

Eritrea

Fisheries Resources Management Programme

Partial Supervision Report

Main report and appendices

Mission Dates: 25 - 29 November 2019
Document Date 26/02/2020
Project No. 2000001144
Report No. 5285-ER

East and Southern Africa Division
Programme Management Department

Abbreviations and Acronyms

AWPB	Annual Work Plan and Budget
CSU	CSU Co-operative Support Unit
FDP	FDP Fisheries Development Project
FReMP	FReMP Fisheries Resources Management Programme
FAO	FAO Food & Agriculture Organisation
GEF	GEF Global Environment Facility
GoE	GoE Government of Eritrea
MMR	MMR Ministry of Marine Resources
MRDD	MRDD Marine Resources Development Department
NPCO	NPCO National Programme Coordination Office
NUESY	NUESY National Union of Eritrean Students and Youth
NUEW	NUEW National Union of Eritrean Women
PIM	PIM Programme Implementation Manual
TA	TA Technical Assistance
ZNRS	ZNRS Zoba Northern Red Sea
ZPCO	ZPCO Zoba Programme Coordination

A. Project Overview

Region:	East and Southern Africa Division	Project at Risk Status:	Not at risk
Country:	Eritrea	Environmental and Social Category:	B
Project Name:	Fisheries Resources Management Programme	Climate Risk Classification:	2
Project ID:	2000001144	Executing Institution:	Ministry of Marine Resources
Project Type:	Fisheries	Implementing Institutions:	Ministry of Marine Resources
CPM:	Bernadette Mukonyora		
Project Director:			
Project Area:	National in scope (all six Zobas/Regions of the Country)		

Approval Date:	26/11/2016	Last audit receipt:	28/06/2019
Signing Date:	06/12/2016	Date of Last SIS Mission:	29/11/2019
Entry into Force Date:	06/12/2016	Number of SIS Missions:	5
Available for Disbursement Date:	21/04/2017	Number of extensions:	0
First Disbursement Date:	01/05/2017	Effectiveness lag:	1 month
MTR Date:	not available yet		
Original Completion Date:	31/12/2023		
Current Completion Date:	31/12/2023		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	Debt Sustainability Framework	\$15,000,000
Domestic Financing breakdown	National Government	\$1,417,000
	Beneficiaries	\$1,351,000
Co-financing breakdown,	Food and Agriculture Organization of the United Nations	\$500,000
	Global Environmental Facility	\$7,890,000
	Germany	\$11,550,000
Project total financing:		\$37,708,000

Current Mission

Mission Dates:	25 - 29 November 2019
Days in the field:	5 days
Mission composition:	Ulaş Demirag, Hub Director; Joseph Nganga, Country Programme Officer; Virginia Cameron, Senior Finance Officer; Marieclaire Colaiacomo, Senior Procurement Officer, Dagim Kassahun, Country Operations Analyst, Alessandra d'Alessandro, Procurement Intern, Meala Tesfamichael, IFAD consultant focal point for Eritrea, Mark Prein, representative of the German Government
Field sites visited:	

B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		4	Assessment of the Overall Implementation Performance		4

Effectiveness and Developmental Focus	4	Project Management	4
Effectiveness	3	Quality of Project Management	4
Targeting and Outreach	3	Knowledge Management	4
Gender equality & women's participation	4	Value for Money	4
Agricultural Productivity	4	Coherence between AWPB and Implementation	3
Nutrition	4	Performance of M&E System	3
Adaptation to Climate Change	4	Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)	4

Sustainability and Scaling-up	4	Financial Management and Execution	4
Institutions and Policy Engagement	N/A	Acceptable Disbursement Rate	4
Partnership-building	4	Quality of Financial Management	3
Human and Social Capital and Empowerment	4	Quality and Timeliness of Audit	4
Quality of Beneficiary Participation	4	Counterparts Funds	5
Responsiveness of Service Providers	4	Compliance with Loan Covenants	4
Environment and Natural Resource Management	4	Procurement	3
Exit Strategy			
Potential for Scaling-up			

Relevance	6
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C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

IFAD and the Government of Eritrea (GoE) undertook a joint partial supervision mission from 25-29 November 2019 for the Fisheries Resources Management Programme (FReMP) as a follow up to the supervision mission undertaken in April 2019. The main objectives of the mission were to (i) review implementation progress and achievement of the agreed actions of the last mission; (ii) identify any other implementation constraints and agree on actions to address them; and (iii) review the quality of financial and procurement management. Specifically, the mission reviewed:

1. Status of implementation against expected outputs since last mission and progress made against the current AWPB;
2. Status of execution of agreed actions during the last mission (May 2019);
3. Financial management;
4. Procurement management;
5. Effectiveness of Project Coordination,
6. Explore opportunities for project restructuring

The mission held discussions with H.E Tewolde Kelati, Minister for Marine Resources, and provided an update on the implementation progress made so far and highlighted areas that require attention and follow up. The mission also reviewed implementation progress with the National Project Coordination Office (NPCO) and developed an action plan specifically related to the key challenging areas of Procurement, Financial Management, Monitoring and Evaluation, and Project Management.

A pre-wrap up meeting was held with the NPCO on 28 November 2019 to specifically look at the mission findings and agree on the proposed actions and timelines in order to improve project implementation and enhance achievement of its development objectives. A final wrap up meeting, chaired by the Minister for Marine Resources, was held on 29 November 2019.

This mission also benefitted from the participation and contributions of Dr. Mark Prein, a representative of the German Government. The mission would like to express its appreciation to the GoE and the NPCO staff for the hospitality, collaboration, logistic support and contributions during the Mission.

Key Mission Agreements and Conclusions

FREMP is in its third year of implementation and was classified as a Potential Problem Project during the last mission due to challenges experienced in project management, procurement, financial management and monitoring and evaluation. With a current AWPB disbursement rate of 7.5% with only a month remaining in the financial year, there is clearly a need to accelerate implementation. The mission however acknowledges the fact, that the project now has a fully-fledged and expanded NPCO with clear lines of duties and responsibilities which have made progress in following up on most agreed actions.

The mission witnessed some positive progress made since the last mission on most of the previously agreed actions (Annex 1) despite the challenges still experienced in the procurement function. The dedication and pro-activeness within the revamped NPCO is encouraging and if sustained should lead the project out of the current potential problem status.

Nevertheless, key risks that may continue to affect implementation performance and reduce the likelihood of achieving the intended development outcomes include:

- **Low execution of procurement:** The mission observed that the procurement process was still very slow and it took a long time between launch of a procurement process to contract signing. Analysis shows that a lot of time is lost between development of specifications and the evaluation stages. This leads to continued delay in implementation of project activities which is also negatively affecting Annual Work Plan and Budget (AWPB) execution (7.5% for 2019).
- **Weak M&E system.** While the mission recognizes significant improvements in the collection and use of M&E data, reporting is still based on input /output results without capturing the outcomes of the interventions implemented. This leaves the project with limited analyses, feedback and lessons from the M&E system. The mission reiterates its earlier agreed action that the project should urgently finalise the procurement of the accounting software which incorporates an M&E module.

In view of the specific focus of the mission, no detailed review was conducted on the follow up on most of the agreed actions related to the technical challenges, including aspects of beneficiary participation, business planning, as well as institutional aspects regarding CSU. However, the mission has taken note of the ongoing efforts of the NPCO and its partners in these areas, which will be subject for a detailed review in preparation to, and during the Mid-term Review (see below).

The mission took stock of the effectiveness of the various implementation support missions provided since the previous

supervision mission in May. It was pleased to understand that these missions were appreciated by the NPCO, and effective in addressing key bottlenecks with regard to project management and planning, as well as strengthening the capacity to progress significantly on the procurement of several large items. In view of the urgency to accelerate implementation, it has been agreed that additional technical assistance be provided by IFAD to ensure that all technical challenges for the implementation of the 2020 AWPB be addressed. In this view, it has been agreed to enlist the Technical Assistance (TA) requirements, specifically related to (i) developing technical specifications of the various procurement requirements; (ii) specifications for fishing boats; (iii) environmental and social safeguards; and (iv) any other technically challenging areas.

The NPCO stressed the importance to simplify and prioritize programme implementation. In this context, it was agreed to anticipate the joint Mid-Term Review (MTR) to April 2020 with a view to reprioritizing the programme's activities; enhancing implementation performance and focus on results; and possible restructuring. It was agreed that the NPCO and IFAD will select a consultant in preparation of the Mid-Term Review, to help the Recipient to assess the lessons learned so far and to facilitate the identification of options to be taken into account by the joint review. The scope of this assignment would include a detailed analysis of the baseline survey; a capacity needs assessment to enhance participatory business planning; and the emerging vision to revise the institutional arrangement and concrete milestones for the Cooperative Support Unit to become more effective in sustainably addressing the needs of its clients.

This partial support mission is confident that the above actions, combined with consistent implementation support and follow up, the now revamped and dedicated NPCO and PSC will enable FReMP to optimize the use of the resources towards the achievement of the expected development outcomes.

D. Overview and Project Progress

Agreed Action	Responsibility	Agreed Date
Ecosystem management Liaise with NAP to conduct training of communities in apiculture and provision of beehives and on livestock fodder harvesting	NPCO	01/2019
Solar drying facilities and multi-purpose centres Recruitment of TA to support the development of solar fish drying facilities and multi-purpose centres	NPCO	03/2019
Ice production Initiate procurement of ice-making machine and present to IFAD for No Objection	NPCO	03/2019
Rehabilitation of earthen ponds in Mai-Sirwa Complete rehabilitation works on the two earthen ponds in Mai-Sirwa to expand the nursery space	NPCO	04/2019
Enterprise groups development Formation of 12 co-operatives/ enterprise groups for small pelagics using the laid-out procedure	NPCO	04/2019
Market survey Complete the small pelagics market survey in the remaining two coastal zobas	NPCO	04/2019

TA/ Service Provider Prepare and share with IFAD the ToRs for TA/service provider to support the project in procurement and installation of key infrastructure, including solar fish drying facility, water desalination and ice plant, including to develop business plans for the new investments. Include this item in the procurement plan.	NPCO	07/2019
Business/ sustainability plan for Mai Sirwa Develop a business/ sustainability plan for Mai-Sirwa, with a clear vision, strategy and measurable targets, to guide the centre's development and operations.	NPCO/World Fish	07/2019
Inputs for small pelagics fishing Procure inputs for 12 co-operatives/ enterprise groups to start production of small pelagics	NPCO	08/2019
Watershed management for inland fisheries Complete the watershed management activities (e.g. terracing) in all the identified dams for inland fishing	ZPCO	08/2019
Market testing for dam fish Initiate small shop outlets equipped with freezers for market testing of fish from dams	ZPCO	08/2019
Watershed management Integrate sustainable land management interventions and guidelines into the dam management plans to enhance watershed management around dams	FREMPNPCO	08/2019
Marketing strategy Share with IFAD the TOR for market assessment and developing marketing strategy both for the marine small pelagics and fish from inland dams.	NPCO	09/2019
CSU strengthening Include in the AWPB activities to strengthen the capacity of CSU in business planning, procurement and delivery of inputs to cooperatives/ enterprise groups.	NPCO	09/2019
Service Provider for cold chain systems Finalise the bid opening, evaluation and award for TA/service provider to support the project in procurement and installation of key infrastructure, including solar fish drying facility, water desalination and ice plant, including developing business plans for the new investments.	NPCO	01/2020
Marketing strategy Finalise the market assessment survey and develop ToR to recruit TA on market strategy for both for the marine small pelagics and fish from inland dams.	NPCO	01/2020

Business/ sustainability plan for Mai Sirwa NPCO to Develop a business/ sustainability plan for Mai-Sirwa, with a clear vision, strategy and measurable targets, to guide the centre's development and operations.	NPCO	02/2020
Service Provider for business planning Recruit a service provider to support the project in developing business plans for the new investments.	NPCO	04/2020
Watershed management Develop ToR to Recruit TA to development dam management plan and integrate sustainable land management interventions and guidelines.	NPCO	05/2020

E. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Overview and Project Progress		
Ecosystem management Liaise with NAP to conduct training of communities in apiculture and provision of beehives and on livestock fodder harvesting	NPCO	01/2019
Solar drying facilities and multi-purpose centres Recruitment of TA to support the development of solar fish drying facilities and multi-purpose centres	NPCO	03/2019
Ice production Initiate procurement of ice-making machine and present to IFAD for No Objection	NPCO	03/2019
Rehabilitation of earthen ponds in Mai-Sirwa Complete rehabilitation works on the two earthen ponds in Mai-Sirwa to expand the nursery space	NPCO	04/2019
Enterprise groups development Formation of 12 co-operatives/ enterprise groups for small pelagics using the laid-out procedure	NPCO	04/2019
Market survey Complete the small pelagics market survey in the remaining two coastal zobas	NPCO	04/2019

TA/ Service Provider Prepare and share with IFAD the ToRs for TA/service provider to support the project in procurement and installation of key infrastructure, including solar fish drying facility, water desalination and ice plant, including to develop business plans for the new investments. Include this item in the procurement plan.	NPCO	07/2019
Business/ sustainability plan for Mai Sirwa Develop a business/ sustainability plan for Mai-Sirwa, with a clear vision, strategy and measurable targets, to guide the centre's development and operations.	NPCO/World Fish	07/2019
Inputs for small pelagics fishing Procure inputs for 12 co-operatives/ enterprise groups to start production of small pelagics	NPCO	08/2019
Watershed management for inland fisheries Complete the watershed management activities (e.g. terracing) in all the identified dams for inland fishing	ZPCO	08/2019
Market testing for dam fish Initiate small shop outlets equipped with freezers for market testing of fish from dams	ZPCO	08/2019
Watershed management Integrate sustainable land management interventions and guidelines into the dam management plans to enhance watershed management around dams	FREMPNPCO	08/2019
Marketing strategy Share with IFAD the TOR for market assessment and developing marketing strategy both for the marine small pelagics and fish from inland dams.	NPCO	09/2019
CSU strengthening Include in the AWPB activities to strengthen the capacity of CSU in business planning, procurement and delivery of inputs to cooperatives/ enterprise groups.	NPCO	09/2019
Service Provider for cold chain systems Finalise the bid opening, evaluation and award for TA/service provider to support the project in procurement and installation of key infrastructure, including solar fish drying facility, water desalination and ice plant, including developing business plans for the new investments.	NPCO	01/2020
Marketing strategy Finalise the market assessment survey and develop ToR to recruit TA on market strategy for both for the marine small pelagics and fish from inland dams.	NPCO	01/2020

Business/ sustainability plan for Mai Sirwa NPCO to Develop a business/ sustainability plan for Mai-Sirwa, with a clear vision, strategy and measurable targets, to guide the centre's development and operations.	NPCO	02/2020
Service Provider for business planning Recruit a service provider to support the project in developing business plans for the new investments.	NPCO	04/2020
Watershed management Develop ToR to Recruit TA to development dam management plan and integrate sustainable land management interventions and guidelines.	NPCO	05/2020
Development Effectiveness		
Gender Strategy Develop a gender strategy that will be in alignment with the main gender strategy at the national level.	NPCO (in consultation with IFAD)	10/2018
Gender and Youth Action Develop a gender and youth action plan as a road map to operationalize gender and youth focus under the different FReMP components; the plan should specify the associated costs and should be incorporated in the 2019 AWPB.	NPCO (in consultation with IFAD)	10/2018
Climate risk analysis and vulnerability assessment in both inland and marine fisheries: A ToR will be developed by the programme and shared with IFAD by 31/12/2018 for review, after which the programme will recruit a national consultant to undertake the work and produce a report	NPCO, IFAD	03/2019
Learning exchange visit: Organize learning visit for the programme staff to visit successful climate smart aquaculture and marine fisheries interventions within IFAD's fisheries projects portfolio for learning and possible technology transfer	NPCO, IFAD	03/2019
Submit comments on gender strategic plan	IFAD	05/2019
Climate Risk Assessment Finalise the TOR for the climate risk analysis	NPCO	05/2019
Climate Risk Assessment Provide a consultant	IFAD	06/2019
nutritional outcomes of the project Capture and systematically report on the nutritional outcomes of the project, through focus group discussions	NPCO	09/2019

Climate Risk Assessment Include recommendations in 2020 AWPB	NPCO	10/2019
Logframe Complete the programme Log-Frame with physical outputs achieved to date as per the indicators. deadline ASAP	FReMP M&E Officer	12/2019
Climate Risk Assessment Incorporate comments provided by IFAD to TOR to recruit TA to undertake the climate risk assessment.	NPCO	12/2019
Capture and report on the nutritional outcomes	NPCO	01/2020
Undertake Household Food Survey on nutrition on FReMP Target Areas.	NPCO	08/2020
Sustainability and Scaling up		
Capacity of community based groups Ensure that community based groups such as mangrove conservation groups have adequate capacity, structures and mechanisms as well as incentives to enhance sustainable utilisation and conservation of resources and to promote equitable benefit sharing.	NPCO, Zobas, MMR	12/2018
post-harvest fish losses and waste Explore feasible mechanisms and invest in management and processing of post-harvest fish losses and waste e.g. production of animal feeds.	NPCO, MMR	01/2019
Develop and integrate aquaculture development guidelines within the MoA dams' user manual	MoA, MMR, Zobas	03/2019
Facilitate linkages with buyers and the development of business plans for dam fishing groups	NPCO, Zobas	10/2019
prototype stove Develop and test the prototype stove in selected communities and develop a more cost-effective prototype that can be rolled out at scale.	NPCO	10/2019
Beneficiary training The project should train community groups and cooperatives on development of business plans that would ensure that communities are able to see activity interventions as sustainable and profitable business opportunities.	NPCO/Zoba	12/2019
Undertake business plan training for dam fishing groups	NPCO, Zobas	12/2019
Deliver procured equipment to the dam fishing groups	NPCO, Zobas	02/2020

The project should scale up the tested stove to the project communities.	NPCO	05/2020
Project Management		
AWPB Revision Propose revision of 2018 AWPB to match the activities and targets with the capacity of staff to deliver.	NPCO	07/2018
Knowledge Management Strategy NPCO M&E Specialist to develop the KM Strategy with guidance from IFAD.	NPCO in liaison with IFAD	08/2018
Computing of Cost Ratios Next IFAD Mission should work with the NPCO and ZPCOs to compute the different cost ratios.	IFAD Mission Leader	11/2018
Finalisation of the PIM The PIM should be finalised addressing IFAD's comments.	NPCO	11/2018
Monitoring & Evaluation Revise the ToRS of the M&E TA Consultant to include a more participatory M&E System design process that will focus on standard data capturing and reporting procedures of performance indicators. Moreover, include environmental and climate monitoring procedures and indicators as part of the M&E System before sending for a No Objection.	MMR and NPCO	11/2018
Monitoring & Evaluation Set-up a sound M&E System, and develop and conduct a targeted M&E training programme focused on its operationalisation.	NPCO, ZPCOs & IFAD	12/2018
Baseline Study Conduct a FReMP baseline study covering the totality of the Programme target areas.	NPCO and ZPCOs	12/2018
Staff turnover A solution should be presented to mitigate the high turnover of staff (such as possible incentives) or ensure quick recruitment of replacement officers.	MMR	01/2019
Information Management Database Initiate the creation of a standardized excel based information management database through simple MS Excel tools and fill it with all beneficiaries data that includes attributes to allow to measure outcomes and impact in the future.	MMR and NPCO	01/2019
Develop an Environment and Social Management Plan and its Monitoring Plan Share ToRs with IFAD for review and comments by 31/12/2018	NPCO, MoLWE, Zoba	02/2019

Finalisation of PIM Share the finalised PIM with IFAD for inputs and comments and granting of no objection after a review and approval of the PSC.	NPCO	05/2019
Procurement of Vehicles Include procurement of vehicles in the procurement plan	NPCO	05/2019
Internet and scanners Initiate the process for procuring equipment necessary to strengthen internet and scanning capacity	NPCO	05/2019
AWPB Undertake a revision of the AWPB and PP to ensure realistic planning, and greater focus on big ticket items and share the draft with IFAD for comments .	NPCO	05/2019
Finalize the Tors for Financial management software including the M&E module	M&E	05/2019
Implementation support Develop TOR in consultation with the NPCO and deploy a project management and technical specialist	IFAD	06/2019
Baseline survey Follow up on baseline survey finalisation by service provider and share with IFAD for comments and no objection	NPCO	06/2019
Programme Steering and Technical Committees Ensure that both PSC and PTC are convened as stipulated in the financing agreement, and that minutes are kept and submitted periodically to IFAD	NPCO	06/2019
Put in place a quarterly reflection meeting with ZPCOs and NPCOs after data collection	M&E	06/2019
concrete proposals for SSTC initiatives Develop, in consultation with IFAD, concrete proposals for SSTC initiatives and exchange visits with other projects supported by IFAD to address key technical challenges, involving programme staff, implementing partners, community members, as well, if relevant, the political leadership	NPCO	07/2019
Ensure that the data are collected and updated timely on a quarterly basis and share with IFAD liaison officer	M&E	07/2019
Develop ToR and undertake an impact assessment of the GEF funding target areas in collaboration with MoLWE	NPCO/WoLWE	07/2019
Elaborate a basic information management system	M&E, NPCO	10/2019

Compute cost ratios for all outputs with support by IFAD	M&E	10/2019
Review and assess training proposals with regard to their effectiveness and value for money	M&E	10/2019
development of the ESMP Finalise the development of the ESMP and its monitoring plan and ensure key indicators are included in the operational monitoring. The activity should be captured in the AWPB and Procurement Plan.	NPCO	10/2019
IFAD to provide comments on the draft ESMP report and NPCO to finalize the plan	IFAD	12/2019
Fast track the configuration of the already procured ADSL	M&E, NPCO	01/2020
Undertake PRIME training and M&E training specific to SECAP requirements	M&E, NPCO	02/2020
Document evidence based lessons learned prior the 2020 MTR	NPCO/KM Officer	03/2020
Analyse data collected in preparation of the MTR	M&E, NPCO	03/2020
Programme Steering and Technical Committees Share the minutes of the PSC with IFAD	NPCO	04/2020
Financial Management & Execution		
Standard Bidding Documents Develop Standard Comprehensive Bidding Documents for the NCB and shopping procedures.	NPCO	07/2018
Procurement Plans for Zobas Procurement Plans at the Zoba level should be developed and cleared by the NPCO.	ZPCOs/NPCO	07/2018
Capacity Building of Staff Organize a tailor-made procurement training for the Programme's Procurement staff at the NPCO and ZPCOs and other technical persons involved in the procurement process covering the areas of preparation of the bidding documents.	NPCO	10/2018
Support for AWP&B & Procurement Plan Preparation IFAD to provide support during the October Supervision Mission, to review and prepare a comprehensive AWPB and Procurement Plan.	IFAD	10/2018
Internal Audit Request the MMR Internal Audit department to include FReMP in their annual rolling internal audit plans.	Fin Controller & Coordinator	10/2018

Hands on Training for Project Team IFAD to provide intensive one week procurement training on IFAD procurement, for the entire project team and Zorba staff involved in the procurement processes	IFAD	11/2018
Beneficiaries contribution The PCO to establish a proper and consistent system for capturing and reporting in kind beneficiary contribution. Ensure that the system is consistently applied at PCO and ZPCO level.	NPCO and ZPCOs	12/2018
GoE contribution The PCO to establish a proper and consistent system for capturing and reporting Government contribution in terms of salaries of all project staff, office space and contribution to civil works and other activities. Ensure that the system is consistently applied at PCO and ZPCO level. The GoE contribution shall be fully reported in the final annual report.	NPCO and ZPCOs	12/2018
Revision of procurement plan Revise the procurement plan according to the shared template and submit it to IFAD for review and no objection. The revised procurement plan should present goods and works on separate sheets, list procurement and IFAD prior-review thresholds, and include the following additional activities: 1. Consultancy to support the Programme in procurement and installation of key infrastructure, with a focus on training/help with drafting of technical specifications for goods and works; 2. Consultancy to conduct market assessment and develop marketing strategy both for the marine small pelagic and fish from inland dams; 3. Consultancy to support the preparation of guidelines, simple templates and training modules for the business plans, financial record keeping and effective facilitation of value chain linkages; 4. Procurement of furniture, lab and hatchery equipment; 5. Procurement of vehicles.	NPCO	05/2019
Procurement of FMS Seek IFAD NO to procure FMS through Shopping instead of NCB, and amend the 2019 PP accordingly.	NPCO	05/2019
Procurement of civil works via force account Seek IFAD NO to procure the two solar fish drying facilities and two multi-purpose centres through Force Account instead of ICB, and amend the 2019 Procurement Plan accordingly.	NPCO	05/2019
Record keeping Ensure that all relevant documents pertaining to each procurement process are kept in the same folder.	NPCO	05/2019
Detailed reporting on Government in-kind contributions to be submitted to auditor for review as part of 2018 audit Government Counterpart Fund	NPCO	05/2019

Accounting System Procure and install a fully tested accounting software which is successfully being used by other IFAD funded programmes 26/11/19. In progress; procurement process completed, contract under preparation	NPCO	05/2019
Recruitment of Consultant Recruitment of Consultant to support the Programme in procurement and installation of key infrastructure Present detailed justification and request an IFAD NO to recruit the Consultant via Sole-Source-Selection	NPCO	06/2019
Internet capacity to be strengthened at ZPCO	ZPCOs	06/2019
Internet capacity to be strengthened at NPCO to enable adoption of IFAD's Client Portal (ICP) and other improvements	NPCO	06/2019
The audit report to disclose the procedures used by NPCO for reporting of domestic contribution, including in-kind contribution. The notes to the FS shall also disclose the breakdown of Counterpart Fund (i.e. time-salaries). Counterpart Funds	Auditor	06/2019
Additional accounts assistant to be hired Additional accounts assistant to be hired to support the finance unit and ensure appropriate segregation of duties 26/11/19 update: in progress	NPCO	06/2019
Capacity building of staff Organize a tailor-made procurement training for the Programme's procurement staff at the NPCO and ZPCOs, also open to other technical staff involved in the procurement process.	NPCO	07/2019
Standard bidding documents Finish developing comprehensive Standard Bidding Documents for NCB and Shopping procurement methods and submit to IFAD for review.	NPCO	07/2019
Revision of the Ltr Revise the Ltr and the PIM to reflect the absence of a national procurement framework and the direct application of IFAD's Project Procurement Framework by the Programme.	IFAD/GoE	07/2019
Improved supporting documentation Invoices to be stamped 'paid', systematic evidence of voucher approvals (signatures), evidence of adequate documentation of staff travel and beneficiary training expenditure 26/11/19 update: FC reported that recommendations are implemented, on site confirmation by next supervision	NPCO finance unit	08/2019

Preparation of AWPB Ensure participation of the Procurement Unit in the drafting and finalization of the AWPB, thus ensuring the preparation of a realistic work plan.	NPCO	10/2019
Submit draft contract for Financial Management System to IFAD for prior review	NPCO	12/2019
Submit design and BOQ for Gelalo Multipurpose Complex for procurement via force account	NPCO	12/2019
Bi-annual submission of interim financial reports to IFAD in line with LTR 26/11/19 update: not done for 1st semester 2019, to be submitted by mid-December with 2nd semester IFR by mid February. IFR template shared with FC. LTR to be revised for quarterly IFRs (IFAD)	NPCO finance unit	12/2019
Facilitate implementation of ICP: strengthened internet at NPCO; ICP pre-assessment (official emails for approvers) The NPCO has moved to College of Marine and presently has no internet, however the situation is expected to be remedied in the coming weeks. Connectivity testing for ICP to be done	NPCO, IFAD	12/2019
To ease consolidation at head office level there should be uniform chart of accounts. No uniform chart of accounts are used at head office and Zobas.	FReMP's management	12/2019
As disaster recovery procedure, backups have to be kept outside the premises of the relevant project office. Daily transaction backups are kept in the office premises of the organization.	FReMP's management	12/2019
Accuracy of categories of expenditure on returns from Zobas must be checked thoroughly at head office. Furthermore, the categories of expenditure in the withdrawal application form must be in line with those in the returns. Neither are expenditure categories from Zobas thoroughly checked nor are they compared with those in the withdrawal application form.	FReMP's management	12/2019
Bank reconciliations must be prepared monthly. Bank reconciliation was not prepared on timely manner (monthly).	FReMP's management	12/2019
Procurement reports have to be prepared at frequent intervals comparing of the approved procurement plan and any delay should be reported incorporating action to be taken to resolve it. Procurement reports are not prepared as required by the laid down procurement plan.	FReMP's management	12/2019

<p>Maintenance of adequate fixed assets register, which can furnish all needed information about fixed assets.</p> <p>No fixed assets register is maintained by the management of the project.</p> <p>26/11/2019 update: the asset register is maintained but must be completed and an inventory must be carried out</p>	FReMP's management	12/2019
<p>Use of Consulting Firms' Services</p> <p>The Project shall consider the use of Consulting Firms' services instead of Individual consultants for some assignments.</p>	NPCO	
<p>Procurement Plan Update</p> <p>Update the procurement plan whenever warranted.</p>	NPCO	