

Guyana

Hinterland Environmentally Sustainable Agricultural Development Project Supervision Report

Main report and appendices

Mission Dates: From Sept 16th 2018 to Sepr 28th 2018
Document Date: 05/11/2018
Project No. 2000001472
Report No. 4901-GY

Latin America and the Caribbean
Programme Management Department

Abbreviations and Acronyms

ASAP	Adaptation for Smallholder Agriculture Programme
ASDU	Agriculture Sector Development Unit
AWPB	Annual Work Plan and Budget
BOS	Bureau of Statistics
BP	Business Plan
CARICOM	Caribbean Community
CDO	Community Development Officers
CDC	Civil Defence Commission
CDP	Community Development Plan
CI	Conservation International
CPDP	Community Production Development Plans
CPIP	Community Production Investment Plan
CTP	Community Training Plan
ESMP	Environmental and Social Management Plan
FAO	Food and Agriculture Organization
FPIC	Free, Prior and Informed Consent
GOG	Government of Guyana
GLDA	Guyana Livestock Development Authority
IDB	Inter-American Development Bank
IICA	Indian Institute of Corporate Affairs
IPED	Institute for Private Enterprise Development
KM	Knowledge Management
M&E	Monitoring and Evaluation
MIPA	Ministry of Indigenous Peoples' Affairs
MNRE	Ministry of Natural Resources
MOA	Ministry of Agriculture
MOB	Ministry of Business
MOC	Ministry of Communities
MOF	Ministry of Finance
MOH	Ministry of Health
MOPH	Ministry of Public Health
MOSP	Ministry of Social Protection
MOU	Memorandum of Understanding
NAREI	National Agricultural Research and Extension Institute
NGO	Non-governmental organization
NRM	Natural Resource Management
NSC	National Steering Committee
ORMS	Operational Result Management System
P/CIP	Public/Collective Investment Plan
PDR	Project Design Report
PIM	Project Implementation Manual
PMC	Programme Monitoring Committee
PMU	Project Management Unit
PRO	Project Regional Office
QCBS	Quality and Cost Based Selection
RC	Regional Chairman
RDC	Regional Democratic Council
RMC	Regional Management Committee
SECAP	Social, Environmental and Climate Assessment Procedures
SOFA	Study of Food Security
TA	Technical Assistance
TOR	Terms of Reference

VCAP	Value Chain Action Plan
VIP	Village Improvement Plan

A. Project Overview

Region:	Latin America and the Caribbean	Project at Risk Status:	Not at risk
Country:	Guyana	Environmental and Social Category:	B
Project Name:	Hinterland Environmentally Sustainable Agricultural Development Project	Climate Risk Classification:	2
Project Id:	2000001472	Executing Institution:	Ministry of Agriculture
Project Type:	Rural Development	Implementing Institutions:	Ministry of Agriculture
CPM:	Ladislao Rubio		
Project Director:			
Project Area:			

Approval Date	26/11/2016	Last audit receipt	not available yet
Signing Date	21/03/2017	Date of Last SIS Mission	29/09/2018
Entry into Force Date	21/03/2017	Number of SIS Missions	2
Available for Disbursement Date	29/01/2018	Number of extensions	0
First Disbursement Date	29/01/2018	Effectiveness lag	4 months
MTR Date	not available yet		
Original Completion Date	31/03/2023		
Current Completion Date	31/03/2023		
Financial Closure	not available yet		

Project total financing

IFAD Financing breakdown	IFAD	\$7,952,000
	Latin American and the Caribbean Division	\$500,000
Domestic Financing breakdown	Beneficiaries	\$265,000
	National Government	\$2,426,000
Co-financing breakdown,		
Project total financing		\$11,143,000

Current Mission

Mission Dates:	From Sept 16th 2018 to Sepr 28th 2018
Days in the field:	3
Mission composition:	Mr. Ladislao Rubio, CPM for Guyana leading the supervision mission and representing IFAD management during the different meetings at national and regional level Ms. Rikke Olivera, Senior Technical Specialist on Natural Resources Management and Mr. René Castro, Climate Change and Environment consultant, focusing mainly on project compliance with SECAP requirements, environment and natural resource management and adaptation to climate change Ms. Ingrid Schreuel, M&E and Gender Consultant and Ms. Alisia Sansoni, M&E consultant, focusing mainly on M&E, knowledge management, gender equality and empowerment Mr. Ivan Cucco, Agricultural Economist, focusing mainly on rural development
Field sites visited:	Lethem, Surama and Wowetta

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	3
Effectiveness	3	Quality of Project Management	3
Targeting and Outreach	4	Knowledge Management	3
Gender equality & women's participation	4	Value for Money	3
Agricultural Productivity	N/A	Coherence between AWPB and Implementation	3
Nutrition	3	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	3
Partnership-building	4	Quality of Financial Management	4
Human and Social Capital and Empowerment		Quality and Timeliness of Audit	
Quality of Beneficiary Participation	4	Counterparts Funds	4
Responsiveness of Service Providers	4	Compliance with Loan Covenants	4
Environment and Natural Resource Management		Procurement	4
Exit Strategy			
Potential for Scaling-up			

Relevance	5
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C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

The mission objective was to assess project performance until September 2018. Training sessions were conducted on financial and procurement matters, the NOTUS system and the ORMS system. The Mission presented a technical assistance initiative to support the HESAD project and two other projects in the region (Dominican Republic and Nicaragua) in validating the family resilience model. The list of meetings is presented in Appendix 5.

Effectiveness was completed four months after project approval and first disbursement was achieved 10 months later. The additional conditions for withdrawal (Baseline study for Region 9) caused the delay between effectiveness and first investment disbursement. The lesson learned from this delay is that posing demanding disbursements conditions when there is no continuity in PMU staff from previous projects is not advisable.

The National Steering Committee (NSC) for the HESAD Project is the same already established (called Programme Monitoring Committee, PMC) to oversee the IDB SADP Project and the CARICOM RAID Project. The PMC is chaired by the MOA and includes MIPA, MNE, MOC, MOB, MOSP, MOPH and other government agencies.

At the regional level, the HESAD Project should work in close coordination with the RDCs and with the regional structures of other Ministries, Agencies or Organizations, including MOA Agencies like NAREI and GLDA. While the selection process for the Regional Project Coordinator for Region 9 is being completed, the Mission recommends that the Project be supported by regional agencies.

Key Mission Agreements and Conclusions

The main issues identified by the Mission, and shared by the Government, are the following:

- The project is not adequately integrated in the ASDU; management actions are required to strengthen ownership of the project by MOA authorities
- The Project lacks a clear implementation strategy and effective management, which is affecting the project progress and implementation including its institutionalization at the national and regional level and the building of key partnerships. This is evident in:
 1. underutilization of the experience and competencies at national and regional levels;
 2. lack of advancement on key draft PIM sections that are important for preparing the grounds for investments, including: a) formats of the investment plans; b) establishment of the evaluation committee and the rules for the selection process of the plans, including selection criteria and eligible expenditures for investment proposals; and c) rules and procedures for the implementation and final evaluation of the plans;
 3. procurement processes are advancing very slowly, partly due to national processes requirements, but also to the lack of management actions to find solution to speed up procurement processes, including varying quality of TORs;
 4. lack of a knowledge management strategy, which affects the ability to prepare quality progress reports and draw lessons from the implemented activities to improve the implementation strategy.

The agreements reached during the Supervision Mission are detailed in section D of this report. A summary of the main agreements are presented below

- Strengthen the institutionalization of the PMU within the ASDU and the MOA at the central level, according to what was established in the Finance Agreement and PIM
- Strengthen project institutionalization at the Regional Level by establishing the Regional Management Committees (RMCs) (or using the already existing committee with the same name in Region 9), and by finalizing the recruitment of the Regional Project Coordinator, Field Facilitator, and Social Inclusion and Gender Specialist for each region
- It is agreed that the Aide Memoire of this Supervision Report is a good guide to define a strategy for the implementation of the project but that it should be updated based on the activities developed and the results achieved.
- Develop and implement a Knowledge Management and Communication Strategy for the project, that includes improved systems for record-keeping and note-taking to systematically supplement official meeting minutes and prepare the ground for knowledge products
- Further develop the M&E Plan, including participatory M&E at local level and instruments for data collection in support of HESAD M&E Platform and Database
- Submit the updated PIM to IFAD for no objection

The GoG and the consulted regional authorities concur that the project design responds to the needs of Hinterland regions and is aligned to national policy objectives. Greater appropriation of the project by the MOA is needed to strengthen institutionalization at the central and local level, to improve management effectiveness and to permit adequate project implementation in the established timeframe. The Mission, together with the MOA and ASDU/PMU, has identified the key issues affecting project implementation and has presented the required steps for a starting strategy that will permit the project to proceed to the investment phase in both regions.

D. Overview and Project Progress

This is the second Supervision Mission for the HESAD Project. The Financing agreement was signed on March 21, 2017, the Project Manager (PM) started working November 1st, 2017 and the PMU staff in Georgetown (Procurement Officer, Finance Officer, and M&E Officer) started on March 1st, 2018. The MOA assigned an Environmental Officer to the Project.

To improve project performance, IFAD fielded a supervision mission in November 2017 and an implementation support missions in March 2018. These missions were to support the government, in particular the MOA, with achieving the conditions for the first disbursement, familiarize the PMU staff with the Project design and review the draft AWPB 2018, amongst others. The Aide Memoires for the two missions included annexes with clear due dates for the different activities to be achieved in the AWPB 2018, focusing on (i) meeting conditions for investment in Regions 1 and 9; (ii) start-up activities in Region 9, including consultations with Amerindian villages, the RDC and regional government agencies, contracting staff and refurbishing of office space; (iii) ensuring the development of the first batch of CPDPs, BPs, CTPs, and CIPs for at least four villages in Region 9 and starting their implementation; (iv) an MOU with a financial institution for screening business plans and administering the investment fund for plans implementation; (v) a simple M&E database and system; and (vi) setting up institutional arrangements for partnerships for implementation (MIPA, MOC, MOB and Food Policy Department, among others), including the setting up of the Regional Management Committee.

As of September 18, 2018, less than 10% of the technical activities in the AWPB has been finalized; only the Baseline study for Region 9 has been completed and the report has received no objection from IFAD. Progress has also been made in development of the TORs for the different studies: combined SOFA/Baseline/specific value chain studies in Region 1 (draft); Development of Community investment Plans (draft); Development of HESAD M&E Database (draft); SOFA and Baseline study for Region 1 (draft), and Hydrological studies Region 9 (draft). Pending is the TOR for the Nutrition Awareness Training.

At the moment of the Supervision mission, none of the studies had been awarded or started implementation. Significant delays in the implementation of the three Components are due, among other reasons, to: i) delays in the procurement process; ii) the fact that the PMU has been on a learning curve and has needed time to familiarize with the Project, as also reflected in the time needed to prepare adequate TORs; iii) lack of timely follow-up by the PMU on the procurement process itself.

It should however be noted that at the regional level (particularly in Region 9) the community planning process that provides the basis for the identification and formulation of the investment plans eligible for financing and support under the HESAD Project is at an advanced stage. The local institutions that have been involved in the formulation of CDPs/VIPs and business/investment plans for other projects in the Region 9 (like MIPA, NAREI, GLDA, MOC and NGOs) have built considerable experience in community consultations and plans formulation, including investment plans for production and business activities. The same agencies have in many cases already mapped potential gaps that the HESAD Project could fill, to capitalize on the identified demands and entrepreneurial capacities existing in the Regions.

Once all the steps required to start investing in the Regions will have been completed, the investment processes could proceed speedily and the set targets could be achieved. It is however imperative that the investment process starts as soon as possible in selected communities in Region 9 since this will permit to generate lessons, finalize and optimize procedures, and showcase examples of HESAD project strategy and activities to other communities. The necessary condition for this to happen is that the MOA appropriates the project, so that greater institutionalization at the central and local level can permit the project to capitalize on regional experience and opportunities for cooperation with relevant agencies.

Progress in achieving project outputs Component 1: Strengthening of community and producer groups investment planning

Output 1.1: Community Production Development Plans (CPDP) for Region 9

To date, although no CPDPs have been formulated in Region 9, the Mission has positively assessed the consultative process undertaken in the region because it permits to start investment and to activate a learning process to formalize the procedures and agreements to establish the Project Regional Office (PRO). In addition to the activities planned in the AWPB, the PMU prepared a brochure to inform Toshias in Region 9 about the objectives, expected results and villages participation in the Project. In Region 9, the PMU held meetings in May with the Regional Chairman (RC), Regional Democratic Consultative Committee, Agriculture Standing Committee of RDC, Agriculture staff, Tourism Standing Committee and made a presentation at the Toshao Conference in June. Initial meetings with IPED, MIPA, Ministry of Business, Food policy department were held by the PM, but no concrete agreements have been reached to formalize regional-level partnerships and collaborations.

The villages and communities tentatively selected for the first implementation wave have already developed Village Improvement or Development Plans (VIPs) that include production activities potentially eligible for financing under the HESAD Project. The CPDPs for these communities will be developed by reviewing the existing VIPs with the villages to identify opportunities for investment in: public and collective goods (P/CIP); business plans for producers groups (BP); and training activities and plans (CTP). The draft TORs for procuring a service provider to support the development of the investment plans were developed by the PMU.

Starting investment in Region 9 will permit the ASDU/PMU to finalize the procedures and agreements for communities

selection, the formats and requirements for plans formulation, plan evaluation and investment process so that Project activities can be extended to other villages and communities. The PMU should use the experience of the initial villages to promote the project in other communities, including through visits and exchanges between neighbouring villages.

To capitalize on the experiences and competencies accumulated in Region 9 through the VIPs planning process, for the development of CPDPs the PMU will be supported by senior technicians from regional MOA agencies (NAREI and GLDA). The mission also considers that the Community Development Officers (CDOs) of MIPA, the FAO team and other regional actors could provide valuable support. This will allow the project to proceed with investments, following the guidelines and templates on Plans formulation elaborated by the ASDU/PMU, while the procedures for establishing the Regional Office and the Regional Management Committee in Region 9 are completed.

Meetings held in Region 9 confirm that local-level institutions (including NAREI, GLDA, MIPA and MOB) have strong experience and capacities to guide or support the preparation of production-related business and investment plans. The PMU will prepare the guidelines and templates for the formulation and submission of investment and training plans with technical support from senior staff from relevant regional agencies. This can be arranged through an MOU or short-term consultants, whichever is more expedient.

Output 1.2: State of Food and Agriculture (SOFA) and value chain studies Region 1

Because of the lack of data and information on Region 1, the conditions for investment in Region 1 detailed in the PIM include the completion of Baseline, SOFA and Value Chain studies for the two sub-regions covered by the project (Mabaruma and Moruca). In previous mission it was agreed to combine the baseline and the SOFA study. The achievement of these conditions for investment in Region 1 is behind schedule and it is unlikely that all studies will be finalized by December 2018, which risks causing delays to project implementation in Region 1. To kickstart the planning and investment process in Region 1, it has been agreed that the studies will be combined according to the following indications:

Together with community and regional authorities, CDOs of MIPA and with the MOA, the PMU will identify few value chains that can realistically be covered during 2018 (each focusing on one specific product) that are already active in the territories, are ready for strengthening and development through activities eligible for financing under the HESAD Project, and that already involve producers belonging to the Project target group. For these value chains, a combined Value Chain, SOFA, Baseline study and investment proposal will be undertaken. Beyond analysing the selected value chain, the study will: i) collect selected baseline information on producers belonging to the Project target group that are already involved in the value chain; ii) include selected questions from the SOFA methodology, and directly linked to the project strategy and objectives, to assess the status of food, agriculture and livelihoods for producers' families participating in the value chain; iii) give specific indications (before study completion, as an Interim Report) on the stakeholders that should participate in the Value Chain Roundtable; and iv) generate detailed inputs and proposals for the formulation of the related VC Action Plans (VCAPs), PCIPs, BPs and CTPs.

To develop the TORs for the combined study, the PMU will seek technical support from other MOA agencies, other institutions (including MIPA and MOB) and local specialists with an established expertise in the topics and value chains covered by the study. The PMU may assess the need to contract a short term consultant to prepare the TORs, gathering inputs from these experts and using the "Individual Consultants (IC)" procurement method (see the HESAD Project Letter to the Borrower). Alternatively, the PMU could develop the TORs with the support of external experts based on the inputs provided during the November 2017 Implementation Support Mission. In order to verify whether the finalized studies satisfy disbursement conditions for region 1 the MOA will send them to IFAD for no objection when completed.

In addition, the combined Baseline and SOFA study for Region 1 will have to be completed according to the agreed time plan. Its key output will be an adequate baseline covering all Logical Framework indicators for the HESAD Project target population, to permit final project impact evaluation. The study will also include questions drawn from the SOFA methodology, to provide an assessment of the status of food, agriculture and livelihoods for the target group in the selected sub-regions.

Output 1.3: Value Chain round tables and action plans (VCAP)

Activities for organizing Value Chain Round Tables and formulating VCAPs in Region 1 have not been undertaken. As part of Component 1, these activities can commence before the disbursement conditions for implementing Component 2 in Region 1 are satisfied.

While the combined study proceeds, the ASDU/PMU will: i) initiate consultations with the relevant regional authorities and agencies in Region 1, adapting to local conditions the community information and consultation process used in Region 9; ii) act on the inputs received for the identification of key value chains stakeholders to: organize and convene the Round Tables; inform stakeholders about the project strategy, objectives and activities; initiate the consultative process for the formulation of the VCAPs and the specific investment plans; report the findings and recommendations of the value chains studies.

Other outputs under Component 1

Activities under Component 1 also include the following outputs:

1. Output 1.4: Public/Collective Investment Plans (P/CIP)

2. Output 1.5: Business Plans (BP) for producer groups
3. Output 1.6: Community Training Plans (CTP)
4. Output 1.7: List of cross community investments, studies and TA for the implementation of P/CIPs, BPs and CTPs.

Since the different investment plans are based on the overarching Community Production or Value Chain plans not yet completed, no specific investment plans have yet been formulated. Furthermore, although the PIM and PDR detail the content of the different types of plans, these indications have not been developed into operational guidelines and templates that should be used to produce (starting from the existing VIPs) the different types of investment plans ready for submission and evaluation by the plan evaluation committee (which also needs to be established).

Component 2: Implementation of Investment Plans

While the formulation of CPDPs / VCAPs is being completed, the PMU will establish the Investment Fund and the regulations for the functioning of the investment plans; for this, the ASDU/PMU will have to complete Section 6 of the PIM. This Section will detail: (i) the criteria for the evaluation of Plans, including the eligible expenditures as established in the PIM; and (ii) the procedures through which the Plans will access investment from the HESAD Project.

The administration and execution of the Investment Fund will be arranged through an agreement signed between the MOA and a Financial Institution(s) with presence in the Regions. The procedure for the competitive bidding process for the selection of the Financial Institution(s) should be put in place. For the establishment and administration of the Investment Fund, the PMU could refer to the procedures adopted for the READ Project.

To support the implementation of the CPDPs, the HESAD Project can capitalize on the experiences already existing in the MOA at the regional level, particularly through NAREI and GLDA. During the visit to Region 9, the PMU has proposed to involve volunteers from the Bina Hill Institute in all project implementation activities. The IFAD mission appreciates this initiative, since it can strengthen links with the territory, exploit volunteers' knowledge of local languages and culture, promote the involvement of youths able to contribute innovative ideas in areas like ITC, climate change and nutrition awareness, and offer a learning opportunity to students that can help build and territorialize human capital.

Other activities under Component 2

No advancements have been achieved on the outputs to achieve the following outcomes:

1. Outcome 2.1: Increased investments in business plans improved agriculture and related income-generating opportunities and improved market access.
2. Outcome 2.2: Increased access to assets that build community and household resilience and create an enabling productive environment (water, energy, ITC).
3. Outcome 2.3: Improved diet of adequate quality and appropriate quantity, referring to context-appropriate food-based dietary guidelines and drawing insofar as possible on own-production and local markets in a context of effective behaviour change and nutrition education activities

Component 3: Project and Knowledge management and coordination

Through this Component the Project tries to achieve efficient and adequate management and implementation of planned activities and effective coordination and planning between institutions at the national, regional and local level.

The main issues emerged in relation to Component 3 can be summarized as follows:

1. The Project is not adequately integrated in the ASDU and is weakly institutionalized at both the central and regional levels;
2. The Project lacks an adequate implementation strategy and effective management;
3. The M&E system has not yet been developed, reporting quality is low and a Knowledge Management strategy is not in place

These issues and the agreed actions will be discussed in details in the appropriate sections of the Supervision Report.

Agreed Action	Responsibility	Agreed Date
Overview and Project Progress		
Development of CPDPs (based on VIPs) Development of CPDPs (based on VIPs) including the different concrete public/collective and business investment and training plans with support from senior technicians of MOA regional agencies (NAREI and GLDA) and involving CDOs	ASDU/PMU with support from GLDA / NAREI / MIPA / MOC and in consultation with the RDC	10/2018

Guidelines and templates for the formulation and submission of P/CIP, BP, and CTP Prepare the guidelines and templates for the formulation and submission of P/CIP, BP, and CTP, with technical support from senior staff from the relevant regional agencies, and submit to IFAD for revision the updated relevant sections of the PIM	ASDU / PMU with support from senior technical experts	10/2018
Establish the plans evaluation committee Establish the plans evaluation committee	ASDU/PMU in consultation with the RDC	10/2018
value chains in Region 1 Identify few value chains in Region 1 that can be realistically studied during 2018	ASDU/PMU with support from GLDA/NAREI/MIPA/MOC and in consultation with the RDC	10/2018
Consultant for the combined value chain, SOFA and Baseline Study for the selected value chains in Region 1 Complete the procurement process for contracting the individual consultant for the combined value chain, SOFA and Baseline Study for the selected value chains in Region 1	ASDU / PMU with support from senior technical experts, including FAO	10/2018
Undertake the community information and consultation process in Region 1, and organize and convene the Value Chain Roundtables Undertake the community information and consultation process in Region 1, and organize and convene the Value Chain Roundtables, to inform stakeholders about the project, initiate the process for the formulation of Value Chain Action Plans and investment plans, and disseminate results of the combined value chain studies	ASDU/PMU, MOA and MIPA staff	10/2018
Section 6 of the PIM Complete Section 6 of the PIM to cover: (i) the criteria for the evaluation of Plans, including the eligible expenditures as established in the PIM; (ii) the procedures through which the Plans will access investment from the HESAD Project. Send the updated sections to IFAD for revision	ASDU/PMU with support from senior technical experts	11/2018
Submit the updated PIM to IFAD for no objection Submit the updated PIM to IFAD for no objection	MOA	11/2018
value chain, SOFA and baseline studies for region 1 Complete the combined value chain, SOFA and baseline studies for the selected value chains in Region 1	Selected individual consultant, supervised by the ASDU/PMU	12/2018
selection of the Financial Institution(s) Put in place the procedure for the competitive bidding process for the selection of the Financial Institution(s) that will administer the Investment Plan, and establish the Investment Fund whose administration and execution will be arranged through an agreement signed between the MOA and a Financial Institution(s) with presence in the Regions	ASDU/PMU with support from senior technical experts	03/2019

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness

Rating: 3

Previous rating: 4

Justification of rating

Implementation is lagging behind and investment components progress is below target. Mitigation measures for implementation require establishing effective relationships between ASDU/PMU, Regional stakeholders and implementation partners. This seems however to escape the present PMU capacity. Starting-up is hampered by lack of integration in the ASDU and by additional challenges like Regions remoteness.

Notwithstanding these difficulties, positive conditions exist for meeting project objective. Regional stakeholders, MOH, and direct beneficiaries are ready to come onboard; the villages with a VIP are already more than the project plans to cover. Once the staff in the regions has been hired and regional coordination has been established, the implementation will move much smoother

Log-Frame Analysis & Main Issues of Effectiveness

The planned activities in the AWPB directly contribute to meeting the outputs required to meet the outcomes. However, serious delays have been experienced in procurement processes due to the PMU staff is recently coming out of the learning curve and it has taken them time to familiarize themselves with the Project (this is reflected in the time it takes to prepare quality TORs) and particularly lack of timely following-up by the PMU of the procurement process itself.

The Project lacks a clear project implementation strategy and effective management, which is affecting the progress of the Project including its institutionalization at the national and regional level and the building of key partnerships. This also leads to underutilization of the experience and competencies at national and regional levels. Project institutionalization in the regions will have to be urgently strengthened by establishing the Regional Management Committees (RMCs) eventually using the already existing committee of the same name in Region 9. As established in the draft PIM, the RMCs will be chaired by the Regional Chairman and will be comprised of: representatives of the Regional Agricultural Committee (NAREI and/or GLDA), regional representatives of MIPA, MNRE, MOB (e.g. Business Desk), MOH, MSP, and two (2) representatives from the beneficiaries.

All Log-Frame indicators still present zero as annual and cumulative results. While this is normal for the Outcome indicators approved in the Log-Frame included in the President Report, the activities implemented under the Output indicators should have already given some results. Annual targets for 2018 had been set only for a small number of indicators.

Moreover, in order to comply with the recent IFAD Development Effectiveness Framework, two new indicators (core) were included after discussion with the PMU. Indeed, when the Project was formulated the new IFAD core indicators had not yet been defined. These new indicators in the Logframe are:

1.2.4 Number of households reporting an increase in production (added under Outcome 2.1)

1.1.8 Number of persons/households provided with targeted support to improve their nutrition (added under Output 2.3.1)

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
Development Effectiveness		
Strengthen project institutionalization at the Regional Level Strengthen project institutionalization at the Regional Level by establishing the Regional Management Committees (RMCs) (or using the already existing committee with the same name in Region 9), and by finalizing the recruitment of the Regional Project Coordinator, Field Facilitator, and Social Inclusion and Gender Specialist for each region to ensure participation of women and youth	ASDU/PMU with support of senior technical experts	10/2018

Development Focus

Targeting and Outreach

Rating: 4

Previous rating: 4

Justification of rating

The selection process adopted for the identification of the initial villages complies with the targeting strategy. The PMU is well aware of the target group, and the local leaders (Toshaos) of the Amerindian villages in Region 9 have been informed

about the Project. Positive feedback was received from 52 Toshaos, expressing their interest in project activities as they are clear (more so than the PMU itself) that the Project will assist villages partially implement their already existing Plans. Also, social inclusion considerations have been included so far in the TOR for contracting service providers. However, mechanisms to ensure the project also benefits women, female headed households, and youth have not yet clearly been defined. The M&E database is expected to use disaggregated data.

Main issues

It is too soon to conclude whether the services respond to the needs of the intended target groups, but as the planning process is participatory this might not be a problem, if the PMU and service providers ensure that representatives of all target groups participate in the planning process.

Targeting should not be a major issue in this Project as both geographical targeting is foreseen and so far implemented correctly and self-targeting is foreseen as the Project will co-finance only Plans developed and approved by the villages themselves. Ensuring participation of the different interest groups in these plans is therefore essential. Monitoring will be important to ensure that while implementing collective investments, business, and training plans the services and resources are channelled to all intended individuals and households and do not only benefit a local elite.

Agreed Action	Responsibility	Agreed Date
Development Effectiveness		
guide for local participatory monitoring of the implementation of collective investments, business, and training plans including monitoring of targeting criteria Develop a guide for local participatory monitoring of the implementation of collective investments, business, and training plans including monitoring of targeting criteria.	ASDU / PMU M&E Officer	11/2018

Gender equality & women's participation

Rating: 4

Previous rating: 4

Justification of rating

Efforts are made to facilitate the participation of women and youth, as they account for a significant number of the planned total number of beneficiaries. Gender considerations can be found in the TOR prepared by the PMU for contracting service providers. The promotional material prepared by the PMU (brochure) clearly state that women (and youth) are potential beneficiaries of the Project. Also, there is a position for gender and social inclusion specialists in Region 1 and 9 (to be filled soon).

Main issues

It is too soon to conclude about the Projects influence on: (1) economic empowerment to enable both rural women and men to participate in and benefit from profitable economic activities; (2) ensuring that both women and men have equal voice and influence in rural institutions and organizations, including decision making processes at household, community or local level; and (3) more equitable balance in workloads and in the sharing of economic and social benefits between women and men.

The PMU should review the affirmative actions for women and youth mentioned in the design document and put them into practice. A simple strategy for Social inclusion should be prepared as soon as the Gender and social specialist in Region 9 has been contracted and should then be shared with all service providers and implementing partners.

Representation of women and youth in the Regional Management Committees that will be established soon is essential. Also, the upcoming Workshops to launch the Project in Region 9 (end September) and Georgetown (October) are excellent opportunities for the PMU and MOA to inform stakeholders on some of the key affirmative actions towards social inclusion and gender equality the Project will put into practice (Gender strategy in the Design document).

Agreed Action	Responsibility	Agreed Date
Development Effectiveness		
CPDPs and VCAPs have to include the criteria for the selection of women and youth. The relevant section in the PIM needs to be finalized. CPDPs and VCAPs have to include the criteria for the selection of women and youth. The relevant section in the PIM needs to be finalized.	ASDU/PMU	10/2018
strategy for Social inclusion (youth/women) Review the affirmative actions for women and youth in design document and put them into practice. Develop a simple strategy for Social inclusion (youth/women) and share with all service providers and implementing partners.	ASDU/PMU and Regional gender specialist	12/2018

Agricultural Productivity

Rating: N/A

Main issues

Regional agricultural agencies like NAREI and GLDA, as well as MIPA Community Development Officers work in close cooperation with local communities and producers' groups on issues related to agricultural production and productivity. The meetings held with senior officers from these agencies in the course of the different missions confirm that they have a good understanding and mapping of the main limiting factors (including water, soil and natural resource management; needs for adapting to climate variability and change; production systems; processing and storage; and access to markets) affecting agricultural production and productivity, value creation and value retention for smallholder producers in HESAD project areas. Furthermore, they are directly involved in other projects and initiatives undertaken by the Government (often with the support of international partners) to promote the development of hinterland agriculture.

To maximize the HESAD Project's contribution to increased agricultural productivity and exploit synergies with other regional initiatives, it is imperative that effective cooperation be established with regional agricultural agencies and with the MIPA staff in all project phases, starting from the development and formulation of the different types of investment plans.

As emerged during a meeting with the Chairman of the Agricultural Standing Committee, Region 9, the recently established Regional Planning Unit has been an important step towards coordinating previously disconnected initiatives in the territory, including initiatives for the agricultural sector. The Agricultural Standing Committee believes that the focus of the HESAD Project is fully aligned with the regional agricultural strategy and sees the project as making an important contribution to its implementation in the next years. The Regional Office and Regional Management Committee should therefore be rapidly established to permit effective integration, coordination and exchange with the Regional Planning Unit on all project aspects related to agriculture and livestock production.

Nutrition

Rating: 3

Previous rating: 4

Justification of rating

As investment plans formulations and investments have not yet started, it is not possible to assess progress on nutrition. Nutrition-sensitive aspects remain highly relevant to the project strategy; planned activities will help advance the nutrition focus and guide related interventions. The combined Value Chains/SOFA studies for Region 1 will investigate how participation in value chains interacts with other livelihood aspects - including nutrition, healthy diets and self-consumption. Within the ASAP II initiative, IFAD proposes to hold Skype meetings and training sessions with the ASDU/PMU and survey organization(s) on the Family Resilience Model, with specific modules on the collection, use and interpretation of the composite nutrition indicators (WDDS or FCS) included in the Scorecard.

Main issues

Although the PMU has met the Director of Food Policy, MOH and the Regional Health Officer in Region 9, concrete collaborations have not been established. The TORs for the Nutrition Awareness Training activities have not been formulated and the partners for these activities have not been identified.

During project design, it appeared that the MOH was going to strengthen the generation and dissemination of "best option food baskets" based on the national nutritional guidelines. Discussions with the PMU, however, indicate that MOH initiatives in this direction have not progressed, as also confirmed by meetings between MOH officials and the IFAD Support Implementation Mission that visited Guyana in March 2018.

The "best options food baskets" program had been identified as one of the possible pivots for nutrition-sensitive activities

in the HESAD Project, since it would have provided a Government-backed entry point to strengthen the link between agricultural production and improved diets and nutrition in project territories. For this reason, the project LogFrame includes indicators that explicitly refer to the “best options food baskets”. The ASDU/PMU should follow up on the issue and, if uncertainties persist as to the actual progress of the MOH food baskets programme, the LogFrame should be updated by selecting other appropriate indicators for healthy diets and nutrition in consultation with IFAD.

Agreed Action	Responsibility	Agreed Date
Development Effectiveness		
ASAP II technical assistance initiative for the Family Resilience Model and Scorecard Finalize arrangements with IFAD for the training activities related to the ASAP II technical assistance initiative for the Family Resilience Model and Scorecard	IFAD and ASDU/PMU	10/2018
Nutrition Awareness Training Develop the TORs for the Nutrition Awareness Training and send them to IFAD for no objection.	ASDU/PMU	11/2018
“best options food basket” programme Follow up with the Food Policy Department, MOH on the adoption of the “best options food basket” programme and, if needed, update the nutrition indicators in the LogFrame in consultation with IFAD.	ASDU/PMU and IFAD	11/2018

Adaptation to Climate Change

Rating: 4

Previous rating: 4

Justification of rating

No adaptation investments have been implemented yet, but the project design has mainstreamed adaptation and building resilience of beneficiary families with improved water management as a key action in Region 9 and managing the impacts of saltwater intrusion in rivers and soils in Region 1. Using a resilience scorecard developed specifically for the project during the design, a questionnaire has been included in the baseline survey TORs that will allow for monitoring and better understanding projects results in terms of enhancing family resilience. Draft of TORs for a hydrological study for region 9 has been developed which will complement un-going catchment management activities and guide investments in improved water security to buffer against dry-spells and manage floods.

Main issues

There has been delays in contracting the detailed baseline study for region 9 and the combined baseline and SOFA study for region 1. Finalizing these studies including the questionnaire for the resilience scorecard will be important to provide more detailed and geographical and social differentiated knowledge on climate related drivers for vulnerability, key factors contributing to resilience, and adaptation needs. As soon as the contractor for the detailed baseline study for region 9 has been selected and contracted it will be important to do the final fine-tuning of the resilience questionnaire including the guidance to the interviewers. IFAD is ready to provide support on this through skype calls and eventually a support visit of experts financed by the IFAD/ASAP II Technical assistance initiative for resilience monitoring in HESAD and other IFAD co-financed projects in the region.

Since the project was designed various actors in region 9 including MOA agencies, NGOs (CI, IICA), Hydromet services, the RDC and villages have advanced in water management including developing catchments and management of newly established reservoirs. The importance of providing more stable access to water resources for communities' production activities is widely recognized. In the further development of the TORs for the hydrological study it is important the ASDU/PMU tap into the knowledge and experience in the region as well as national expertise and ensure the study complement these ongoing interventions filling knowledge gaps and providing sufficient information for supporting the villages in identifying sustainable and feasible water investments in their investment planning.

When developing the investment eligibility and feasibility assessment criteria and guidelines for selecting investment plans under the CPDPs and VCAPs (P/CIPs, BPs, CTPs) it is important to draw on the findings from the baseline and hydrological studies. The criteria and guidelines shall ensure the plans have adequately identified climate related risks and adaptation and resilience enhancing measures (as defined in SECAP and PIM) with the participation of the villages.

Agreed Action	Responsibility	Agreed Date
Development Effectiveness		
climate related risks and adaptation and resilience enhancing measures Make sure the criteria, formats and guidance for selection of investment plans include proper identification of climate related risks and adaptation and resilience enhancing measures	ASDU/PMU	10/2018
resilience scorecard questionnaire and guidance Finalize the resilience scorecard questionnaire and guidance to the interviewers to be applied in the detailed baseline study for region 9 and the combined baseline and SOFA study for region 1	Contractors with the support form ASDU/PMU and IFAD	11/2018
TORs for the hydrological study for region 9 Improve and finalize the TORs for the hydrological study for region 9 using the knowledge and experience in the region and national expertise to make sure it adequately complement ongoing water management activities and fills knowledge gaps to decide on water investment with the villages	ASDU/PMU eventually contracting national expertise	12/2018

b. Sustainability and Scaling up

Institutions and Policy Engagement	Rating: N/A	Previous rating: 4
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Main issues

Although the project strategy is closely aligned with the institutional and policy framework in relation to community-based planning, central and territorial articulation of multi-sectoral initiatives, and Hinterland poverty reduction and agricultural/rural development strategy, greater commitment to and ownership of the project strategy is needed at the central level, particularly within the MOA itself.

Field visits and meetings with regional authorities confirm that favourable conditions for applying the project implementation strategy developed during the design phase (centered on community-based planning and strong collaboration between different agencies within the framework of the regional planning process) do exist at the regional level, where the different institutions identified as key partners for the Project already work in close cooperation.

At the central level, however, there have been few advancements in creating the necessary conditions for the project to proceed to the implementation phase. This is partly due to the lack of concrete agreements for cooperation between key institutional partners at the central level, partly to delays in setting up the Project's Regional Offices and Regional Management Committees.

The potential contribution of the HESAD Project to the institutional and policy process would be greatly enhanced by its rapid progression to the implementation phase, since this will: i) generate field-based models and experiences for effective multi-sectoral collaboration at both the central and regional level; ii) enhance smallholders' capacities and participation in the policy process, by involving producers' groups in the formulation, management and implementation of concrete private and collective investment plans within the overall framework of the village/community planning process; iii) generate evidence and knowledge on project implementation, intervention results and effective institutional frameworks for implementation, also covering aspects on which there is currently little information like family resilience and nutrition.

In relation to the last point, it is again important to highlight that the ASDU/PMU should rapidly put in place an effective Knowledge Management strategy to systematically collect, analyze and synthesize information and should develop an adequate communication strategy to regularly disseminate evidence-based products to stakeholders and policy-makers.

Agreed Action	Responsibility	Agreed Date
Sustainability and Scaling Up		
Knowledge Management and Communication Strategy Develop and implement a Knowledge Management and Communication Strategy for the project, that includes improved systems for record-keeping and note-taking to systematically supplement official meeting minutes and prepare the ground for knowledge products	M&E Officer ASDU/PMU	10/2018

Partnership-building

Rating: 4

Previous rating: 4

Justification of rating

There have been several partnership-building initiatives particularly for fulfilling FPIC at the national, regional and local levels. At the national level there were consultations with MIPA, MOB, MSP, NSC and CI. At the regional level (RDC) there were consultations with the Region 9 Standing Agriculture Committee and Consultative Committee. The Project was presented at the Regional Toshao's Conference, Lethem, Region 9. Other partnership-building meetings included MIPA, MNE, MOC, MOB, MOSP, MOPH, GLDA, NAREI and MOA-M&E Unit. Opportunities for partnerships include FAO and the Bina Hill Institute in Region 9.

Effectiveness is hampered by limited capacity to establish concrete partnerships and coordination, due to lack of institutionalization within MOA and ineffective project management.

Main issues

Building effective partnerships with key organizations at the central and regional levels is crucial to avoid further implementation delays and rapidly proceed to the investment phase. The local institutions that have been involved in the formulation of VIPs and of the business/investment plans for other projects in the regions (like MIPA, NAREI, GLDA and MOC) have built considerable experience in community consultations and plans formulation, including investment plans for production and business activities.

Capitalizing on the existing experiences at the regional level through partnerships, cooperation and agreements can speed up the activities required to start and expand investments in the territories. Activities to be conducted in cooperation with other agencies and institutions include:

1. Development of CPDPs from existing VIPs. For these activities, the ASDU/PMU will be supported by senior technicians from regional MOA agencies (NAREI and GLDA) and Community Development Officers (CDOs) of MIPA. The Mission suggests that the FAO team and other regional actors could also provide valuable assistance. Such collaborations will allow the project to proceed with investments, following the guidelines and templates on Plans formulation elaborated by the ASDU/PMU, while the procedures for establishing the Regional Office and the Regional Management Committee in Region 9 are completed
2. Preparation of the guidelines and templates for the formulation and submission of investment and training plans. For these activities, the ASDU/PMU will seek the technical support of senior staff from relevant regional agencies; this can be arranged through an MOU or short-term consultants.
3. Development of different types of investment plans (BPs, P/CIPs, CTPs) and their implementation. For these activities, the HESAD Project can capitalize on the experiences already existing at the regional level. Meetings held in Region 9 confirm in fact that local-level institutions (including NAREI, GLDA, MIPA and MOB) have strong experience and capacities to guide or support the preparation of production-related business and investment plans.
4. Identification of the few value chains that can realistically be covered during 2018 in Region 1. The ASDU/PMU should work in close cooperation with community and regional authorities, CDOs of MIPA and with the MO.
5. During the visit to Region 9, the PMU has proposed to involve volunteers from the Bina Hill Institute in all project implementation activities.

The ASDU/PMU should also take concrete actions to establish effective partnerships and collaboration to rapidly complete the remaining studies posed as conditions for investment in Region 1. During a meeting with the FAO Representative in Guyana, the IFAD Mission was informed that the PMU has not yet met or made contact with FAO. As mentioned in the PDR, since FAO has already conducted the SOFA study in Region 9, it is of the utmost importance that the PMU connects with FAO to seek advice and indications on the SOFA methodology and its adaptation for the needs of the combined Value Chains studies in Region 1.

To strengthen institutionalization and favour coordination for data collection activities, proper communication and exchanges must be established with the Survey Department of the Bureau of Statistics (BOS). This is particularly important for the detailed Baseline Studies, since the BOS will conduct household listings and surveys in the same areas covered by the project. The ASDU/PMU and the selected survey organization(s) should discuss with the BOS the possibility to utilize their Enumeration Districts and Household Lists as a basis for the Baseline sampling, to favour future data exchanges and integration as well as to avoid overlaps in survey logistics.

Agreed Action	Responsibility	Agreed Date
Sustainability and Scaling Up		
SOFA methodology and its adaptation for the needs of the combined Value Chains studies in Region 1 Liaise with FAO to seek advice and indications on the SOFA methodology and its adaptation for the needs of the combined Value Chains studies in Region 1	ASDU/PMU	10/2018
use the Survey Department of the Bureau of Statistics' Enumeration Districts and Household List for the baseline studies sampling Establish proper communication and exchanges with the Survey Department of the Bureau of Statistics to discuss the possibility to use their Enumeration Districts and Household List for the baseline studies sampling, and to avoid overlaps in survey logistics in the Regions.	ASDU/PMU	10/2018

Human and Social Capital and Empowerment

Rating:

Main issues

Human and Social Capital building and empowerment, especially for women and youth will depend on their level of involvement and participation in decision making processes at village level. Traditionally this type of social inclusion is not very strong in Amerindian villages and the PMU would need to ensure that their views and interests are well reflected in the CPDPs and VCAPs and derived collective and business investment plans and community training plans to be financed as these plans will be the principal instruments for human and social capital building. Full participation, to be respected as equal partners in both the development and implementation of plans, as well as in decision making processes will lead to empowerment of local men, women and youth. The PMU has the responsibility for this to happen and should draw on local capacity among NGOs and MIPA staff in facilitating inclusive participatory processes.

Agreed Action	Responsibility	Agreed Date
Sustainability and Scaling Up		
Involvement of women and youth, including in leading roles, should be included in eligibility and selection criteria of CPDPs and VCAPs sand derived P/CIPs, BPs, CTPs. Involvement of women and youth, including in leading roles, should be included in eligibility and selection criteria of CPDPs and VCAPs sand derived P/CIPs, BPs, CTPs . The relevant section in the PIM needs to be finalized. Review the affirmative actions for women and youth in design document and put them into practice.	ASDU/PMU	10/2018

Quality of Beneficiary Participation

Rating: 4

Previous rating: 4

Justification of rating

Little interaction has taken place between the PMU and beneficiaries or their leaders so far. However, the process of developing the VIPs, on which the HESAD Project will be based to identify and implement their investments, has had a very high participation and appropriation by the beneficiaries and followed the IFPIC procedures. The development of the AWPB for 2018 was an in-house exercise without participation from beneficiaries or other stakeholders, but that can be justified due to the fact that the PM only was hired on November 1, 2017. Participatory approach for the formulation of the next AWPB can be achieved if the PMU does the proper planning and makes the necessary arrangements.

Main issues

The PM presented the Project at the Regional Toshao conference from June 25 to 29, 2018 organized by MOIPA, MOSP and MOB. Fifty seven Tshaos participated in the Conference and the fact that 52 filled out the information sheet about village needs in the productive and agricultural area is an indicator for the high level of interest in the services the Project has to offer. With the permission of the village leaders, 12 village plans have been collected; this has helped the PMU in identifying where interests lie and where these plans have gaps. So far this has been the only interaction between the PMU and the direct beneficiaries in Region 9. Region 1 has not been visited as yet.

At the time of the Supervision mission, the MoA in George Town had loosely proposed 5 villages in the northern subregion

of region 9 with which investment plans could be developed and started implementation in 2018. However this selection still needs to be consulted and adjusted with the RDC based on which villages have: finalized their village planning process and plan; shown clear interest in participating in the project; and have viable ideas for concrete collective, business or training plans for project investments. The slow identification of the first 5 villages with whom to invest is delaying implementation.

Moving on with the planning and identification of community and producer groups' investments, as said before, the PMU would need to ensure that the views and interests of more vulnerable groups such as women and youth often excluded from planning processes, are well reflected in all type of plans. The project financing of these plans will be the principal instruments for human and social capital building.

Agreed Action	Responsibility	Agreed Date
Sustainability and Scaling Up		
Reach a joint decision with the RDC region 9 on 4-5 villages where the project will support the development and implementation of investment plans in 2018 following the FPIC process Reach a joint decision with the RDC region 9 on 4-5 villages where the project will support the development and implementation of investment plans in 2018 following the FPIC process	ASDU/PMU/RDC-9	10/2018

Responsiveness of Service Providers

Rating: 4

Previous rating: 4

Justification of rating

There are certain challenges due to the state of the roads in Region 9, so coordination with organisations already present in the Region is key. The meetings held in Region 9 confirm that local-level institutions (including NAREI and GLDA, as well as the Ministry of Indigenous Peoples' Affairs and the Ministry of Business) have considerable experience and strong capacities to guide or support the preparation of production-related business and investment plans.

Main issues

Main issues

Project implementation relies on effective relationships between the PMU and Regional stakeholders and implementation partners. Regional stakeholders (e.i. NAREI, GLDA, MIPA, MNRE, MOB (e.g. Business Desk), MOH, and direct beneficiaries are ready to come on-board.

The PMU will prepare the guidelines and templates for the formulation and submission of investment and training plans with technical support from senior staff from the relevant regional agencies. This can be arranged either through an MOU or short-term consultants, whichever is more expedient.

Environment and Natural Resource Management

Rating:

Previous rating: 4

Main issues

To ensure the project will adequately manage risks of unintended adverse impacts on the environmental and NR from project investments increase the sustainable use and productivity of NR in the village territories the Environmental and Social Management Plan (ESMP) must be updated and further detailed as part of the next improved iteration of the PIM. The key opportunities for improved NRM and use include improved: water management and investments in catchment conservation and water harvesting and provision infrastructures; grassland management; and cultivation practices extending the use of plots cultivated at the foothills in the forest to avoid unsustainable deforestation and innovating in techniques and practices for savannah farming managing dry periods as well as drainage and improving the soil quality. The risks to be mitigated include but are not limited to: health and environmental risks from unsustainable use of pesticides and lack of application of IPM; sustainability risks from unsustainable extraction of in particular groundwater resources; and increased deforestation from cultivation in forest land.

Further, the proper identification of environmental risks and related feasibility assessments shall be included in the investment eligibility and feasibility assessment criteria and guidelines for selecting investment plans under the CPDPs and VCAPs (P/CIPs, BPs, CTPs).

Agreed Action	Responsibility	Agreed Date
Sustainability and Scaling Up		
Make sure the criteria, formats and guidance for selection of investment plans include proper identification of environmental and NR risks and mitigation measures Make sure the criteria, formats and guidance for selection of investment plans include proper identification of environmental and NR risks and mitigation measures	ASDU/PMU	10/2018

Exit Strategy **Rating:** **Previous rating: 4**

Main issues

Some key elements for the sustainability of the results achieved by the project which should be at the center of the projects' implementation and exit strategy are: building partnerships and institutionalization of successful project approaches at national, regional and local levels making the project investments an integral part of development planning and priorities at the three levels; insure all groups implementing investments are provided follow up technical support from regional agency and service providers in problem solving as they learn to manage and maximize the benefits of their investments; ensure continued access to needed inputs for the investments to be operational; and make sure the knowledge management and learning system of the project generate policy and upscaling relevant knowledge products documenting successful approaches to be replicated and/or institutionalized.

It is recommended that the PMU prepares a short document on the Project's exit strategy and that this document guides the development of the AWPB for each year and is commented on in the Progress reports.

Agreed Action	Responsibility	Agreed Date
Sustainability and Scaling Up		
Project's exit strategy Develop a short document on the Project's exit strategy	PM	11/2018

Potential for Scaling-up **Rating:** **Previous rating: 4**

Main issues

Exploiting the positive conditions for scaling-up requires more efforts and greater effectiveness in partnership-building (at both the regional and central level) and strategic management. A Knowledge Management strategy should be designed and rapidly put in place to permit the generation and dissemination of evidence-based products on models, approaches, experiences and results that can support and guide scaling-up activities.

c. Project Management

Quality of Project Management **Rating: 3** **Previous rating: 4**

Justification of rating

The Project lacks a clear project implementation strategy and effective management, which is affecting implementation progress. As the project is not adequately integrated in the MOA and the ASDU in particular; efficiency and synergy between different projects, their administrative staff or adequate guidance from the ASDU Director is limited. This also leads to underutilization of the experience and competencies at national and regional levels, miscommunication and avoidable delays.

Main issues

The Mission found that the Project is not adequately integrated in the ASDU; limiting efficiency and synergy between different projects, their administrative staff or adequate technical guidance from the ASDU Director. Management actions are required also to strengthen the ownership of the project by the MoA authorities. The Mission recommends to strengthen the institutionalization of the PMU within the ASDU and the MOA at the central level.

At the regional level, the HESAD Project should work in close coordination with the Regional Development Council and with the regional structures of other Ministries, Agencies or Organizations, including the Agencies under the MOA (such

as NAREI and GLDA). While the selection process for the Regional Projector Coordinator for Region 9 is being completed (the selected candidates are ready to be interviewed and arrangements are to be made to do this in Region 9, as suggested by the ASDU Director), the Mission recommends that the PMU should be supported by local agencies.

In addition, the lack of a clear strategy has slowed down the implementation, with key sections of the draft PIM important for preparing the grounds for investments still pending: i) format for the investment plans (public/common investment plans, business plans for producer groups, and community training and awareness raising plans); ii) establishment of the plans evaluation committee and the rules for the selection process, considering that - as established in the PIM - in the case of business plans a financial institution needs to be involved in the selection process even when plans proponents are not requesting credit; iii) the selection criteria and eligible expenditures to be used for evaluating investment proposals; and iv) rules and procedures for the implementation and final evaluation of the plans.

Agreed Action	Responsibility	Agreed Date
Project Management		
Strengthen the institutionalization of the PMU within the ASDU and the MOA at the central level Strengthen the institutionalization of the PMU within the ASDU and the MOA at the central level, according to what was established in the Finance Agreement and PIM	Permanent Secretary, MOA	10/2017
Submit the draft AWPB for 2019, that will be developed in a participatory manner in close coordination with key implementing stakeholders Submit the draft AWPB for 2019, that will be developed in a participatory manner in close coordination with key implementing stakeholders	MOA	11/2018

Knowledge Management

Rating: 3

Previous rating: 4

Justification of rating

Justification of rating

The project lacks a knowledge management strategy. KM activities are not included in the AWPB and adequate budget has not been allocated. Systematic documentation of activities is not done, which affects the ability to prepare quality progress reports and learn from the activities implemented and continuously improve the project implementation strategy. The Mission has experienced difficulties in accessing information and documentation requested. No official progress reports have been submitted to IFAD as yet (two are due).

Main issues

The PMU reports monthly to the ASDU Director and PS in a predesigned format used by MOA and reports also to the MOF. The Mission read all reports and, since implementation has been very slow, it can be concluded that the reports mainly refer to activities that will be done, but cover very few activities that actually have been implemented and finalized. In discussion with the PS it became clear that these reports are mainly reviewed by the ASDU Director and that the PS although she receives a copy does not review or uses these documents as management tools. At the moment, reports are not of good quality and are not used as management tools.

Reporting quality for the project must be greatly improved. At the moment, for example, there is no effective system in place to summarize and keep track of the main issues, recommendations, follow-up actions and lessons emerged from the meetings and consultations in which the PMU has been involved, including PMC meetings. In particular, the PMU has found that the official minutes for these meeting do not always adequately cover points of interest for the HESAD Project. The PMU should therefore systematically request all staff to present "back to office reports" and supplement official meeting minutes with its own note-taking system, to produce documents that can be filed as appendices to the official minutes leaving appropriate documentation for the HESAD project reporting and knowledge management system.

At the moment of the Supervision Mission the project does not have any communication plan in place. A basic information technology platform including social media (Facebook, Twitter account, Pinterest, Instagram) as suggested in the PIM, has not been developed yet. The PMU informed that such social media pages can be created easily once MOA approval is obtained. As a preliminary measure, the mission suggests to produce an internal newsletter to inform MOA staff on status and relevant information of the HESAD project, to increase visibility and ownership within the Ministry, as well as open the possibility for informed collaboration.

Agreed Action	Responsibility	Agreed Date
Project Management		
knowledge mgt and communication's plan Develop and knowledge mgt and communication's plan and include element in next AWPB	ASDU /PMU M&E Officer	11/2018
Develop as part of the M&E Plan a set of basic requirements for information storage, filing of minutes, reports, etc Develop as part of the M&E Plan a set of basic requirements for information storage, filing of minutes, reports, etc	ASDU /PMU M&E Officer	11/2018

Value for Money

Rating: 3

Previous rating: 4

Justification of rating

Due to the major problems in adhering to the AWPB both in terms of timeliness and budgeting of activities (as of September 18, 2018, less than 10% of the technical activities in the AWPB has been finalized), and considering that activities under Component 1 and Component 2 are severely lagging behind, there is not enough information to provide an evaluation.

Main issues

At the moment of the Supervision Mission, the total committed expenditures amounted to 51,489.87 USD. Almost the totality of these expenditures (about 92 per cent) pertain to Component 3 "Project and Knowledge Management and Coordination", with salaries alone accounting for about 73 per cent of the total. Progress has been made in procurement of goods and vehicles, but so far only computers for the PMU and Region 9, and office furniture and accessories for the PMU have actually been delivered.

Considering that PMU salaries and operations have to date been the main expenditure for the project, the lack of progress on key activities to proceed to the investment phase points again to the main issues (lack of a clear project implementation strategy and effective management) identified in the "Quality of Project Management" section of the Report. The project needs to increase its capacity to convert investment into outputs through greater institutionalization at the central and regional level and improved management effectiveness, capitalizing on the support and experience of other institutional partners at the central and regional level to avoid further delays in investment and implementation.

Coherence between AWPB and Implementation

Rating: 3

Previous rating: 4

Justification of rating

There are major problems in adhering to the AWPB both in terms of timeliness and budgeting of activities. As of September 18, 2018, less than 10% of the technical activities in the AWPB has been finalized; only the Baseline study for Region 9 has been completed and the report has received no objection from IFAD. Progress has been made with preparatory activities, such as the development of the Terms of Reference for the different studies. Progress has been made in procurement of goods and vehicles, but so far only computers for the PMU and Region 9 have actually been delivered.

Performance of M&E System

Rating: 3

Previous rating: 4

Justification of rating

The Baseline study for Region 9 has been completed and the report has received no objection from IFAD. Progress has been made with preparatory activities, such as the development of the Terms of Reference for the different studies. Progress has been made in procurement of goods and vehicles, but so far only computers for the PMU and Region 9 have actually been delivered.

M&E System Review

During the last Supervision Mission agreements were made regarding the development of an HESAD M&E system and database whereby the PMU with support of GLDA would set up such a system, develop the database and at the same time the M&E Officer would develop the formats for collecting the data and elaborate an M&E Plan that would guide the users of the system as to who would collect what data, when and with what instrument. This would be achieved by July 2018 and through an MOU between the PMU and GLDA. During the period of almost ten months between supervision

missions, two situations developed that resulted in the fact that in the end no progress was made in this aspect: (i) it was decided by the PMU and GLDA that an MOU might not be the best instrument for such a collaboration but that the GLDA expert should be hired as an external consultant and (ii) MOA started sectoral discussions regarding the set up of a sector wide M&E system and the authorities of the MOA instructed the PMU to put the development of HESAD M&E on hold. In several communications, IFAD inquired to the status of the HESAD M&E system and database and insisted that this would be developed as soon as possible and that the HESAD system could be linked to the MOA system, once the political decision had been made.

At the time of this second Supervision Mission, the project lacks an M&E system and only a provisional Excel sheet has been developed by the M&E Officer to register some basic data once villages come onboard, become involved in the Project and start implementing their Plans. The provisional database can capture data from producer groups operating in nine communities in the district/sub-regions in Region 9. The data can be disaggregated by:

- population size and composition (disaggregated by gender, age and poverty level) of the selected communities
- name, size (disaggregated by gender, age and household head), location, leadership, main activity, type of good produced and income of producer groups

The current database does not capture the environmental, social and climate related impacts as defined according to SECAP. How, when, who data would be collected has not been defined.

The urgent need of a HESAD M&E system and database was discussed with the PMU and PS; the way forward seems to be (i) to hire an external consultant who has the GLDA experience (TOR have been developed by the M&E Officer), (ii) request close supervision of the work of this consultant by GLDA current Finance and Administrative Manager, (iii) for the M&E Officer to complete and improve on the M&E Plan as it currently lacks the guidance as to data collection and input in the system.

With regard to the AWPB elaboration the last Supervision mission accepted the fact that the 2018 AWPB had been developed centrally without participation of stakeholders, as the PM had just come onboard (November 2017) and did not have any staff. However, for the development of the 2019 AWPB the situation is different, in that the PMU is fully staffed and regional stakeholders both institutional (RDC, Agriculture Standing Committee, other Ministries with presence in the Regions), as well as villages, local leaders and other implementation partners (e.i Bina Hill Institute), have been engaged by the PM in two different opportunities. Unfortunately, at the time of the Supervision Mission the PMU had made no preparations whatsoever for the elaboration of the 2019 AWPB (due November 1, 2018) at could not show the Mission a methodology to involve the different stakeholders in the process. In addition, the M&E Plan developed by the M&E Officer completely lacks a participatory approach also with regard to how local monitoring of the implementation of village and business plans should take place.

Finally, the PMU doesn't have a knowledge management strategy and systematic documentation of activities is not done, which affects the ability to prepare quality progress reports and learn from the activities implemented and continuously improve the project implementation strategy. The Mission has experienced difficulties in accessing information and documentation requested.

No official progress reports have been submitted to IFAD as yet (2 are due). The PM and M&E Officer showed lack of knowledge as to the minimum official requirements as they informed the Mission they thought that that was a task of the MOF and not MOA.

Agreed Action	Responsibility	Agreed Date
Project Management		
Progress reports overdue Submit to IFAD two progress reports that are overdue, one covering the period March 21 to December 31, 2017 and one for the period January 1 to June 30, 2018	ASDU/PMU	10/2018
HESAD M&E Platform and Database Hire external consultant to develop a simple and effective HESAD M&E Platform and Database, that at a later stage can be linked and provide input to the MOA M&E System	ASDU/PMU with the support of GLDA	11/2018
M&E Plan Further develop the M&E Plan, including participatory M&E at local level and instruments for data collection in support of HESAD M&E Platform and Database	ASDU/PMU M&E Officer Support GLDA	11/2018
Complete the procurement process and finalize the detailed Baseline Study for Region 9 Complete the procurement process and finalize the detailed Baseline Study for Region 9	ASDU/PMU with support GLDA	02/2019

Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)

Rating: 4

Justification of rating

SECAP related documents have been produced as part of the project design including a high quality FPIC implementation plan. The draft PIM has clearly included ESMP input requirements based on Annex 2 of the SECAP note appendix 14 of the PDR

SECAP Review

As mentioned under the Environment and NRM section of this report, the ESMP must be updated and further detailed as part of the next improved iteration of the PIM and proper identification of environmental and social risks and assessments shall be included in the investment eligibility and feasibility assessment criteria and guidelines for selecting investment plans under the CPDPs and VCAPs (P/CIPs, BPs, CTPs).

The content of the FPIC implementation plan is not yet well known and managed by the PMU and has not yet been integrated into all levels of project development. Likewise, there are no advances in the establishment of a grievance mechanism as required in the FPIC implementation plan.

Agreed Action	Responsibility	Agreed Date
Project Management		
Update and further detail the Environmental and Social Management Plan (ESMP) Update and further detail the Environmental and Social Management Plan (ESMP) as part of the next improved iteration of the PIM	ASDU/PMU	10/2018
Training in FPIC and the role out of the FPIC Implementation Plan Training in FPIC and the role out of the FPIC Implementation Plan	ASDU/PMU with IFAD support	11/2018

d. Financial Management & Execution

Disbursement by financier

Type	Name	Current Amount	Disbursed Amount	Actual Rate
Domestic Financing breakdown	Beneficiaries	\$265,000		
	National Government	\$2,426,000	\$43,853	1.8%

Acceptable Disbursement Rate**Rating: 3****Previous rating: 1****Justification of rating**

The disbursement rate of the project is moderately unsatisfactory. To date, only two disbursements have been processed, one for the advance allocation of the grant account for USD 300,000 and another one for the advance allocation of the loan account for USD 800,000. These funds have not yet been executed, although the Project is processing a reclassification of expenditures that were pre-financed by GoG funds.

Fiduciary Aspects**Quality of Financial Management****Rating: 4****Previous rating: 4****Justification of rating**

The Project financial management responsibilities are carried out by the ASDU Finance Section through the PMU Finance Officer. The collaboration and interaction between finance staff in the PMU and ASDU will have to strengthen in order to adequately handle the volume of transactions once the Project implementation progresses. The current structure (PMU/ASDU) provides sufficient segregation of duties which should enable acceptable internal controls.

Main issues

To date, the project has not executed transactions financed by IFAD loan and grant; therefore, the review of accounting records and supporting documentation will be performed during the next mission. It was noted that monthly bank reconciliations have not been carried out, and it was agreed that bank reconciliations will be carried out on a monthly basis starting from August 2018. However, bank balances as at 31 August 2018 were reviewed in the context of the mission and reconciled to IFAD's disbursement records.

The accounting system, Quick Books, appears to be in line with requirements. It is important that the project keeps the accounting records updated in the system and that it will prepare and submit to IFAD the project unaudited financial statements for fiscal year 2017. Also, the project has to prepare the terms of reference of the auditor in accordance with IFAD Handbook for Financial Reporting and Auditing, reach agreement on the terms of reference with the Guyana Auditor General's Office, and submit the terms of reference to IFAD for prior review.

At this stage of limited implementation and corresponding volume of financial transactions, the financial management of the project has been assessed as moderately satisfactory.

Agreed Action	Responsibility	Agreed Date
Financial Management & Execution		
FM responsibilities The Project financial management responsibilities are carried out by the ASDU Finance Section through the PMU Finance Officer	Permanent Secretary	10/2018
Bank reconciliations Carry out and document Bank reconciliations on a monthly basis starting from August 2018. Deadline: Starting 1 October 2018 and continuing	Finance Officer and Finance Manager	10/2018
IFAD Financial Management e-learning course Finance staff to take the IFAD Financial Management e-learning course and submit copy of certificate to IFAD (https://www.ifad.org/web/knowledge/publication/asset/39631355)	Finance Officer and Finance Manager and other relevant staff	10/2018
Auditor TOR Submit to IFAD the terms of reference of the auditor in accordance with IFAD Handbook for Financial Reporting and Auditing	Finance Officer and Finance Manager	10/2018
Project unaudited Financial Statements Submission to IFAD of the Project unaudited Financial Statements	Finance Officer and Finance Manager	04/2019

Quality and Timeliness of Audit

Rating:

Counterparts Funds

Rating: 4

Previous rating: 4

Justification of rating

In 2017 and 2018 GoG has transferred counterpart funds to the project for a total of approximately USD 66,000. Although these funds cumulatively represent only about 50% of the GoG funds estimated in the 2018 AWPB, the slow implementation of the project did not require the release of higher amounts. In this context, the assessment of Counterpart funds can be considered moderately satisfactory.

Compliance with Loan Covenants

Rating: 4

Previous rating: 4

Justification of rating

In line with the legal covenant agreed for the project and their accomplishment for this project stage, the Project reaches a moderately satisfactory rating (4), given, among other things, mainly the delays that have been presented for the implementation of the activities related to the effectiveness (baselines Regions 1&9) which are necessary to conduct the project development objectives. Even so, the Borrower has been accomplished with the others activities that also allow to progress on that object such as project fiduciary matters, NSC established, PIM drafted, AWPB approved (including PP). See Annex 3 for further details.

Procurement

Procurement

Rating: 4

Previous rating: 4

Justification of rating

Considering the procurement implementation arrangements agreed, the Project reaches a moderately satisfactory rating (4), given the delays that have been presented for the evaluation and award of the proposals for the project's relevant activities directly related to the start-up of the project as well as, some contract's management and initiation matters that need to be adjusted during the project implementation.

Procurement Review

The principle findings are detailed as follow:

The Procurement Unit is under the MOA/ASDU The procurement activities are carried out by a Procurement Officer (PO) who has the direct responsibility for the Project Procurement arrangements. This PO is based on Georgetown and is also responsible for the follow up of the regional offices (1 & 9).

Procurement Plan – An initial 18-month procurement Plan has been approved and updated to include the 2018 activities. This PP specifies, for each contract the method, thresholds, ceilings and preferences. Nonetheless, some difficulties have been experienced in the correct updating of the PP related to the conduction of the processes (e.g. planned vs. actual dates; information of awarded contracts), as well as, in the decision of procurement method to follow (e.g. standard documents, IC vs. firms)

Procurement Initiation –The procurement processes have been being started by the procurement officer by seeking the Project Manager's approval. The Mission recommends this action has to be started by the technical area or in default by the Project Manager who has/have to start the process by sending a request to the Procurement Officer who is in charge of the project's procurement initiation (make sure that all procedural requirements are respected).

Terms of Reference/Specifications –The TOR for consultancy and specification for goods that have been used under the process are acceptable, but require more detail related to the scope of work and consultancy budget, and technical specifications adjusted to standards one in order to not have TE directed to a specific brand and non-clarity of which type of consultancy is required.

Standard bidding documents and request for proposalsThe National procurement and tender administration board provides all documents/templates which are acceptable up to certain threshold. Due to the nature of the project procurement activities, it was agreed that for this project it can also be used, the standards bidding documents from others international agencies such as the World Bank, the Inter-American Development Bank, and prior review of IFAD.

Procurement methods – Two consultancies have been initiated to date: (1) QCBS and (2) QCS. For goods, over the regulated MOA ceiling of 1.5 million Guyana dollars, the National Competitive Bidding method was used (computers and accessories). For items less than 1.5 million Guyana dollars, shopping method was used. The Mission reminds that for those procurement of goods and works with amounts identified over the threshold agreed to this project, it has been used the International Competitive Bidding stated in the World Bank Guidelines (Edition 2011, revised July 2014)

Record Keeping –in line with the ASDU's and the MOA systems of record keeping, the HESAD project has adopted that system and is currently up to date with all records relating to procurement. The Mission recommends to take also in consideration the principles and rules identified and indicated in the Project Implementation Manual (PIM) Procurement Section, which defines the IFAD guidelines related to this matter.

Contract Management – The Procurement Officer is responsible for managing all contracts and guarantees, and makes recommendations to the project manager for payments. The Mission recommends that to certain types of contracts including those that could be greater or executed through the territories offices, the payment flow shall to be adjusted to the other actors that intervene in the contract management such as territorial coordinators and technicians. This mechanism shall be detailed in the Project Implementation Manual.

Agreed Action	Responsibility	Agreed Date
Financial Management & Execution		
Update the PIM to reflect that the starting of the procurement shall be done by the requesting area by sending the ET or TOR to the Project Manager Update the PIM to reflect that the starting of the procurement shall be done by the requesting area by sending the ET or TOR to the Project Manager	ASDU / PMU (Project Manager/Procurement Officer)	10/2018
Bidding document/request If is needed to use a bidding document/request for proposals different from National Procurement Act, the Project may use the SBD of the World Bank or Interamerican Development Bank, prior IFAD review	ASDU / PMU (Procurement Officer)	10/2018
Update the PIM to reflect the inclusion of the rest of actors that intervene in the contract management Update the PIM to reflect the inclusion of the rest of actors that intervene in the contract management	ASDU / PMU (Project Manager/Procurement Officer)	10/2018

F. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Overview and Project Progress		
Development of CPDPs (based on VIPs) Development of CPDPs (based on VIPs) including the different concrete public/collective and business investment and training plans with support from senior technicians of MOA regional agencies (NAREI and GLDA) and involving CDOs	ASDU/PMU with support from GLDA / NAREI / MIPA / MOC and in consultation with the RDC	10/2018
Guidelines and templates for the formulation and submission of P/CIP, BP, and CTP Prepare the guidelines and templates for the formulation and submission of P/CIP, BP, and CTP, with technical support from senior staff from the relevant regional agencies, and submit to IFAD for revision the updated relevant sections of the PIM	ASDU / PMU with support from senior technical experts	10/2018
Establish the plans evaluation committee Establish the plans evaluation committee	ASDU/PMU in consultation with the RDC	10/2018
value chains in Region 1 Identify few value chains in Region 1 that can be realistically studied during 2018	ASDU/PMU with support from GLDA/NAREI/MIPA/MOC and in consultation with the RDC	10/2018
Consultant for the combined value chain, SOFA and Baseline Study for the selected value chains in Region 1 Complete the procurement process for contracting the individual consultant for the combined value chain, SOFA and Baseline Study for the selected value chains in Region 1	ASDU / PMU with support from senior technical experts, including FAO	10/2018

Undertake the community information and consultation process in Region 1, and organize and convene the Value Chain Roundtables Undertake the community information and consultation process in Region 1, and organize and convene the Value Chain Roundtables, to inform stakeholders about the project, initiate the process for the formulation of Value Chain Action Plans and investment plans, and disseminate results of the combined value chain studies	ASDU/PMU, MOA and MIPA staff	10/2018
Section 6 of the PIM Complete Section 6 of the PIM to cover: (i) the criteria for the evaluation of Plans, including the eligible expenditures as established in the PIM; (ii) the procedures through which the Plans will access investment from the HESAD Project. Send the updated sections to IFAD for revision	ASDU/PMU with support from senior technical experts	11/2018
Submit the updated PIM to IFAD for no objection Submit the updated PIM to IFAD for no objection	MOA	11/2018
value chain, SOFA and baseline studies for region 1 Complete the combined value chain, SOFA and baseline studies for the selected value chains in Region 1	Selected individual consultant, supervised by the ASDU/PMU	12/2018
selection of the Financial Institution(s) Put in place the procedure for the competitive bidding process for the selection of the Financial Institution(s) that will administer the Investment Plan, and establish the Investment Fund whose administration and execution will be arranged through an agreement signed between the MOA and a Financial Institution(s) with presence in the Regions	ASDU/PMU with support from senior technical experts	03/2019
Development Effectiveness		
Strengthen project institutionalization at the Regional Level Strengthen project institutionalization at the Regional Level by establishing the Regional Management Committees (RMCs) (or using the already existing committee with the same name in Region 9), and by finalizing the recruitment of the Regional Project Coordinator, Field Facilitator, and Social Inclusion and Gender Specialist for each region to ensure participation of women and youth	ASDU/PMU with support of senior technical experts	10/2018
CPDPs and VCAPs have to include the criteria for the selection of women and youth. The relevant section in the PIM needs to be finalized. CPDPs and VCAPs have to include the criteria for the selection of women and youth. The relevant section in the PIM needs to be finalized.	ASDU/PMU	10/2018
ASAP II technical assistance initiative for the Family Resilience Model and Scorecard Finalize arrangements with IFAD for the training activities related to the ASAP II technical assistance initiative for the Family Resilience Model and Scorecard	IFAD and ASDU/PMU	10/2018

climate related risks and adaptation and resilience enhancing measures Make sure the criteria, formats and guidance for selection of investment plans include proper identification of climate related risks and adaptation and resilience enhancing measures	ASDU/PMU	10/2018
guide for local participatory monitoring of the implementation of collective investments, business, and training plans including monitoring of targeting criteria Develop a guide for local participatory monitoring of the implementation of collective investments, business, and training plans including monitoring of targeting criteria.	ASDU / PMU M&E Officer	11/2018
Nutrition Awareness Training Develop the TORs for the Nutrition Awareness Training and send them to IFAD for no objection.	ASDU/PMU	11/2018
“best options food basket” programme Follow up with the Food Policy Department, MOH on the adoption of the “best options food basket” programme and, if needed, update the nutrition indicators in the LogFrame in consultation with IFAD.	ASDU/PMU and IFAD	11/2018
resilience scorecard questionnaire and guidance Finalize the resilience scorecard questionnaire and guidance to the interviewers to be applied in the detailed baseline study for region 9 and the combined baseline and SOFA study for region 1	Contractors with the support form ASDU/PMU and IFAD	11/2018
strategy for Social inclusion (youth/women) Review the affirmative actions for women and youth in design document and put them into practice. Develop a simple strategy for Social inclusion (youth/women) and share with all service providers and implementing partners.	ASDU/PMU and Regional gender specialist	12/2018
TORs for the hydrological study for region 9 Improve and finalize the TORs for the hydrological study for region 9 using the knowledge and experience in the region and national expertise to make sure it adequately complement ongoing water management activities and fills knowledge gaps to decide on water investment with the villages	ASDU/PMU eventually contracting national expertise	12/2018
Sustainability and Scaling Up		
Knowledge Management and Communication Strategy Develop and implement a Knowledge Management and Communication Strategy for the project, that includes improved systems for record-keeping and note-taking to systematically supplement official meeting minutes and prepare the ground for knowledge products	M&E Officer ASDU/PMU	10/2018
SOFA methodology and its adaptation for the needs of the combined Value Chains studies in Region 1 Liaise with FAO to seek advice and indications on the SOFA methodology and its adaptation for the needs of the combined Value Chains studies in Region 1	ASDU/PMU	10/2018

<p>use the Survey Department of the Bureau of Statistics' Enumeration Districts and Household List for the baseline studies sampling</p> <p>Establish proper communication and exchanges with the Survey Department of the Bureau of Statistics to discuss the possibility to use their Enumeration Districts and Household List for the baseline studies sampling, and to avoid overlaps in survey logistics in the Regions.</p>	ASDU/PMU	10/2018
<p>Involvement of women and youth, including in leading roles, should be included in eligibility and selection criteria of CPDPs and VCAPs sand derived P/CIPs, BPs, CTPs.</p> <p>Involvement of women and youth, including in leading roles, should be included in eligibility and selection criteria of CPDPs and VCAPs sand derived P/CIPs, BPs, CTPs . The relevant section in the PIM needs to be finalized. Review the affirmative actions for women and youth in design document and put them into practice.</p>	ASDU/PMU	10/2018
<p>Reach a joint decision with the RDC region 9 on 4-5 villages where the project will support the development and implementation of investment plans in 2018 following the FPIC process</p> <p>Reach a joint decision with the RDC region 9 on 4-5 villages where the project will support the development and implementation of investment plans in 2018 following the FPIC process</p>	ASDU/PMU/RDC-9	10/2018
<p>Make sure the criteria, formats and guidance for selection of investment plans include proper identification of environmental and NR risks and mitigation measures</p> <p>Make sure the criteria, formats and guidance for selection of investment plans include proper identification of environmental and NR risks and mitigation measures</p>	ASDU/PMU	10/2018
<p>Project's exit strategy</p> <p>Develop a short document on the Project's exit strategy</p>	PM	11/2018
Project Management		
<p>Strengthen the institutionalization of the PMU within the ASDU and the MOA at the central level</p> <p>Strengthen the institutionalization of the PMU within the ASDU and the MOA at the central level, according to what was established in the Finance Agreement and PIM</p>	Permanent Secretary, MOA	10/2017
<p>Progress reports overdue</p> <p>Submit to IFAD two progress reports that are overdue, one covering the period March 21 to December 31, 2017 and one for the period January 1 to June 30, 2018</p>	ASDU/PMU	10/2018
<p>Update and further detail the Environmental and Social Management Plan (ESMP)</p> <p>Update and further detail the Environmental and Social Management Plan (ESMP) as part of the next improved iteration of the PIM</p>	ASDU/PMU	10/2018

<p>Submit the draft AWPB for 2019, that will be developed in a participatory manner in close coordination with key implementing stakeholders</p> <p>Submit the draft AWPB for 2019, that will be developed in a participatory manner in close coordination with key implementing stakeholders</p>	MOA	11/2018
<p>knowledge mgt and communication's plan</p> <p>Develop and knowledge mgt and communication's plan and include element in next AWPB</p>	ASDU /PMU M&E Officer	11/2018
<p>Develop as part of the M&E Plan a set of basic requirements for information storage, filing of minutes, reports, etc</p> <p>Develop as part of the M&E Plan a set of basic requirements for information storage, filing of minutes, reports, etc</p>	ASDU /PMU M&E Officer	11/2018
<p>HESAD M&E Platform and Database</p> <p>Hire external consultant to develop a simple and effective HESAD M&E Platform and Database, that at a later stage can be linked and provide input to the MOA M&E System</p>	ASDU/PMU with the support of GLDA	11/2018
<p>M&E Plan</p> <p>Further develop the M&E Plan, including participatory M&E at local level and instruments for data collection in support of HESAD M&E Platform and Database</p>	ASDU/PMU M&E Officer Support GLDA	11/2018
<p>Training in FPIC and the role out of the FPIC Implementation Plan</p> <p>Training in FPIC and the role out of the FPIC Implementation Plan</p>	ASDU/PMU with IFAD support	11/2018
<p>Complete the procurement process and finalize the detailed Baseline Study for Region 9</p> <p>Complete the procurement process and finalize the detailed Baseline Study for Region 9</p>	ASDU/PMU with support GLDA	02/2019
Financial Management & Execution		
<p>FM responsibilities</p> <p>The Project financial management responsibilities are carried out by the ASDU Finance Section through the PMU Finance Officer</p>	Permanent Secretary	10/2018
<p>Bank reconciliations</p> <p>Carry out and document Bank reconciliations on a monthly basis starting from August 2018. Deadline: Starting 1 October 2018 and continuing</p>	Finance Officer and Finance Manager	10/2018
<p>Update the PIM to reflect that the starting of the procurement shall be done by the requesting area by sending the ET or TOR to the Project Manager</p> <p>Update the PIM to reflect that the starting of the procurement shall be done by the requesting area by sending the ET or TOR to the Project Manager</p>	ASDU / PMU (Project Manager/Procurement Officer)	10/2018

Bidding document/request If is needed to use a bidding document/request for proposals different from National Procurement Act, the Project may use the SBD of the World Bank or Interamerican Development Bank, prior IFAD review	ASDU / PMU (Procurement Officer)	10/2018
Update the PIM to reflect the inclusion of the rest of actors that intervene in the contract management Update the PIM to reflect the inclusion of the rest of actors that intervene in the contract management	ASDU / PMU (Project Manager/Procurement Officer)	10/2018
IFAD Financial Management e-learning course Finance staff to take the IFAD Financial Management e-learning course and submit copy of certificate to IFAD (https://www.ifad.org/web/knowledge/publication/asset/39631355)	Finance Officer and Finance Manager and other relevant staff	10/2018
Auditor TOR Submit to IFAD the terms of reference of the auditor in accordance with IFAD Handbook for Financial Reporting and Auditing	Finance Officer and Finance Manager	10/2018
Project unaudited Financial Statements Submission to IFAD of the Project unaudited Financial Statements	Finance Officer and Finance Manager	04/2019

Hinterland Environmentally Sustainable Agricultural Development Project

Logical Framework

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2018)	Cumulative Result (2018)	Cumulative Result % (2018)	Source	Frequency	Responsibility	
Outreach	1.a Corresponding number of households reached							Baseline studies Impact study Verification in the field	Mid Term Before Closing	PMU, MOA	
	Households	0		6 000	0	0	0				
	Non-women-headed households				0	0					
	Women-headed households				0	0					
	1 Persons receiving services promoted or supported by the project							Baseline studies Impact study Verification in the field	Mid Term Before Closing	PMU MOA	
	Indigenous people				0	0					
	Males				0	0					
	Not Young				0	0					
	Total number of persons receiving services	0		6 000	0	0	0				
	Non-Indigenous people				0	0					
	Young				0	0					
	Females				0	0					
	1.b Estimated corresponding total number of households members										
	Household members			3 000	0	0	0				
Goal											

Objective Improved livelihood resilience through income generation, access to assets, improved nutrition, and adaptation to climate variability	Targeted households have increased their resilience (80%)						Baseline studies Impact study Verification in the field	Mid Term Before Closing	PMU MOA	Economic risks: Productive specialization (vs traditional diversification strategy): vulnerability to market shocks; increased seasonality effects on income and labour cycles Competition for labour from other sectors	
	Female-headed households			15	0						
	Households			4 800	0	0					0
Outcome 1. C1 - Communities and producer groups have identified investment opportunities manage economic and climate change risk	Households in targeted communities participate in development of public / collective investments plans (80%).						Reports M&E Supervision reports Progress reports	Semi-annually Annually Mid Term Before Closing	PMU MOA		
	Households	0		4 500	0	0					0
	Female-headed households			15	0	0					0
	People in targeted communities participating in producer groups with approved business plans.						Reports M&E Supervision reports Progress reports	Semi-annually Annually Mid Term Before Closing	PMU MOA		
	Youth			30	0	0					0
	Females			50	0	0					0
	People	0		2 500	0	0					0

Outcome 2.1 C2 - Increased investments in business plans that increase agriculture and related income-generating opportunities and increase market access	Households that invested in business plans (80%) have increased their income from agriculture and related activities by 50%						Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	Climate change risks: Productive transformation without access to adequate technology and information for water and soil management Shift to less diversified farming systems Social risks: Weakening of social capital and organization capacity at community level Exclusion of vulnerable groups including women and youth Risks for nutrition and food security: Increased complexity of nutritional problems (e.g., transition to unhealthy diets) Decrease of food security Loss of traditional knowledge, food culture and agro-biodiversity Institutional risks: Limited inter-institutional coordination for actions at the regional level Incipient managerial and organizational capacity to implement investments at the local level (communities and producers' organizations)	
	Female-headed households			15	0	0					0
	Households			2 000	0	0					0
	1.2.4 Households reporting an increase in production										
	Households				0	0					
	Households				0	0					

Outcome 2.2 C2 - Increased access to assets that build community resilience and create an enabling productive environment (water, energy, ICT)	Households in targeted communities with access to renewable energy sources						Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	Households	0		30	0	0				
Outcome 2.3 C2 - Improved diet of adequate quality and appropriate quantity, referring to context-appropriate food-based dietary guidelines and drawing insofar as possible on own-production and local markets in a context of effective behaviour change and nutrition education activities	Households have food consumption patterns that substantially reflect appropriate "best option food basket" (60%).						Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	Female-headed households			15	0	0				
	Households			3 600	0	0				
Outcome 3. C3 - Efficient and adequate management and implementation of planned activities and effective coordination and planning between institutions at the national, regional and local level	Evidence based knowledge products developed (written, video or oral/radio)						Knowledge products MOUs Supervision reports Progress reports	Annually Mid Term Before Closing	PMU MOA	
	Products	0		4	0	0				
	MOUs signed with public institutions to provide services to the project						Knowledge products MOUs Supervision reports Progress reports	Annually Mid Term Before Closing	PMU MOA	
	MOUs			4	0	0				
	The project's global investment plan and AWPBs are reflected in the regional budgets and plans for two regions						NSC and RMC Minutes Progress reports	Annually Mid Term Before Closing	PMU MOA	
	Regions			2	0	0				
	AWPB is implemented each year.						AWPB Supervision reports Progress reports	Annually Mid Term Before Closing	PMU MOA	
	AWPB Implementation	90		90	0	0				
Output 1.1. C1 - Community Production Development Plans (CPDP) Region 9	Agreements with village councils or communities signed.						Agreements Progress reports	Semi-annually Annually	PMU	
	Agreements	0	0	60	0	0				
Output 1.2. C1 - State of Food and Agriculture (SOFA) and value chain studies Region 1	Study reports approved						Studies Progress reports	Semi-annually Annually	PMU	
	Study reports	0	0	2	0	0				
Output 1.3. C1 - Value Chain round tables and action plans (VCAP)	VCAPs developed and supported						VCAPs Progress reports	Semi-annually Annually	PMU	
	VCAPs	0	0	3	0	0				

Output 1.4 C1 - Public/Collective Investment Plans (P/CIP)	P/CIPs developed							P/CIPs M&E reports Progress reports	Semi- annually Annually	PMU	
	P/CIPs	0	0	60	0	0	0				
Output 1.5 C1 - Business Plans (BP) for producer groups	BPs developed							Business Plans M&E reports Progress reports	Semi- annually Annually	PMU	
	BPs	0	0	200	0	0	0				
Output 1.6 C1 - Community Training Plans (CTP)	CTPs developed							M&E reports Business Plans Progress reports	Semi- annually Annually	PMU	
	CTPs	0	0	60	0	0	0				
Output 1.7 C1 - List of cross community investments, studies and TA for the implementation of P/CIPs, BPs and CTPs	Opportunities for joint investments.							M&E reports Progress reports	Semi- annually Annually	PMU	
	Opportunities			10	0	0	0				
	Opportunities for regional studies							M&E reports Progress reports	Semi- annually Annually	PMU	
	Opportunities			2	0	0	0				
	Opportunities for joint awareness raising or training							M&E reports Business Plans Progress reports	Semi- annually Annually	PMU	
	Opportunities			10	0	0	0				
	Opportunities for value chain round tables (Region 9)							M&E reports Business Plans Progress reports	Semi- annually Annually	PMU	
	Opportunities			4	0	0	0				
Output 2.1.1 C2 - Business plans for the production and processing of cash crops and related value-adding activities approved by a financial institution	BPs supported and implemented							Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	BPs	0		200	0	0	0				
Output 2.1.2 C2 - Increase in volume sold through new or existing markets channels and coaching, technical assistance and business incubation activities provided for the implementation of business plans	BPs that have received coaching, technical assistance and business incubation activities							Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	BPs	0	0	0	0	0	NaN				

Output 2.1.3 C2 - Sub-regional roundtables established to coordinate actions on key cash crops and commodities in Region 9 and studies for specific value chains and related markets opportunities	Value chain round tables supported (Region 9)							Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	Value chain round tables	0		2	0	0	0				
	Studies carried out							Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	Studies			2	0	0	0				
Output 2.2.1 C2 - Investments in public goods for improved water management, renewable energy and in public facilities and infrastructure that increase access to internet in target communities	P/CIPs for water, energy, ICT supported and implemented							Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	P/CIPs	0		30	0	0	0				
Output 2.2.2 C2 - Investments for integrated soil fertility management, integrated pest management, and in technology for increasing efficient water use for productive activities in business plans	BPs that have received incentives and TA for integrated soil and pest mgt. and efficient water use							Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	BPs	0		30	0	0	0				
Output 2.3.1 C2 -Increased knowledge on nutrition and balancing of diet through awareness raising and training	Target group aware of balanced diets (60%)							Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	Households			3 600	0	0	0				
	Female-headed households			15	0	0	0				
	1.1.8 Households provided with targeted support to improve their nutrition										
	Women-headed households				0	0					
	Households				0	0					
	Non-Indigenous people				0	0					

	Non-women-headed households				0	0				
	Indigenous people				0	0				
Output 2.3.2 C2 - Production of food that balances diets at community level increased	Increase volume of food crops produced as part of the “best option food baskets”									
	Volume increase			30	0	0	0			
Output 3.1 C3 - Participatory planning and M&E	Communities that monitor and evaluate their P/CIPs							Progress reports Regional Workshop reports	Semi-annually Annual	PMU
	Communities	0		80	0	0	0			
	Producer groups that monitor and evaluate their BPs							Progress reports Regional Workshop reports	Semi-annually Annual	PMU
	Groups			80	0	0	0			
	Regional Evaluation and Planning Workshops organized in each region annually							Progress reports Regional Workshop reports	Semi-annually Annual	PMU
	Workshops			1	0	0	0			

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Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category

Mission Dates: From Sept 16th 2018 to Sepr 28th 2018
Document Date: 05/11/2018
Project No. 2000001472
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Appendix : Financial: Actual financial performance by financier; by component

Table 2A: Financial performance by financier

Financier	Appraisal (USD '000)	Disbursements (USD '000)	Per cent disbursed
IFAD loan	7 960.00	800.00	10%
IFAD grant	500.00	300.00	60%
Government	2 430.00	66.00	3%
Beneficiaries	253.25	-	0%
Total	11 143.25	1 166.00	10%

Table 2B: Financial performance by financier by component (USD '000)

Component	IFAD loan			IFAD grant			Government			Beneficiaries			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
1	2 148.00	-	-	500.00	-	-	2 430.00	66.00	3%	253.25	-	-	5 331.25	66.00	1%
2	4 757.00	-	-	-	-	-	-	-	-	-	-	-	4 757.00	-	0%
3	1 055.00	-	-	-	-	-	-	-	-	-	-	-	1 055.00	-	0%
TOTAL	7 960.00	-	-	500.00	-	-	2 430.00	66.00	3%	253.25	-	-	11 143.25	66.00	1%

Table 2Ci: IFAD loan disbursements (USD, as at 31 August 2018)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I	CONSULTANCIES	2 620 000	-	-	-	2 620 000	0%
II	GRANTS AND SUBSIDIES	2 880 000	-	-	-	2 880 000	0%
III	SALARIES AND ALLOWANCES	940 000	-	-	-	940 000	0%
IV	TRAINING	550 000	-	-	-	550 000	0%
V	VEHICLES	170 000	-	-	-	170 000	0%
	AUTHORISED ALLOCATION	-	-	-	-	(800 000)	
	UNALLOCATED	800 000	-	800 000	-	800 000	0%
	Total	7 960 000	-	800 000	-	7 160 000	10%

Table 2Cii: IFAD grant disbursements (USD, as at 31 August 2018)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I	CONSULTANCIES	450 000	-	-	-	450 000	0%
	AUTHORISED ALLOCATION	-	-	300 000	-	(300 000)	
	UNALLOCATED	50 000	-	-	-	50 000	0%
	Total	500 000	-	300 000	-	200 000	60%

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Appendix 2: Physical progress measured against AWP&B

Mission Dates: From Sept 16th 2018 to Sepr 28th 2018
Document Date: 05/11/2018
Project No. 2000001472
Report No. 4901-GY

Latin America and the Caribbean
Programme Management Department

Appendix 2: Physical progress measured against AWP&B

Component/Outcome or Output	Indicator	Unit	Period: 01-01-2018 to 28-09-2018			Cumulative Actual	Appraisal Target	
			AWP&B	Actual	%			
Component 1: Strengthening of communities’ and producer groups’ investment planning								
Outreach	1.a Corresponding number of households reached	Number	0	0	0	0	6000	0
	1 Persons receiving services promoted or supported by the project	Number	0	0	0	0	6000	0
	1.b Estimated corresponding total number of households members	Number	0	0	0	0	30000	0
Output 1.1. Community Production Development Plans (CPDP) Region 9	Agreements with village councils or communities signed.	Number	4	0	0	0	60	0
Output 1.2. State of Food and Agriculture (SOFA) and value chain studies Region 1	Study reports approved	Number	2	0	0	0	2	0
Output 1.4 Public/Collective Investment Plans (P/CIP)	P/CIPs developed	Number	2	0	0	0	60	0
Output 1.5 Business Plans (BP) for producer groups	BPs developed	Number	4	0	0	0	200	0
Output 1.6 Community Training Plans (CTP)	CTPs developed	Number	2	0	0	0	60	0
Output 2.3.1 Increased	1.1.8 Number of	Number	0	0	0	0	0	0

knowledge on nutrition and
balancing of diet through
awareness raising and training

persons/households provided
with targeted support to
improve their nutrition

Outcome 3 Efficient and
adequate management and
implementation of planned
activities and effective
coordination and planning
between institutions at the
national, regional and local
level

MOUs signed with public
institutions to provide services
to the project

Number

1

0

0

0

4

0

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Appendix 3: Compliance with legal covenants: status of implementation

Mission Dates: From Sept 16th 2018 to Sepr 28th 2018
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Appendix 3: Compliance with legal covenants: status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section GCF 7.02(b) i)	Project Account (in Guyanese Dollars) opened by and held in the name of the Borrower/Recipient in a bank selected by the Borrower/Recipient.		Accomplished	
Section GCF 7.02(b) ii)	Designated account (in US dollars) opened by and held in the name of the Borrower//Recipient in the Central Bank of Guyana.		Accomplished	
Section 4.02(b) GCF and Section E.2 (a)	The Project Management Unit (PMU) established and completed the recruitment of Project Coordinator, Finance Officer, Procurement Officer and ME Officer	March 1, 2018	Accomplished March 1, 2018	
Section 4.02(b) GCF, Section E.2 (b) and Schedule II.10	Draft PIM prepared in form and substance satisfactory to the Fund	May 31, 2018	Accomplished Version 4, ongoing	
Section 4.02(b) GCF and Section E.2 (c)	The Desk Baseline study for Region 9 completed	March 31, 2018	Accomplished May 3, 2018	
Section 4.02(b) GCF and Section E.3 (a)	Detailed value chains study for spices in Region 1 completed	December 2018	Expected	The achievement of these activities is behind schedule and it is not likely that all studies will be finalized by December 2018, which risks causing delays to project implementation in Region 1
Section 4.02(b) GCF and Section E.3 (b)	The SOFA study in Mabaruma and Moruca sub regions of Region 1 completed	December 2018	Expected	
Section 4.02(b) GCF and Section E.3 (c)	The baseline study for Region 1 completed	December 2018	Expected	
Schedule 1, Section II 5.4	A National Steering Committee comprised according to the PIM		Accomplished	Called Programme Monitoring Committee, PMC
Schedule 1, Section II 5.5	MOA M&E Unit supported by the Project			

Schedule 1, Section II.6	Finance Officer recruited as a condition of disbursement from the loan and grant accounts	March 31, 2018	Accomplished	
Schedule 1, Section II.7	Procurement Officer exclusively assigned to the Hinterland Project	Before any procurement activity start	Accomplished	
Schedule 2.3	Start-up costs executed before the satisfaction of the conditions precedent to withdrawal require the IFAD no-objection	NOT USED	N/A	Met requirements for disbursement, so there was no need for this
Section GCF 7.01(b)(i) y (ii)	2018 AWPB approved by IFAD	March 22, 2018	May 07, 2018	
Section GCF 7.05	Procurement executed as agreed	Ongoing activity	Accomplished	
Section 8.03(b)	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.	Mid-point of the Project Implementation Period	Expected	(DOUBLE CHECK BECAUSE IN THE LEGAL/LOAN AGREEMENT THIS ACTIVITY IS NOT DETAILED)
Section GCF 8.06	Six-monthly and annual reports approved by the NSC and submitted to IFAD	Within 45 days after each period	Delayed New agreed date: 12-oct-2018	Two progress reports are overdue: 1. Annual Report (period March 21 to December 31 of 2017) and 2. Six-monthly (period January 1 to June 30, 2018)
Section GCF 8.04	Completion Report	After Project Completion Date and before Financing Closing Date	Expected	
Section GCF 9.02	Financial Statements	Within 4 months of the end of each fiscal year	Expected	
Section GCF 9.03	Audit Report	Within 6 months of the end of each fiscal year	Expected	