

## **REPUBLIC OF GHANA**

Root and Tuber Improvement and Marketing Programme (RTIMP) – IFAD Loan 670-GH

Supervision mission: 7<sup>th</sup> May – 17<sup>th</sup> May 2012

### **Report**

## **A. Introduction**

1. In close cooperation with the Ministry of Food and Agriculture (MOFA), the Ministry of Finance and Economic Planning (MoFEP) and the Programme Coordination Office (PCO), the 8th supervision and implementation support mission (the seventh under IFAD's direct supervision) of the Root and Tuber Improvement and Marketing Programme (RTIMP) took place in the period from 7 to 17 May 2012<sup>1</sup>. The mission was facilitated by staff of the RTIMP PCO and Zonal offices, and MOFA. The mission met with officials from District Offices, Participating Financial Institutions (PFIs), research institutions, and particularly the end-user programme clients (farmers and their organizations, micro-entrepreneurs (processors and traders), etc.).
2. The mission would like to express its sincere appreciation to the Minister, MOFA, and officials of the Ministry, to the PCO, and to programme clients and partners for their enthusiastic cooperation and assistance.
3. The main objectives of the mission were to review progress made and results achieved in implementing the 2012 AWPB, to agree recommendations to address specific issues and improve programme performance where necessary and useful. Special attention was given to:
  - (a) Progress made with regard to implementing the AWPB for 2012, as well as the recommendations of the previous supervision and implementation support missions;
  - (b) Overall strategic focus, sustainability and exit strategy;
  - (c) Integration of new initiatives such as the GEF grant funded component for Climate Change adaptation;
  - (d) Integration of RTIMP in METASIP and with other relevant programmes, particularly the Rural Enterprises Programme.
  - (e) Procurement, financial management and programme coordination; and,
  - (f) Result and Impact Management and M&E.
4. The mission focused on reviewing information made available by the Programme, inter-action with PCO staff, programme implementation partners and visits to a number of locations where important field activities were being implemented. A "mini-wrap-up" meeting was held in Kumasi on 14<sup>th</sup> May to present and discuss the main findings and recommendations of the mission. This meeting was attended by the PCO staff, as well as representatives from MOFA and MoFEP.
5. Preparation of this aide-mémoire was a joint effort, largely led by PCO staff. The mission wishes to especially commend this effort, which helps ensure that there is full ownership by PCO members of the findings and recommendations.

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6. This aide-mémoire was submitted to all stakeholders at a wrap-up meeting chaired by MOFA Deputy Minister at the end of the mission. A management letter will be sent by IFAD to the Borrower highlighting the main findings and recommendations for follow-up.

## **B. Overall Assessment of Project Implementation**

7. The last Supervision and implementation support mission in December 2011 noted that there had been performance improvement, particularly in aspects of value chain development for root and tuber crops. There had been the introduction of more rigorous financial assessment of Good Practice Centres (GPCs), the appointment of four Supply Chain Facilitators (SCFs), and the introduction of an electronic market information platform. The major recommendations from that mission were aimed at improving the GPCs viability, ensuring the SCFs provided targeted brokerage services, and that the use of the Micro-Enterprise Fund (MEF) incorporated sound business and banking principles.
8. The mission is pleased to report that the project is continuing to improve its performance, which is now rated **moderately satisfactory**. The highlights of this improved performance are:
- (g) That the SCFs have performed satisfactorily, and are improving the functionality of value chains within which they are operating; and,
  - (h) That there is good evidence of inter-component collaboration and cohesion, with the result that activities and outputs are better aligned to achieve the desired project outcomes;
  - (i) The application of financial assessments for GPCs has resulted in several of these enterprises identifying weaknesses in their business models, enabling them to improve their performance and viability.

The **main risks** for the programme to achieve the expected development objectives are: (i) the continued lack of application of good business principles and sound banking practises in the use of the MEF; (ii) the lack of balance in investments in R&T value chains which has induced difficulties for farmers in providing reliable supplies of raw materials and resulted in poor performance by GPCs; (iii) the challenges inherent in the process of providing a sustainable and reliable supply of improved planting materials for R&T crops within the timeframe available prior to programme completion; and, (iv) the M&E system remains largely focussed on activities, and does not provide the analysis on outputs and outcomes as required. This leads to a vacuum in knowledge generation and dissemination within the programme and for its clients. The strategic measures to mitigate these risks are captured in **the following agreed recommendations**:

- a The MEF operations are to be streamlined with the programme's support monitoring and support system as applied for the GPCs; i.e. these operations are to be operated along sound banking and business principles, supporting investments which are in the interests of programme participants, and lowering risks for banks and investors;
- (j) The SCFs will work with Zonal Offices and Component Specialists to describe a model of balanced investment within each of the value chains they serve. Subsequently, they will seek to provide access to financing for different businesses, from farmers through to off-takers as required, to achieve the required balance to enable efficient and profitable operation of all parts of the value chains;
- (k) Efforts to develop commercial production and distribution of improved planting materials, most likely embedded within value chains supported by GPCs and other processors, will be strengthened and made a routine feature of programme activity; and,

- (l) The different components will work with the M&E office to indicate appropriate indicators for outputs and outcomes generated through the activities of programme clients. These data, which already largely exist, will be entered into a system which enables easy monitoring and trend analysis.

## C. Outputs and Outcome

### Component A: Commodity chain linkages

9. **The four Supply Chain Facilitators(SCFs)** appointed in 2011 have provided an excellent service in building the High Quality Cassava Flour (HQCF), Plywood Cassava Flour (PCF), Export Yam and Gari Export value chains. They have applied appropriate financial analysis tools, particularly with the processors. However, there is still a lack of financial analysis and information at the level of the farmer and other actors (traders, transporters, etc). These entities need to know their costs, revenue and profitability and factors requiring change to ensure profit and sustainability. Furthermore, the SCFs have so far provided little in the way of financial intermediation services for their clients in the value chains, and have not viewed financial services providers (banks, rural banks, leasing companies) as integral to value chain development.
10. It is important that the SCFs service is continued and strengthened. To achieve this, ***the mission recommends that:***
- (a) The ToRs for the SCFs be revised based on emerging needs which should include among other things financial intermediation.;
  - (b) The SCFs assignment be extended for one more year; and,
  - (c) The SCFs assist with the description of balanced investments within the value chains they support, and work with the businesses within these chains and with financing entities to enable appropriate financing for the required investments.
11. **The Enterprise Record Book (ERB)** has been updated to include the gross margins, overheads, depreciation and net profits. It has been agreed that efforts must be made to systematize record keeping at the actor level to make it regular and sustainable. The information must be in a format incorporating all the units of measure at the various actor levels making it readily understood by all actors, including farmers. It is noted that this activity provides a valuable data source which needs to be incorporated into RTIMP M&E systems.
- 3 12. **The Esoko electronic platform** for exchange of market information among actors has been set up. However, for a more effective and sustainable use of the platform, RTIMP must task Esoko to develop specific tools relevant to the needs of beneficiaries and be attractive enough to induce payment for the service when the programme is completed. This may include application of voice messages in the widely spoken local languages to benefit the illiterate. This effort should be focused on making the platform a linkage tool for all actors within a specific value chain, fostering better communication and transparency in transactions between the different actors. This initiative should also facilitate monitoring of beneficiary use of the platform and its impact.
13. **Use of the Initiative Fund (IF)** to identify and test innovations that will enhance the value chain development continue. Following further discussions on the request for the approval of the proposal to set up HQCF Buffer stock, the mission identified the lack of appropriate drying equipment as the key constraint in the production and supply of HQCF. ***It was agreed that*** the PCO urgently explore the available technical options on drying equipment, subjects them to technical and financial analysis and recommend the appropriate one for adoption. The PCO will now develop a proposal to use the IF to undertake this research.
14. Two other issues which may be resolved using the IF have also be identified. These are:

- (m) The inappropriate disposal of cassava peels at the GPCs has created an environmental challenge. Two options are being considered; the use of the peels to generate bio-energy and for animal feed. These can potentially provide additional income and energy to the processing centres and also address the environmental and sanitation problems at the GPCs.
  - (n) Maintenance of good sanitation by other processors close to some GPCs is cause for concern. To avoid cross contamination there is the need to address the environmental sanitation problems at these other processing centres.
2. ***It is recommended that*** the PCO will also develop a proposals to use the IF to evaluate these options.

#### **Component B: Production**

15. **In general there has been good progress on component B, especially** on the multiplication and distribution of planting material (B1), the reinforcement of Farmer Field Fora (B2), the Integrated Pest Management (B3) and on Research to further improve Cultivation Practices (B4). The component is on track on major objectives; however some targets such as the mass production of bioagents have to be cut down because the mid-term recommendations overlooked the challenge that the programme faced with the non-functional insectary sited at CSIR-Crops Research Institute at Kwadaso. This has led to the reduced cumulative achievement of mass production and release of bioagents (*Typhlodromalus manihoti*) against the Cassava Green Mite. It is recommended that the yearly and cumulative targets be reduced to 500,000 and 2,500,000 million actives of bioagents from 600,000 and 3,877,142 respectively.
16. **Increasing the quantities and quality of planting materials (sweetpotato and cocoyam):** The programme has established 3.6 ha of improved sweetpotato varieties and plans to establish 0.4 ha of Orangefleshed Sweetpotato (Beauregard). This will produce 1.66 million plantable vines by October 2012, enough to establish 50 ha of pilot commercial fields. In response to the last mission recommendation of accelerating the production of cocoyam, the programme will be using the microsett technology to produce planting material.
17. **Commercializing planting material multiplication and distribution:** Planting material multiplication and distribution has been highly subsidized by the programme over the years, and in order to sustain the use of R&T planting material multiplication and distribution planting material, the project will introduce a pilot on commercialization starting 2013. This shift will be gradual so that experienced secondary multipliers and post FFF groups interested in commercialization of planting material would be sensitized, oriented and partially supported to produce planting material for sale in 2013 and beyond. The mission believes that shifting to commercialization represents a risk to farmers and recommends that the project mitigates this risk in (i) providing capacity building support and guidance to farmers as well as (ii) support to have a better positioning in the R&T, adopt Good Agricultural Practice, record keeping and financial analysis supports for commercial planting material multiplication and distribution the project. It is recommended that RTIMP, WAAPP and MOFA agree on a common strategy on R&T planting material multiplication, inspection, certification and distribution as well as varietal releases in Ghana.
18. **Capacity building of MoFA Seed Inspectors:** RTIMP had developed a training programme for MoFA staff responsible for quality assurance of vegetative planting materials and on the Plant and Fertilizer Act 803. Officer from Ghana Seed Inspection Division of PPRSD and the Directorate of Crop Services have been trained as a way to mainstreaming root and tuber planting material inspection and certification into the existing Plant Protection and Regulatory Services Directorate (PPRSD). The mission recommends that guidelines for inspection and certification of R&T planting material multiplication and distribution should be developed and printed.

19. **Completion of EU-FF project:** The certification of planting materials of R&T crops has been mainstreamed in PPRSD-MoFA and IEC material (20,000 posters and 20,000 flyers) developed and distributed. The mission recommends a wider distribution of IEC materials to enhance the use of the lessons learnt and also integrated.
20. **Database of planting material producers:** The compendium of primary, secondary and tertiary planting material producers developed need to be updated.
21. **Sustaining FFF groups:** The last supervision mission recommended RTIMP (under component A) to support Farmer Field Fora (FFF) to become FBOs. Given the capacities and management requirements for sound FBOs, the current mission acknowledges that setting FBOs is beyond the mandate and the expertise of the programme and therefore recommends that RTIMP provides support to strengthening existing FFFs who are interested and willing to stay together and have common interests (commercial, marketing, capacity building, production etc.)

**Component C: Upgrading of Small-Scale R&T Processing, Business and Marketing Skills.**

22. **Good Practice Centres (GPCs) Established.** Sharing of results of financial analysis with the proprietors of the existing 19 GPCs has led to positive impacts on their mode of operations. Some of them have been able to cut down on their operational cost. PCO must however, verify the extent of cost reduction in the coming weeks.
23. The Financial analysis to ascertain economic viability of potential GPCs before upgrading is on course. Out of the 13 potential GPCs whose financial analyses were submitted to IFAD, 5 were approved for upgrading. The review of the analyses of the remaining eight (and an additional one) centres should be completed and the financially viable ones submitted to IFAD for a 'No Objection' as soon as possible.
24. **Micro Enterprise Fund (MEF).** The mission noted that the management of the MEF is still geared with a focus on maximizing disbursements with inadequate attention to internalize an operational procedure that ensures sound banking and business principles, and supporting investments which are in the interests of programme participants, and lowering risks for banks and investors. If these principles are not applied, the MEF can in fact provide incentives that motivate investments that are not viable and expose the client and the banks to the risk of failure and loss. In view of the MEF's strategic objective to build capacity in PFIs and sustainable business linkages for financing roots and tubers' value chains, the programme has to ensure sound business planning and close monitoring of the matching loan portfolios as well as client's performance to mitigate risks.
25. As indicated by the previous mission in December, there is some evidence that in some cases, banks are providing the loans to complement MEF grants on the basis of the collateralised asset, rather than on the business case. It is important the business case is sound for the whole investment proposed, and not simply financed because it is eligible for MEF support. Due consideration should be given to lowering the grant percentage to less than the 40% maximum in order to press lenders into taking an actual risk on the loan (and learning by doing so) or to press borrowers to invest a higher percentage of the down payment and thus have more at stake.
26. Further, the review MEF financing has revealed some cases where operational costs have been proposed to be included to benefit from the MEF subsidy. This is inconsistent with the eligibility criteria for the MEF, the purpose of which is to enable clients to invest in farming and processing equipment, in view of the very high market interest rates. The MEF grants are to match the client's contribution and the bank's loan to reduce the amount to be borrowed and make the overall investment cost affordable for the client, without distorting the market interest rates. Such subsidy is unjustifiable for operating costs and seasonal farming expenses or inputs. To improve the operation of the MEF, the **mission recommends that:**

- (a) Proposals for MEF financing which exceed GH C 5,000 should be submitted to IFAD for “No Objection” before proceeding with complementary bank financing;
- (b) The operational procedure and manual for MEF financing be revised to streamline technical and financial analysis and management system as for the GPCs; MEF grants are to be evaluated in a more comprehensive and balanced model and in coherence with good financial practice and business principles;
- (c) Eligibility criteria for MEF financing to be revised and submitted to IFAD for review as part of the revision of the manual;
- (d) Reporting on MEF activity should include the repayment status of the PFIs’ matching loans and the supporting analysis of their performance; and,
- (e) The PCO works with Apex Bank to identify willing and well performed RCBs to expand MEF access and with ECOBANK to expand to other zones of the programme.

27. The mission commends the services that the BACs are providing services to RTIMP clients. To further strengthen this positive collaboration, ***it is recommended*** that the incentive system for this service be jointly reviewed by RTIMP and REP to promote sustainability.

28. **Strategic value chain analysis and the way forward.** The mission, the PCO and the SCFs have noted that there are significant imbalances in the R&T value chains. This is manifested mainly as shortages of supply of raw material to processors, despite their being high levels of demand for processed products. This leads to under-utilised capacity at the processor level, putting pressure on cash flows and profitability. On the supply side, it is apparent that there are perennial problems inadequate investment production (mechanised tillage and harvesting), and in transportation from farm to processor. The impact of this is lower production and sales by farmers, the primary target group of the programme.

29. A strategy for creating a balanced Value Chain investment has been agreed with the PCO and SCFs. This would begin with the analysis of the value chain to identify the imbalances which lead to under-performance. This would be done jointly between the PCO and the SCFs. These imbalances need to be addressed through appropriate financial interventions tied to contractual agreements. The SCFs should seek viable financing methods from financial institutions and appropriate public funds (including RTIMP facilities) to provide for the necessary investment.

30. Coupled with this, it is emphasised that ensuring profitability at each actor level is crucial for chain sustainability. Financial analysis should therefore be applied on a sample at each actor level including MEF beneficiaries. The performance would be monitored periodically on cost of sales, profit, depreciation and other appropriate indicators, and the information used to advise clients in order to enhance business sustainability and growth. This data should be made available to be incorporated into the programme M & E system.

#### **D. Project Implementation Progress**

31. **Programme Management.** There have been some significant improvements in Programme Management and the application of specialist duties within the PCO. In particular, there has been an improvement in the support provided to Components A and C by PCO staff, which has seen an improvement in the performance of these components. In particular, the efforts for PCO specialists to undertake the financial



analysis of GPCs and other value chain participants is commended, as is the on-going efforts to supervise the work of FAs in value chain development.

32. **Monitoring and evaluation.** The mission notes that there is increased capacity for the M&E since last mission with the recruitment of a MIS officer. However the current M&E system is still not conducive for learning and knowledge management as well as project performance and impact assessment. It is recommended that the M&E system be streamlined through a sound logical framework, simple data collection forms and a better distribution of M&E roles and responsibilities between the M&E coordinator and the heads of components and the zonal coordinators.
33. **The M&E system.** The logical framework used lacks adequate measurable indicators and time frame. It is recommended that that RTIMP uses the logical framework as revised during the Mid Term Review as a basis to include measurable inter-linked indicators for outputs and outcomes, as well as baseline data and targets. The data collection forms should be aligned to the logframe as well as the AWPB targets for each year. The last mission recommended that a formal mechanism be put in place for a periodic revision of the AWPB as part of programme management; the current mission recommends that the template be finalised and used as soon as possible.
34. **Planning and reporting.** The mission notices that the lack of an operational plan for the M&E coordinator leads to a lack of focus on M&E issues, a poor monitoring plan (visits) and overall a disconnect with outputs and performance of activities in the components. The mission recommends that the M&E unit develop an operational plan and including an agreed plan for monitoring visits, internal meetings and their content with the component heads and zonal coordinators.
35. The mission recommends the programme should make it a mandate for specialists to attend agreed meetings and discuss pressing issues. The situation should be improved by the next mission. Agenda for meetings should be discussed with the NPC for emergency / unexpected meetings.
36. **Outcome Assessments.** In line with the previous mission's recommendation, a pilot outcome assessment was conducted in one district. This is a good start, but is not adequate considering the number of operating districts of the programme. The mission recommends that the M&E Officer, Components Heads and Zonal Coordinators review the indicators used and align them to the revised logframe and monitoring plan (see above). Moving towards a more balanced value chain with the processing centres at the core of more streamlined investments will allow the outcome assessments to be along the lines of linkages. The enterprise business books provide core data that can be easily collected, computed, analyzed and monitored over time to evaluate evolving trends. It is recommended that the outcome assessments be streamlined to capture the operations of actors linked to the processing centres. It is further recommended to include more districts with GPCs in the outcome assessment since at these processing centres all the chain actors would be covered in addition to other beneficiaries of the programme of the district
37. **Midline Survey.** The mission met with the consultant to discuss the first draft of the Midline survey. It became obvious that the consultant requires close supervision and coaching to allow this survey to become useful for the programme. The mission has provided detailed comments to the PCO to help guide the consultant in the finalization of the survey. It is recommended that the PCO consolidate detailed comments and submit them to the Consultant and that meeting be organized to agree next steps. In view of the importance to increase the availability of data to guide programme operations, the IFAD Country Office will be pleased to support this process with further technical assistance.
38. **Internal Linkages.** The mission has noted the strengthened linkages between the technical components. These need to be further strengthened, and the proposal to adopt

a balanced value chain investment strategy provides a good opportunity for this. At the same time, there is still a lack of effective linkage between the technical components and the programme M&E system. As value chain and production teams strengthen the processes of capturing and processing data from value chain entities, these need now to be entered and analysed by the M&E team to facilitate the process of knowledge management and capitalization.

39. **Annual Work Plan and Budget for 2012.** The review of the 2012 AWPB reflects the above observation. While the discussion with the zonal coordinators, component heads and implementing partners in general reveals very good capacity to reflect on key challenges and address them effective measures, AWPB presentation and reporting does not adequately capture the evolving approach, lessons and analyses that underlie the planning of activities, and their linkage to outputs and outcome targets. It is recommended that the preparation of the next AWPB start with a reflection of the key lessons and challenges, and prepared in a collaborative manner involving all team members, to ensure that all activities are fully geared towards sustainable outcomes.
40. The Programme has an approved of Budget of USD3,374,090 for 2012. The programme has, at the end April 2012, spent a total of USD929,003 representing 27.5%. The mission agreed with the PCO to improve the planning process towards more realistic targets.
41. **Global Environment Facility.** Following the approval from the Global Environment Facility to finance a component to support adaptation to climate change with a grant of USD2.5 million, IFAD will shortly share a draft grant agreement. In view of the delays in the approval process and the PCO and the Country Office agreed to work closely to accelerate signature and start-up activities of the component. The mission agreed that the PCO submit the vacancy announcement for the GEF coordinator to IFAD by 31 May 2012 to launch the selection process.

## E. Fiduciary Aspects

42. As shown in Appendix 2, some of the recommendations issued during the previous IFAD missions have been implemented by the PCO. However, there is room for improvement to achieve a satisfactory level of efficiency in the financial management of the Programme.
43. **Financial management.** The finance unit is still struggling to use the SCALA financial software acquired in 2010. To date, the Cash Book, and Fixed Assets Modules are not in use; and capturing of data into the General Ledger, particularly receipts into the bank accounts are delayed, while AWPB data is not captured. This results in weak budget monitoring, i.e. annual budgets are not captured to facilitate variance analysis, weak treasury management, un-ending reconciliation of accounts (e.g. GoG CA), no monthly accounts closure activities to necessitate reconciliation of ledgers and systems generation of financial and management reports, manual preparation of Bank Reconciliation Statements (BRS), tedious preparation of financial management reports based on data captured in Excel, delayed implementation of capturing M&E data into SCALA, etc. **The mission agreed with the PCO that (i) the finance staff be re-trained in the use of the SCALA modules and Systems Accounting; (ii) all data (including the 2012 AWPB, bank transfers) are captured into system; (iii) customised financial and management reports are designed for the PCO; and (iv) the MIS Officer is also trained in SCALA to offer first-line IT support to Finance Unit. The NPC and the FC are to ensure that these activities are carried out by the end of June 2012.**
44. The Programme has done well in recording Payments Vouchers into SCALA in real-time which enable the PCO to prepare automated Withdrawal Applications forth-nightly since



July 2010. It was noted, however, that invoice or reference numbers are not captured. The mission agreed with the PCO that with effect from June 1, 2012 invoice or reference numbers would be captured to aid any reconciliation of payments to clients.

45. The preparation of Bank Reconciliation Statements (BRS) by the Zonal Accountants in 2011 was very irregular. However, all the three Accountants have produced monthly BRS for 2012. **The mission agreed with the PCO that the Zonal Accountants will prepare BRS bi-monthly to accompany each WA.** The Accountants will also prepare the mid-month BRS for Was 61, 63, 65, and 67 for January – April 2012 by 15<sup>th</sup> May 2012 for analyses.
46. The monitoring of financial returns from the Implementing Partners (IPs) and Zonal Offices (ZOs) have improved satisfactorily, resulting in a reduction of the balance of USD328,270 in November 2011 to USD59,700 as of 30<sup>th</sup> April 2012. The PCO organised four workshops in January and February 2012, facilitated by Deloitte & Touche, to sensitise the IPs and ZOs on the need for early retirement of advances with correct supporting documentation and analysis. Activity Returns Forms were distributed to all IPS and ZOs for retiring advances. Returns received in April 2012 indicate that some of the IPs have adopted the Form.
47. **Information & Communication Technology (ICT).** The PCO is in the process of contracting Drew Technologies Ltd to perform routine and specific maintenance on all of the Programme's computer systems. **The mission agreed with the PCO that the newly-recruited MIS Officer undertake a project to back-up all the computer files at the PCO on the Server and train staff on how to store files on the server by the end of June 2012.** The Officer is also to supervise the installation and implementation of an efficient electronic mail system for the Programme's staff.
48. **Audit.** The auditors Deloitte & Touche have begun the audit for 2011 and they are expected to submit their report by 30 June 2012. For the 2011 audit, RTIMP must ensure that the Special Account and GoG Counterpart Account reconciliation be verified in detail by the auditors. A competitive process will be launched in 2012 to select an audit firm for the next 3 years. The mission has also informed the PCO of the new audit guidelines to be used for this exercise.
49. **EU Food Facility.** The auditors, Deloitte & Touche have completed the audit of the EUFF (COFIN EC-20-GH) and submitted their report. The audit of the grant for the period to January 2012 was conducted on a 100% selection basis, i.e. all vouchers were examined. A total of EUR987,000 out of Grant Amount EUR1,087,000 was disbursed as at the time of audit. The final WA covering EU expenditures during the reporting period has been submitted to IFAD.

9

## Disbursement

50. **Treasury Management.** The cash availability situation of the project has improved during most of the period under review (Jan –April 2012) with an average of 46.2% (\$462,000) of the authorised allocation (\$1,000,000) available for spending, excluding un-presented cheques. The average monthly cash availability is reduced to 36.3% (\$363,000) if un-presented cheques are included in the analysis. The PCO needs to manage more closely the operational, financial and reputational risk of the Programme, including daily bank balances and un-presented cheques.
51. **Loan disbursements.** The status of the IFAD loan disbursements as of 11 May 2012 is shown in Table 1 below (amounts in SDR):

Cat.	Description	Loan Allocation	Cumulative disbursements (WA 1 to 65)	% disb.	Available balance
I	<b>Vehicles and Office</b>	2,160,000	1,090,054	50.47	1,069,946

	Equipment				
II	<b>Materials and supplies</b>	1,350,000	968,093	71.71	381,907
III a)	<b>Technical Assistance, Prof. service &amp; Studies</b>	1,250,000	979,791	78.38	270,209
III b)	<b>Subject-matter specialists</b>	410,000	157,880	38.51	252,120
IV	<b>Training and Workshops</b>	3,940,000	2,584,676	65.60	1,355,324
V a)	<b>Initiative Fund</b>	650,000	90,306	13.89	559,694
V b)	<b>Micro-enterprise Fund</b>	420,000	340,360	81.04	79,640
VI	<b>Salaries &amp; allowances</b>	1,470,000	839,956	57.14	630,044
VII	<b>Operating Costs</b>	570,000	298,288	52.33	271,712
VIII	<b>Unallocated</b>	830,000	-	-	830 000
	<b>Initial Deposit</b>	-	664,615	-	(664 615)
	<b>TOTAL</b>	<b>13,050,000</b>	<b>8,014,020</b>	<b>61.41</b>	<b>5,035,980</b>

52. **Withdrawal applications (WAs).** The PCO now prepares WAs on a bi-monthly basis from the Access database. WAs 61 to 66 (for replenishment of the special account) were reviewed in detail and the Statements of Expenditure (SOE) were tested on a sample basis. While progress has been made in strengthening the filing system, there is still room for improvement to ensure that all payment vouchers are traceable.
53. **Reconciliation of Designated Account.** The table below shows the reconciliation as of 30 April 2012. The un-reconciled amount may be attributed to (i) pre-financing of GoG expenditure; (ii) unclaimed expenditures that were inadvertently omitted by the PCO; (iii) exchange rate differences; and (iv) bank charges and interests received. **The mission agreed with the PCO that a thorough verification of the un-reconciled amount be made immediately.**

Table 2: Reconciliation of Designated Account as at 30 April 2012 (amounts in USD)

<b>Item</b>	<b>Description</b>	<b>Value (USD)</b>	
i	<b>Authorised Allocation</b>		<b>1,000,000</b>
ii	Balance in the Designated Account	526,912.88	
iii	Balance in the Programme Account	78,697.42	
iv	Balance in the Zonal Accounts	32,077.30	
v	<b>Total Cash at Bank</b>	<b>637,687.60</b>	
vi	WAs pending at IFAD (#66 and 67)	237,731.00	
vii	WA pending at PCO (#68)	200,582.00	
viii	<b>Total Pending WAs</b>	<b>438,313.00</b>	
ix	<b>Total Cash &amp; Pending WAs (v+viii)</b>		<b>1,076,000.60</b>
x	Outstanding checks		(162,826.76)
xi	<b>Available Balance of Initial Deposit (ix-x)</b>		<b>913,173.84</b>
xii	<b>Un-reconciled Amount (i-xi)</b>		<b>86,826.16</b>

54. **Counterpart Funds.** The funds are used to finance 60% of operating costs; and other non-eligible expenditures, such as, civil works for zonal offices rehabilitation, allowances for national service staff, etc.). The mission noted that the reconciliation of the GoG CA is

not regularly done and **agreed with the PCO that the GoG Counterpart Account be reconciled immediately.**

55. **Procurement.** The procurement plan has been updated to reflect actual dates of the processes. Sampled procurement by local shopping method indicates that, though the procurement process (including bid evaluation by a procurement committee) were followed, no contract or Local Purchase Orders (LPOs) were issued to the respective winners. **The mission agreed with the PCO that, that winners of procurement bids will be issued with LPOs.**
56. **Contract Management.** The updated contracts register as of 30th April 2012, indicates 14 ongoing contracts, including 8 consultancies and 6 contractors for works on Good Practice Centres. There are separate files opened for all the consultancies. However, there were some reports not identified on the files. It was agreed with the PCO that these records are completed and kept up to date.
57. The contract with Deloitte & Touche for the auditing of the Programme's Financial Statement for 2009, 2010, and 2011 would expire on 30<sup>th</sup> June 2012. It was agreed with the PCO to initiate the procurement of Audit Consultancy Services for the forthcoming years.

## **F. Sustainability**

58. The sustainability of the impact of the programme needs to become the focus of activity in the remaining 30 months of programme activity. For the impact to be sustainable, all components of the R&T value chains being supported need to become both technically and financially viable. While there has been good progress in the improved viability of numerous businesses, particularly those involved in processing and product transformation, there are remaining obstacles, particularly with the supply of raw materials from farmers to processors. It has been agreed that there will be greater emphasis placed on the investment in the context of the balanced performance of all value chains. It is expected that this would lead to greater viability of all entities in value chains, and thus better financial and food security outcomes from farmers and other poor rural people who remain the primary target group of the programme.

## **G. Conclusion**

59. The programme has made impressive progress in technical and market-related aspects of implementation in the period under review. This momentum need to be continued, and all parts of the R&T value chain need to gain access to appropriate levels of investment to ensure viability and sustainability. The performance of the M&E function needs to be improved, and to be better related to the analysis of outcomes. There remain some significant unresolved fiduciary issues, and the PCO is encouraged to deal with these in the near future.

## Appendices and Annexes

**Appendix 1** Summary of project status and ratings

**Appendix 2** Summary of key actions to be taken with agreed timeframes

**Appendix 3** Financial: Actual financial performance by financier; Disbursements by category and by component

**Appendix 4** Compliance with financing agreement covenants: Status of implementation

**Appendix 5** Physical progress measured against APWB, including RIMS indicators

**Appendix 6** Updated logical framework indicating progress against objectives, outcomes and outputs

**Appendix 7** Knowledge Management : Learning and Innovation Learning

## Appendix 1 Summary of project status and ratings

### A Project 1312 [670] Root and Tuber Improvement and Marketing Programme

#### Basic Facts

Country	Ghana			Project ID	1312	Loan/DSF Grant No.	670
Project	Root and Tuber Improvement and Marketing Programme					Supp. Loan/DSF Grant	
Date of Update	25-May-2012					Financing terms	HC
Supervising Inst.	IFAD/IFAD						
No. of Supervisions	8	No. of Implementation Support/Follow-up missions	5				
Last Supervision	17-May-2012	Last Implementation Support/Follow-up mission	11-Mar-2011				

				USD million Disb. rate %		
Approval	08-Sep-2005			Total costs	29.03	
Agreement	20-Jan-2006	Effectiveness lag	14.2	IFAD Total	18.96	
Effectiveness	08-Nov-2006	PAR value	-----	IFAD loan	18.96	61
MTR	07-May-2010			DSF grant		
Current completion	31-Dec-2014	Last Amendment	05-Feb-2010	IFAD grant		
Current closing	30-Jun-2015	Last Audit	24-Jun-2010	Domestic Total	8.72	
No. of extensions	0			Beneficiaries	0.83	
				Government (National)	3.89	
				Domes. Fin. Inst.	4.00	
				Cofinancing Total	1.34	
				EC	1.34	99

#### Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management	4	3	1. Quality of project management	4	4
2. Acceptable disbursement rate	4	4	2. Performance of M&E	3	3
3. Counterpart funds	3	4	3. Coherence between AWPB & implementation	4	4
4. Compliance with loan covenants	4	4	4. Gender focus	4	4
5. Compliance with procurement	4	4	5. Poverty focus	4	4
6. Quality and timeliness of audits	4	4	6. Effectiveness of targeting approach	4	3
			7. Innovation and learning	4	4

B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. Programme Coordination	4	4	1. Institution building (organizations, etc.)	4	4
2. Upgrading of Small-Scale R&T processing	4	4	2. Empowerment	4	4

Republic of Ghana  
Root and Tuber Improvement and Marketing Programme – Loan No. 670-GH  
Supervision mission: 7 - 17 May 2012 - Aide-Memoire

business					
3. Support to R&T crop production	4	4	3. Quality of beneficiary participation	4	4
4. Support to increased commodity chain linkages	4	5	4. Responsiveness of service providers	4	4
			5. Exit strategy (readiness and quality)	4	4
			6. Potential for scaling up and replication	5	5

#### B.5 Justification of ratings

The May 2012 supervision and implementation support mission noted improvements in programme management, and several implementation indicators, which resulted from successful implementation of the recommendations of the previous mission, especially on the role of the supply chain facilitators. However, the fiduciary aspects as well as the M&E are still challenging, the mission noted that many of the previous recommendations have not been addressed on fiduciary aspects. Disbursement rate remains moderately satisfactory with adequate performance in the recent two years, particularly in view of the full disbursement of the EU grant in a very short time period. However there is a need to accelerate the identification of viable investment opportunities for additional processing capacities (GPCs and MEF), backed by solid financial analysis, to scale up in these areas along with balanced investment in the other components. Rating for counterpart funds has been raised to reflect the GoG's commitment as demonstrated by paying the arrears accumulated in 2011. However, counterpart funds still come late, and further improvement is desirable.

### Overall Assessment and Risk Profile

	Last	Current
C.1 Physical/financial assets	4	4
C.2 Food security	4	4
C.3 Overall <b>implementation progress</b> (Sections B1 and B2)	4	4

#### Rationale for implementation progress rating

The mission noted that the programme continues to make good progress. The supply chain facilitators have performed satisfactory and are improving the understanding and the functioning of four VCs. There is now a good evidence of inter-component collaboration and cohesion, with the result that activities and outputs are better aligned to achieve the desired project outcomes. In addition, the application of financial assessments for GPCs has resulted in several of these enterprises identifying weaknesses in their business models, enabling them to improve their performance and viability. However, there is need to improve management of the MEF. Another area that requires increased attention by management concerns programme coordination, monitoring and evaluation as well as financial management, where a number of recommendations from previous missions have only partly been implemented. There is a need to enhance the performances of monitoring and evaluation to link this function to the activities in the various components, to enhance learning and improved coordination in programme implementation. Along with a good performance of financial management, these functions are crucial for effective achievement of outcomes and scaling up.

C.4 Likelihood of achieving the development objectives (section B3 and B4)	4	4
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#### Rationale for development objectives rating

The Programme has made some move to adopting a more commercial approach to VC development especially on the production side. However, there is the need to carefully assess the risks factors for farmers that are willing to opt for a commercialisation of the planting materials. Moreover financial indicators as well as the profitability of the investment of VCs are critical to ensure sustainability of the outcomes for the beneficiaries of the programme.

#### C. **Risks** Short description of major risks for each section and their impact on achievement of development objectives and sustainability

Fiduciary aspects	The recommendations issued during the previous IFAD missions have only partly been implemented by the PCO. The finance unit has not been able to make full use of the financial software acquired for the Programme since 2010. As a result, there is a weak budget monitoring, i.e. annual budgets are not captured to facilitate variance analysis, weak treasury management, un-ending reconciliation of accounts (e.g. Government of Ghana Counterpart Account, no monthly accounts closure activities to necessitate reconciliation of ledgers and systems generation of financial and management reports, manual preparation of Bank Reconciliation Statements (BRS), tedious preparation of financial management reports based on data captured in Excel, delayed implementation of capturing M&E data into SCALA. There is the need to re-train the finance staff to utilise the full capabilities of the software to facilitate preparation of timely financial management reports.
Project implementation progress	The main risks observed in the programme are: (a) The continued lack of application of good business principles and sound banking practises in the use of the MEF; (b) The lack of balance in investments in R&T value chains which has induced difficulties for farmers in providing reliable supplies of raw materials and resulted in poor performance by GPCs; (c) The challenges inherent in the process of providing a sustainable and reliable supply of improved planting materials for R&T crops within the timeframe available prior to programme completion; and, (d) The M&E system remains largely focussed on activities, and does not provide the analysis on outputs and outcomes as required. This leads to a vacuum in knowledge generation and dissemination within the programme and for its clients.
Outputs and outcomes	Overall progress of implementation with respect to output B1 (Planting material multiplication and distribution), B2 (Farmer Field Fora), B3 (Integrated Pest Management) and B4 (Research to further improve Cultivation Practices) was good. Financial analyses for the Good Practice Centres (GPC) have help some of them cut down their costs, there is the need to systematize financial analysis to identify viable GPCs that will be supported by the project. The next steps will be to ensuring a more



Republic of Ghana  
Root and Tuber Improvement and Marketing Programme – Loan No. 670-GH  
Supervision mission: 7 - 17 May 2012 - Aide-Memoire

	balanced investment approach along the VCs so that all the segments of the VCs have equal attention on access to finance. In that respect the scope of SCFs' intervention have to be widened to identify other financial mechanisms that can satisfy the specific financial needs of VCs. The Micro Enterprise Fund (MEF) has to be streamlined around good financial practices, so that loans are given based on sound business plans and the profitability of the business on not on collaterals. The repayment status of MEF beneficiaries and the analysis of their performance should be known so that there is a good indication of their performance. It is also recommended that the PCO works with Apex Bank to identify willing and well performed RCBs to expand MEF access.
Sustainability	60. The sustainability of the impact of the programme needs to become the focus of activity in the remaining 30 months of programme activity. For the impact to be sustainable, all components of the R&T value chains being supported need to become both technically and financially viable. While there has been good progress in the improved viability of numerous businesses, particularly those involved in processing and product transformation, there are remaining obstacles, particularly with the supply of raw materials from farmers to processors. It has been agreed that there will be greater emphasis placed on the investment in the context of the balanced performance of all value chains. It is expected that this would lead to greater viability of all entities in value chains, and thus better financial and food security outcomes from farmers and other poor rural people who remain the primary target group of the programme.

### Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
Initiative Fund	The PCO is to develop a proposal to use the IF to explore the available technical options on drying equipment, subjects them to technical and financial and make recommendations	July 2012	
Upgrading of R&T Processing and Marketing	Update and complete financial analyses of 8 proposed investments and submit proposals to IFAD for no-objection	July 2012	
Commodity Chain Development	1 - The TORS for the SCFs be revised based on emerging needs which should include among other things financial intermediation.; 2 - The SCFs assignment be extended for one more year; and, 3 - The SCFs assist with the description of balanced investments within the value chains they support, and work with the businesses within these chains and with financing entities to enable appropriate financing for the required investments.	June 2012	
Micro-enterprises Fund	1 - That MEF disbursement through ECOBANK be accelerated by expanding to other zones of the programme; and, 2 - Proposals for MEF financing which exceed GH C 5,000 should be provided to IFAD for "No Objection" before proceeding with complementary bank financing	March 2012	
M&E	Restructure the logframe and improve PCO internal mechanisms around M&E	Immediate	
M&E	Review the Midline survey and provide feedback and guidance to the consultancy firm to provide a more analytical report	June 2012	
Fiduciary	1 Schedule a re-fresher training on Scala 2 Ensure all data including 2012 AWPB are captured into SCALA 3 Design customised financial and management reports for the PCO; 4 The MIS Officer to be trained in SCALA to offer first-line IT support to Finance Unit. 5 reconcile the GoG counterpart funds 6 initiate the procurement of audit consultancy firm for the forthcoming years	Immediate	
GEF Grant	- Clarify need for accreditation of the GEF grant and proceed to finalization and signature of Grant Agreement - PCO to submit TOR and Qualification profile for the GEF coordinator for No Objection and proceed to vacancy announcement	June 2012	

### Additional observations

**Appendix 2 B: Summary of key actions to be taken  
within agreed timeframes.**

**Root and Tuber Improvement and Marketing Programme (RTIMP)**

**Follow-up actions on the last IFAD supervision mission (December, 2011)  
Progress made as at April 15<sup>th</sup>, 2012.**

<b>Item</b>	<b>Agreed action</b>	<b>Responsibility</b>	<b>Agreed date</b>	<b>Progress Made</b>
	<b>COMPONENT A- SUPPORT TO COMMODITY CHAIN LINKAGES</b>			
1	• Share results of financial analyses with GPC proprietors	PCO, Component A	Jan 31, 2012	-Results of financial analysis
2	• Instruct facilitation agents to use the financial analysis tools to assist value chain actors to have appropriate business information	PCO, Component A	March 31, 2012	-In collaboration with comp to use the financial analysis -A two-day workshop was h on 8 <sup>th</sup> December 2011 toget the workshop. -The BACs who are busin also been trained in finan profitability of their operati -Outcomes of the SCFs su interim report.
3	• Introduce the Esoko platform for information sharing within value chains	PCO, Component A	March 31, 2012	-RTIMP Zonal Office Coord utilisation of the Esoko pla meetings and disseminatio Stakeholder Fora (DSF). I MADU have been trained interactions and to move vo
4	<b>Initiative Fund (IF)</b> • Finalise the 3 proposals on development of cassava peels at GPCs into animal feed, popularisation of sweet potato recipes and promotion of HQCF use in Second Cycle schools and submit to IFAD for "no objection"	PCO, Component A	Jan 31, 2012	-Two (2) of the proposals ha 'No objection'. conducted on the last propo into animal feed)
	<b>COMPONENT B-SUPPORT TO R&amp;T CROP PRODUCTION</b>			
5	<b>Organization of producers and linkages to other stakeholders</b> • Ensure that certification of planting materials of RTIMP crops are made fully compliant with requirements for national seed certification of Ghana	PCO, Component B	Jan 31, 2012	-Already mainstreamed. Ins and have standards for root
6	• Undertake training of seed inspectors planned for December and January	PCO, Component B	Jan 31, 2012	-A 3-day (19 <sup>th</sup> to 21 <sup>st</sup> Decer -A total of 38 participants

Item	Agreed action	Responsibility	Agreed date	Progress Made
				Seed Inspectors of Ghana s Material Officers, 3 Agric Officer and 1 District Direc inspection and certification.
	<b>COMPONENT C-UPGRADING OF PROCESSING, BUSINESS AND MARKETING SKILLS</b>			
7	<ul style="list-style-type: none"> <li>Update and complete financial analyses of proposed investments and submit proposals to IFAD</li> </ul>	PCO, Component C	<b>Feb 29, 2012</b>	-Financial analysis of 13 p completed and proposals s given on 5 of them to be up financial performance to qu  -All the five (5) potential (IPs) to commence upgradin
	<b>Clients Equipped with Business Development and Marketing Skills</b>			
8	<ul style="list-style-type: none"> <li>Update ERBs to include calculation of gross margins, overheads, depreciation and net profits</li> </ul>	PCO, Component C	<b>March 31, 2012</b>	-ERB has been updated. It net profits.
9	<b>Micro-Enterprise Fund (MEF)</b> <ul style="list-style-type: none"> <li>Ensure all matching grants are based on analysis of cash flows</li> </ul>	PCO, Component C	<b>March 31, 2012/ Continuous</b>	-PCO, through capacity en for enterprises seeking ME PFIs have been guided thr to minimise risk on the pa analysis on all MEF Grant Officers, Credit Officers of
	<b>COMPONENT D-PROGRAMME MANAGEMENT</b>			
10	<b>Monitoring and Evaluation</b> <ul style="list-style-type: none"> <li>Develop template (in association with FC) for assessment of AWPB implementation</li> </ul>	PCO, M&E	<b>Feb 29, 2012</b>	-Template has been drafted
11	<ul style="list-style-type: none"> <li>Reallocate one support staff to assist with M&amp;E data entry and processing</li> </ul>	PCO, M&E	<b>Jan 31, 2012</b>	-Following the resignation process of recruiting an M processing. -Interview of the applicant
	<b>Draft Annual Work Plan and Budgets for 2012</b> <ul style="list-style-type: none"> <li>Submit updated AWPB 2012</li> </ul>	PCO, M&E, FC	<b>Dec 31, 2011</b>	-Draft AWPB for 2012 was document by IFAD have b  -The NPSC of RTIMP has
	<b>Fiduciary Aspects</b>			
12	<ul style="list-style-type: none"> <li>Update all transactions in SCALA and monthly closing of accounts</li> </ul>	PCO, FC	<b>Jan 31, 2012</b>	-Transactions in SCALA h every month.
13	<ul style="list-style-type: none"> <li>Implement key financial monitoring procedures (budget and procurement monitoring, cash forecasting,</li> </ul>	PCO, FC	<b>Continuous</b>	-Draft AWPB 2012 and F 2012 is approved, analysis take place.

Item	Agreed action	Responsibility	Agreed date	Progress Made
	disbursements and cost ratios, funds availability, etc.)			
14	• Implement action plan and recommendations to adequately monitor, record and claim advances and expenditures from IPs and ZOs	PCO, FC	Jan 12, 2012	-4 computers and printers I -Training has been conduct -Outstanding balances on I -Letters have been written balances on remittances to
15	• Payment of GoG counterpart contribution in full and on a timely basis	MOFA/MOFEP	Continuous	-Application for GHc 396, made.
16	•Reconciliation and monitoring of IFAD-GoG advances and correction of Special Account reconciliation	PCO, FC	Jan 31, 2012	-IFAD-GoG advances are Account reconciliation has
17	• Adopt procurement guidelines and describe in detail in the accounting manual	FC /Procurement Officer	January 12	-The Programme Account
18	• Issuance/renewal of contracts to all staff employed by the program	National Program Coordinator	Continuous	-Contracts have been given
19	• Preparation of a WA to claim EUR 104,433 under EU grant	FC	Immediate	- WA no. EU/FF 06 has be
20	• Recording of all transactions in SCALA, and reconciliation with bank statements	FC	January 12	On-going. Follow-ups have been car
21	• Follow-up on outstanding checks with recipients	FC	Immediate	-Outstanding cheques hav unpresented cheques
22	• Ensure amounts claimed on last WA is adjusted to avoid overspending the grant	FC	January 12	-WA no. EUFF 04 has been

### Appendix 3: Financial: Actual financial performance by financier; by component and disbursements by category

Table 3A: Financial performance of financier (USD'000) April 2012				
	Financier	Amount Appraisal	Amount Disbursed	%age Disbursed
i.	IFAD Loan	18,965	12,425	65.5%
ii.	Government	3,894	1,694	43.5%
iii.	Private Sector	3,998	779	19.5%
iv.	Beneficiary Contribution	832	377	45.3%
	<b>Total</b>	<b>27,689</b>	<b>15,275</b>	<b>55.2%</b>

**Table 3B: Financial Performance by Project Component (USD'000) - April 2012**

Component		Loan Allocation	Amount Disbursed	%age Disbursed	Available balance
A	Support to Increased Commodity Chain Linkages	5,840	2,021	34.6%	3,819
B	Support to Root and Tuber Crop Production	6,194	3,767	60.8%	2,427
C	Upgrading of Small-Scale Root and Tuber Processing , Business and Marketing Skills	4,028	2,945	73.1%	1,083
D	Programme Coordination, Monitoring & Evaluation	2,903	2,692	92.7%	211
	Initial Allocation	-	1,000		(1,000)
<b>Total</b>		<b>18,965</b>	<b>12,425</b>	<b>65.5%</b>	<b>6,540</b>

**Table 3C: Schedule of Expenditure by Category (USD'000) - April 2012**

Cat #	Category	Loan Allocation	Amount Disbursed	%age Disbursed	Available balance
	Authorised Allocation	-	1,000		
I	Vehicles and Office Equipment	3,139	1,691	53.9%	1,448
II	Materials and Supplies	1,962	1,504	76.7%	458
III(A)	Technical Assistance, Professional Services and Studies	1,817	1,516	83.5%	301
III(B)	Subject Matter Specialist	596	246	41.3%	350
IV	Training, Worksops, Farmers and Entrepreneurs For a	5,726	4,021	70.2%	1,705
V(A)	Initiative Fund	945	140	14.9%	804
V(B)	Micro-Enterprise Fund	610	532	87.1%	79
VI	Salaries and Allowances	2,136	1,311	61.4%	825
VII	Operating Costs	828	464	56.0%	364
	Unallocated	1,206	-	0.0%	1,206
<b>TOTAL</b>		<b>18,965</b>	<b>12,425</b>	<b>65.5%</b>	<b>6,540</b>

#### Appendix 4: Compliance with loan covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date
<b>Section 2.03</b>	Opening of a Special Account in USD	Signature of agreement	Done
	Deposit of Authorized Allocation of USD 1,000,000 maximum	Start of program	Done
<b>Section 3.02</b>	Submission of AWPB each year to IFAD for approval	Annual-31 <sup>st</sup> October	Done
<b>Section 3.03</b>	Opening of a Program Account in cedis, and Zonal Accounts in cedis in each Zonal Office	Start of project and establishment of ZOs	Done
<b>Section 3.05</b>	Initial deposit of USD 240,000 of counterpart funds for 1 <sup>st</sup> year	Signature of agreement	Done
	Transfer of annual GoG counterpart funds in accordance with AWPB	Quarterly transfers	Done
<b>Section 3.06</b>	Transfer of loan funds to Apex bank and Leaseafric as per AWPB	Not specified	Done-Apex only
<b>Section 4.01</b>	Establishment of an effective M&E system	90 days after effective date	Done
	Submission of quarterly reports to IFAD	2 months after quarter end	Done
<b>Section 4.02</b>	Submission of semi-annual and annual progress reports to IFAD	3 months after half-year	Done
<b>Section 4.03</b>	Midterm Review (MTR) carried out jointly by Borrower and IFAD	31/12/10	Done

Section	Covenant	Target/Action Due Date	Compliance Status/Date
<b>Section 4.04</b>	Submission of completion report	31/12/14	
<b>Section 5.01</b>	Submission of consolidated annual financial statements to IFAD	2 months after year-end	Done
<b>Section 5.02</b>	Appointment of auditors by Borrower for each fiscal year	90 days after year-end	Done
	Submission of audit report to IFAD each year	30 <sup>th</sup> June	Done
<b>Schedule 2</b>	Submission to IFAD of selection/eligibility criteria and operation guidelines for the Initiative Fund	Disbursement condition	Done
	Signature of ARB Apex Bank, Leaseafric and PFI subsidiary agreements for the Micro-Enterprise Fund	Disbursement condition	Done
<b>Schedule 3</b>	Establishment of National Program Steering Committee	Program effectiveness	Done
	Establishment of Program Development & Implementation Partnership	Start of program	Done
	Establishment of PCO and recruitment of key staff	Program effectiveness	Done
	Establishment of 3 zonal offices (Tamale, Techiman, Koforidua)	Not specified	Done
	Submission of Project Implementation Manual to IFAD's approval	90 days after effectiveness	Done
<b>Schedule 3A</b>	Insurance of staff against health and accident risks	Not specified	Done
	Tax exemption on procurement of goods and services financed on loan	Ongoing	Done
<b>Schedule 4</b>	Procurement of goods, works and services in accordance with the procedures laid down in Schedule 4	Ongoing	Done



Republic of Ghana  
Root and Tuber Improvement and Marketing Programme – Loan No. 670-GH  
Supervision mission: 7 - 17 May 2012 - Aide-Memoire

Component/ Sub-component or Output			PERIOD: JAN—DEC. 2012					CUMMULATIVE: NOV. 2006—DEC.2012	
	Indicator	Unit	Target for 2012	Total achieved of 2012 target by gender Jan-April, 2012		Total achieved of 2012 targets for Jan-April, 2012	%	Cumulative Achieved April, 15 <sup>th</sup> 2012	
				Male	Female			Male	Female
COMPONENT A									
Sub-Comp. A1									
-Information, Communication and Knowledge Management	Promotion materials developed and distributed	Number	4,000	-	-	-	0	-	-
	RTIMP website set up as knowledge center	Number	1	-	-	1 Website in place and operational	100		
Sub-component A 2 R&T chains developed									
Commodity Chains development through IF	Disbursement rate of IF	Rate	USD 75,000	-	-	USD 61,459	81.9 5	-	-
Sub-component A 3 Commodity Chain Partnership developed	District Stakeholder Fora (DSF) organised(1)	Number	85	-	-	-	0	-	-
Component B									
Support to R&T Crop Production									
Sub-component B 1: Availability and access to planting materials	Number of farmers who receive healthy tertiary planting material	Number	29,000	-	-	-	0	90,2 25	54,096

Component/ Sub-component or Output			PERIOD: JAN—DEC. 2012					CUMMULATIVE: NOV. 2006--DEC.2012	
	Indicator	Unit	Target for 2012	Total achieved of 2012 target by gender Jan-April, 2012		Total achieved of 2012 targets for Jan-April, 2012	%	Cumulative Achieved April, 15 <sup>th</sup> 2012	
				Male	Female			Male	Female
<i>Sub-component B 2 : Dissemination of improved crop husbandry technologies enhanced</i>	<i>Number of farmers reached (by gender)in FFF</i>	Number	2,975	-	-	-	0	4,758	4,288
Sub-component B 3 : Dissemination of improved pest and disease management (IPM) practices improved									
2 2	<i>Number of CGM predators released</i>	Number	500,000	-	-	330,000	66.0	--	--
	<i>Number of LGB predators released</i>	Number	300,000	-	-	125,430	41.8	-	-
Sub-component B 4 : Participatory research to develop new improved adoptable technologies conducted									

Republic of Ghana  
Root and Tuber Improvement and Marketing Programme – Loan No. 670-GH  
Supervision mission: 7 - 17 May 2012 - Aide-Memoire

Component/ Sub-component or Output			PERIOD: JAN—DEC. 2012					CUMMULATIVE: NOV. 2006—DEC.2012	
	Indicator	Unit	Target for 2012	Total achieved of 2012 target by gender Jan-April, 2012		Total achieved of 2012 targets for Jan-April, 2012	%	Cumulative Achieved April, 15 <sup>th</sup> 2012	
				Male	Female			Male	Female
	<i>Number of Research Topics conducted</i>	Number	2	-	-	2	100	-	-
Upgrading of Root and Tuber Processing and Marketing									
Processing technologies identified and transferred	<i>Number of prototypes and technologies tested</i>	Number	5	-	-	1	20	-	-
23									
	<i>Number of artisans trained in manufacturing of equipment and construction of processing units</i>	Number	38	-	-	-	0	194	3
	<i>Number of beneficiaries of exposure visits</i>	Number	1,200	63	69	131	10.9	791	2,017

Component/ Sub-component or Output			PERIOD: JAN—DEC. 2012					CUMMULATIVE: NOV. 2006--DEC.2012	
	Indicator	Unit	Target for 2012	Total achieved of 2012 target by gender Jan-April, 2012		Total achieved of 2012 targets for Jan-April, 2012	%	Cumulative Achieved April, 15 <sup>th</sup> 2012	
				Male	Female			Male	Female
Good practice Centres established and used for demonstratio	<i>Number of GPCs established</i>	Number	13-	-	-	*5	38	-	-
Clients equipped with technical business and marketing skills	<i>Entrepreneurs trained in business development and marketing skills by gender</i>		835	96	182	278	33.3	1,599	2,581
R&T based Business developed and financed	Disbursement rate of MEF	Rate	USD 60,000	-	-	USD 20,000	33.3	-	-
24	Entrepreneurs accessing financial services facilitated by the project (I), ®\	Number	273	163	176	339	124	468	702
COMPONENT D: Management, Monitoring and Evaluation									
	-Progress reports	Number	3	-	-	1	33	-	-

Republic of Ghana  
Root and Tuber Improvement and Marketing Programme – Loan No. 670-GH  
Supervision mission: 7 - 17 May 2012 - Aide-Memoire

Component/ Sub-component or Output			PERIOD: JAN—DEC. 2012					CUMMULATIVE: NOV. 2006--DEC.2012		
	Indicator	Unit	Target for 2012	Total achieved of 2012 target by gender Jan-April, 2012		Total achieved of 2012 targets for Jan-April, 2012	%	Cumulative Achieved April, 15 <sup>th</sup> 2012		
				Male	Female			Male	Female	%
	completed									
	-Number of Implementatio n support/superv ision missions	Number	2	-	-	1	50	-	-	
	-AWPB completed and implemented	Number	1	-	-	1	100	-	-	
Programme performance Monitored and Evaluated	-Quarterly M&E field visits conducted and reports completed	Number	4	-	-	1	25	-	-	
	-Midline survey conducted and documented	Number	1	-	-	-		-	-	

## APPENDIX 6: UPDATED LOGICAL FRAMEWORK, PROGRESS AGAINST OBJECTIVES, OUTCOMES AND OUTPUTS

Narrative Summary	Verifiable indicators / targets	Data to be collected	Means of verification
<b>RTIMP goal:</b> To enhance incomes and food security to improve the livelihoods of the rural poor of Ghana	<ul style="list-style-type: none"> <li>Impact on rural poverty at national level</li> <li>Impact on nutritional status, household food security, frequency of food shortage, agricultural production</li> </ul>	<ul style="list-style-type: none"> <li>Health status, literacy level</li> <li>Production figures, nutritional level</li> </ul>	<ul style="list-style-type: none"> <li>SRID report, Ghana Living Standard Survey (GLSS) report, RTIMP report</li> </ul>
<b>RTIMP objective:</b> To build a competitive and market-based R&T commodity chains supported by relevant, effective and sustainable services that are easily accessible by the rural poor	<ul style="list-style-type: none"> <li>Existence of relevant, effective and sustainable service delivery systems</li> <li>Impact on livelihoods of R&amp;T chain actors (by type of actor and gender)</li> </ul>	<ul style="list-style-type: none"> <li>Profitability of chains</li> <li>Income levels</li> </ul>	<ul style="list-style-type: none"> <li>SCF Report, RTIMP Annual Report</li> </ul>



Narrative Summary	Verifiable indicators / targets	Data to be collected	Means of verification
<b>COMPONENT A: Support to increased commodity chain linkages</b>			
<b>OUTCOME A Selected market-based R&amp;T commodity chains established</b>	<ul style="list-style-type: none"> <li>Quantity of R&amp;T produce supplied to (semi) industrial R&amp;T processors by 2014</li> <li>Profitable gari chains established</li> <li>Profitable plywood supply chains established</li> <li>Profitable HQCF supply chain established</li> <li>Profitable fresh yam supply chain established.</li> </ul>	<ul style="list-style-type: none"> <li>Tons of Roots supplied to R&amp;T processors</li> <li>Variable production cost, revenue, net profit, depreciation, total cost ( for all profitable chains),</li> <li>market prices, overhead cost, export figures</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly and Annual Reports</li> <li>M&amp;E Reports</li> <li>Financial Analysis Report</li> <li>Enterprise Record Books(ERBs)</li> <li>Supply Chain Facilitators (SCF) reports</li> </ul>
<b>OUTPUT A1: Information, communication and knowledge management strengthened</b>	<ul style="list-style-type: none"> <li>30,000 different Promotion materials developed and distributed by 2014 (leaflets, fact sheets, brochures, poster etc)</li> <li>Awareness campaigns organised(radio discussion, write-ups, TV documentaries etc)</li> </ul>	<ul style="list-style-type: none"> <li>Field pictures, technical recommendations, success stories, Synopsis on different themes,</li> </ul>	<ul style="list-style-type: none"> <li>Copies of promotional materials, DVD of documentaries, write-ups,</li> </ul>
	<ul style="list-style-type: none"> <li>RTIMP web-site operational</li> <li>Market information system operational</li> </ul>	<ul style="list-style-type: none"> <li>Component reports, field reports, success stories,</li> <li>Market prices and locations, offers for sale/buy,</li> </ul>	<ul style="list-style-type: none"> <li>Progress report M&amp;E unit</li> <li>website address /uniform resource locator(url)</li> <li>ESOKO platform</li> </ul>
<b>OUTPUT A2: R&amp;T chains developed</b>	<ul style="list-style-type: none"> <li>10,500 beneficiaries (disaggregated by gender) engaged in the four chains by 2014 (RIMS-1)</li> </ul>	<ul style="list-style-type: none"> <li>Number of beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Progress report SCF</li> </ul>

Narrative Summary	Verifiable indicators / targets	Data to be collected	Means of verification
	<ul style="list-style-type: none"> <li>Tons of commodities traded by 2014: 3300 for PCF, 3200 for HQCF, 600 for Yam, 7000 for Gari</li> </ul>	<ul style="list-style-type: none"> <li>Quantities of each commodity traded</li> </ul>	<ul style="list-style-type: none"> <li>Progress report Component A</li> </ul>
	<ul style="list-style-type: none"> <li>Values of R&amp;T commodities traded</li> </ul>	<ul style="list-style-type: none"> <li>Prices of commodities traded</li> </ul>	
	<ul style="list-style-type: none"> <li>100% Disbursement rate of Initiative Fund by 2014</li> <li>Six(6) plywood supply chains developed by 2014</li> <li>6 HQCF chains developed by 2014</li> <li>75 gari chains developed by 2014</li> <li>6 Yam chains developed by 2014</li> </ul>	<ul style="list-style-type: none"> <li>Amount spent</li> </ul>	<ul style="list-style-type: none"> <li>Reports on disbursements</li> <li>Field observations</li> </ul>
<b>OUTPUT A3: Commodity Chain Partnership Platform established</b>	<ul style="list-style-type: none"> <li>417 District Stakeholder Fora (DSF) organized by 2014</li> </ul>	<ul style="list-style-type: none"> <li>Number of fora organized</li> <li>Number of participants by gender</li> </ul>	<ul style="list-style-type: none"> <li>Progress report ZOCs</li> <li>Progress report Component A</li> </ul>
<b>COMPONENT B: Support to root and tuber</b>			
<b>OUTCOME B</b> <b>Productivity of R&amp;T-based cropping systems increased</b>	<ul style="list-style-type: none"> <li>Yield of R&amp;T-based cropping systems increased by 25% by 2014 (30% for cassava; 25% for each of yam, cocoyam, sweetpotato; 20% for Frafra potato)</li> <li>85% Adoption rates of technology (improved integrated pest management practices, improved varieties, crop husbandry practices, soil fertility management practices) by FFF participants</li> </ul>	<ul style="list-style-type: none"> <li>Production figures and land acreage</li> <li>Number of farmers using improved technologies</li> </ul>	<ul style="list-style-type: none"> <li>M&amp;E Surveys reports</li> <li>MoFA Statistics</li> <li>Research / Impact Study report</li> </ul>
<b>OUTPUT B1: Availability and access to planting material for R&amp;T crops improved</b>	<ul style="list-style-type: none"> <li>608 hectares of R&amp;T primary fields established by 2014</li> <li>2,514 hectares of R&amp;T secondary fields established by 2014</li> <li>174,400 of farmers to receive healthy</li> </ul>	<ul style="list-style-type: none"> <li>Area of field cultivated,</li> <li>Number of</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports by GLDB</li> <li>Progress reports by DDA</li> <li>Progress reports</li> </ul>

Narrative Summary	Verifiable indicators / targets	Data to be collected	Means of verification
	planting material by 2014 (by crop / gender) (RIMS-3)	<ul style="list-style-type: none"> <li>bundles</li> <li>Number of farmers</li> </ul>	<ul style="list-style-type: none"> <li>by Component</li> <li>Progress reports by ZOCs</li> </ul>
<b>OUTPUT B2: Dissemination of improved crop husbandry technologies enhanced</b>	<ul style="list-style-type: none"> <li>365 FFF facilitators trained by 2014</li> <li>500 FFF to be established by 2014</li> <li>17,639 farmers to be reached by 2014 (by gender) (RIMS-2)</li> </ul>	<ul style="list-style-type: none"> <li>Number of Facilitators trained</li> <li>Number of FFF established</li> <li>Number of farmers participating</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports by DDA</li> <li>Progress reports by research institutes</li> <li>Progress reports ZOCs</li> <li>Progress reports Component B</li> </ul>
<b>OUTPUT B3: Production and release of bioagents for pest management improved</b>	<ul style="list-style-type: none"> <li>2,500,000 of CGM predators (<i>Typhlodromalus manihoti</i>) released</li> <li>1,312,000 of LGB predators (<i>Teretrius nigresens</i>) released</li> <li>Bioagents released in 620 locations</li> </ul>	<ul style="list-style-type: none"> <li>Number of <i>Tm</i> released</li> <li>Number of <i>Tn</i> released</li> <li>Number of locations</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports PPRSD, SARI</li> <li>Progress reports IITA (backstopping)</li> </ul>
<b>OUTPUT B4: Improved adoptable technologies developed</b>	<ul style="list-style-type: none"> <li>23 on-farm research projects conducted by 2014</li> <li>840 farmers participating in the research project</li> </ul>	<ul style="list-style-type: none"> <li>Number of approved research Topics</li> <li>Number of farmers</li> </ul>	<ul style="list-style-type: none"> <li>Research reports</li> <li>Interview of beneficiaries/Extension agents</li> </ul>
<b>COMPONENT C: Upgrading of Root and Tuber Processing</b>			
<b>OUTCOME C: R&amp;T value chains have been upgraded.</b>	<ul style="list-style-type: none"> <li>75 R&amp;T based enterprises / actors supplied with improved technologies (equipment, infrastructure, training, coaching etc)</li> <li>Adoption and mainstreaming of technologies</li> <li>Quantity of R&amp;T products from GPCs</li> </ul>	<ul style="list-style-type: none"> <li>Number</li> <li>Tons of R&amp;T products</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

Narrative Summary	Verifiable indicators / targets	Data to be collected	Means of verification
<b>OUTPUT C1: Processing technologies/innovations identified and transferred</b>	<ul style="list-style-type: none"> <li>30 Prototypes &amp; technologies tested by 2014</li> <li>200 local artisans trained in manufacturing of equipment and construction of processing units by 2014</li> <li>200 processors trained in quality management systems(QMSs) and good manufacturing practices (GMPs) by 2014</li> <li>80% processors adopt QMS and GMP by 2014</li> </ul>	<ul style="list-style-type: none"> <li>Number and type</li> <li>Number of processors exposed</li> <li>Number of local artisans</li> <li>Number of processors trained</li> </ul>	<ul style="list-style-type: none"> <li>Progress reports: GRATIS, SIS Eng., RTFs, RT</li> <li>Progress reports by research institutes</li> <li>Progress reports by IITA</li> <li>Zonal reports</li> <li>progress report Component C</li> </ul>
<b>OUTPUT C2: Good Practices Centres (GPC) established and used for demonstration</b>	<ul style="list-style-type: none"> <li>40 GPC-1 for gari processing</li> <li>5 GPC for agbelima processing by 2014</li> <li>30 GPC-2(only frying + fermentation)</li> <li>5,449 processors exposed to good technologies by 2014</li> <li>500 processors adopt good technologies by 2014</li> <li>75 Financial Analysis conducted for GPCs annually</li> </ul>	<ul style="list-style-type: none"> <li>Number</li> <li>Number</li> <li>Variable production cost, revenue, depreciation, total cost ( for all profitable chains)</li> <li>market prices, overhead cost, export figures</li> </ul>	<ul style="list-style-type: none"> <li>Physical observation</li> <li>Progress reports: GRATIS</li> <li>Progress reports: research institutions</li> <li>Field observation</li> </ul>
<b>OUTPUT C3: Clients equipped with technical, business and marketing skills</b>	<ul style="list-style-type: none"> <li>6,000 clients trained by type (Business development and Marketing Skills, Records Keeping and Basic Financial Management, Banking Culture, Business Plan Preparation and Implementation) and gender</li> </ul>	<ul style="list-style-type: none"> <li>Number</li> </ul>	<ul style="list-style-type: none"> <li>Reports : Component C, BACs, DADU, ZOCs, Consultants.</li> </ul>

Narrative Summary	Verifiable indicators / targets	Data to be collected	Means of verification
	<b>(RIMS- 4)</b> <ul style="list-style-type: none"> <li>3000 entrepreneurs applying business and marketing skills ( operating business accounts etc)</li> <li>190 business plans developed</li> </ul>		
<b>OUTPUT C4: R&amp;T based businesses financed through Matching Grant Facility.</b>	<ul style="list-style-type: none"> <li>100% Disbursement rate of MEF</li> <li>US\$ 610,368 of grants disbursed</li> <li>1,800 clients accessing MEF (by gender) <b>(RIMS-5)</b></li> <li>100% repayment rate of Loan</li> <li>30 PFIs financing Value Chains.</li> <li>2000 clients acquiring improved equipment</li> </ul>	<ul style="list-style-type: none"> <li>Amount disbursed</li> <li>Number</li> <li>Amount repaid</li> </ul>	<ul style="list-style-type: none"> <li>Reports : Component C,</li> <li>BACs, DADU, ZOCs, Consultants, PFIs</li> </ul>
<b>COMPONENT D: Management, Monitoring and Evaluation</b>			
<b>OUTCOME: Programme effectively managed, monitored and evaluated</b>			
<b>OUTPUT D1: Implementation of Programme activities strengthened.</b>	<ul style="list-style-type: none"> <li>AWPB developed</li> <li>Quarterly Technical Review Meeting (PCO and ZOCs)</li> <li>Half-yearly PDIP Meeting</li> <li>Number of Technical Working Group meetings</li> <li>Weekly PCO Meeting</li> <li>Quarterly and Annual Reports produced</li> <li>Quarterly Operational Work Plan and Budget developed (By Components and ZOCs)</li> <li>Staff performance appraisal conducted by 31<sup>st</sup> March of the succeeding year.</li> <li>RTIMP Progress reports</li> <li>Impact reports available</li> </ul>	<ul style="list-style-type: none"> <li>Targets</li> <li>Budgets</li> <li>Number</li> </ul> <p>Personal Details</p>	<ul style="list-style-type: none"> <li>AWPB Documents</li> <li>Minutes of Meetings</li> </ul> <p>Appraisal Report</p>

Narrative Summary	Verifiable indicators / targets	Data to be collected	Means of verification
<b>OUTPUT D2: Financial Management Monitored and Evaluated.</b>	<ul style="list-style-type: none"> <li>Quarterly Operational Work Plan and Budget developed (By Components Heads and ZOCs)</li> <li>Monthly Cash Forecast prepared</li> <li>18 Withdrawal Applications prepared and submitted to IFAD</li> <li>Two Training for Finance Staff of IPs, Zonal Accountants, M&amp;E Specialist and MISO on SCALA.</li> <li>Quarterly Financial Review Meetings</li> <li>AWPB and Bank Transfers captured in SCALA Application Software.</li> <li>Three (3) Financial Monitoring visits to IPs and Zones.</li> <li>One (1) external Audit conducted and reports submitted to IFAD and MoFA before 30<sup>th</sup> June of each succeeding year.</li> <li>Disbursement of Loan by component and categories prepared monthly</li> <li>Annual Physical inventory of programme assets conducted</li> <li>Annual Procurement Plan developed and Contract Register maintained.</li> <li>Programme Staff and assets insured annually</li> </ul>	Number	Reports/Plans

### Annual Targets for Monitoring

Project Outcome Indicators	Target values				
	Cumulative 2009	2010	2011	2012	2013
<b>COMPONENT A: Support to increased commodity chain linkages</b>					
<b>Outcome A. Selected market-based R&amp;T commodity chains established</b>					
Impact on revenues of chain actors					
Number of grassroots suppliers involved					
<b>Output A1: Information, communication and knowledge management</b>					

Project Outcome Indicators	Target values					
	Cumulative 2009	2010	2011	2012	2013	2014
Promotion materials distributed, activities organized						
RTIMP web-site operational (number of hits)		1				1
<b>Output A2: R&amp;T supply chains developed</b>						
Disbursement rate of Initiative Fund	2%	12%	24%	24%	24%	14%
Progress realized: plywood chain Volume (tons) of bonding cassava flour traded in the plywood chain	0	300	500	500	1,000	1,000
Number of Actors in the plywood chain	100	300	300	1,000	1,000	300
Progress realized: HQCF Volume (tons) of HQCF traded in the chain	0	0	800	800	800	800
Number of Actors in the HQCF chain	0	50	100	150	100	100
Progress realized: yam export Volume (tons of tubers) of fresh yam exported	0	50	100	120	200	160
Number of Actors in the yam chain		100	120	180	220	200
Progress realized in Gari chain Volume (tons) of Gari exported	40	100	120	125	125	120
Number of people in the Gari chain	240	600	720	740	740	720
<b>Output A3: Commodity Chain Partnership developed</b>						
District Stakeholder Fora (DSF) organized	36	56	70	85	85	85

**COMPONENT B: Support to root and tuber production**

**OUTCOME B: Productivity of R&T-based cropping systems increased**

	<b>Cumulat ed 2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Productivity of R&T-based cropping systems increased by 25% by 2014						25%
Adoption rates of improved technologies (and number of farmers reached)						85%

**OUTPUT B1: Availability and access to planting material for R&T crops improved**

Ha of primary fields	200	102	102	102	102	
Ha of Secondary fields	590	245	426	421	416	4
Number of tertiary farmers supplied with planting material	40,200	17,200	30,000	29,000	29,000	29,0

**OUTPUT B2: Dissemination of improved crop husbandry technologies enhanced**

Number of FFF facilitators trained	205	80	80			
Number of FFFs conducted	75	80	90	85	85	
Number of farmers reached by FFF	2764	2,800	3,150	2,975	2,975	2,9

**OUTPUT B3: Dissemination of improved pest and disease management practices imp**

Number of bio-agents released (LGB)	312,000	100,000	300,000	300,000	200,000	100,0
Number of bio-agents released (CGM)	877,142	500,000	500,000	500,000	500,000	500,0
Number of locations (bio-agents)	120	100	100	100	100	

**Output B4: Participatory research to develop new improved adoptable technologies**

Number of research topics conducted	8	5	4	2	2	
Number of farmers participating in on-farm research projects	240	200	160	80	80	

**Component C: Upgrading of Root and Tuber Processing and Mar**

**Outcome C: R&T value chains have been upgraded**

	<b>Cummul at 2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Number of R&T based enterprises/actors supported (by gender)						



Volume of R&T through the GPCs						
<b>Outcome C1: Processing technologies identified and transferred</b>						
Prototypes & technologies approved for dissemination	9	6	6	5	4	0
Participants exposure visits (by gender)	499	450	900	1,200	1,200	1,200
Local artisans trained in manufacturing and construction of facilities	42	60	60	38	0	0
Number of processors trained	77	30	25	25	23	20
<b>Output C2: Good Practices Centres (GPC) established and used for demonstration</b>						
Number of GPC-1 for gari	15	25	0	0	0	0
Number of GPCs for agbelima	0	5	0	0	0	0
Number of GPC-2 for gari	0	10	20	0	0	0
<b>Output C3: Clients equipped with technical, business and marketing skills</b>						
Number of people trained (by type of training and gender)						
Entrepreneurs trained with business and marketing skills (by gender)	1,092	835	835	835	835	835
Number of clients acquiring improved equipment	506	300	300	300	300	294
<b>Output C4: R&amp;T based businesses developed and financed</b>						
Disbursement rate of MEF	4%	10%	20%	70%	80%	95%
Volume of grants & credit						
Number of MSEs receiving credit	436	273	273	273	273	273
Number of business plans developed	40	30	30	30	30	30
<b>Component D: Monitoring, Evaluation and Management Coordination</b>						
<b>Output D1: Programme effectively managed, monitored and evaluated</b>						
<b>Performance of M&amp;E unit</b>	<b>Cummul at 2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Progress status reports	10	3	3	3	3	3
Disbursement Component A	12%					
Disbursement Component B	29%					
Disbursement Component C	18%					
Disbursement Component D	45%					
Disbursement total	28%	42%	56%	70%	85%	100%
<b>Meetings</b>						
% of operational costs of PCO and zonal offices						
National Programme Steering Committee meetings	6	2	2	2	2	2

Programme Implementation Development Partnership meetings	5	2	2	2	2	2
Monthly Review meetings	28	12	12	12	12	12
Technical Working Group meetings	28	12	12	12	12	12

## **Appendix 7: Knowledge Management : Learning and Innovation Learning**

In RTIMP, avenues and levels employed for Knowledge Management include programme delivery mechanisms District Stakeholder Fora (DSF) and Good Practices Centers (GPCs).

These mechanisms serve as platforms for technology transfer as well as avenues for knowledge sharing and learning among agents, farmers, and processors among others. Other instruments for the learning process include Participatory Learning and Action (PLA) avenues for learning, reflecting and exchanging of experiences and ideas, meetings with contractual Service Providers (SFCs) and Personnel from International Institute for Tropical Agriculture (IITA) in order to benefit farmers.

Programme staff and Implementing partners have also been exposed to the Internet-based Program/Project Learning and Innovation way for sharing knowledge among partners.

RTIMP's scheduled Programme Development and Implementation Partnership (PDIP) meetings and the Technical Working Group meetings also provide advice on the strategies and interventions of RTIMP which promote learning and innovations.

### **Innovation**

The FFF approach has been found to be very innovative with farmers taking very active leadership stand as opinion leaders and not the usual 'giving' by researchers and the usual 'taking' by farmers. Farmers have the confidence in addressing their own determined / identified constraints and opportunities.