

Guyana

Hinterland Environmentally Sustainable Agricultural Development Project Supervision Report

Main report and appendices

Mission Dates: 19 to 25 November 2017

Document Date: 14/02/2018

Project No. 2000001472

Report No. 4704-GY

Latin America and the Caribbean
Programme Management Department

Abbreviations and Acronyms

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	25/11/2017
Entry into Force Date	21/03/2017	Number of SIS Missions	1
Available for Disbursement Date	not available yet	Number of extensions	0
First Disbursement Date	29/01/2018	Effectiveness lag	4 months
MTR Date	not available yet		
Completion Date	31/03/2023		
Financial Closure	30/09/2023		

Project total financing

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

Current Mission

Mission Dates: 19 to 25 November 2017

Days in the field:

Mission composition: For IFAD: Ms. Rikke Olivera, Natural Resource Specialist and Mission Team Leader; Ms. Ingrid Schreuel, Gender and M&E Specialist; Mr. Ivan Cucco, Rural Development Specialist; Mr. Kelvin Craig, IFAD Liaison Officer, Guyana; Mr. Lorne Solis, Financial Management Specialist; and Ms. Brenda Mendieta, Procurement Specialist. For GoG: Ms. Joylyn Nestor-Burrowes, Permanent Secretary (Acting), MOA; Mr. George Jervis Director Agriculture Sector Development Unit, ASDU, MOA. For HESAD: Mr. Allan John Woolford, Project Manager

Field sites visited:

B. Overall Assessment

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

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

Sustainability and Scaling-up	4	Financial Management and Execution	4
Institutions and Policy Engagement	4	Acceptable Disbursement Rate	1
Partnership-building	4	Quality of Financial Management	4
Human and Social Capital and Empowerment		Quality and Timeliness of Audit	4
Quality of Beneficiary Participation	4	Counterparts Funds	4
Responsiveness of Service Providers	4	Compliance with Loan Covenants	4
Environment and Natural Resource Management	4	Procurement	4
Exit Strategy	4		
Potential for Scaling-up	4		

C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

The start-up and supervision mission for the Hinterland Environmentally Sustainable Agricultural Development (HESAD) project took place from 19 to 25 November 2017. The Loan Agreement for the HESAD project was signed between the Government of Guyana (GoG) and IFAD in March 2017. The objectives of the mission were to support the Ministry of Agriculture (MOA) and the newly hired HESAD Project Manager in: (a) achieving the conditions established in the Financing Agreement for the first fund withdrawal (establishment of the Project Management Unit (PMU), advanced draft of the Project Implementation Manual (PIM), and the Baseline study for Region 9); (b) identify the elements for the Terms of Reference (TOR)s and possible service providers for the detailed spices value chain (VC) study and the State of Food and Agriculture (SOFA) study for Mabaruma and Moruca sub-regions in Region 1. The latter studies are required before the Investment Component 2 can start implementation in Region 1.

To these ends, the mission had a courtesy call with the Minister of Agriculture – Hon. Mr. Noel Holder and Ms. Nadira Edwards-Lee, Personal Assistant to the Minister and held discussions and working meetings with: Ms. Sheranne Isaacs, Multilateral Financial Institutions Department, Ministry of Finance, MOF; Ms. Joylyn Nestor-Burrowes, Permanent Secretary, (Acting), MOA; Mr. George Jervis, Director Agriculture Sector Development Unit, ASDU MOA; Ms. Dacia Ferguson, Deputy PS (Finance), MOA; Mr. Allan John Woolford, HESAD Project Manager, PM; Mr. Khemlall Alvin, Project Coordinator of the IDB Sustainable Agriculture Development Project (SADP); and MOA staff from the ASDU and the Monitoring and Evaluation Unit as well as staff from NAREI, GLDA, and Conservation International Guyana (CI).

The Mission held a wrap-up meeting on 24 November 2017 under the chairmanship of Ms. Joylyn Nestor-Burrowes, Permanent Secretary (MOA). A draft of the present Aide Mémoire presenting the main conclusions of the mission was discussed. This document was subsequently finalised with the incorporation of agreed amendments.

The Mission is grateful to the Government of Guyana for the support and facilitation of the Mission.

Key Mission Agreements and Conclusions

Compliance with requirements for first withdrawal.

Contracting of the personnel for the full establishment of the PMU. The PMU staff in MOA Georgetown will be: The Project Manager, one Finance Officer, one Procurement Officer, and one Monitoring and Evaluation (M&E) Specialist. Each Regional Office will have: a Regional Project Coordinator, one Social Inclusion and Gender Specialist, and one Field Facilitator. According to the project start action plan agreed **all PMU staff should be contracted by 1 February 2018.**

Preparation of the advanced draft of the Project Implementation Manual. It was agreed that the MOA, MOF, ASDU and the Project Manager conduct a thorough review of the draft PIM to verify and update the information contained in the Manual. It was agreed that **the MOA will send the no-objection request for the advanced draft PIM to IFAD by 22 December 2017.**

Financial aspects. It was agreed that: a) that the Project Manager be privy to all financial reports and participate in the payment and fund disbursement processes, and that the focus of the Finance Officer be on the work requirements of the HESAD Project above all else; b) that the Finance Department of the ASDU begins the work of setting up the accounting system (including the Chart of Accounts) as soon as possible.

Undertaking of the project baseline study for Region 9. In order to speed up the process for the first withdrawal, it was agreed that the PMU would prepare a Desk Baseline report, indicating the HESAD Logframe indicators and their baseline values as per the existing survey data mentioned before. This report will be sent to IFAD for "no objection", for meeting the condition as mentioned in the Financing Agreement. It was agreed that: **a) the desk baseline report should be submitted to IFAD requesting no objection no later than 22 January 2018; and b) The full Baseline study for Region 9 is expected to start in March 2018 and the final report of the Baseline study in Region 9 should be available by July 2018.**

M&E System: staff of the Guyana Livestock Development Authority (GLDA) presented an impressive and at the same simple M&E system. It was agreed that a similar system should be set up for the HESAD project. **The system would be operational by the end of March 2018.**

Withdrawal of funds to cover project start-up cost. In accordance with the Financing Agreement the MOA will prepare a withdrawal request including the activities to be covered and the corresponding budget and submit it **to IFAD by 1 December 2017.**

Annual Work Plan and Budget (AWPB) for 2018. The AWPB for 2018 needs to be prepared and shared with the National Steering Committee (NSC) and the Regional Management Committees (RMCs). MOA will **submit the AWPB to IFAD for no objection by 22 December 2017.**

Start-up workshop and IFAD mission. This workshop is foreseen for the 1st week of March 2018.

Baseline and SOFA study for Region 1 sub-regions. The SOFA study will be based on the methodology already adopted for Region 9. MOA will send the draft TORs for baseline and SOFA study for Mabaruma and Moruca sub-regions to IFAD by 10 April 2018; and will send the **no-objection request to IFAD by 15 May 2018.**

Detailed spices value chain study for Region 1. MOA will develop the draft TORs with contributions from NAREI and IFAD. **The no-objection request for the finalized value chains study TORs will be sent to IFAD by 15 May 2018**

D. Overview and Project Progress

The Project Manager (PM) was contracted in September 2017 and exchange between the PM and IFAD on the TORs for the rest of the PMU took place in October and November 2017. Some discussion was held on the Social Inclusion and Gender Specialist foreseen to be placed in the Region 9 PMU office covering also Region 1. Recognizing the travel costs would be the same or more as for contracting an extra Social Inclusion and Gender Specialist for Region 1 it was decided that one for each Regional Office will be contracted instead of the one foreseen in the Loan Agreement. It was also confirmed that the Finance Officer should have precisely this title and should be reporting to the Finance Manager of the ASDU dedicating her/his time primarily to the HESAD project. All other PMU staff will be reporting to the Project Manager of the HESAD Project.

The PMU staff in MOA Georgetown will be: The Project Manager, one Finance Officer, one Procurement Officer, and one Monitoring and Evaluation (M&E) Specialist. Each Regional Office will have: a Regional Project Coordinator, one Social Inclusion and Gender Specialist, and one Field Facilitator. The Mission finalised the TORs and the evaluation criteria for the selection of each position and the full package were sent for final review and subsequently submission to IFAD for no objection by the MOA PS.

Preparation of the advanced draft of the Project Implementation Manual. Limited progress had been made prior to the mission in the preparation of the PIM. Therefore, as part of the mission objectives, significant effort was focused on the preparation of the Project Implementation Manual (PIM) and, by the end of the Mission; a first draft has been completed. Particular emphasis has been placed on detailing the Administration, Finances and Accounting Section of the PIM to ensure that it provides clarity and can serve as a training and reference tool for the Finance Department, the Project Manager and the PMU. Emphasis has also been placed on the Procurement Section of the PIM. However, since the National Procurement Procedures would be utilized for the HESAD Project, this section did not require much detail as the national procedures are sufficiently detailed in the National Procurement Act, which the PIM makes reference to.

Financial aspects. The mission had the opportunity of meeting with the Project Manager and with the Finance Manager of the ASDU to obtain clarification on the roles of the Finance Manager and the Finance Officer to be recruited by the Project and to discuss the procedures to be implemented to manage the financial operations of the Project. The position of the Finance Manager is being funded from the current IDB Project, but the Finance Manager will provide supervision and oversight to the work of the Finance Officer and will be responsible for ensuring the completeness and the accuracy of the outputs from the accounting system. The Mission concurs with the MOA's position that the Finance Officer reports directly to the Finance Manager. The Mission was able to verify that the accounting system has not yet been established and no financial transactions have been processed under the Project. The MOA has recently received approval from the MOF for counterpart funding from the Government, which will be used to fund the salary of the Project Manager and other operational expenses. The Mission recommends that the Finance Department of the ASDU begins the work of setting up the accounting system (including the Chart of Accounts) as soon as possible.

The Mission held discussions with the Project Manager and the Finance Manager on the financial aspects of the Project. However, since the focus of the Mission was on meeting the conditions for first disbursement, most of the time was spent on the preparation of the PIM, particularly the Administration, Financial and Accounting section. As a result, no formal financial training was held with the Project Manager or the ASDU. Training will be conducted during the start-up workshop mission, which is expected to take place during the first quarter of the upcoming Project year.

Undertaking of the project baseline study for Region 9. The Mission recognized that certain information for the Baseline study already exists in the form of the Region 9 SOFA, a Region 9 survey realized in preparation of the IDB SADP project, and data collected by the Ministry of Public Health. In order to speed up the process for the first withdrawal, it was agreed that the PMU, with support of the MOA/GLDA M&E Specialist, would prepare a Desk Baseline report, indicating the HESAD Logframe indicators and their baseline values as per the existing survey data mentioned before. This report will be sent to IFAD for "no objection", for meeting the condition as mentioned in the Financing Agreement. This report would be acceptable to IFAD for meeting the condition as mentioned in the Financing Agreement. The MOA would support the PMU in getting access to the reports and raw data of these surveys and in making the institutional arrangements for the GLDA M&E staff to provide the necessary support to the PMU.

At the same time, the PMU would proceed with the procurement process to start the full Baseline Study for Region 9 as soon as possible. Since Terms of Reference (TOR) for the Baseline study in Region 9 had not yet been developed, the Mission proceeded to do so. The full documentation for (i) Expression of Interest, and (ii) Request for Proposals (RFP) was elaborated and shared with the PM and MOA/ASDU.

M&E System: staff of the Guyana Livestock Development Authority (GLDA) presented an impressive and at the same simple M&E system, developed for GLDA, that allows the visualization of M&E data and its use as a management and decision-making tool. The system is based on a database and the use of Microsoft "Power Business Intelligence" software. The Mission discussed and agreed with MOA PS, ASDU Director, the PM and GLDA staff that a similar system should be set up for the HESAD project. This would require: (i) analyse the need to purchase the full version of the software, and (ii) support from GLDA M&E staff to review the Logframe indicators, set up a database for the data required to measure outcome and output indicators and then link the database to the software for the required visualization of progress. It was agreed that the MOA would make the necessary institutional arrangements to ensure the cooperation of the GLDA M&E staff in developing the system for HESAD and training the PMU staff in its use.

Withdrawal of funds to cover project start-up cost. In accordance with the Financing Agreement, the MOA can request withdrawal from IFAD of up to USD 300,000 to cover project start up costs including: (i) recruitment of key personnel, (ii) baseline studies for Region 9 and Region 1, (iii) detailed value chains study for spices in Region 1, and (iv) SOFA study in Mabaruma and Moruca sub-regions of Region 1.

Annual Work Plan and Budget (AWPB) for 2018. The AWPB for 2018 needs to be prepared and shared with the National Steering Committee (NSC) and the Regional Management Committees (RMCs). The Plan should include the agreed activities detailed in Annex 1 as well as consultation, participatory planning and procurement activities to start up Component 1. In consultation with CI-Guyana and the Regional Council in Region 9, it should be considered how to sequence the inclusion of Villages starting from the Village Councils that are already advanced in their Village Development Plans, in this way allowing to progress quickly to investments. The mission provided the Project Manager with the AWPB format and an example of the narrative part from Grenada.

Start-up workshop and IFAD mission. When all PMU personnel have been contracted and the compliance with the requirements for the first withdrawal have progressed well, an IFAD mission will come back to participate in the project start workshop, which will include all

key stakeholders from the NSC, RMCs and others. During the IFAD mission, training sessions may be held for MOA and, in particular, the PMU personnel in, among other areas: financial and procurement management; M&E; and Region 9 experience and progress in development and budget planning at regional and village level and the role out in other regions supported by the Ministry for Indigenous Peoples Affairs (MIPA) and CI Guyana and aligned with the government promoted decentralization process. This mission is foreseen for the 1st week of March 2018.

Baseline and SOFA study for Mabaruma and Moruca Region 1 sub-regions. The need for conducting the SOFA study in the Mabaruma and Moruca sub-regions of Region 1 was confirmed, as no updated and comprehensive data are available for these areas. The SOFA study will be based on the methodology already adopted for Region 9. It was agreed that both studies for region 1 can be procured and implemented together. This will require adjusting the TOR and RFP of the region 9 Baseline study and incorporate the methodology and data requirements of a SOFA study.

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness	Rating: 4
---------------	-----------

Justification of rating

The project shows evidence that its objective is going to be met, given the interest and commitment of the Government in promoting the Project. An initial delay in the appointment of Project staff has been verified, which has affected the time required for compliance with the disbursement conditions.

Log-Frame Analysis & Main Issues of Effectiveness

In order to speed up the process for the first withdrawal, it was agreed that the PMU, with support of the MOA/GLDA M&E Specialist, would prepare a Desk Baseline report, indicating the HESAD Logframe indicators and their baseline values as per the existing survey data mentioned before.

Development Focus

Targeting and Outreach	Rating: 4
------------------------	-----------

Justification of rating

The project is delivering on some of the objectives of its targeting strategy; proposed project baseline activities are being taken up by part of the identified target sub-groups

Gender equality & women's participation	Rating: 4
-----------------------------------------	-----------

Justification of rating

The project is delivering on some of the objectives of its gender targeting strategy; proposed project baseline activities are being taken up by part of the identified target sub-groups

Agricultural Productivity	Rating:
---------------------------	---------

Nutrition	Rating: 4
-----------	-----------

Justification of rating

The project presents a clear nutrition-sensitive approach in and its theory of change and the instruments for its measurement have been developed.

Adaptation to Climate Change	Rating: 4
------------------------------	-----------

Justification of rating

Adaptation to climate change interventions are well articulated in project theory of change and interventions identified in the project documents are being implemented as planned

b. Sustainability and Scaling up

Institutions and Policy Engagement	Rating: 4
------------------------------------	-----------

Justification of rating

The national authorities and partners for the implementation of the Project consider that the project is very innovative and aligned with the Government's priorities.

Partnership-building	Rating: 4
----------------------	-----------

Justification of rating

A strong partnership has been built with the IDB and with Conservatio International, central partners in the implementation of the Project.

Human and Social Capital and Empowerment	Rating:
-------------------------------------------------	----------------

Quality of Beneficiary Participation	Rating: 4
---------------------------------------------	------------------

Justification of rating

It is still too early to evaluate this indicator, but the consultation process carried out with the indigenous populations benefiting from the project has allowed an empowerment of the Project by the communities

Responsiveness of Service Providers	Rating: 4
--------------------------------------------	------------------

Justification of rating

As mentioned above, Conservation International, with a very important presence in Region 9, is part of the key partners in the implementation of the Project.

Environment and Natural Resource Management	Rating: 4
----------------------------------------------------	------------------

Justification of rating

Environment and Natural Resource Management interventions are well articulated in project theory of change and interventions identified in the project documents are being implemented as planned

Exit Strategy	Rating: 4
----------------------	------------------

Justification of rating

It is still too early to evaluate this indicator

Potential for Scaling-up	Rating: 4
---------------------------------	------------------

Justification of rating

It is still too early to evaluate this indicator

c. Project Management

Quality of Project Management	Rating: 4
--------------------------------------	------------------

Justification of rating

1. The Project Manager (PM) was contracted in September 2017 and exchange between the PM and IFAD on the TORs for the rest of the PMU took place in October and November 2017.

Agreed Action	Responsibility	Agreed Date
Send the no objection request for the advanced draft PIM to IFAD	PS MOA	12/2017
Send fund withdrawal request for up to US\$ 300,000 start-up funds to IFAD	PS MOA	12/2017
Send request for no objection for the AWPB 2018 to IFAD	PS MOA	12/2017
Send the request for no-objection for the desk baseline study to IFAD	PS MOA	01/2018
Prepare a desk baseline study for region 9 based on ministry of health surveys, the SOFA and the IDB survey for Region 9	MOA	01/2018
Send the no-objection request for selected candidates annexing the selection process report with all documentation to IFAD	PS MOA	01/2018
Start-up workshop and IFAD support mission	MOA	03/2018
Send draft invitation for Expression of Interest and RFP (including TORs) for baseline and SOFA study for Mabaruma and Moruca subregions	MOA	04/2018
Send draft TORs for spices value chain (VC_ study region 1 to IFAD	MOA	04/2018
Send no objection request for TORs for baseline and SOFA study to IFAD	PS MOA	05/2018
Final report for the Full Baseline Study expected to be delivered to IFAD	MOA	07/2018
Final spices VC study expected to be delivered to IFAD	MOA	10/2018
Final baseline and SOFA study expected to be delivered to IFAD	MOA	12/2018

Knowledge Management

Rating: 4

Justification of rating

Too early to be evaluated

Value for Money

Rating: 4

Justification of rating

Too early to be evaluated

Coherence between AWPB and Implementation

Rating: 4

Justification of rating

Given a slight initial delay in the appointment of the Project Manager, some problems in meeting targets and staying within limits of the budget conform to 2017 AWPB.

Performance of M&E System

Rating: 4

Justification of rating

Staff of GLDA presented an impressive and at the same simple M&E system. It was agreed that a similar system should be set up for the HESAD project

Agreed Action	Responsibility	Agreed Date
Inst. arrangements established for GLDA to support M&ES of HESAD LF and desk baseline study for Reg 9. Database constructed and system set up	GLDA/PMU/MOA	03/2018

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

Rating:

d. Financial Management & Execution

Disbursement by financier

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

Acceptable Disbursement Rate

Rating: 1

Justification of rating

The project was declared effective in November 2017 and is still in compliance with disbursement conditions. This delay is explained to a great extent in being able to carry out the baseline study. Call the attention that the disbursement score automatically assigned by the system is 1

Fiduciary Aspects

Quality of Financial Management

Rating: 4

Justification of rating

The accounting system has not yet been established; no financial transactions have been processed

Quality and Timeliness of Audit

Rating: 4

Justification of rating

Audit is not yet required

Counterparts Funds

Rating: 4

Justification of rating

The MOA has recently received approval from the MOF for counterpart funding from the Government

Main issues

The MOA has recently received approval from the MOF for counterpart funding from the Government, which will be used to fund the salary of the Project Manager and other operational expenses

Compliance with Loan Covenants

Rating: 4

Justification of rating

Compliance with key legal covenants

Procurement

Procurement

Rating: 4

Justification of rating

Procurement Plan 2017 was sent in time but there is delay in the appointment of Procurement Specialist

F. Relevance

Relevance	Rating:
-----------	---------

G. Project Modifications

Responsibility	Modification Type	Description
Ministry of Finance	Other	The government recomend to contract two Social Inclusion and Gender Specialist, one for each Region, due that travel costs would be the same or more to attend Region 1 under the responsibility of the Specialist located in Region 9 as foreseen in the Loan Agreement

H. Lessons Learned

Baseline study as a withdrawal condition

Include the baseline study as a withdrawal condition must be reviewed for countries that have not projects on-going. This option is very valid in those situations where this condition is realistic. This is not the case of the HESAD Project, which has caused a very important delay in compliance with disbursement conditions.

I. Agreed Actions

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
Send the no objection request for the advanced draft PIM to IFAD	PS MOA	12/2017
Send fund withdrawal request for up to US\$ 300,000 start-up funds to IFAD	PS MOA	12/2017
Send request for no objection for the AWPB 2018 to IFAD	PS MOA	12/2017
Send the no-objection request for selected candidates annexing the selection process report with all documentation to IFAD	PS MOA	01/2018
Send the request for no-objection for the desk baseline study to IFAD	PS MOA	01/2018
Prepare a desk baseline study for region 9 based on ministry of health surveys, the SOFA and the IDB survey for Region 9	MOA	01/2018
Inst. arrangements established for GLDA to support M&ES of HESAD LF and desk baseline study for Reg 9. Database constructed and system set up	GLDA/PMU/MOA	03/2018
Start-up workshop and IFAD support mission	MOA	03/2018
Send draft invitation for Expression of Interest and RFP (including TORs) for baseline and SOFA study for Mabaruma and Moruca subregions	MOA	04/2018
Send draft TORs for spices value chain (VC_ study region 1 to IFAD	MOA	04/2018
Send no objection request for TORs for baseline and SOFA study to IFAD	PS MOA	05/2018
Final report for the Full Baseline Study expected to be delivered to IFAD	MOA	07/2018
Final spices VC study expected to be delivered to IFAD	MOA	10/2018
Final baseline and SOFA study expected to be delivered to IFAD	MOA	12/2018

Hinterland Environmentally Sustainable Agricultural Development Project

Logical Framework

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	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		6000							
	Non-women-headed households										
	Women-headed households										
	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										
	Males										
	Not Young										
	Total number of persons receiving services	0		30000							
	Non-Indigenous people										
	Young										
	Females										
	1.b Estimated corresponding total number of households members										
	Household members										
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							
	Households			4800							

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		4500							
	Female-headed households			15							
	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							
	Females			50							
	People	0		2500							

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						
	Households			2000						

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							
	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							
	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							
	AWPB is implemented each year.						AWPB Supervision reports Progress reports	Annually Mid Term Before Closing	PMU MOA		
	AWPB Implementation	90		90							
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							
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							
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							
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							
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							
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							
	Opportunities for regional studies						M&E reports Progress reports	Semi- annually Annually	PMU		
	Opportunities			2							

	Opportunities for joint awareness raising or training						M&E reports Business Plans Progress reports	Semi- annually Annually	PMU	
	Opportunities			10						
	Opportunities for value chain round tables (Region 9)						M&E reports Business Plans Progress reports	Semi- annually Annually	PMU	
	Opportunities			4						
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						
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								
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						
	Studies carried out						Baseline studies Impact study Progress reports Verification in the field	Annually Mid Term Before Closing	PMU MOA	
	Studies			2						
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						
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						

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							
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							
	Households			3600							
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			3600							
	Female-headed households			15							
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							
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							
	Producer groups that monitor and evaluate their BPs						Progress reports Regional Workshop reports	Semi-annually Annual	PMU		
	Groups			80							
	Regional Evaluation and Planning Workshops						Progress reports Regional Workshop reports	Semi-annually Annual	PMU		
	Workshops			1							
Output 1.1. C1 - Community Production Development Plans (CPDP) Region 9	Agreements with village councils or communities signed.						AgreementsProgress reports	Semi-annually Annually	PMU		
	Agreements	0	0	60							