural households.

#### **B. Proposed financing**

##### **Terms and conditions**

3. It is proposed that IFAD provide a loan to the Republic of Uganda in the amount of SDR 9.3 million (equivalent to approximately US\$14.0 million) on highly concessional terms to help finance the Agricultural Technology and Agribusiness Advisory Services Project. The loan will have a term of 40 years, including a grace period of 10 years, with a service charge of three fourths of one per cent (0.75 per cent) per annum.

##### **Relationship to the IFAD performance-based allocation system (PBAS)**

4. The allocation defined for Uganda under the PBAS is about US\$64 million over the 2010-2012 allocation cycle, of which SDR 33.5 million has already been committed.<sup>2</sup> With the approval of this loan, the PBAS allocation for Uganda will be almost fully used.

##### **Relationship to national medium-term expenditure framework (MTEF) criteria**

5. For the next five years, the MTEF allocations are projected to be almost US\$500 million for NAADS and about US\$126 million for research. The 2008/09 allocations were US\$52 million for NAADS and US\$21 million for NARO.

<sup>1</sup> At its meeting on 10 October 2007, IFAD's Evaluation Committee agreed that IFAD would accept the two external evaluations in lieu of its own in moving forward to participate in a follow-up phase of NAADS.

<sup>2</sup> The Vegetable Oil Development Project – Phase 2, approved by the Executive Board at its ninety-ninth session in April 2010.

### **Relationship to national sector-wide approaches**

6. The proposed project is a priority under the Development Strategy and Investment Plan (DSIP) of the Ministry of Agriculture, Animal Industry and Fisheries and is thus integrated into the priorities of the agricultural sector.

### **Country debt burden and absorptive capacity of the State**

7. External debt stood at US\$4.3 billion in late 2005, of which 93 per cent was owed to multilateral international financial institutions. Under the Multilateral Debt Relief Initiative, total outstanding international debt was reduced to US\$1.1 billion in 2006. Total external debt stood at about US\$1.8 billion as at 31 December 2008. Uganda has been regularly servicing its loans and is expected to continue to do so.

### **Flow of funds**

8. Funds from the International Development Association (IDA) and IFAD will be deposited into two designated accounts in the Bank of Uganda, one for NAADS and one for NARO. From these designated accounts, funds will flow into two donor accounts (one for NAADS and one for NARO). The funds from Danish International Development Assistance (DANIDA) and the European Union will flow separately into these accounts.

### **Supervision arrangements**

9. The project will be supervised by the World Bank, with the participation of IFAD and other donors.

### **Exceptions to IFAD General Conditions for Agricultural Development Financing and operational policies**

10. Provisions for implementation reporting, procurement and financial reporting will be in line with IDA requirements. Retroactive financing of up to US\$1.5 million from the IFAD loan is also foreseen.<sup>3</sup>

### **Governance**

11. A detailed governance and anticorruption plan has been prepared to facilitate transparency and prevent corrupt practices in the use of public resources.

## **C. Target group and participation**

### **Target group**

12. Under the current phase of NAADS, it is estimated that about 20 per cent of farmers in the country have benefited from advisory services. Under the project, the focus will be on reaching about 40-50 per cent of farmers, representing about 1.7 million households. To address the differing technical requirements along the continuum from subsistence to commercial agriculture, the project has established four broad categories of farmers: food security farmers, market-oriented farmers, commercializing farmers and nucleus farmers.

### **Targeting approach**

13. A combination of push and pull strategies are incorporated into the design to assist poor and disadvantaged farmers in moving out of poverty. These strategies focus on including women, young people, people with disabilities and other poor farmers in group mobilization and in enterprise activities. Food security enterprises are specifically targeted to help poor and vulnerable men and women. Social measures for gender, young people and HIV/AIDS awareness-building are included for all target groups.

### **Participation**

14. Under NAADS, the focus has been on empowering farmers and strengthening farmers' organizations, through the promotion of participation in farmers' groups and farmers' forums at the sub-county, district and national levels.

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<sup>3</sup> See annex, Negotiated financing agreement, section E, paragraph 4 and schedule 2.

## **D. Development objectives**

### **Key project objectives**

15. The development objective is to increase the agricultural productivity and incomes of participating households by improving the performance of agricultural research and advisory services, while enhancing environmental sustainability and resilience to climate risks and land degradation.

### **Policy and institutional objectives**

16. NARO and NAADS recognize that a closer alliance between the two institutions, together with effective partnerships with other stakeholders, is crucial to achieving expected outcomes and impacts. Closer links will be forged by developing strong NARO-NAADS research-advisory interfaces at the national, zonal and local levels. Stakeholder platforms and public-private partnerships will be promoted to develop pathways for the uptake of technology by farmers along priority value chains.

### **IFAD policy and strategy alignment**

17. In line with the IFAD Strategic Framework 2007-2010, the project will build the organizational capacity of poor people, develop human and social assets, and support economic activities. It will also play a pioneering role in promoting public-private partnerships for development and poverty alleviation, which is in line with the focus of IFAD's Private-Sector Development and Partnership Strategy on engaging the private sector in providing benefits and resources to IFAD's target group. Consistent with the IFAD Climate Change Strategy, the project will introduce technologies for sustainable land management to help farmers cope with the risks associated with climate change and contribute to greenhouse gas emission reduction.

## **E. Harmonization and alignment**

### **Alignment with national priorities**

18. With its focus on private-sector linkages, the project is aligned with the new National Development Plan, which recognizes the private sector as the main driver of economic growth. The project will be the principal mechanism for delivering the outcomes developed by the Ministry of Agriculture in its DSIP. It will also play a critical role in promoting specialization, profitable enterprises and farming as a business, and in supporting public-private partnerships to develop agro-processing industries and the competitiveness of Ugandan products in domestic, regional and international markets – all objectives of Uganda's Comprehensive Africa Agriculture Development Programme, signed at the end of March 2010 by 15 donors including IFAD and the cofinanciers of the project.

### **Harmonization with development partners**

19. The DSIP advocates the coordination of support from development partners, as well as strong collaboration among NARO, NARS and NAADS. By supporting the project, the four key donors in the agricultural sector – the World Bank, DANIDA, the European Union and IFAD – will bring together and harmonize their assistance in support of the Government's objectives for agriculture as articulated in the DSIP.

## **F. Components and expenditure categories**

### **Main components**

20. The project has five components: (i) developing agricultural technologies and strengthening NARS; (ii) enhancing partnerships between agricultural research and advisory services and other stakeholders; (iii) strengthening NAADS; (iv) supporting agribusiness services and market linkages; and (v) project management including NARS coordination, NARO management, and NAADS management and coordination.

**Expenditure categories**

21. There are four expenditure categories: (i) goods, works and consultant services, training and operating costs for NARO, US\$164.5 million; (ii) goods, works and consultant services, training and operating costs for NAADS, US\$309.5 million; (iii) subprojects for food security and market-oriented enterprises, US\$135.7 million; and (iv) subprojects for agribusiness development, US\$55.8 million. The refund of IDA's preparation advance of US\$3 million has been included in project costs, but the contribution of farmers of about US\$70 million for enterprise activities has not.

**G. Management, implementation responsibilities and partnerships****Key implementing partners**

22. The key implementing partners are the Ministry of Agriculture, NARO, NAADS and NARS.

**Implementation responsibilities**

23. NARO and NARS will be responsible for implementing activities for agricultural research, while NAADS will be responsible for the provision of advisory services.

**Role of technical assistance**

24. The World Bank and other donors will provide technical backstopping during supervision and implementation. Local technical assistance will be recruited using national procedures.

**Status of key implementation agreements**

25. NAADS and NARO will each adopt project implementation manuals in form and substance satisfactory to the World Bank.

**Key financing partners and amounts committed<sup>4</sup>**

26. The total project cost is US\$665.5 million over five years. The sources of financing are the Government (75 per cent), the World Bank (IDA) (18 per cent), the European Union (3 per cent), IFAD (2 per cent), DANIDA (1 per cent) and the Global Environment Facility (1 per cent).

**H. Benefits and economic and financial justification****Main categories of benefits generated**

27. The project will increase farm yields, encourage shifts to more profitable crops and enterprises, and raise farm prices as a result of improved quality, while ensuring that land and water resources are managed sustainably. Through its empowerment activities, farmers are expected to run their farms as businesses, and bargain to obtain better prices, while increasing the share of their production that is marketed.

**Economic and financial viability**

28. Under a low case scenario assumption for yield increases, the project generates a 12 per cent economic rate of return over 20 years, which rises to 29 per cent under a medium case assumption about yield increases. The medium case is considered achievable as it reflects actual past experience in Uganda.

**I. Knowledge management, innovation and scaling up****Knowledge management arrangements**

29. The objective of reducing vulnerability through natural resource monitoring and better land management will be integrated into agricultural research activities and mainstreamed into technology messages for agricultural advisory services. NARO and NAADS will implement a joint information and communication strategy to develop links with a wide range of stakeholders, particularly farmers.

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<sup>4</sup> The World Bank Board of Directors approved IDA funding on 22 June 2010, whereas approval from DANIDA is expected before end-2010 and from the European Union by mid-2011.



### **Development innovations that the project will promote**

30. The project will continue to promote the provision of advisory services on a demand-driven basis, with direct linkages to private-sector operators. It will introduce and scale up sustainable land management practices to prevent or arrest the degradation of agricultural landscapes.

### **Scaling-up approach**

31. The NAADS approach, which has been tested and developed under the previous phase, will be extended to encompass all groups of farmers, with special measures to include poorer households. The enterprise approach will be scaled up, and the project will put in place a range of public-private partnerships by crop.

## **J. Main risks**

### **Main risks and mitigation measures**

32. The principal risks facing the project are related to financial management and procurement. The following measures are intended to enhance the governance aspects, particularly for NAADS: strengthened internal audit, increased inspection and investigation mechanisms, enhanced complaints handling and other external social accountability measures such as third party monitoring, greater internal social accountability including community procurement, better disclosure and increased empowerment of farmers and farmers' forums.

### **Environmental classification**

33. Pursuant to IFAD's environmental assessment procedures, the project has been classified as a Category B operation in that it is not likely to have any significant negative environmental impact.

## **K. Sustainability**

34. There is ample scope to increase agricultural productivity and the profitability of small-scale farmers' enterprises, which will in turn generate economic relations with the private sector so that activities become self-sustaining. The project will also provide farmers with environmentally sustainable alternative technologies to help them respond to market demands.

## **II. Legal instruments and authority**

35. A project financing agreement between the Republic of Uganda and IFAD will constitute the legal instrument for extending the proposed financing to the borrower. A copy of the negotiated financing agreement is attached as an annex.
36. The Republic of Uganda is empowered under its laws to receive financing from IFAD.
37. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Lending Policies and Criteria.

## **III. Recommendation**

38. I recommend that the Executive Board approve the proposed financing in terms of the following resolution:

RESOLVED: that the Fund shall make a loan on highly concessional terms to the Republic of Uganda in an amount equivalent to nine million three hundred thousand special drawing rights (SDR 9,300,000), and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Kanayo F. Nwanze  
President

## **Negotiated financing agreement**

### **"Agricultural Technology and Agribusiness Advisory Services Project"**

(Negotiations concluded on 14 May 2010)

Loan Number:

Project Title: Agricultural Technology and Agribusiness Advisory Services Project  
(the "Project")

The International Fund for Agricultural Development (the "Fund" or "IFAD")

and

The Republic of Uganda (the "Borrower")

(each a "Party" and both of them collectively the "Parties")

hereby agree as follows:

WHEREAS, the Borrower and the International Development Association ("IDA") have entered into a Financing Agreement dated [insert date] (the "IDA Financing Agreement") to provide financing for the Project; and

WHEREAS, the Borrower has requested the Fund to provide additional financing for the Project;

#### **Section A**

1. The following documents collectively form this Agreement: this document, the Project Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2), and the Special Covenants (Schedule 3).
2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, as may be amended from time to time (the "General Conditions") are annexed to this Agreement, and all provisions thereof shall apply to this Agreement, except for the provisions identified in Section E paragraph 4 below. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein.
3. The Fund shall provide a Loan to the Borrower (the "Financing"), which the Borrower shall use to implement the Project in accordance with the terms and conditions of this Agreement.

#### **Section B**

1. The amount of the Loan is nine million three hundred thousand Special Drawing Rights (SDR 9 300 000).
2. The Loan is granted on highly concessional terms as provided for in Article 5.01 (a) of the General Conditions.

3. The Loan Service Payment Currency shall be the United States Dollar.
4. The first day of the applicable Fiscal Year shall be 1 July.
5. Payments of principal and service charge shall be payable on each 1 June and 1 December.

### **Section C**

1. The Lead Project Agency shall be the Ministry of Agriculture, Animal Industry and Fisheries.
2. The following are designated as additional Project Parties: the National Agricultural Advisory Services (NAADS) and the National Agricultural Research Organisation (NARO).
3. The Project Completion Date shall be the fifth anniversary of the date of entry into force of this Agreement.

### **Section D**

The Loan shall be administered and the Project supervised by the IDA as the Cooperating Institution.

### **Section E**

1. The following is designated as an additional ground for suspension of this Agreement: the IDA Financing Agreement shall have been suspended.
2. The following is designated as an additional ground for cancellation of this Agreement: the IDA Financing Agreement shall have been cancelled.
3. The following is designated as an additional conditions precedent to withdrawal: the IDA Financing Agreement has become effective.
4. The following provisions of the General Conditions shall not apply to this Agreement:
  - (a) Section 7.01 (b) (ii) and Article 8 (Implementation Reporting and Information): the Borrower shall monitor and evaluate the progress of the Project and prepare reports, as well as Annual Workplans and Budgets (AWPBs), in accordance with Section II (A), Schedule 2 of the IDA Financing Agreement.
  - (b) Section 7.05 (Procurement); for purposes of this Agreement, all goods, works and consulting services to be financed out of the proceeds of the Loan shall be subject to the IDA Financing Agreement, as may be amended from time to time.
  - (c) Article 9 (Financial Reporting and Information): the financial reporting system of the Borrower shall be in accordance with Section II (B), Schedule 2 of the IDA Financing Agreement.
5. The following are the designated representatives and addresses to be used for any communication related to this Agreement:

For the Fund:

The President  
International Fund for Agricultural Development  
Via Paolo di Dono 44  
00142 Rome, Italy

For the Borrower:

Ministry of Finance, Planning  
and Economic Development  
Plot2/12 Apollo Kaggwa Road  
P.O. Box 8147  
Kampala  
Uganda  
Fax Number: + (256)414230163

This agreement, dated \_\_\_\_\_, has been prepared in the (English) language in six (6) original copies, three (3) for the Fund and three (3) for the Borrower.

\_\_\_\_\_  
For the Fund  
[insert name and title]

\_\_\_\_\_  
For the Borrower  
[insert name and title]

**Schedule 1***Project Description and Implementation Arrangements***I. Project Description**

The Project shall be the same as described in Schedule 1 of the IDA Financing Agreement, as such may be amended by the Parties thereto from time to time. The Project shall be implemented in accordance with the provision of Schedule 2 of the IDA Financing Agreement, as such may be amended by the Parties thereto from time to time.

**Schedule 2***Allocation Table*

1. *Allocation of Loan Proceeds.* The Table below sets forth the Categories of Eligible Expenditures to be financed by the Loan and the allocation of the amounts of the Loan to each Category and the percentages of expenditures for items to be financed in each Category:

<b>Category</b>	<b>Loan Amount Allocated (expressed in SDR)</b>	<b>Percentage of Eligible Expenditures to be financed</b>
1. Goods, works, consultants' services, operating expenses and competitive grants for NARO	2 250 000	10%
2. Goods, works, consultants' services, operating expenses and competitive grants for NAADS, except technology uptake grants and matching grants of the Commercializing Challenge Fund	4 300 000	10%
3. Technology uptake grants under Part 3(e) of the Project (NAADS)	2 000 000	10%
4. Matching grants of the Commercializing Challenge Fund under Part 4 (g) of the Project (NAADS)	750 000	10%
<b>TOTAL</b>	<b>9 300 000</b>	

2. *Retroactive Financing.* The Loan shall retroactively finance up to USD 1 500 000 for eligible expenditures incurred as of the date of effectiveness of the IDA Financing Agreement.

### Schedule 3

#### *Special Covenants*

In accordance with Section 12.01(a)(xxiii) of the General Conditions, the Fund may suspend, in whole or in part, the right of the Borrower to request withdrawals from the Loan Account if the Borrower has defaulted in the performance of any covenant set forth below, and the Fund has determined that such default has had, or is likely to have, a material adverse effect on the Project:

1. *Anti-Corruption.* For the purposes of this Agreement, a finding of corruption pursuant to the provisions of the IDA "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants" dated October 15, 2006, amended on May 10 2010, and as may be amended from time to time, shall be deemed a finding of corruption under the "IFAD Policy on Preventing Fraud and Corruption in its activities and operations".
2. *Environmental and Social Safeguards.* The Borrower shall carry out the Project in accordance with its Environmental and Social Management Framework.

*Tax exemption.* The Borrower shall exempt the proceeds of the Loan from taxes.

## Key reference documents

- *Nature, Distribution and Evolution of Poverty and Inequality in Uganda, 1999-2002* Uganda Bureau Of Statistics, International Livestock Research Institute, World Bank
- *Independent Evaluation Of Uganda's Poverty Eradication Action Plan (PEAP), Final Synthesis Report, Oxford Policy Management, July 2008*
- *Uganda Human Development Report 2007*, UNDP
- *National Development Plan (2010-14)*, final draft National Planning Authority 4 December 2009,
- *Development Sector Investment Plan (2010-14)*, final draft, MAAIF, October 2009
- *Needs of Identified Farmer categories and differentiated strategies for a plan of action: synthesis report*, PMA Secretariat, MAAIF, May 2009 (financed by an IFAD grant)
- *Gender and Productivity survey: analytical report*, Uganda Bureau of Statistics and Economic Policy Research Center, April 2009
- *IFAD Strategic Framework 2007-2010*, IFAD
- *Uganda Country Strategic Opportunities Paper*, IFAD Report n° 1607, September 2004
- *IFAD Climate Change Strategy*
- *Impact Evaluation and Returns to Investment of the National Agricultural Advisory Services (NAADS) Program Of Uganda*, International Food Policy Research Institute (IFPRI), Washington, DC, USA and Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), Entebbe, Uganda, October 2008
- *Performance Evaluation of: National Agricultural Advisory Services*, ITAD, 1st June 2008
- *Agricultural Technology and Agribusiness Advisory Services Project, Project Appraisal Document*, World Bank, 26 May 2010



## Logical Framework\*

Narrative Summary	Verifiable Indicators	Means of Verification	Assumptions/Risks
<b>Goal:</b>			
Increased agricultural productivity and incomes of farm households by improving the performance of agricultural research and advisory services and through enhanced environmental sustainability.	<ul style="list-style-type: none"> <li>Percentage increase in average agricultural yields of participating households (gender)</li> <li>Percentage increase in agricultural income of participating households (by gender)</li> <li>Additional hectares and kilometers of land area with improved land and water management practices</li> </ul>	Special surveys at mid-term and project completion	Government continues to be strongly committed to NARO and NAADS for agricultural research and the provision of advisory services
<b>Development Objectives</b>			
Component 1: Developing Agricultural Technologies and Strengthening the NARS	<ul style="list-style-type: none"> <li>Percentage increase in the number of technological innovations generated for dissemination</li> <li>Number of collaborative research projects implemented<sup>a</sup></li> </ul>	Annual reports by NARS for specific crops, NARO annual reports	Continued implementation more demand driven agricultural research
Component 2: Enhancing Partnerships between Agricultural Research, Advisory Services, and other Stakeholders	<ul style="list-style-type: none"> <li>Percentage of the same commodities in ten top priorities for ZARDI and NAADS (by AEZ)</li> <li>Proportion of the districts with the operational District Adaptive Research Support Teams</li> </ul>	NARO, NAADS and ZARDIs annual reports and special reports on specific crops	ATAAS mechanisms for coordination are effective and accepted by all parties
Component 3: Strengthening the NAADS	<ul style="list-style-type: none"> <li>Direct project beneficiaries (number), of which female (%)</li> <li>Indirect project beneficiaries (number), of which female (%)</li> <li>Number of technologies demonstrated by the project in project areas (by enterprise)<sup>a</sup></li> <li>Percentage of targeted beneficiaries using improved technologies (by enterprise type including sustainable land management)</li> <li>Proportion of men and women perceiving that their voice has been taken into account in decision making of the farmer group</li> <li>Percentage of targeted beneficiaries who are satisfied with advisory services (by gender)<sup>a</sup></li> </ul>	<p>Reports from sub-counties and districts to NAADS Secretariat, NAADS annual reports, impact surveys at mid-term and project completion, audit reports</p> <p>Annual audit reports and share of recommendations implemented as proportion of all recommendations</p>	<p>NAADS has continued credibility at sub-county and district level.</p> <p>Measures to ensure transparency and good governance are implemented and are effective</p> <p>Complaint handling Mechanism for NAADS established and functional</p>
Component 4: Supporting Agribusiness Services and Market Linkages	<ul style="list-style-type: none"> <li>Share of farm production marketed by targeted beneficiaries (in value terms, by gender)</li> <li>Number of operational PPPs for agribusiness and market linkages</li> </ul>	Reports NAADS Secretariat, agribusiness surveys at mid-term and project completion	Farmers are able take up enterprises as planned and are able to finance their contribution
Component 5: Programme Management	<ul style="list-style-type: none"> <li>Efficient execution of administrative, financial and procurement functions</li> <li>Effective coordination of activities among stakeholders</li> </ul>	NAADS and NARO progress reports IDA and IFAD loan disbursements Audit reports	Lack of real commitment to coordination by NAADS and NARO Secretariats

\*The Results framework and detailed monitoring indicators are provided in Annex 3 of the World Bank Project appraisal report for ATAAS