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Enabling poor rural people
to overcome poverty

President's report

Proposed loan and grant to the Republic of the Niger for the

Agricultural and Rural Rehabilitation and Development Initiative Project – Institutional Strengthening Component (ARRDI-ISC)

Executive Board — Ninety-fifth Session
Rome, 15-17 December 2008

For: **Approval**

Note to Executive Board Directors

This document is submitted for approval by the Executive Board.

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Abbreviations and acronyms

| | |
|-----------|---|
| ARRDI-ISC | Agricultural and Rural Rehabilitation and Development Initiative Project – Institutional Strengthening Component |
| AWP/B | annual workplan and budget |
| CAP II | Community Action Program – Phase 2 |
| CDP | communal development plan |
| GEF | Global Environment Facility |
| IDA | International Development Association |
| LIF | local investment fund |
| SLM | sustainable land management |

Recommendation for approval


The Executive Board is invited to approve the recommendation for the proposed loan and grant to the Republic of the Niger for the Agricultural and Rural Rehabilitation and Development Initiative Project – Institutional Strengthening Component (ARRDI-ISC), as contained in paragraph 35.

Map of the project area

Niger

IFAD-Financed Projects (ongoing and proposed)



 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 the Niger

Agricultural and Rural Rehabilitation and Development Initiative Project – Institutional Strengthening Component (ARRDI-ISC)

Financing summary

| | |
|--|--|
| Initiating institution: | World Bank |
| Borrower: | Republic of the Niger |
| Executing agency: | Ministry of Agricultural Development |
| Total project cost: | US\$61.54 million |
| Amount of IFAD loan: | SDR 5.40 million (equivalent to approximately US\$8.00 million) |
| Amount of IFAD Debt Sustainability Framework grant: | SDR 5.40 million (equivalent to approximately US\$8.00 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 |
| Cofinanciers: | World Bank/International Development Association (IDA) Global Environment Facility (GEF) |
| Amount of cofinancing: | World Bank/IDA: US\$30.00 million GEF: US\$4.68 million |
| Terms of cofinancing: | Grants |
| Contribution of borrower: | US\$6.60 million |
| Contribution of beneficiaries: | US\$4.26 million |
| Appraising institution: | IFAD |
| Cooperating institution: | Directly supervised by IFAD |

Proposed loan and grant to the Republic of the Niger for the Agricultural and Rural Rehabilitation and Development Initiative Project – Institutional Strengthening Component (ARRDI-ISC)

I. The project

A. Main development opportunity addressed by the project

1. The decentralization process launched by the Government of the Niger in 2004 has great potential for reducing national poverty by improving access by all citizens to good local governance and services. The Global Environment Facility (GEF), IFAD and the World Bank/International Development Association (IDA) will cofinance the second phase (2008-2012) of the Community Action Program (CAP II) to support this process. The IFAD cofinancing will be provided under the Agricultural and Rural Rehabilitation and Development Initiative Project – Institutional Strengthening Component (ARRDI-ISC). It will complement existing IFAD interventions in the Maradi region – the ARDDI and the Project for the Promotion of Local Initiative for Development in Aguié – both thematically and geographically.

B. Proposed financing

Terms and conditions

2. It is proposed that IFAD provide to the Republic of the Niger a loan in the amount of SDR 5.40 million (equivalent to approximately US\$8.00 million), on highly concessional terms, and a grant under the Debt Sustainability Framework in the amount of SDR 5.40 million (equivalent to approximately US\$8.00 million), to help finance the Agricultural and Rural Rehabilitation and Development Initiative Project – Institutional Strengthening Component (ARRDI-ISC). 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 under the PBAS for the Niger over the 2007-2009 cycle is US\$16.65 million. The US\$16.0 million proposed financing is within this envelope.

Country debt burden and absorptive capacity of the State

4. In 1999, the Niger was declared eligible for debt relief under the Heavily Indebted Poor Countries (HIPC) Debt Initiative. About US\$800 million of the national debt was written off, including US\$11 million from IFAD. The country attained decision point in December 2000 and completion point in April 2004. Between 1980 and 2006, the Niger received nine loans (about SDR 67.15 million) from IFAD; its repayment record has been good.

Flow of funds

5. The proceeds from the IFAD loan and grant will be deposited to a special account in CFA francs with a commercial bank in Niamey, opened in the name of ARDDI-ISC on behalf of the borrower/recipient. Funds from the account will be disbursed as indicated in the approved annual workplan and budgets (AWP/Bs).

Supervision arrangements

6. IFAD will supervise this financing directly. Joint supervision missions will take place under World Bank leadership.

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

7. In order to achieve the highest level of harmonization with the rules and procedures of the World Bank/IDA, exceptions are being sought to the application of article XI, section 11.01, and article IV, section 4.10, of the General Conditions, on taxation and eligible expenditures, respectively. The aim is to allow the loan and grant

proceeds to be used to finance expenditures, including taxes, to the same extent as permitted under the World Bank/IDA financing in cases where tax exemptions are not available.

Governance

8. The following planned measures are intended to enhance the governance aspects of the IFAD financing: (i) all goods and services will be procured through competitive bidding in accordance with World Bank/IDA and IFAD guidelines; (ii) the IFAD loan and grant will be audited by the permanent internal auditors employed by CAP II and annually by external independent auditors; (iii) all partners and staff will operate under annually renewable performance-based contracts; and (iv) annual stakeholder workshops will be held to evaluate performance and provide feedback.

C. Target group and participation

Target group

9. The development of IFAD's target groups, comprising the rural poor, women and other vulnerable groups, is blocked by weak governance and lack of access to basic services. In accordance with IFAD's targeting policy, the project will build up local capacities to address these constraints in a participatory and inclusive manner.

Targeting approach

10. The eligibility criteria for communes will be as follows: (i) priority to communes in the Maradi region; (ii) degree of poverty; (iii) degree of vulnerability to environmental risk; and (iv) absence of similar interventions. An enabling environment for building up the communes' ability to promote pro-poor development will be created by: (i) strengthening decentralized public departments and producers' organizations; and (ii) fostering an enabling legal and institutional environment at the national level.

Participation

11. Implementers and partners will foster active participation by all groups, including the poor, women and young people, in identifying, planning and making pro-poor investments in local social and economic infrastructure and food security. Communal development plans (CDPs) and annual investment plans will reflect the priorities and proposals developed at village level, with decision-makers at commune level arbitrating both between villages and with other communes. Village representatives will play a major role in annual stakeholder workshops. Direct beneficiaries will contribute 5 to 20 per cent of the cost of the investments supported.

D. Development objectives

Key project objectives

12. ARARDI-ISC will strengthen the ability of 56 rural communes, mostly in the Maradi region, to run local affairs competently, including planning, implementing and operating investments aimed at improving food security and quality of life at the household level. It will also seek to reduce or reverse land degradation by promoting sustainable land management (SLM).

Policy and institutional objectives

13. ARARDI-ISC will further the ongoing decentralization process by intensifying support for capacity-building at the lowest echelon of the Government (the communes) and by forging two-way linkages both between communes and their constituencies (villages) and with the public institutions mandated to enable the decentralization process and the delivery of essential services. The collaboration with the World Bank/IDA and GEF is in line with the Paris Declaration on Aid Effectiveness and the Government's transition towards a programme approach to rural development. The main areas for policy dialogue are: (i) pro-poor decentralization and good governance; and (ii) sustainable management of local resources, including SLM.

IFAD policy and strategy alignment

14. ARDDI-ISC contributes to specific objectives 6 and 2 of the IFAD Strategic Framework 2007-2010 by: (i) strengthening commune-level policymaking and planning skills in ways that will foster active participation by the rural poor; and (ii) improving the relevance and quality of services to rural producers and households. The country strategic opportunities programme for the Niger stresses the importance of good local governance in achieving the poverty reduction goals of IFAD's ongoing projects in the Maradi region.

E. Harmonization and alignment**Alignment with national priorities**

15. ARDDI-ISC is fully aligned with national priorities, particularly: (i) the decentralization process launched in 2004; (ii) the national strategy for development and poverty reduction (good local governance, access to quality social services for all, equity, protection of vulnerable groups); and (iii) the national rural development strategy (strengthening of local institutions and service providers to reduce risk, enhance food security and promote sustainable rural livelihoods).

Harmonization with development partners

16. Harmonization was facilitated significantly by: (i) quarterly meetings between the Government and donors supporting the rural development strategy; and (ii) preparatory work for the memorandum of understanding under the Paris Declaration that the Government signed with 10 United Nations agencies and three bilateral agencies in November 2006.

F. Components and expenditure categories**Main components**

17. ARDDI-ISC has three components: (i) capacity-building at commune and village levels, associated with support for national-level enabling institutions and legal framework; (ii) a local investment fund (LIF) to finance collective investments and empower communes and villages to respond to local priority needs; and (iii) coordination/management and monitoring and evaluation.

Expenditure categories

18. There are five expenditure categories: (i) civil works (0.5 per cent); (ii) vehicles, equipment, furniture and materials (4.1 per cent); (iii) the grant-financed LIF (70.8 per cent); (iv) training, studies and consultants (18.3 per cent); and (v) incremental operating costs (6.3 per cent).

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

19. These will be the local government entities (communes and their villages), and the decentralized public technical advisory services mandated to enable sustainable rural development as well as the organizations of rural producers, women and youths.

Implementation responsibilities

20. ARDDI-ISC will be implemented as part of CAP II, with the Ministry of Agricultural Development as lead agency. Guidance and oversight will be provided by the CAP II steering/coordination committees at national, regional and commune levels. Training programmes and instruments will be vetted by the relevant authorities (health, water, education, agriculture, etc.).

Role of technical assistance

21. Consultants will be recruited mainly for financial audits, training and studies responding to beneficiary demand. Technical assistance to be provided will be specified in the AWP/Bs.

Status of key implementation agreements

22. In keeping with the Paris Declaration and the inter-agency memorandum of understanding, ARRDI-ISC will be placed under the purview of the CAP II steering committee and project management. The CAP II implementing manuals will be adjusted accordingly.

Key financing partners and amounts committed

23. The total cost of CAP II, including ARRDI-ISC, is estimated at US\$61.54 million over four years, to be covered by an IFAD loan (13 per cent), an IFAD grant (13 per cent), grants from World Bank/IDA (48.8 per cent) and GEF (7.6 per cent), and contributions from the Government (10.7 per cent) and beneficiaries (6.9 per cent).

H. Benefits and economic and financial justification

Main categories of benefits generated

24. Good governance by local stakeholders with the knowledge and skills to promote pro-poor local development in response to local needs cannot fail to enhance the cost-effectiveness and long-term sustainability of all development efforts. Rural poverty will be reduced through: (i) access to basic social services; (ii) enhanced food security and higher incomes thanks to easier access to competent technical advisory services; and (iii) access to attractive and sustainable rural livelihoods thanks to SLM.

Economic and financial viability

25. Demand-driven capacity-building projects do not lend themselves easily to economic analysis, since: (i) the types of support cannot be predicted with certainty at appraisal; and (ii) the benefits of good governance, better health, education and food/livelihood security are not easily quantifiable in monetary terms. Evaluations made by a broad range of projects suggest that the returns to cropping and livestock-raising will average out at 24-25 per cent as from the tenth year.

I. Knowledge management, innovation and scaling up

Knowledge management arrangements

26. Appropriate tools and guides will involve stakeholders and all beneficiaries, including the poorest, women and youths, to obtain, produce, use and share knowledge and thereby improve performance and impact. They will be encouraged to join forums at regional, national and international levels, including the Maradi region inter-agency forum, (multi)sectoral national-level forums and the FIDAFRIQUE Internet network.

Development innovations that the project will promote

27. The three main innovations are: (i) functional integration of a regional intervention within a national programme (CAP II), by creating a single forum for discussion and coordination; (ii) integration of the LIF within the fund financed by the World Bank/IDA, with full harmonization of procedures and manuals; and (iii) a common strategy for institutional capacity-building and training programmes and instruments vetted by the relevant public institutions.

Scaling-up approach

28. The lessons learned in the Maradi region will be replicated in other communes throughout the Niger, during both the second phase (ongoing) and the third phase (2012-2017) of the CAP.

J. Main risks

Main risks and mitigation measures

29. The main risks are: (i) limited capacity among public institutions, especially at commune level and below; (ii) low financial transfers from central Government to rural communes; (iii) priorities set at commune level that may not reflect villager priorities; (iv) weak financial management and procurement skills at commune level; and (v) insufficient emphasis on sustainable natural resources management and

gender equity. These risks are mitigated by: (i) the strong capacity-building and training programme for key stakeholders, based on annual performance evaluations; (ii) the LIF to finance investments identified in AWP/Bs; (iii) assigning priority to investments identified at village level; (iv) the strong training programme in financial management and procurement for key actors, direct oversight by the competent prefecture, and regular audits by the permanent internal controller of CAP II; and (v) grass-roots awareness-building and training using the SLM guide and earmarking part of the LIF for SLM and activities will benefit women.

Environmental classification

30. 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

31. Sustainability will be reinforced through: (i) systematic capacity-building for local government entities, public and private service providers, and rural populations and their organizations; (ii) emphasis on setting up and training infrastructure management committees; (iii) promotion of income-generating activities for commune-level administrations; and (iv) close monitoring of impact and adjustments as needed.

II. Legal instruments and authority

32. A project financing agreement between the Republic of the Niger 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.
33. The Republic of the Niger is empowered under its laws to borrow from IFAD.
34. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD.

III. Recommendation

35. 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 the Niger in various currencies in an amount equivalent to five million four hundred thousand special drawing rights (SDR 5,400,000) to mature on or prior to 1 October 2048 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, under the Debt Sustainability Framework, to the Republic of the Niger in various currencies in an amount equivalent to five million four hundred thousand special drawing rights (SDR 5,400,000) 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 project financing agreement

(Negotiations concluded on 19 November 2008)

Pest management practices

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

Monitoring and evaluation

2. The project monitoring and evaluation system will be consistent with that of CAP II, which will be built upon the existing system set up during implementation of CAP I. Additional efforts during the second phase of the project will focus on strengthening and deploying the existing system in the national institutions involved in implementing CAP II, ensuring that it is fully linked to the national monitoring and evaluation system for the rural development strategy and those of other national strategies such as the country investment framework for sustainable land management.
3. At the national level, the national monitoring and evaluation team will conduct all aspects of monitoring and evaluation, will provide operational tools and instruments for collecting regional and local data and for the collection and upstream validation of reports and monitoring information from regional monitoring and evaluation officers and from each national institution involved in project activities (Ministry of Agricultural Development; Ministry of the Interior, Public Security and Decentralization; Ministry of Land Use Planning and Community Development; Office of the High Commissioner for State Modernization; and Ministry of Environment and Combating Desertification), incorporating such information in the project's knowledge management system (which will include a geo-referenced database and the quantitative data collected), as well as for the analysis of information and for quarterly and annual monitoring and evaluation reports.
4. At the regional and local levels, the monitoring and evaluation unit will depend upon the monitoring and evaluation specialist within the regional coordination unit, the community officer tasked with monitoring and evaluation, and local service providers involved in project implementation, for the collection of data needed to regularly update performance indicators.

Insurance of project personnel

5. The Government will insure project personnel against health and accident risks to the extent consistent with customary practice in the country.

Recruitment

6. Project staff will be recruited under national calls for offers published in the national press. Staff will be recruited on the basis of contracts that will, in accordance with currently prevailing government procedures, exclude all forms of discrimination and may in no case exceed the project duration. Project staff will be subject to performance evaluations under modalities to be defined in the financial, accounting and administrative procedures manual, and their contracts may be terminated on the basis of the findings of those evaluations. Management of staff will be subject to procedures in force within the Government's territory. The Government, all skills being equal, will give preference to women in filling technical positions under the project.
7. The recruitment of key project staff – namely, the coordinator of the national coordination unit, the administrative and financial officer, the national controller, the regional coordinators, the four regional controllers, the procurement specialist, the specialist in local governance and decentralization, the specialist in communication

and the national monitoring and evaluation officer – and any decision to terminate their contracts will be done in agreement with IFAD.

Equality

8. No form of discrimination on the basis of sex, age, or ethnic or religious affiliation will be admissible in the recruitment of project personnel, in accordance with the laws currently prevailing in the country. Nevertheless, the Government undertakes, all skills being equal, to give preference to women, in particular in filling technical positions under the project.

Fraud and corruption

9. 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 project of which it has knowledge or becomes aware.

Suspension by IFAD

10. IFAD may suspend, in whole or in part, the right of the Government to request withdrawals from the loan account if:
 - (a) The financing agreement has not become effective by the stipulated date or such other date as may be set for such purpose;
 - (b) The counterpart funds are not available under conditions satisfactory to IFAD;
 - (c) The project implementation manual, the financial, accounting and administrative procedures manual or the monitoring and evaluation manual, or any provision thereof, has been suspended, rescinded in whole or in part, waived or otherwise modified without the prior consent of IFAD, and IFAD has determined that such event has had, or is likely to have, a material adverse effect on the project;
 - (d) IFAD has given notice to the Government that credible allegations of corrupt or fraudulent practices in connection with the project 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;
 - (e) The Government's right to request withdrawals of funds from the IDA grant account has been suspended, cancelled or withdrawn, in whole or in part; or an event has occurred which, through notice or the passage of time, could involve any of the aforesaid effects.

Suspension in the case of non-compliance of the audit requirement by the Government

11. IFAD will suspend the right of the Government to request withdrawals from the loan account if it has not received the audit reports within the six months following the period set forth in the IDA financing agreement.

Conditions precedent to withdrawal

12. No withdrawal will be made until such time as:
 - (a) The draft financial, accounting and administrative procedures manual and the draft implementation manual have been updated and submitted to IFAD.
 - (b) The first AWP/B has been approved.

Conditions precedent to effectiveness

13. The financing agreement will become effective upon the fulfilment of the following conditions precedent:
 - (a) The Government has delivered to IFAD a favourable legal opinion, acceptable in form and substance, issued by the authority having competence within the territory of the Government; and
 - (b) The IDA financing agreement has entered into effect.

Key reference documents

IFAD reference documents

- Project design document, key files and Annexes (especially World Bank CAP II PAD)
- COSOP
- Administrative Procedures on Environmental Assessment

Other miscellaneous reference documents

1. Stratégie de Développement Rural- Plan d'action- Novembre 2006
2. Country Assistance for the Republic of Niger for the period FY-07-FY12- World Bank March 2008
3. Second Rural and Social Policy Reform Grant - the World Bank, May 21 2007
4. Deuxième rapport sur le suivi des résultats intermédiaires du PAC- version finale – Juillet 2007
5. Programme d'Action Communautaire (PAC) Evaluation interne à mi- parcours- Février 2007
6. Evaluation interne à mi-parcours, Programme d'Actions Communautaires, Pietronella Van den Oever, Elhadji Oumarou, Ahmed Oumarou, Février 2006
7. Note d'orientation pour la préparation de la deuxième phase du PAC- Juillet 2007
8. Note de présentation de l'état d'exécution du Programme d'Actions Communautaire et perspectives- MDA- Mars 2007
9. Avant projet de loi portant code général des collectivités territoriales de la République du Niger- HCME
10. Etude pour l'harmonisation des schémas d'aménagement et de gestion des ressources naturelles, en soutien à la gestion durable des terres au Niger- 28 Septembre 2007
11. Projet de loi portant création d'un établissement a caractère administratif
12. Note d'information du pré-bilan d'exécution de la première phase du Programme d'Actions Communautaires (PAC)- Août 2007
13. Aide mémoire huitième mission conjointe de supervision PAC-1- Avril 2007
14. Rapport atelier de concertation Etat/Partenaires sur l'approche programme dans le secteur rural – Février 2007
15. Etude diagnostique des besoins en renforcement des capacités des acteurs communaux- Mahamane Yahaya- Août 2006
16. Etude sur l'évaluation des effets de formations dispensées aux acteurs des communes de la zone d'intervention du Programme d'Actions Communautaires
17. Volet Biocarbone du PAC- Rapport des plantations 2006- 2007
18. Evaluation du Climat des Investissements- Banque Mondiale- Mars 2007
19. Rapport du groupe de travail sur la décentralisation: Problématique et proposition de stratégie d'accompagnement des nouvelles communes par le PAC II
20. Elaboration d'un cadre de suivi et évaluation de la pauvreté au Niger- Rapport IFPRI – ICRISAT
21. Rapports de mission des groupes de travail chargés de la préparation de la deuxième phase du PAC- Mars 2008

Logical framework for CAP II and ARDDI-ISC

| Project development objective | Project outcome indicators | Use of project outcome information |
|--|--|---|
| Build up the ability of the communes of Niger to adopt a pro-poor participatory approach when preparing, implementing and overseeing their Commune Development and Annual Investment Plans (CDP, AIP) with a view to improving quality of life at the rural household level | <ul style="list-style-type: none"> • % of communes where 50% or more adults are happy with their CDP and how it has been implemented through AIPs • % of communes having expanded the coverage by a basic social service (education, health, water) by 2% or more • % of the beneficiaries of supported economic activities report 30% higher income or more | <ul style="list-style-type: none"> • Assess whether or not to make adjustments to the planning and implementation of local development actions and/or upgrade the ability of communes to improve quality of life within their constituencies |
| Overall environmental objective | | |
| Reduce/reverse ongoing process of land degradation; promote Sustainable Land Management (SLM) practices & bio-carbon sites | <ul style="list-style-type: none"> • % of communes having restored or protected at least 200 ha of land • % of communes with functional land commissions issuing the titles for land transactions (deeds) | <ul style="list-style-type: none"> • Assess the ability of communes to promote self-sustaining environmentally sound local development |
| Intermediate outcomes | Intermediate outcome indicators | Use of intermediate outcome monitoring |
| Component A – Capacity building | | |
| <p>All communes in Niger are able to address the priority needs of their constituencies; mobilize internal and external resources; and carry out, monitor and evaluate the impact of local development efforts</p> <p>The institutional and legal environment at the national level is more enabling for local development</p> | <ul style="list-style-type: none"> • % of communes having prepared their CDP in compliance with the national guidelines for commune-level planning • % of communes having prepared their CDP in compliance with the national guidelines for local natural resources management and SLM • % of communes holding annual public meetings to discuss initiatives and results • % of communes having adjusted their CDP/AIPs on basis of feedback from meetings • % of communes having taken steps to enhance the long-term sustainability of investments in micro-projects (management committees, recurrent costs, technical assistance) • % of contracts between communes and services providers carried out satisfactorily • % of communes where 60% of the investments in micro-projects include measures for reducing negative environmental and social impact | <ul style="list-style-type: none"> • Assess the relevance of the envisaged operational instruments and capacity-building methods with regard to the goals of fostering effective participatory local management of local development and promoting sustainable management of natural resources |
| Component B – Local Investment Fund | | |
| The resources provided to the communes by the Local Investment Fund (LIF) are used appropriately and in a fully transparent manner | <ul style="list-style-type: none"> • % of communes where at least 50% of the adults are knowledgeable about the priorities laid down in their CDP/AIPs, budgets and quality of management • % of communes having mobilized 5% to 20% of the resources needed to finance their investments from internal or external sources • % of communes where technical & financial audits reveal only minor problems, if any • Total area of land protected and/or restored • Total area of bio-carbon sites established | <ul style="list-style-type: none"> • Assess the capacity of the communes to identify local development constraints in a participatory and pro-poor manner, and to develop and implement the solutions that address the priorities of their constituencies |
| Component C – Project coordination/management, Monitoring and Evaluation | | |
| The resources of CAP II and ARDDI-ISC are used cost-effectively; M&E operations are well designed and carried out and the information is readily available to stakeholders | <ul style="list-style-type: none"> • % of communes having prepared their quarterly activity reports on time • Semestrial reports on project activities are distributed to public departments, technical and financial partners and other stakeholders • No. of contracts for collaboration signed with other projects and well implemented • Annual audits are carried out diligently and competently | <ul style="list-style-type: none"> • Verify the quality of the technical and fiduciary management of the project and ensure that measures are taken to mitigate/correct any weaknesses |

