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**E**



Enabling the rural poor  
to overcome poverty

## **President's report**

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

### **District Livelihoods Support Programme**

Executive Board — Eighty-ninth Session  
Rome, 12-14 December 2006

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For: **Approval**

## **Note to Executive Board Directors**

This document is submitted for approval by the Executive Board.

To make the best use of time available at Executive Board sessions, Directors are invited to contact the following focal point with any technical questions about this document before the session:

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## **Abbreviations and acronyms**

BSF	Belgian Survival Fund
DDSP	District Development Support Programme
LGSIP	Local Government Sector Investment Plan

## **Recommendation for approval**

The Executive Board is invited to approve the recommendation for the proposed loan and grant to the Republic of Uganda for the District Livelihoods Support Programme, as contained in paragraph 36.

# Map of the programme area



Source: IFAD  
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.

## Republic of Uganda

### District Livelihoods Support Programme

#### Financing summary

<b>Initiating institution:</b>	IFAD
<b>Borrower:</b>	Republic of Uganda
<b>Executing agencies:</b>	Ministry of Local Government and the district councils and administrations of 13 districts
<b>Total programme cost:</b>	US\$38.93 million
<b>Amount of IFAD loan:</b>	SDR 18.55 million (equivalent to approximately US\$27.44 million)
<b>Amount of IFAD grant:</b>	SDR 280,000 (equivalent to approximately US\$400,000)
<b>Terms of IFAD loan:</b>	40 years, including a grace period of 10 years, with a service charge of 0.75 per cent per annum
<b>Cofinancier(s):</b>	Belgian Survival Fund
<b>Amount of cofinancing:</b>	US\$4.80 million equivalent
<b>Terms of cofinancing:</b>	Grant
<b>Contribution of borrower:</b>	US\$4.95 million
<b>Contribution of beneficiaries:</b>	US\$1.34 million
<b>Appraising institution:</b>	IFAD
<b>Cooperating institution:</b>	United Nations Office for Project Services





# Proposed loan and grant to the Republic of Uganda for the District Livelihoods Support Programme

## I. The programme

### A. Main development opportunity addressed by the programme

1. Building upon the achievements of the soon-to-be-closed District Development Support Programme (DDSP), whose impact in five districts of Uganda has been very successful, the proposed District Livelihoods Support Programme will scale up the approach in 13 districts. The programme will be executed through the local governance and financing systems of Uganda and is expected to directly improve the livelihoods of 100,000 small farmers and poorer community members.

### B. Proposed financing

#### Terms and conditions

2. It is proposed that IFAD provide to the Republic of Uganda a loan in the amount of SDR 18.55 million (equivalent to approximately US\$27.44 million), on highly concessional terms, and a grant in the amount of SDR 280,000 (equivalent to approximately US\$400,000) to help finance the District Livelihoods Support Programme). The loan will have a term of 40 years, including a grace period of 10 years, and a service charge of 0.75 per cent per annum.

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

3. The annual allocation defined for Uganda under the PBAS is US\$11.1 million, or US\$33.3 million over each three-year cycle. This is the first loan of the cycle and is well within the allocation.

#### Relationship to national medium-term expenditure framework criteria

4. As the lead ministry, the Ministry of Local Government prepared a Local Government Sector Investment Plan (LGSIP) in early 2006 to enhance decentralization. The programme will support the objectives of the LGSIP, with particular focus on supporting local economic development and strengthening the capacity of district government structures to foster community development.

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

5. 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 is expected to be reduced to US\$1.5 billion in 2007, making Uganda ineligible for future grant assistance from the World Bank. The ratio of debt service to export earnings is about 14 per cent. IFAD assistance totals over US\$132 million in highly concessional loans for 10 investment projects. Grant assistance under the joint cooperation agreement between IFAD and the Belgian Survival Fund (BSF) totals BEF 892 million for four additional development interventions. Since 1998, IFAD has provided debt relief totalling SDR 12.73 million in net present value. Uganda has been regularly servicing its loans and is expected to continue to do so.

#### Flow of funds

6. IFAD loan and grant funds will be respectively deposited into a special account and a grant bank account. Drawdown from these accounts by the Ministry of Local Government will be authorized by the Ministry of Finance, Planning and Economic Development in order to replenish district programme operating accounts. The flow of funds for the programme incorporates lessons learned under the DDSP programme.

**Supervision arrangements**

7. The loan for the DDSP programme was one of 15 selected in 1998 by IFAD for direct supervision. While awaiting the proposed structural changes foreseen under IFAD's new operating model, it is recommended that the United Nations Office for Project Services carry out supervision for this programme.

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

8. No exceptions are foreseen.

**Governance**

9. The following planned measures are intended to enhance the governance aspects of the IFAD financing: (i) open and transparent conditions for contracting and service provision by NGOs, public and private-sector agencies; (ii) use of the financial control, operational oversight and auditing arrangements put in place under the DDSP programme, which have proven fully effective.

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

10. The poor in the 13 districts of the programme area are estimated at 1.9 million people, or 316,000 households. Most beneficiaries will be the landless and excluded: small farmers and fishers, women and youth living in remote and less favoured parts of poorer subcounties.

**Targeting approach**

11. Targeting already exists in Uganda's participatory district planning and budgeting systems. The approach includes identifying the poorest subcounties within districts and allocating additional funds to them, and using pre-programme participatory rural appraisals to stratify the target groups and identify approaches for assuring inclusion of the poorest. An agreed-upon percentage of volunteer change agents and functional adult literacy learners will be from poorer households. There will also be modest but consistent financial support for volunteer workers; ensuring of pro-poor and gender-sensitive savings schemes and loan products; and setting of standards for participation by women and the disadvantaged in community and farmer groups.

**Participation**

12. Intensive social counselling for the poorest households is planned in order to help them overcome cultural and social barriers and to encourage their participation in programme activities. These efforts will be directed at ensuring their involvement from the beginning in community and village-level planning, and in targeted community mobilization and group formation so that they can participate in savings and farmer groups.

**D. Development objectives****Key programme objectives**

13. The goal of the programme is to achieve a significant improvement in the standard and sustainability of livelihoods of rural poor households. The supporting objectives are: rural communities that are empowered and self-reliant; household productivity and incomes that are sustainably increased; individual and communal land that is better managed and rationally utilized; critical infrastructure and services that are accessible; and adequate support to allow districts to provide services locally.

**Policy and institutional objectives**

14. The programme supports the decentralization process and its implementation in newer districts. To address some of the specific constraints that poor people face with regard to land tenure, land management and women's rights, the proposed

programme includes specific measures to support new district-level policies on land, land use and domestic relations.

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

15. The programme supports the goal of empowering the rural poor to enhance their food security, incomes and assets as presented in the 2004 country strategic opportunities paper. It is also consistent with the IFAD Strategic Framework for promoting the organizational capacity of poor people, empowerment to develop human and social assets, and support to economic activities.

## **E. Harmonization and alignment**

### **Alignment with national priorities**

16. The programme has been designed within the framework of a number of key policies of the Government of Uganda. It supports the Government's implementation of its Poverty Eradication Action Plan and specifically supports implementation of the recently finalized LGSIP, which aims to strengthen decentralization and local economic development. The programme's economic and agricultural activities reflect the overall objectives and approach of the Government as articulated in the Plan for the Modernization of Agriculture, with specific focus on value addition at the farm level.

### **Harmonization with development partners**

17. The Ministry of Local Government has worked closely with donors in finalizing the LGSIP, through the donor partners group on decentralization, and the District Livelihoods Support Programme is one of those included within the LGSIP. The programme will be implemented through the ministry's structures at the district and subcounty levels. IFAD has interacted with donor development partners to ensure that programme approaches reflect the overall consensus reached in a number of areas. In addition to the continued cofinancing by BSF, links with other donor programmes will be forged during implementation (for example with the World Bank, African Development Bank and Danish International Development Assistance). The resident IFAD programme policy coordinator will ensure country-level follow-up and coordination with donor partners.

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

### **Main components**

18. The components are: community mobilization, savings and services (20 per cent of base cost); agriculture and land management (27 per cent); access roads and water infrastructure development (30 per cent); district and subcounty execution (14 per cent); and programme liaison, including monitoring and evaluation (9 per cent). Funds will be disbursed over seven years, but three districts covered under previous IFAD/BSF interventions will receive programme financing for only three years.

### **Expenditure categories**

19. The breakdown of expenditure by category is as follows: civil works (28 per cent of base cost); vehicles, equipment and materials (14 per cent); studies, workshops, demonstration and training (11 per cent); contracted services and national technical assistance (13 per cent); poverty grants (6 per cent); and recurrent costs (24 per cent). A preponderant share of expenditures is expected to be made at the local level. The beneficiaries' contribution (equivalent to approximately 4 per cent of costs) will finance their contribution to poverty grants and their savings mobilization.

## **G. Management, implementation responsibilities and partnerships**

### **Key implementing partners**

20. The Ministry of Local Government will be the lead executing agency, and the current national liaison office will be maintained and moderately strengthened. Other implementing ministries (i.e. Finance; Lands, Water and Environment; Works and Transport; Gender, Labour and Social Development; and Agriculture, Animal Husbandry and Fisheries) will be represented on the interministerial policy committee for the programme. Agencies involved in programme execution will include the National Agricultural Advisory Services and the Microfinance Support Centre Limited. NGOs supporting implementation will include local associations of change agents and functional literacy instructors, existing community-based organizations, and community-based savings and farmers groups. NGOs and private-sector entities (such as rural finance institutions) will be service providers, along with contractors and consultants. Local councils and district administrations will support operations, with implementation by district line departments and their downstream cadres.

### **Implementation responsibilities**

21. The Ministry of Local Government will have overall responsibility for implementation, and the districts will be responsible for field execution. District execution will be coordinated by the District Planning Unit, the Finance Office, the Technical Planning Committee and the office of the Chief Administrative Officer. The district planner will be designated as district programme coordinator. A senior planner will be responsible for monitoring and reporting. Operating modalities and conditions for implementation will be set out in district implementation manuals. Subcounty and district community development departments will be responsible for community mobilization and services. Support services for savings groups, subcounty integrated development associations, and savings and credit cooperative organizations will be outsourced to NGOs and/or to the Bunyoro Toro Development Company. Access road, water and sanitation works will be undertaken by private contractors, overseen by parish and subcounty development committees and district works departments. District production and natural resources departments will be in charge of implementation of agriculture and land management activities.

### **Role of technical assistance**

22. Technical assistance to support implementation will be recruited nationally and locally in the amount of about US\$2.2 million, of which about 80 per cent will be financed under the IFAD financing agreement and the balance under the IFAD and BSF grants.

### **Status of key implementation agreements**

23. Memorandums of understanding will be concluded between the Ministry of Local Government and individual districts, and between districts and subcounties. The proposed programme will collaborate at the district level with the National Agricultural Advisory Services and the World Bank-assisted Local Government Development Program.

### **Key financing partners and amounts committed**

24. The BSF has been one of IFAD's key partners in Uganda and has cofinanced two previous interventions with IFAD. The BSF will finance US\$4.80 million, (about 12.4 per cent) of total programme costs.

## **H. Benefits and economic and financial justification**

### **Main categories of benefits generated**

25. The principal benefits will be greater food security, increased household income from farm, livestock, fishing and non-farm enterprises and enhanced asset status

from land certification. About 240,000 households will benefit from community mobilization and basic infrastructure activities; about 105,000 households from savings and agriculture; and 50,000 households from agricultural and enterprise production activities. As some households are expected to benefit from multiple activities, the total number of beneficiary households is expected to be 100,000 or 40 per cent of the overall number reached.

### **Economic and financial viability**

26. Family incomes are projected to increase by 50 per cent, assuming full adoption of programme recommendations. The economic rate of return for the programme is estimated at 26.3 per cent, and is robust when subjected to changes in costs, benefits and timing.

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

### **Knowledge management arrangements**

27. Knowledge management focuses on field-level learning and dissemination. Under the IFAD grant, achievements and lessons learned from the DDSP programme will be compiled and shared with new districts. Regular interdistrict dialogue, intensive quarterly review meetings, and district and national workshops will be the principal mechanisms for knowledge management. Lessons will also be shared through local donor partner development groups.

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

28. The intensive counselling to ensure participation of the poorest groups and women – a feature of the DDSP programme – will be further refined under the proposed programme. The efforts to regularize unclear land tenure arrangements in line with new government policies are also among the first under IFAD-financed programmes.

### **Scaling-up approach**

29. IFAD has financed district support efforts in Uganda for five districts under the DDSP programme and has supported a similar but modified approach under the Area-based Agricultural Modernization Programme (cofinanced with the African Development Bank). The proposed programme expands the coverage from five to thirteen districts.

## **J. Main risks**

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

30. The main risk is the potential lack of continued commitment of the Government to poverty alleviation policies and approaches developed over the past 15 years. Lack of continued commitment to the adoption and implementation of land policies is also a risk. IFAD's country field presence provides the Fund with a mechanism for participation in national and donor processes concerned with these areas. Recently, the Government's policy towards microfinance support has changed. To address this risk, the proposed programme focuses on savings mobilization and beneficiary training, with no provision of credit. Another risk is the challenge of promoting participation by the poorest groups. The intensive counselling and training measures to be put in place under the programme aim to address this risk.

### **Environmental classification**

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

## **K. Sustainability**

32. Activities supported at the household and farm level should be self-sustaining after about 18 months. With regard to the Government's activities, its total recurrent

costs are estimated at US\$1.3 million, or US\$100,000 per district, representing 5 per cent of annual district recurrent costs. These will be met by district revenues and government budgetary allocations. The programme will make a significant contribution to local revenue-generation.

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

33. A financing agreement between the Republic of Uganda and IFAD will constitute the legal instrument for extending the proposed financing to the borrower. A summary of the important supplementary assurances included in the negotiated agreement is attached as an annex.
34. The Republic of Uganda is empowered under its laws to borrow from IFAD.
35. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD.

## **III. Recommendation**

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

RESOLVED: that the Fund shall make a loan to the Republic of Uganda in various currencies in an amount equivalent to eighteen million five hundred and fifty thousand special drawing rights (SDR 18,550,000) to mature on or prior to 1 December 2046 and to bear a service charge of three fourths of one per cent (0.75 per cent) per annum, and to be upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

RESOLVED FURTHER: that the Fund shall provide a grant to the Republic of Uganda in various currencies in an amount equivalent to two hundred and eighty thousand special drawing rights (SDR 280,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Lennart Båge  
President

## **Summary of important supplementary assurances included in the negotiated financing agreement**

(Negotiations concluded on 29 November 2006)

### **Gender focus**

1. The Government will ensure that gender balance exists, to the extent possible, in all programme activities.

### **Pest management practices**

2. The Government will ensure that pesticides procured under the programme do not include any pesticides proscribed by the Food and Agriculture Organization of the United Nations or classified as extremely hazardous or highly hazardous by the World Health Organization.

### **Taxes**

3. The Government will ensure that the Ministry of Local Government makes annual budgetary provisions for duties and taxes covering all programme procurement needs.

### **Participation of ministries**

4. The Government – through the Ministry of Local Government – will ensure the attendance of all relevant central ministries involved in the programme at Inter-Ministerial Policy Committee meetings.

### **Bunyoro Toro Development Company (BUTO)**

5. The Government will ensure that a study of the financial viability of BUTO is carried out within the 12 months following the effective date of the financing agreement and ensure that any disbursements to BUTO from the loan proceeds thereafter will be contingent upon a restructuring plan that is satisfactory to IFAD and agreed by the Government.

### **No reduction in grants**

6. The Government will ensure that the allocation from the central government of conditional, unconditional and equalization grants for the support of local government operations in the participating districts will not be reduced on account of the incremental funding to be made available under the programme.

### **Suspension**

7. IFAD may suspend the right of the Government to request withdrawals from the loan account and/or grant account if the programme implementation manual, or any provision thereof, has been waived, suspended, terminated, amended or modified without the prior consent of the Fund, and the Fund has determined that such waiver, suspension, termination, amendment or modification has had, or is likely to have, a material adverse effect on the programme. The Fund will suspend the right of the Government to request withdrawals from the loan account and/or grant account if the required audit report(s) have not been satisfactorily completed within 12 months after the end of the fiscal year.

### **Conditions precedent to withdrawals**

8. No withdrawals shall be made from the loan account in respect of expenditures under the programme until:
  - (a) at least four new district programme bank accounts have been opened by the Ministry of Local Government; and

- (b) the Ministry of Local Government has signed employment contracts in a form approved by IFAD with the senior and junior staff of the National Liaison Office (national liaison officer, financial controller, monitoring and evaluation officer, and accounts assistant).

**Conditions precedent to effectiveness**

9. The financing agreement will become effective subject to the fulfilment of the following conditions precedent:
  - (a) the Government has opened the special account and the grant bank account;
  - (b) the financing agreement has been duly signed, and the signature and performance thereof by the Government has been duly authorized and ratified by all necessary administrative and governmental action; and
  - (c) a favourable legal opinion issued by the Attorney-General has been delivered by the Government to IFAD.



## **Key reference documents**

### **Country reference documents**

Poverty Eradication Action Plan (PEAP), Ministry of Finance and Economic Development, 2004  
Uganda Poverty Status Report, Progress in Implementing the Poverty Eradication Action Plan, Ministry of Finance and Economic Development, 2005  
Community Empowerment for Rural Development, Ministry of Finance and Economic Development (2203)  
Budget Speech, Ministry of Finance and Economic Development, June 2006  
Draft Local Government Sector Investment Plan (LGSIP), Ministry of Local Government, April 2006  
District Three-Year Development Plans (for Kamwenge, Kyenjojo, Kabarole, Bundibugyo, Bugiri, Buliisa, Nakaseke)  
Uganda Participatory Poverty Assessment Process reports for selected Districts (undated)  
Uganda Health Sector Strategic Plan, 2005/06 - 2009/10 Ministry of Health, 2004  
The Uganda Land Act, CAP. 227 Revised Edition 2000  
Local Government Act, 1997

### **IFAD reference documents**

Uganda COSOP 2004  
Various IFAD Learning Notes (targeting, rural finance, environment)  
IFAD Policy on Rural Finance, 2000  
Administrative Procedures on Environment Assessment  
Prerequisites of Gender Sensitive Design; and,  
Private Sector Partnership and Development Strategy

### **Other miscellaneous reference documents**

Appraisal Report, 1998  
Loan Agreement, 1998  
Baseline Strategy, 2001  
IFAD Supervision Mission Reports (2001-2005)  
IFAD Completion Evaluation, 1 March 2005

## Logical framework

Hierarchy of Objectives	Key Indicators and Targets	Means of Verification	Critical Assumptions
<b>Development Goal</b>			
Significant improvement in standard and sustainability of the livelihoods of poor rural households (HHs)	<ul style="list-style-type: none"> <li>The majority of the poorest HHs impacted by the Programme experience improved living conditions in terms of production and income</li> <li>Attainment of key IFAD RIMS indicators</li> </ul>	<ul style="list-style-type: none"> <li>Programme case studies and impact surveys</li> <li>M&amp;E Reports</li> </ul>	<ul style="list-style-type: none"> <li>Political stability maintained, security improved and consistent adherence to policy</li> </ul>
<b>Purposes/Objectives:</b>			
<ul style="list-style-type: none"> <li>Rural communities mobilised, self-reliant, and even poorest benefit from DLSP activities and funds</li> <li>Productivity and incomes of HHs increased and more sustainable</li> <li>Land tenure rights formalized; communal land better managed, rationally utilised and protected</li> <li>Critical infrastructure provided or improved and accessible</li> <li>Districts, Sub-counties, Parishes supported to deepen decentralisation</li> </ul>	<ul style="list-style-type: none"> <li>% increase in community organisations operational and self reliant</li> <li>Majority (% or #) of participating HHs attain:               <ul style="list-style-type: none"> <li>Increased food security</li> <li>Improved nutrition of mothers, children</li> <li>Increased cash income from market-driven primary production and enterprises</li> <li>Enhanced resilience of their resource base</li> <li>Improved access to services, water and sanitation and road networks</li> <li>Improved grassroots service delivery</li> </ul> </li> <li>Dormant District Departments activated and capabilities augmented; Sub-counties and Parishes supported to deliver essential services</li> </ul>	<ul style="list-style-type: none"> <li>Component and Programme progress reports and surveys</li> <li>Periodic bi-annual, annual and other M&amp;E reports</li> <li>Mid-term review, Completion reports;</li> <li>Statistical reports available from UBOS, MoH, other ministries departments</li> <li>District Department, Sub-county, Parish meeting minutes, records and reports</li> </ul>	<ul style="list-style-type: none"> <li>Government continues to follow its current PEAP, PMA and decentralisation policies and ensures their adequate funding</li> <li>Government assures that its Land Policy, Land Use Policy and Domestic Relations Bill are approved and put into action</li> </ul>
<b>Main Outputs by Component:</b>			
<b>Community Mobilisation, Savings and Services</b> Exclusion overcome, groups set up; people informed, trained, self-reliant; gender balance more equitable	<ul style="list-style-type: none"> <li>%/# of savings groups organised, trained, self-reliant and linked to MFIs</li> <li>Split of group membership/leadership: men, women and youth by % or #</li> <li>% of savings group members that actively save</li> <li>Service Provider entities and Associations activated, self-reliant</li> <li># and split of learners completing FAL and vocational training</li> <li>%/# of malnourished children followed up by responsible Parish official</li> </ul>	<ul style="list-style-type: none"> <li>Periodic contract progress reports</li> <li>MFI records and reports</li> <li>FAL records and examination results</li> <li>Parish service delivery surveys</li> <li>Parish meeting minutes, reports</li> <li>LC annual plans, budgets, reports</li> </ul>	<ul style="list-style-type: none"> <li>Adequate allocation, timely release of Government funds</li> <li>Good calibre staff recruited</li> <li>Service Provider availability and calibre are adequate</li> <li>Parish records well compiled</li> </ul>
<b>Agriculture and Land Management</b> Farmer, fisher folk groups, with increased production and income Individual occupier land certificates; better practices; and communal lands management systems in place	<ul style="list-style-type: none"> <li># of primary producers/groups engaged in commercial enterprises;</li> <li># of processors, traders engaged in enterprises linked to farmer groups;</li> <li># of Farmers Associations providing services to members on cost recovery</li> <li># communal land management activities operating, improving conservation</li> <li># of small farmers with land rights of use/ownership of land registered</li> <li># of Local Government (LG) units actively applying Lands legislation</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports of Departments, plus NAADS, NARO and MTTI</li> <li>M&amp;E reports</li> <li>Association register and records</li> <li>Land Registers, District Land Board reports</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration realized, contracts and reporting proficient</li> <li>New M&amp;E system operational</li> <li>Land and Land Use Policies effective and resource provision</li> </ul>
<b>Access Road, Water Infrastructure</b> Water, sanitation coverage increased; resultant hygiene, disease reduction Roads access to markets, services assured and o&m satisfactory	<ul style="list-style-type: none"> <li>% of scheduled outreach visits achieved and satisfied users of services</li> <li>Split of service coverage of men, women, youth, by % and #</li> <li>% of HHs/institutions/locations with access to safe water, sanitation facilities</li> <li>% reduction of incidence of impassability on Programme roads</li> <li># of additional HHs with improved roads access</li> </ul>	<ul style="list-style-type: none"> <li>Parish, District records and HMIS data</li> <li>District Contracts Committee minutes</li> <li>Contract supervision/progress reports</li> <li>Technical Department records, reports</li> <li>Development Plan reviews</li> </ul>	<ul style="list-style-type: none"> <li>Incentive plans staff/volunteers</li> <li>Parish/Sub-county reporting</li> <li>Contracts Committee sound</li> <li>Availability of contractors</li> </ul>
<b>District, Sub-county Execution</b> Key LG Departments, agencies enabled to operate effectively, with improved gender balance in cadres	<ul style="list-style-type: none"> <li># of LG Departments, agencies equipped, mobilized for effective operation</li> <li>Representation of women in cadre, %/#</li> <li>DLSF fund allocation, fund flows assured</li> </ul>	<ul style="list-style-type: none"> <li>District audit, meeting records</li> <li>Supervision, progress reports</li> <li>District DLSP accounts and records</li> </ul>	<ul style="list-style-type: none"> <li>Gender factors in contracts</li> <li>DLSF preferential funds allocation formula in use</li> </ul>
<b>Programme Liaison</b> Effective, smooth progress of DLSP by: oversight of operations, financial control, support of M&E, mentoring of new Districts and Donor liaison	<ul style="list-style-type: none"> <li>disbursement of IFAD financing agreement progresses on target</li> <li>Liaison Office capability augmented</li> <li>Service Provider contract systems operating, performance supervised</li> <li>M&amp;E system simplified and in operation</li> </ul>	<ul style="list-style-type: none"> <li>Supervision and progress reports</li> <li>Programme accounts and records</li> <li>Community M&amp;E outputs</li> <li>Records of dialogue meetings</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> </ul>

