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Enabling poor rural people
to overcome poverty

President's report

Proposed loan and grant to the Republic of Ghana for the

Northern Rural Growth Programme

Executive Board — Ninety-second Session
Rome, 11-13 December 2007

For: **Approval**

Note to Executive Board Directors

This document is submitted for approval by the Executive Board.

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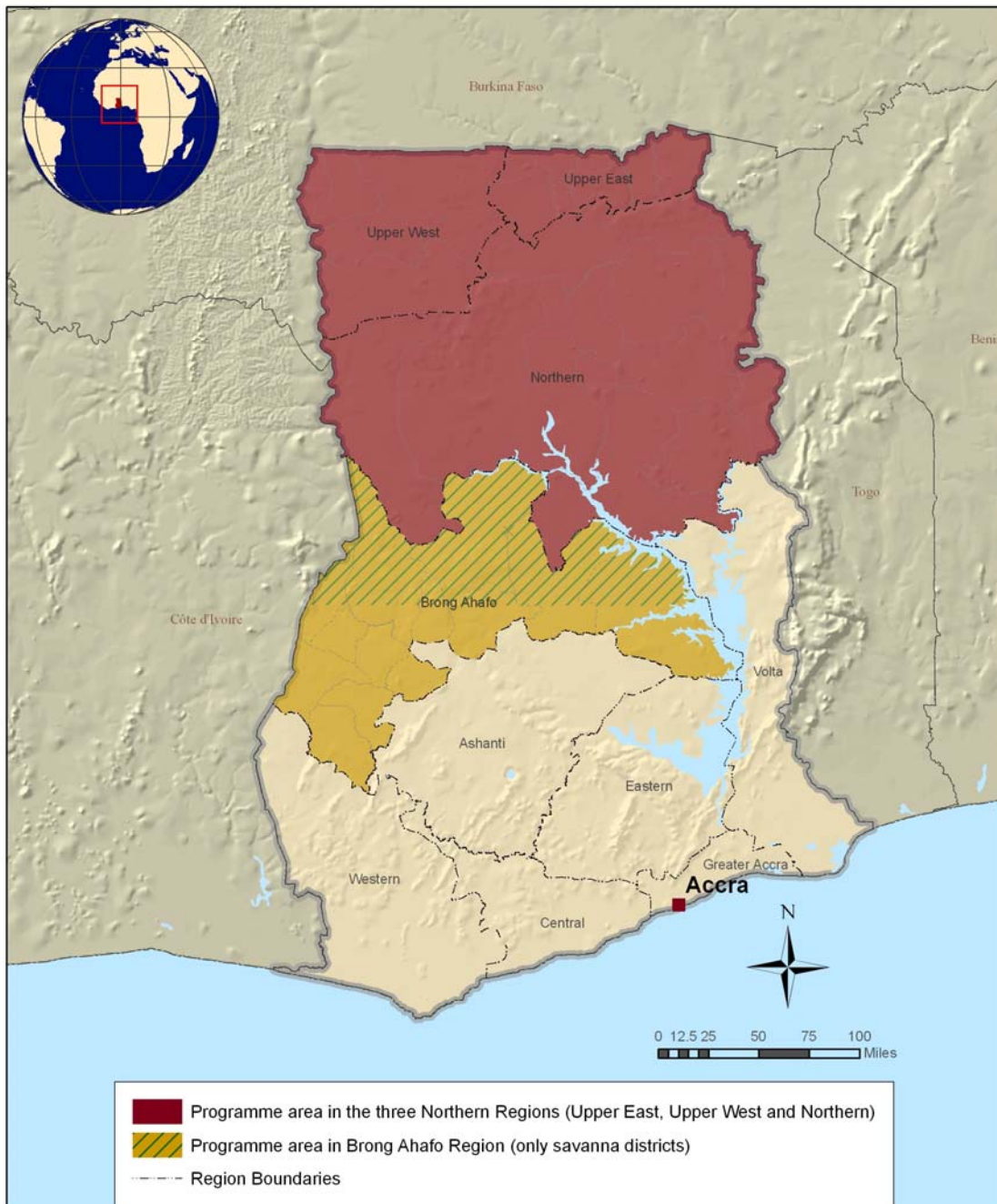
Abbreviations and acronyms


FASDEP	Food and Agricultural Sector Development Policy
PMU	programme management unit
SWAp	sector-wide approach

Recommendation for approval

The Executive Board is invited to approve the recommendation for the proposed loan and grant to the Republic of Ghana for the Northern Rural Growth Programme, as contained in paragraph 37.

Ghana
Northern Rural Growth Programme



 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.
IFAD Map compiled by IFAD

Republic of Ghana

Northern Rural Growth Programme

Financing summary

Initiating institution:	IFAD
Borrower:	Republic of Ghana
Executing agency:	Ministry of Food and Agriculture
Total programme cost:	US\$103.55 million
Amount of IFAD loan:	SDR 14.25 million (equivalent to approximately US\$22.33 million)
Amount of IFAD grant:	SDR 0.26 million (equivalent to approximately US\$0.40 million)
Terms of IFAD loan:	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
Cofinancier(s):	African Development Bank (AfDB) Financial institutions Private investors
Amount of cofinancing:	AfDB: US\$61.22 million Financial institutions: US\$4.60 million Private investors: US\$0.94 million
Contribution of borrower:	US\$10.37 million
Contribution of beneficiaries:	US\$3.70 million
Appraising institution:	IFAD
Cooperating institution:	Directly supervised by IFAD

Proposed loan and grant to the Republic of Ghana for the Northern Rural Growth Programme

I. The programme

A. Main development opportunity addressed by the programme

1. By investing in the rural areas of northern Ghana to create viable economic opportunities – particularly for women – while improving market linkages with the south and neighbouring countries, the programme will contribute to agricultural and rural growth and poverty reduction. It is a response to the three major poverty divides in Ghana: rural-urban, north-south and gender.

B. Proposed financing

Terms and conditions

2. It is proposed that IFAD provide to the Republic of Ghana a loan in the amount of SDR 14.25 million (equivalent to approximately US\$22.33 million), on highly concessional terms, and a grant in the amount of SDR 0.26 million (equivalent to approximately US\$0.40 million) to help finance the Northern Rural Growth Programme. 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)

3. The allocation defined for Ghana under the PBAS is US\$33.08 million over the 2007-2009 allocation cycle. This loan is the first for Ghana for the current PBAS period.

Relationship to national medium-term expenditure framework criteria

4. The activities to be financed under the proposed programme are fully in line with Ghana's medium-term expenditure framework.

Relationship to national sector-wide approaches or other joint funding instruments

5. The Government and development partners have agreed to adopt a sector-wide approach (SWAp) for the agricultural sector. They have established a road map that will culminate in 2008 in the joint implementation with donors of a comprehensive six-year plan under the Food and Agricultural Sector Development Policy (FASDEP), the Government's strategic framework for modernizing the agricultural sector. The proposed programme is in line with the Government's investment strategies for the agricultural sector.

Country debt burden and absorptive capacity of the State

6. Ghana reached its completion point under the Heavily Indebted Poor Countries Debt Initiative in 2004 with total debt relief of US\$3.5 billion. IFAD contributed SDR 13.6 million (US\$17.7 million) to this effort. The most recent debt sustainability analysis by the International Monetary Fund and the World Bank concludes that Ghana's risk of external debt distress is moderate.

Flow of funds

7. IFAD loan and grant proceeds will be channelled through two special accounts in United States dollars operated by the Ministry of Food and Agriculture, while major expenditures for goods, works and services will be financed by direct payment from the loan or the grant account.

Supervision arrangements

8. The programme will be directly supervised by IFAD.

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

9. No exceptions are foreseen.

Governance

10. The following planned measures are intended to enhance the governance aspects of the IFAD financing: (i) the Ministry of Food and Agriculture, the lead agency for the programme, will submit regular progress and audit reports; and (ii) opportunities for corruption will be limited through the application of the IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations.

C. Target group and participation

Target group

11. The programme will cover the rural areas of the three northern regions and the adjoining districts of similar agro-ecological character in the Brong-Ahafo Region. It will include deprived communities in these districts, especially those bypassed by other development operations. The income-generating activities of the programme will directly target 45,000 households, composed mostly of economically active rural poor people, such as small-scale farmers. It will have a special focus on women, young people and the most vulnerable groups. More than 100,000 households will benefit from investments in infrastructure.

Targeting approach

12. In accordance with the IFAD Policy on Targeting, the approach will combine area targeting of poor districts and communities with sectoral targeting through the selection of specific pro-poor commodities (for example, crops traditionally cultivated by women), and social and direct targeting of women, young people and other groups. However, a balance will be reached between selecting well-performing producer organizations suited for market-driven initiatives and involving less advanced formal and informal producer organizations in deprived areas.

Participation

13. The programme will operate through commodity business plans. The stakeholders (strengthened producer organizations, traders, processors and exporters) will be involved in preparing and implementing these plans both directly and indirectly through commodity interprofessional bodies to be established by the programme. Commodity chain forums, consisting of stakeholders, line agencies, universities and financial institutions, will ascertain the views and priorities of programme clients and provide inputs for formulating each district's annual workplan. The Programme Development and Implementation Partnership – created at programme design stage and involving line ministries, NGOs, the private sector, producer organizations, financial institutions, academia, projects and programmes, and key donor agencies – will serve as an advisory, planning and learning mechanism. It will also ensure that target group needs are appropriately addressed.

D. Development objectives

Key programme objectives

14. The programme's overall goal is to achieve sustainable agricultural and rural livelihoods and food security for the rural poor in northern Ghana, particularly for those dependent on marginal lands, for rural women and for vulnerable groups. Its specific objective is to develop inclusive and remunerative commodity and food chains to generate agricultural surplus production and orient it towards remunerative markets in southern Ghana and abroad.

Policy and institutional objectives

15. The Ghana Growth and Poverty Reduction Strategy provides the overall framework for the Government's poverty reduction efforts. The Government and development partners are committed to implementing the Ghana Joint Assistance Strategy, as is

reflected in a strong harmonization and consolidation process for the agricultural sector. The programme will also contribute to operationalizing the commodity chain approach anticipated under FASDEP.

IFAD policy and strategy alignment

16. The programme is in line with the IFAD Strategic Framework 2007-2010, which emphasizes empowering rural poor people to take advantage of transparent and competitive markets and opportunities for rural off-farm employment and enterprise development, and strengthening their organizational capacities. Its strong private-sector orientation is consonant with the Fund's Private-Sector Development and Partnership Strategy. Its focus on dialogue, knowledge-sharing and learning among stakeholders, including through direct supervision, is in line with the IFAD Strategy for Knowledge Management. Finally, it is aligned with three of the four thrusts of IFAD's country strategic opportunities paper for Ghana.

E. Harmonization and alignment

Alignment with national priorities

17. The programme is in line with the Ghana Growth and Poverty Reduction Strategy, the Ghana Joint Assistance Strategy and FASDEP.

Harmonization with development partners

18. The Government and development partners have put in place a Government-development partners group, which includes IFAD and the African Development Bank (AfDB). The group serves as a forum for stakeholders to discuss agricultural-sector matters of common concern and pursues the harmonization of sector interventions. This will lead to an agricultural SWAp in 2008.

F. Components and expenditure categories

Main components

19. The programme has four components: (i) commodity chain development, including strengthening of producer organizations, establishing commodity interprofessional bodies, preparing and implementing commodity business plans, and establishing a commodity development fund; (ii) rural infrastructure including small-scale irrigation development, inland valley bottom/flood recession schemes, improving rainwater productivity, rural roads and market facilities; (iii) improved access to rural financial services including institutional strengthening of participating financial institutions and innovative lending instruments (matching grants and microleasing); and (iv) programme coordination, management, monitoring and evaluation.

Expenditure categories

20. There are eight loan disbursement categories: (i) civil works (4 per cent); (ii) commodity chain development (7 per cent); (iii) vehicles, goods and equipment (5 per cent); (iv) technical assistance and support (31 per cent); (v) training and studies (29 per cent); (vi) salaries and allowances (11 per cent); (vii) operating costs (3 per cent); and (viii) unallocated (10 per cent). An additional category – the regional exchange programmes – will be financed by the grant only.

G. Management, implementation responsibilities and partnerships

Key implementing partners

21. The Ministry of Food and Agriculture is the lead executing agency. Programme implementation will be carried out by a programme management unit (PMU) including a national programme coordinator, thematic experts and support staff. The PMU will be assisted by facilitating agencies that will take responsibility for the elaboration and implementation of commodity business plans in collaboration with commodity stakeholders.

Implementation responsibilities

22. A programme steering committee will be established. It may be coordinated with the upcoming agricultural SWAp, should IFAD and the Government of Ghana decide to join this SWAp in the course of programme implementation.

Role of technical assistance

23. Technical assistance is foreseen to facilitate the elaboration and implementation of commodity business plans.

Status of key implementation agreements

24. The implementation of commodity business plans will be carried out by the PMU, facilitating agencies and commodity stakeholders. The last will have a role in the procurement activities including advertisement, elaboration of bidding documents, bid opening and evaluation, and award of contracts. Other implementation partners could be, among others, the United States Agency for International Development (USAID), (through its Trade and Investment Program for a Competitive Export Economy) and the NGOs SNV Netherlands Development Organisation and TechnoServe. These partnerships would pertain to support to value chain development, including the establishment of commercial ventures between small farmers and private operators.

Key financing partners and amounts committed

25. The total programme cost is US\$103.55 million over eight years. The sources of financing are (i) IFAD, with a loan of approximately US\$22.33 million (21.6 per cent) and a grant of approximately US\$0.40 million (0.4 per cent); (ii) AfDB with a loan of US\$61.22 million (59.1 per cent); (iii) the Government, US\$10.37 million (10 per cent); (iv) beneficiaries, US\$3.70 million (3.6 per cent); (v) financial institutions, US\$4.60 million (4.4 per cent); and (vi) private investors, US\$0.94 million (0.9 per cent).

H. Benefits and economic and financial justification

Main categories of benefits generated

26. Investments in irrigation will improve agricultural production in terms of both quality and quantity. Improved marketing through commodity-specific commercial ventures between small farmers and private operators will secure market outlets for additional agricultural production. Investment in transport and market infrastructure and in processing and marketing will reduce post-harvest losses, improve quality and reduce transaction costs. Sustainable benefits will also come from the establishment of commodity interprofessional bodies and will include better policy dialogue with the Government, fairer distribution of value added and reduction of transaction costs. The programme will contribute to increased investments and economic activity, higher farm-gate prices, higher household incomes and improved standards of living, thus contributing to reducing poverty and bridging the development divide between the northern regions and the rest of the country. Enhanced water management and transport infrastructure will also improve access to drinking water and social services.

Economic and financial viability

27. The programme's main financial benefits will be increased production and higher farm-gate prices principally through functioning market and quality assurance. The economic rate of return for the programme is 18 per cent.

I. Knowledge management, innovation and scaling up

Knowledge management arrangements

28. The design has incorporated the lessons learned from past IFAD projects and other programmes. It has benefited from extensive dialogue with farmers' organizations, the private sector, NGOs, development partners and government agencies, within the context of the Programme Development and Implementation Partnership. The

programme's well-defined thematic focus on marketing and its flexible approach will provide opportunities for learning while concentrating on results. Knowledge-sharing and learning mechanisms also include monitoring and evaluation, networking through FIDAFRIQUE (the Internet-based regional network of IFAD operations), the Rural Development Hub, the Rural Poverty Portal and thematic networks.

Development innovations that the programme will promote

29. Innovative aspects include developing commodity chains through commodity business plans; promoting commercial ventures between small farmers and private operators using public-private partnerships; and increasing the bargaining power of producers by establishing interprofessional bodies and granting them equity shares of the commodity chain facilities. Matching grants and microleasing are also innovative financial services.

Scaling-up approach

30. The programme is designed with a flexible approach, which has an "initial" and an "expansion" phase to provide for testing of innovative instruments, learning and the scaling up of results. Building on the experience gained under previous interventions, the programme will cover rural areas of the three northern regions and adjoining districts in the Brong-Ahafo Region. The approach could be further extended as resources become available from development partners within the framework of the upcoming agricultural SWAp.

J. Main risks

Main risks and mitigation measures

31. The programme faces one main risk: producers might remain marginalized because they lack the skills, the understanding of the markets and the bargaining power to effectively negotiate with large buyers. The planned mitigation measures include: (i) the strengthening of producer organizations' capacities; (ii) the establishment of commercial schemes between farmers and private operators, and the enhancement of small producers' capacities to meet market requirements; (iii) where feasible, the endowment of producer organizations with partial ownership of the commodity chains facilities to provide them with some control of the management of these facilities; (iv) the creation of interprofessional bodies around specific commodities; (v) the adoption of a participatory market chain assessment as the main tool for identifying commodity chains innovations with commodity business plans; and (vi) the design of the programme in a phased approach to allow for learning during the initial phase and scaling up in the expansion phase.

Environmental classification

32. Pursuant to IFAD's environmental assessment procedures, the programme has been classified as a Category B operation in that it is unlikely to have any significant negative environmental impact. A full-scale environmental assessment is not required.

K. Sustainability

33. The programme's sustainability will be fostered by: (i) its strong market orientation and the Government's commitment to developing competitive and demand-driven commodity chains; (ii) private-sector participation in commercial ventures with small farmers; and (iii) viable and inclusive institutional arrangements that the programme will leave behind such as strengthened producer organizations and interprofessional bodies. Maintenance of irrigation facilities will be ensured by fees collected by water users' associations.

II. Legal instruments and authority

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

III. Recommendation

37. 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 Ghana in various currencies in an amount equivalent to fourteen million two hundred and fifty thousand special drawing rights (SDR 14,250,000) to mature on or prior to 15 September 2047 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 Ghana in various currencies in an amount equivalent to two hundred and sixty thousand special drawing rights (SDR 260,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Lennart Båge
President

Important assurances included in the negotiated programme financing agreement

(Negotiations concluded on 23 November 2007)

Gender

1. The Government of the Republic of Ghana (the Government) will ensure that the PMU professional staff should include women and that a gender specialist be recruited within the PMU with the task of promoting and monitoring the full integration and mainstreaming of gender issues. During programme implementation, the Government will cause the PMU to prepare a gender action plan for the programme and organise gender training events for the programme staff and the staff of implementation partners and technical services providers. The Government will ensure that the programme's monitoring and evaluation (M&E) system be sensitive and detailed enough on gender issues. In particular, the Government will ensure that key quantitative data be disaggregated by sex, wherever feasible. The collection of qualitative data will focus on gender constraints particularly, reduced labour loads, economic and marketing inclusion of women, and improving skills and technologies.

Pest management

2. The Government will comply with the International Code of Conduct on the Distribution and Use of Pesticides and ensure that pesticides procured under the programme do not include any pesticides classified as extremely hazardous or highly hazardous by the World Health Organization.

Insurance of programme personnel

3. The Government will insure programme personnel against health and accident risks to the extent consistent with its national laws and customary practice.

Programme staff

4. The employees of the Ministry of food and agriculture (MOFA or the lead programme agency) may apply for the programme positions however if they are selected, they will resign from MOFA.

Use of programme vehicles and other equipment

5. The lead programme agency will ensure that:
 - (a) All vehicles and other equipment procured under the programme are allocated to the programme staff and other implementing agencies for programme implementation;
 - (b) The types of vehicles and other equipment procured under the programme are appropriate to the needs of the programme; and
 - (c) All vehicles and other equipment transferred to or procured under the programme are dedicated solely to programme use.

Fraud and corruption

6. The Government will promptly bring to the attention of IFAD any allegations or concerns of fraud and/or corruption in relation to the implementation of the programme of which it has knowledge or becomes aware.

Suspension

7. (a) IFAD may suspend, in whole or in part, the right of the Government to request withdrawals from the loan account and grant account if:
- (i) The national programme coordinator has been removed from the programme without the prior concurrence of IFAD.
 - (ii) IFAD, after consultation with the Government, has determined that the material benefits of the programme are not adequately reaching the target group, or are benefiting persons outside the target group to the detriment of target group members.
 - (iii) The right of the Government to withdraw the proceeds of the African Development Bank (AfDB) loan has been suspended, cancelled or terminated, in whole or in part, or the AfDB loan has become due and payable prior to the agreed maturity thereof; or any event has occurred which, with notice or the passage of time, could result in any of the foregoing.
 - (iv) The subsidiary agreements, or any provision thereof, has been violated or has been waived, suspended, terminated, amended or otherwise modified without the prior consent of IFAD, and IFAD has determined that such violation or waiver, suspension, termination, amendment or other modification has had, or is likely to have, a material adverse effect on any portion of the programme.
 - (v) The programme implementation manual, or any provision thereof, has been waived, suspended, terminated, amended or modified without the prior consent of IFAD, and IFAD has determined that such waiver, suspension, termination, amendment or modification has had, or is likely to have, a material adverse effect on the programme.
 - (vi) IFAD has given notice to the Government that credible allegations of corrupt or fraudulent practices in connection with the programme have come to the attention of IFAD, and the Government has failed to take timely and appropriate action to address the matters to the satisfaction of IFAD.
 - (vii) Procurement has not been or is not being carried out in accordance with the programme financing agreement.
- (b) Notwithstanding the above, if the audit required by the programme financing agreement has not been satisfactorily concluded within twelve months of the financial reporting date set forth therein, IFAD will suspend the right of the Government to request withdrawals from the loan and grant account.

Conditions precedent to withdrawal

8. (a) No withdrawal will be made in respect of all categories of the allocation table set forth in the programme financing agreement until the following conditions are fulfilled:
- (i) The Government will have made budgetary allocations and the initial deposit of counterpart funds into the programme account available;
 - (ii) The draft first annual work plan and budget including a first procurement plan has been submitted to IFAD;
 - (iii) The Bank of Ghana will have transferred to the programme the funds available under the credit lines of the upper west agricultural development project (loan no. 388-GH) and the upper east region land conservation

and smallholder rehabilitation project, second phase (loan no. 503-GH) financed by IFAD;

- (iv) The programme implementation manual has been approved in draft by IFAD.
- (b) No withdrawal will be made in respect of expenditures under the commodity chain development – private goods category of the allocation table set forth in the programme financing agreement until subsidiary agreements with respective financial institutions have been concluded and approved by IFAD.

Conditions precedent to effectiveness

- 9. The programme financing agreement will become effective subject to the fulfilment of the following conditions precedent:
 - (a) The national programme steering committee has been duly established;
 - (b) The PMU has been duly established;
 - (c) The national programme coordinator and the financial controller of the PMU have been selected and approved by IFAD;
 - (d) The Government will have duly opened the programme account, the grant bank account and the Special Account;
 - (e) The programme financing agreement has been duly signed, and the signature and performance thereof by the Government has been duly authorised and ratified by all necessary administrative and governmental action; and
 - (f) A favourable legal opinion issued by the Government's Ministry of Justice and Attorney General's Department and in form and substance acceptable to IFAD, has been delivered by the Government to IFAD.

Key reference documents

Country reference documents

Ghana Poverty Reduction Strategy (GPRS I)
Ghana Growth and Poverty Reduction Strategy (GPRS II)
Ghana Joint Assistance Strategy (G-JAS)
Food and Agricultural Sector Development Policy (FASDEP)

IFAD reference documents

Other IFAD documents
IFAD SF 2007-2010
IFAD KM Strategy
IFAD Innovation Strategy
IFAD Anti-Corruption Policy
Ghana COSOP 2006
IFAD's regional strategy for Western and Central Africa
Various IFAD Learning notes (targeting, water management, rural finance, marketing)
IFAD policy on Rural Finance, 2000
Administrative Procedures on Environment Assessment
Prerequisites of Gender Sensitive Design
Private-Sector Partnership and Development Strategy
Interim Evaluation of the Upper West Agricultural Development Project (UWADP)
Interim Evaluation of the Upper East Region Land Conservation and Smallholder Rehabilitation Project (LACOSREP) – Phase II
Interim Evaluation of the Root and Tuber Improvement Programme (RTIP)

African Development Fund reference documents

Northern Rural Growth Programme, Appraisal Report

Logical framework

Narrative Summary	Reach (target population)	Verifiable Indicators	Means of Verification	Assumptions and Risks
<p>Development Goal: To achieve sustainable agricultural and rural livelihoods and food security for the rural poor particularly those dependent on marginal lands, rural women and vulnerable groups in Northern Ghana</p>	<ul style="list-style-type: none"> Small producers, women and vulnerable groups in the three northern regions 	<ul style="list-style-type: none"> Increased income for 45,000 Households (HHs) growing at two percent higher than the national average 300 jobs are created as a result of enterprise development 1500 HHs provided with long term security of tenure over natural resources (land and water), at least 40% are women Reduction in incidence of vulnerability in Northern Ghana from 5% to 3% At least 100,000 HH have access to better transport and market infrastructure 	<ul style="list-style-type: none"> Ghana Living Standard Survey (GLSS). Multiple Indicator Cluster Surveys and WFP reports, disaggregated by district. RIMS baseline and monitoring. National statistics 	<ul style="list-style-type: none"> 6% GDP growth 2.6% population growth
<p>Specific objective To develop inclusive and remunerative commodity and food chains</p>	<ul style="list-style-type: none"> Small producers, women, young other stakeholders in commodity chains (traders, processors, large commercial and institutional buyers) 	<ul style="list-style-type: none"> 11 commercial ventures (outgrower, POs procurement schemes and direct marketing by POs) are established and functioning 4 commodity inter-professional bodies PBs are established with adequate representation of women, including one for neglected commodities 12 public-private partnerships established for managing the facilities 	<ul style="list-style-type: none"> Baseline and impact assessments (HH surveys) Regional impact and M&E surveys MOFA statistics Evaluation reports Project completion reports 	<ul style="list-style-type: none"> Strengthening of POs and structuring them into unions and federations will proceed with a sustained pace to enable POs to join commodity Interprofessional bodies
<p>Output A - Commodity chain development :</p> <p>Inclusive organizational and financial mechanisms are put in place and functioning</p>	<ul style="list-style-type: none"> PO and PO members (small producers, women and young) Stakeholders of selected commodity chains (small producers, processors, exporters, traders, transporters and institutional buyers) 	<ul style="list-style-type: none"> 250 POs becoming formal and structured, more familiar with market issues and able to enter commodity Interprofessional bodies with an adequate representation of women At least four Inteprofessional Bodies (IPB) are established and functioning with adequate representation of women; At least seven commodity business plans are prepared and implemented A Commodity Development Fund is set up and at least 80% percent of the CDF is disbursed 	<ul style="list-style-type: none"> M&E reports Supervision and implementation support reports MOFA statistics and reports Beneficiary assessments M&E reports 	<ul style="list-style-type: none"> TSP are available in number and quality for field-based strengthening activities The result of the marketing study confirm that at least one neglected crop has sufficient market potential Financial viability of bulking & processing facilities is demonstrated and promotional activities carried out are sufficient to attract private investors for co-financing and management of the facilities
<p>Output B - Rural infrastructure:</p> <p>Irrigation and transportation infrastructure is built to boost production, marketing and processing</p>	<ul style="list-style-type: none"> Communities without access to irrigation water (mostly in deprived areas) Communities in deprived and non deprived areas experiencing significant marketing constraints 	<ul style="list-style-type: none"> Water and irrigation: 4500 ha of irrigated land developed; 410 dugouts constructed for livestock; 400 ha flood recession schemes constructed; and 100 rain gauges/stream gauges installed within flood catchments 2080 ha moisture conservation demonstrations successfully achieved 325 functional Water User Associations Rural roads: 800 km of farm track constructed or rehabilitated; 270 culverts constructed; 600 km of feeder roads constructed or rehabilitated; 348 km of trunk roads rehabilitated; and 10 bridges constructed 	<ul style="list-style-type: none"> M&E reports Supervision and implementation support reports MOFA statistics and reports Beneficiary assessments GIDA reports 	<ul style="list-style-type: none"> Enforcement of strict design and construction criteria for small dams and roads is effective and allows for economic viability and cost effectiveness; WUA training enables efficient infrastructure maintenance
<p>Output C - Improving access to financial services:</p> <p>Access to financial services is improved</p>	<ul style="list-style-type: none"> Small scale producers, processors, traders including women on individual or group basis Private sector firms involved in commodity chain infrastructure management 	<ul style="list-style-type: none"> 5000 clients will have access to a grant matched with a loan or a leasing arrangement, at least 40% of them are women 12 privates sector investors are co-financing the establishment of commodity chain infrastructure Outreach of partner financial institutions expanded by 20% 	<ul style="list-style-type: none"> Regional impact surveys Rural financial institutions reports M&E reports Supervision and implementation support reports 	
<p>Output D - Programme management, monitoring and evaluation</p> <p>The Programme is and implemented efficiently, and effective monitoring and evaluation arrangements are put in place</p>	<ul style="list-style-type: none"> All stakeholders 	<ul style="list-style-type: none"> By end of year 1, project implementation, coordination, and management arrangements are established and operational; M&E Manual and Plan have are established, and MIS is in place Programme consistently receives satisfactory ratings in supervision reports By the end of each year, at least 80% of the yearly plan is delivered M&E systems are producing useful performance information quarterly Impact surveys are organized in year 1 (baseline), 4 and 8 (completion) The PDIP is managed properly and provides feed-back and guidance for programme implementation and policy dialogue 	<ul style="list-style-type: none"> Supervision and implementation support reports Annual report + logframe 	

