



Investing in rural people

## **Liberia**

### **Smallholder Tree Crop Revitalization Support Project (STCRSP)**

#### **Supervision report**

#### **Main report and appendices**

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## Abbreviations and acronyms

BOD	Board of Directors
CAC	County Agriculture Coordinator
CDA	Cooperatives Development Agency
DAO	District Agriculture Officer
FUN	Farmers Union Network, Liberia
GOL	Government of Liberia
HIFAB	Swedish engineering consulting firm
IFAD	International Fund for Agricultural Development
INGO	International Non-Government Organization
PSP	Private-sector Partner
LAADCO	Liberia Agriculture and Assets Development Company
LASIP	Liberia Agriculture Sector Investment Programme
LPMC	Liberian Produce Marketing Corporation
MoA	Memorandum of Agreement
MOA	Ministry of Agriculture
PDR	Project Design Report
PIM	Project Implementation Manual
PIU	IFAD Project Implementation Unit
STCRSP	Smallholder Tree Crops Revitalization and Support Project
TA	Technical Assistance
YP	Young Professional (MOA)

## **A. Introduction<sup>1</sup>**

1. An IFAD Supervision Mission of the Smallholder Tree Crop Revitalization Support Project (STCRSP) was undertaken from February 20 – March 3, 2017. The main objectives of the STCRSP direct supervision mission have been to: (i) assess overall achievement and progress made in the implementation of the project against the 2016-2017 AWPB and procurement plan and against recommendations arising from previous supervision missions; (ii) review the AWPB and procurement plans and propose any necessary adjustments; (iii) identify actual and potential/emerging operational problems and challenges; (iv) provide recommendations for improved implementation; (v) assess the STCRSP exit strategy and identify remaining work that needs to be done to consolidate project gains, and; (vi) assess progress with the implementation and planning of wind-up activities and the project completion process.
2. The mission reviewed the Auto Supervision report prepared by the Project Implementation Unit (PIU) and held discussions with the Ministry of Public Works (MPW), the Liberia Assets and Agriculture Development Company (LAADCO) and the Cooperative Development Agency (CDA) in Monrovia before travelling to Lofa County. The mission was fully accompanied in the field by staff of the MOA Ministry and of Lofa PIU, and was split between tree crops and roads. Discussions were held with the County Agricultural Coordinator (CAC) and the District Agricultural Officers (DAOs); with participating cooperatives in six Districts: Sebehil Coop (Kolahun District), Guma Mende Coop (Vahun District), Quapatamai Cooperative (Salayea District), Zorzor District Coop (Zorzor District), Qwadu-Gboni Coop (Qwadu-Gboni District) and Voinjama Coop (Voinjama District).
3. Since this mission will be the last before project closure, it focused on the progress made and on challenges encountered since the last Supervision mission in July 2016 and, in particular, on the follow-up to Agreed Actions which were intended to pave the way towards project completion in September 2017. Further recommendations in this report are conditioned by the short project life remaining and are geared towards lessons learnt for the benefit of the successor Tree Crops Extension Project (TCEP) which will commence in Nimba County imminently.
4. The findings of the Supervision Mission were discussed in a participatory manner with the MOA PIU for validation prior to finalization of the Aide-Memoire and presentation at the final wrap-up meeting held in the MOA on 3rd March 2017. Some stakeholders at that meeting made important contributions which were incorporated into a slightly revised Aide-Memoire. This revised version, which forms the main part of this Supervision Report, reflects the main mission findings and recommendations and discussions held in the wrap-up meeting, and subsequently endorsed by government and IFAD.

## **B. Overall assessment of project implementation**

5. The STCRSP is a USD 24.9 million project, including the highly concessional IFAD loan of USD 16.8 million, private sector/implementing partner co-financing of USD 5.1 million, government contribution of USD 2 million and beneficiary contribution of USD 0.9 million.
6. The specific objectives of STCRSP are to: (i) increase the quantity sold and price received by 15,000 smallholder farmers for cocoa and coffee by rehabilitating plantations, (ii) improve access to markets through 315km of rural roads rehabilitation and maintenance system development; and, (iii) strengthen MOA at County and District level, private extension services (Liberia Agriculture and Assets Development Company - LAADCO) as well as 7 cooperatives (Foya Maliandoe, Sebehil, Guma Mende, Voinjama District, Quardu Gboni, Quapatamai & Zorzor District) in Lofa County.

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<sup>1</sup> Mission composition: Ndaya Beltchika, CPM and Mission Leader from 27<sup>th</sup> February; Peter Lowe, Mission Technical Lead/ Tree Crops Specialist; Akindele Beckley, Rural Infrastructure Engineer; Jamshad Mian Waheed, Value Chain Specialist; Paul Schoen, Monitoring and Evaluation Specialist; Claire Bilski, Gender and Targeting Specialist, WCA; Davis Atugonza, Financial Management Specialist; Masa Kishi, Procurement Specialist, WCA. The Mission was accompanied by Mr. Michael Titoe, Director of Sector Coordination, Ministry of Agriculture.

7. The IFAD Results-Based Country Strategic Opportunities Programme (RB-COSOP) for Liberia (2011-2015), which has now ended, is fully aligned with the Comprehensive Africa Agriculture Dev. Programme (CAADP) and national policies, notably the Liberia Agriculture Sector Investment Programme (LASIP) and the Agenda for Transformation (AFT).
8. During the May 2016 RB-COSOP review process, results for ASRP and STCRSP were acknowledged. In terms of STCRSP, the project was acknowledged to have met the first to third year rehabilitation targets, despite the disruptions caused by the EVD emergency, and considered to be in a strong position to deliver on the overall appraisal targets as well as development objectives. The emphasis on cooperatives as a viable business, and the focus on promoting sustainability and implementation of a clear exit strategy were considered important to ensure that project stakeholders would be committed to commercialising cocoa/coffee production in the interest of improving farmer incomes. The rehabilitation of farms was considered to provide on the one hand, scope for positive improvement to production levels and develop a partnership with a private export partner whilst on the other, ensure good conditions to facilitate greater income through increased production.
9. The STCRSP is now in its final stages of operation since effectiveness 3 July 2012, with completion due in September 2017 and closure in March 2018. The project experienced a drastic slow down, particularly in June 2014, reaching a near-halt in December 2014 owing to the EVD outbreak and stringent control measures taken by the Government to limit its spread. The project (7 Coops, Private Sector Partner (PSP), and Central MOA) can be commended for the effort and speed with which it has moved in the post- Ebola period. The PSP soon resumed the provision of working capital to the seven cooperatives for purchase of produce from farmers in Lofa County.
10. As at 31<sup>st</sup> January 2017, disbursement on IFAD Loan of SDR 10.5 million was SDR 9.27 million or USD 13.65 million representing 88% of the loan. The total available funds as of the same date are estimated at USD 3.27 million (of which only USD 1.6 million still to be disbursed from IFAD). The draft budget for 2016/17 financial year, which is yet to be finalised at USD 3.7 million (but implementation mid-year is only at 15% or USD 573,000). The PIU has been cautioned not to overcommit to complete its activities on 30 September 2017, and to close its Loan accounts on 31 March 2017.
11. To date, the seven cooperatives have rehabilitated a total of 12,800 ha (cocoa 10,462 and coffee 2,338) of farms against an appraisal target of 15,000 ha. The remaining target of 2,200 ha for the final project year in 2016-17 was not done owing to external budget constraints.
12. Since inception of the project, a total tonnage of 1,223.22 mt (1,147.36 mt cocoa and 75.86mt coffee) valued at USD 2 million have been commercialized through LAADCO by the seven cooperatives. The fifth commercialization season (FY2016/17) has ended with a target of 400 mt of cocoa and coffee of which 45% or 184mts was achieved. The failure to meet the target can be attributed to (a) bad road conditions during the commercialization season, exacerbated by termination of UNMIL road maintenance operations, which prevented the coops from lifting Cocoa already bought from farmers to their central warehouses; and LAADCO, from coops' central warehouses to Monrovia. (b) LAADCO unwillingness to advance funding to some of the cooperatives due to previous indebtedness. (c) Low yield from farms due to heavy rains, and (d) Competition from other companies and middle buyers from neighboring countries.
13. The Government of Liberia has committed IFAD funding to the STCRSP, part of which was allocated to the rehabilitation of about 315km farm to market roads in Lofa County to be implemented through local contractors. The works had been segmented into three batches for effective implementation. It was envisioned that the output will result in the promotion of agriculture development in the target areas. Additionally the project will provide assistance to rural communities through employment, access to markets and other basic facilities including education and health, reduction in transport cost, comfort in travelling and savings in journey time.
14. Out of the 315km farm to market roads initially targeted for rehabilitation with drainage structures and gravel pavement, to date a total of 269 of 280 drainage structures (box and pipe culverts and

bridges) on batches 1 & 2 (143.2km) have been completed with purchased of local materials from the communities and engaged about 812 youths. The remaining structures mainly two bridges (one rehab, one new), with nine culverts are at various stages of construction and will be substantially completed by end of April, 2017. Lot 19, Memolahun-Seema Road could not be accessed due to an impediment on the main high way to the project site which is only now been addressed by central government(MPW). Lot 25, Konia – Ziggida Road bridge could not be completed due to heavy flood that shifted the central pier and other slab steel works. The gravel pavement works on the 143.2km is 49.5% completed through 3 local contractors (MDMC, SSF and Cross Roads). The 53km of gravel roads pavement has received IFAD “No Objection” and the contract is currently in progress, while a 10.32km of road works were recently been sent to IFAD for No Objection.

15. Progress continues to be achieved with regards to awareness and sensitization campaign in all beneficiary communities and amongst all partners on the strategy, responsibilities and outcome in the implementation of this component. The mission also discussed with some of the communities the need for the investment already made through the provision of permanent structures (bridges and culverts) and rehabilitation of farm to market roads, to be preserved through routine maintenance. It appears the effort and support to the communities by the PIU have been successful as some the roads inspected were being maintained.
16. The 2016-2017 Annual Work Plan and Budget (AWPB) totals USD 3.7 million, and financial progress against the AWPB as at 31<sup>st</sup> January 2017 is USD1.6 million or 43% of the total budget including commitment of USD1.1 million. In the future the PIU should intensify the efforts in implementing planned activities. This will maximise the use of all available funds during the last 7 months period of the project.
17. The procurement plan for FY 2016/17 is for an amount of USD1.2m of which overall progress is reported by the PIU as 71% including commitments; however, the Mission calculates this as 1%. It was not possible for the Mission to determine the progress due to lack of physical progress report of the actual against budget. It is hoped that the implementation of the 2016/17 AWPB and procurement plan will continue to be monitored and the progress report included in the quarterly reports.
18. Central and mini warehouses, offices for the County Agriculture Coordinator (CAC) and District Agriculture Officers (DAO) are now constructed. Fourteen (14) Young Professionals<sup>2</sup> (YPs) from the 7 districts and 14 Interns from the Lofa County Community College (LCCC) were engaged in the cocoa season and cocoa and road survey in the seven (7) districts in Lofa.
19. The 2016-2017 Annual Work Plan and Budget (AWPB) totals USD 3.7 million, and financial progress against the AWPB as at 31<sup>st</sup> January 2017 is USD1.6 million or 43% of the total budget including commitment of USD1.1 million. This was mainly due to the adverse road condition on the major highway. With improvement in the road condition and considering the early rains, the PIU should intensify the efforts in implementing planned activities. This will maximise the use of all available funds during the last 7 months period of the project.
20. Overall progress for women’s representation in cooperative membership is positive at 31%, exceeding the target of 25%. For youth, 7,781 have been mobilised into village youth groups to date (12% female), and 812 youth have been involved in road side brushing (14% female). In addition, the project has supported 14 YPs (2 female), and 14 interns (2 female). There is lack of information at farm level regarding the participation of women and youth.

## C. Outputs and outcomes

21. **Component 1: Cocoa/coffee rehabilitation:**<sup>3</sup> the specific outcome of this component aims to increase quantity and quality for the 15,000 cocoa and coffee smallholder producers; specifically

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<sup>2</sup> 7 Tree Crop YPs and 7 M&E YPs.

<sup>3</sup> More detailed information on tree crops is contained in Annex (1)

that crop production should increase by a factor of three and the percentage of bad beans should reduce by 50% for 80% of the target farmers (at least 25% female & 50% youths). The project outputs to achieve this are Improved agricultural practices (under-brushing, de-shading, and gap filling/replanting) for the rehabilitation and maintenance of tree crops, and improved primary processing (drying, storage and/or packaging facilities).

22. As found by the previous Supervision Mission (SM July 2016), the tree crops component has been well implemented, despite the impact of the Ebola crisis. Until then, the project supported activities aimed at the rehabilitation of 12,800 ha (86% of target of 15,000ha of cocoa/coffee plantations) - one ha per target farmer. However it was reported that 10% of the rehabilitated area was not de-shaded. Nursery production was 1.5 million seedlings as at 30 June 2016, which at an assumed average rate of 15% replanting, suggests that the area rehabilitated was adequately restocked.
23. In order to boost quality, the project has also focused on training of farmers in processing and better drying practices through the distribution of 248 solar plastic and construction of 65 solar driers, with 12 of these erected since July 2016. These figures contrast sharply with the project target of 3,000 solar driers because the emphasis moved away from mini-driers at farm level. Cooperative managers have confirmed a better quality result, but PIU staff suggest some hesitation by farmers to abandon traditional drying methods. Quality improvement through grading and drying is a “quick win”, and PIU needs to engage with more vigour.
24. As a result of declining coffee prices during the life of the project, there has been a loss of farmer interest in coffee rehabilitation and, indeed, the Private Sector Partner (LADDCO) engaged by IFAD to purchase and market produce from the cooperatives has ceased purchasing because it can no longer trade profitably in coffee, at least in Lofa County. Consequently, many farmers have neglected or replaced their coffee crops, but there remain some strong production areas (e.g. Quardu Gboni District). It is noted that LAADCO remains interested at realistic prices, but these are less for Liberian coffee than for other producers, such as Ghana because Liberian coffee is not recognised in the international market.
27. Owing to external funding factors, the tree crop programme was terminated prematurely for the last year (2016/17) of the project. Consequently, the remaining balance of 2,200 ha. was not achieved. Even without this constraint, it is likely that activities would have been impeded by the extreme deterioration in road accessibility during the last rainy season.
28. Until July 2016, commercialisation from the 7 farmers’ cooperatives, which are supported by the project, had increased in volume and value; this has collapsed during 2016/17, with volume of cocoa down by 46% to 184 mt and its value down by 51% to US\$326,340. The reasons for this included inaccessibility owing to adverse road conditions, absence of contractual agreement between LAADCO and 5 cooperatives, declining world price of cocoa and increased side-selling.
29. These figures are dominated by Sebehill Cooperative which, since FY 2013/14, has commercialised each year more produce than the other six cooperatives combined. Cumulatively, over the 4 years of the project, this cooperative has commercialised 51% of the total tonnage (coffee and cocoa) and 52% its value. Whilst not detracting in any way from the achievements of Sebehill, caution is required in interpretation. Not only does Sebehill display a high degree of trust and mutual respect between its leadership and membership, it also relies heavily on agency buying of cocoa and coffee which is not identifiably sourced from target beneficiaries.
30. As also previously noted (SM July 2016), there is a lack of reliable data and analysis for the project outputs and associated outcomes which restricts full appreciation of project achievements. Although information on areas, beneficiary numbers and targeting is available, there is no reliable information analysed by the project about production.
31. In order to get a better handle on project impacts on target beneficiaries, a two-part study has been contracted through KIT/CARI (Royal Tropical Institute and Central Agricultural Research Institute). The final report of Phase (I) has been delivered and shared for review with relevant stakeholders. Field work for Phase II has been undertaken, and it is expected that the final report for Phase II will be delivered by April 2017. The mission notes that Phase (I) of this study has failed to detect a statistically significant effect of the tree crop rehabilitation treatments supported by the project, which is anomalous. Better yield response estimates are expected from Phase II.



32. Discussions with stakeholders during the mission, based on their memory recall, confirmed significant improvements in yield and some improvement in quality. As mentioned, the PIU has not systematically collected data on productivity changes, and on adoption and spill over effects of rehabilitation at farm level. Instead, it has relied on reported tonnage and value of commercialisation of farm production by the cooperatives, which serve as only imperfect proxy indicators for treatment effects and farmers' benefits, and may overestimate the gains.
33. **Tree Crop value chains:** <sup>4</sup> the project model is based on delivering benefits to tree crop farmers through a strengthened value chain that enables them to market their produce through farmers' cooperatives to a Private Sector Partner (LAADCO) with export facilities.
34. The implementation problems with this commercialization model have been detailed in the previous two Supervision reports. As noted (SM July 2016), there are two main areas of contention: firstly, that value deductions made for excess moisture and quality defects are not transparent because the grading process is performed in Monrovia; secondly, that prices offered by LAADCO are less than those offered by the parallel market, which is not encumbered by the same overheads as LADDCO.
35. The previous Supervision Missions have recommended that grading and weighing should be carried out at each cooperative warehouse, rather than in Monrovia. LAADCO management in Monrovia assured this Mission that this change has been implemented. However, Coops visited by the Mission reported differently, indicating that LAADCO planned to continue with its old practice. The only concession appears to be that initial weighing and grading has been carried out at Coop Gate, but final determination of value is still done in Monrovia.
36. At the time of the previous Supervision Mission, all cooperatives were dissatisfied with the terms and conditions of the existing contract, particularly in its incentive structure, and it was recommended by the Mission to revise it for FY 2016/17. Some initial steps were taken by PIU, but not completed for a mixture of reasons, including long delays at the MOA and, then, impassable road conditions. Consequently, only two cooperatives (Zorzor and Sebehil) out of the seven agreed to sign new contracts for FY 2016/17. The five which did not sign were, according to LAADCO, unwilling to agree repayments conditions for previous accumulated debts. Three of the other cooperatives (Voinjama, Foya Maliando, and Guma Mende) have continued to commercialise through LAADCO without a current contract, some for the purpose of repayment of previous value deductions. Without a contract, at least one cooperative (Guma Mende) suffered from *ad hoc* payment terms imposed by LAADCO; for example, lower purchase prices and transport charges for what should have been f.o.b. (free on board)..
37. During the mission, it was observed that LAADCO and the cooperatives have weak business linkages; furthermore, LAADCO is facing difficulties in maintaining their contracts in procuring cocoa produce from the cooperatives, which has gradually declined to 137 metric tons in the current season from 600 metric tons in 2014-2015. Most of the current production is coming from two active cooperatives (Sebehil and Zorzor) which have active contracts. LAADCO has indicated its intent to continue with only these two cooperatives on a long term basis. Moreover, all cooperatives signalled their intent to seek alternative buyers as a way to enhance their negotiating position. It is recommended that project should develop a case study on success of two cooperatives and facilitate other cooperatives to replicate that model during the life of the project.
38. The issues mentioned above pose serious challenges for the continuation of the commercialization model with LADDCO after the end of the project. This has been explicitly recognised by the previous two Supervision Missions. The project activities have focused on support for commercialisation of produce, requiring viable, functioning and sustainable cooperatives and farmer groups providing services to rehabilitate their farms with focus on production. The overall approach adopted by the project should have been holistic, and the project beneficiaries should have been facilitated to communicate with multiple private sector players to explore different marketing channels to sell their produce. In fact, this was intended in the original design but the cocoa volumes, especially from Lower Lofa, were not encouraging to deal with two PSPs. During

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<sup>4</sup> More detailed information on the tree crops value chain is contained in Annex (2)

the remaining life of project, it is recommended to facilitate the cooperatives to have meetings with different private sector players to explore the possibility of new marketing channels to sell the produce to possibility gain more price.

39. However, it is by no means guaranteed that other formal buyers would offer better prices than LAADCO. According to LAADCO, its prices were in line and exceeded the price baseline stipulated in their purchasing agreement, which calls for a purchase price from Coops of 70 % of ICCO price. In fact, LAADCO claims to be paying 80 – 90% of ICCO price, which puts undue pressure on its margins, and on those of any formal competitor. As quoted by LAADCO from recent studies comparing the Liberian cocoa price with other west African cocoa markets,
40. A more intractable issue is that LAADCO prices appear to be uncompetitive with its competitors, whether these are from Monrovia, or from Sierra Leone or Guinea, which are nearer. In regard to coffee, LAADCO recognises that this crop is unprofitable and has reduced its purchases. In regard to cocoa, LAADCO seeks to expand its intake, and the project has endeavoured to increase the percentage of Grade 1 quality as a justification for better prices. The mission understands that farmers are not convinced because they can easily sell semi-fermented and moist cocoa beans, as well as coffee, to other traders. This is advantageous to them because they can sell their produce, and sooner, to indiscriminating buyers who generally offer higher prices. Critically, these buyers make advance payments earlier in the year (e.g. April) than does LAADCO (August), which alleviates urgent needs for the farm family. Moreover, these buyers appear to have no problem with repayments. In Guinea, where a large portion of cocoa and coffee is exported, the domestic market is more developed and can assimilate lower quality produce. In this context, the parallel market has a better business model and can out-compete LAADCO.
41. LAADCO strongly disagrees with this finding, and has presented a detailed costing model which will be included in the Mission's main report. However, even LAADCO conceded that the end-price to farmers is higher (by 10 US cents per kg) than LAADCO's. This price advantage arises because farmers are enticed to side-step their cooperatives, which nominally deduct a handling fee (of 20 US cents per kg), although many cooperatives deny taking this.
42. The key issues are that the coops are seen as subtracting from the value-chain rather than adding to it, and there currently exists an extreme free market. By this is meant, that contracts and commitments made by farmers and cooperatives are virtually unenforceable and easily ignored.
43. The absence of a firm regulatory environment under the newly created LACRA undermines the investments made by LAADCO and WIENCO. Such companies are pessimistic that, without action to curtail side-selling and underpin the role of cooperatives, the situation will continue to deteriorate.
44. There were 4 Agreed Actions from the previous Supervision Mission (July 2016), and the PIU addressed 3 with varying degrees of success. The issue of improved data collection and analysis was contracted to a 3<sup>rd</sup> party (KIT/CARI), as described above. Contrary to what it informed the Mission, LAADCO appears to have changed its mind about the grading, weighing and billing of cocoa at cooperative warehouses, and still uses the Monrovia site for final determination. The PIU has assisted LAADCO to prepare a more robust and informed contract, but this has not been implemented. The 4<sup>th</sup> Agreed Action, concerning the possible introduction of independent certified graders, was considered to be a national issue and has been passed to the Coco Sector Technical Working Group (CSTWG) and to the newly-formed Liberian Agricultural Commodity Regulatory Authority (LACRA).
45. This Mission proposes the following Agreed Actions

Agreed Action	Responsibility	Agreed date
Complete the roll-out of solar driers, supplemented by farmer training to fully utilise capacity and demonstrate their effectiveness	PIU	30 June 2017

Development of case study for two successful cooperatives having continued relationship with LAADCO	PIU and external consultant	15 May 2017
Investigate the likely costs and benefits of introducing grading by independent certified graders, in follow up to previous recommendation	PIU	15 May 2017
Facilitate cooperatives meetings with different private sector players to explore the possibility of new marketing channels	PIU	15 May 2017
Carry out a special survey of adoption of Good Agricultural Practice and Quality Management by beneficiary famers, and of others through demonstration,	PIU	15 May 2017

46. **Component 2: Rehabilitation of farm to market roads<sup>5</sup>:** this component consists of the rehabilitation of feeder roads to facilitate smallholders' access to markets. Rehabilitation of 315 km of farm-to-market roads was planned for drainage structures and gravel pavement under this component. The target was scaled down to about 153km due to funding constraints.
47. To date almost all drainage structures (257 no. box and pipe culverts and 12 bridges) in Batches 1 & 2 have been completed. The remaining structures two bridges are at various stages of construction with work being severely affected during the 2016 floods hence substantial completion was not achieved by the end of 2016 as planned. The gravel pavement works completed in Batches 1 and 2 are about 49.5 km and 14.1 km respectively. About 53km of gravel pavement works (27.3km in Foya, Kolahun and Vahun and 25.7km in Zorzor and Voinjama) have been awarded. The Contractor is fully mobilized with earthworks equipment on the Worsonga – Sadu Bendu Road 6.9km. Works were on-going when inspected by the mission and about 1.4km had been completed in a week. The Contractor plans to complete both Lots within the contract period. PIU was advised by the mission to closely supervise in order to achieve substantial completion before the rainy season. The last lot of 10.3km awaits IFAD approval.
48. **Batch 1:** The first batch of 60.2 km farm-to-market roads, consisted of 16 lots allocated to 8 local contractors 6 for drainage works and 2 for gravel pavement works respectively; 100% of drainage structures and 82% gravel pavement works have been completed. The drainage structures comprised circular pipes and box culverts and 10 bridges.
49. **Batch 2:** Rehabilitation of an additional 83 km of farm-to-market roads selected by cooperatives and local authorities was planned. Seven contracts were awarded for drainage works and two for both drainage and pavement works. Five of the contracts for culverts and bridges have been completed. One bridge on the Konia – Ziggida Road is under construction. The two contracts for drainage and gravel pavement works have been completed. Pavement works completed on 14.1km, 17% of the original target of 83km.
50. All drainage structures have been satisfactorily constructed within specifications and standards of the Ministry of Public of Works. The structures appear to be functional and providing an effective drainage system on all roads. The gravel pavement work on all roads inspected is still in good condition. **Batch 3:** The priority now according to PIU is to complete Gorlue-Bosheleta (4.52km) and Gbanway – Kpaiyea (5.8km). A total of 10.32km of pavement works await approval
51. **Konia Bridge:** This bridge was up to 87% completed with the abutments and central pier in place when inspected in July 2016 by the IFAD mission. Work was on-going on the formwork and steel reinforcement for the desk slab. The works were affected during the 2016 floods and now require some remedial measures for re-alignment of the central pier, before the super structure can be

<sup>5</sup> More detailed information on the feeder road programme is contained in Annex (3)

constructed. Normally such works are covered by the Contractor's insurance of the works. The Mission was informed that an interim payment certificate was being processed for measured works before the floods occurred and the Contractor has not been paid. The Contractor appears to need some financial uplift for restoration and completion of the works. PIU was advised by the Mission to review the cost of restoration which eventually can be paid through a percentage of materials on site after formal approval from IFAD.

52. Because the Community Based Routine Maintenance Programme and the Road Maintenance Fund are not yet operational, during the heavy rain and when UNMIL pulled out, roads were not maintained and the road network was severely damaged, including trunk access routes.

49. This Mission proposes the following Agreed Actions

Agreed action	Responsibility	Agreed date
Turn over rehabilitated roads to MPW for maintenance	PIU, MoA	15 Mar 2017
Community sensitization on road maintenance	PIU civil engineers with PP and coops, M&E	Continuous
CRE to check and endorse all Work Payment Certificates	PIU and MPW	Continuous
Part payment request can be made after joint inspection by MPW and PIU	PIU	15 March 2017
Review likelihood of completion of the final lot (10.3 km) before project completion date, and advise on options to cancel and transfer funds to other short term activities. Otherwise, proceed with procurement actions.	PIU civil engineers and M&E Officer	15 Mar 2017

50. **Component 3: Institutional Capacity Building:** building and strengthening the institutional capacity of participating cooperatives, as well as the Ministry of Agriculture at County and District levels, is a cross-cutting and fundamental element of the project approach for effective implementation and long-term sustainability of interventions.
51. Seven District-based cooperatives in Lofa County have been supported by the project (Sebehill in Kolahun District, Guma Mende, Foya Maliandoe, Quardu Gboni, Voinjama, Zorzor and Salayea). The key features of this support include: (i) development of business plans and complementary capacity-building plans; (ii) institutional support based on capacity-building plans; (iii) emphasis on good governance and management; (iv) provision of hardware; and (v) effective monitoring and evaluation.
52. These seven Coops can boast of overall increase in membership from 1,789 (36% female) to 8,962 (30% female) as a result of membership drives supported by the project. As part of its capacity Building Support, the project in collaboration with the CDA has supervised eleven General Assemblies since its start in 2013 to ensure information sharing among coop members and create a smooth leadership transition according to their by-laws and constitutions. Training workshops have been conducted on agribusiness and capacity building, computer use, tree crop rehabilitation, and M&E.
53. However, the linkages between the cooperatives and their associated farmers are observed to be generally weak, which is illustrated by the negligible overall recovery rate of 0.3% of total advances which have been repaid to cooperatives. Moreover, most of farmers are not selling their produce through the cooperatives because the immediacy of higher cash revenues from side-selling exceed the perceived benefits of cooperative membership, particularly as the cooperatives do not sanction side-selling. As a part of lesson learnt for future projects, the support package should include upfront contribution from the potential beneficiaries for ownership to be taken by the beneficiaries.

54. The Cooperatives are still weak from a strategic, managerial and financial standpoint. The model needs to be further assessed from a sustainability point of view and there capacity shall be enhanced to start doing business/trading independently with limited or no involvement of LAADCO. A major challenge of the cooperatives is that they do not have access to liquidity/credit to buy big volumes of produce from their members. It is recommended that the cooperatives should be facilitated to have meeting(s) with the financial institutes to explore the possibilities of accessing loan for trading and start exploring the avenues/buyers of doing business independently.
55. The linkages between the 7 associated cooperatives have not been addressed by the project. However, they have held several meetings aimed at forming a Lofa Cooperatives Union which would strengthen their market negotiation position. The mission regards this as an important part of the Exit Strategy
56. The project is also providing institutional capacity building support to the MOA at decentralised level (County and District levels), with an agreement in place between the PIU and the CAC. Support to the CAC/DAOs has included the construction of 8 offices for the CAC and DAOs, supply of a vehicle for the CAC and eight heavy duty Motorbikes for 8 DAOs, 14 light motorbikes to the Young Professionals assigned to the DAOs and office furniture and equipment (generators, Laptops and printers). Financial support is being provided for meeting limited CAC and DAO operating costs, including monthly stipends and supply of fuel for vehicle and motor bikes. Training has also been provided to the DAOs and 14 Young Professionals (YPs) through their participation in all the workshops and training activities organized for the coops.
57. The Mission noted that an unduly high proportion of vehicles and motorcycles, both PIU and those allocated to Cooperatives and MOA, is currently unserviceable owing to bad roads condition, age of vehicles and motorcycles and ,at time, lack of maintenance.
58. Notwithstanding this comprehensive institutional strengthening, and the previous Mission finding that there has been a general improvement in the performance of the CAC and DAOs as a result of the support of the project, the Mission detected minimal engagement in the project by decentralised Ministry staff, and no ownership intent in readiness for the end of the project.
59. It was observed during the mission that the cooperatives are playing a limited role of an aggregator to buy produce from associated farmers, and most of produce is being procured from the local agents to sell to LAADCO.
60. There were 4 Agreed Actions from the previous Supervision Mission (July 2016), and none were fully implemented owing to a mixture of internal and external factors. All have been carried forward to this Mission's recommendations below. The supervision mission renews the recommendations of last supervision mission to update business plans for two cooperatives, printing and distribution of STP manual and submission of formal request with costing to absorb the young professional.
61. This Mission proposes the following Agreed Actions

Agreed action	Responsibility	Agreed date
Assistance to the 7 associated cooperatives in setting up a Lofa Cooperatives Union	PIU Agribusiness consultant, Boards of Coops	31 May 2017
Update business plans for two cooperatives (Sebehil and Zorzor) to three-year plans (including sustainability plans)	PIU Agribusiness consultant, Boards of Coops	31 May 2017
Printing and distribution of STP manual for the printing to be carried out in Liberia if necessary, rather than IFAD, Rome	IFAD	15 April 2017
Conduct seminars on business skills and benefits of group buying and selling	PIU, and external consultant	30 May 2017
Submission of formal request with costing for absorbing the Young Professionals, and post-project support to	PIU, MOA	31 Mar 2017

CAC and DAOs for inclusion in MOA annual budget

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## D. Project Implementation progress

62. **Component 4: Project Management:** the project has a total of 24 national staff, which includes a decentralized PIU office in Lofa County. Since the last Supervision Mission, the workload of the PIU has to some extent reduced owing to operational funding shortages and the “parking” of project vehicles during the adverse road conditions of last rainy season. These conditions may inadvertently lead to a reduced staff work output. The previous mission (SM July 2016) was favourable to the desire of the PIU to initiate, with new performance-based contracts, a reward/recognition scheme for well-performing staff/leaders at all levels (including YPs). There has been no update provided to this mission regarding the effectiveness of this innovation.
63. **Coherence between AWPB and Implementation:** the AWPB and the associate Procurement Plan for 2016/17 was submitted in two parts owing to budget uncertainty. That covering the first 6 months received No Objection from IFAD in the 4<sup>th</sup> quarter of 2016. That for the 2<sup>nd</sup> semester is described as “in use”, having been approved by default after 30 days without objection. An updated report on Physical Progress against AWPB (STCSP, 2016/17) was provided by the M&E.
64. A review of the draft AWPB 2017 and progress towards the targets of the log frame shows that very few activities have been planned because funding shortages have severely curtailed activities. An “Indicators Performance Tracking Table” against the log frame and RIMS requires baseline and current data to be incorporated into it. Progress is measured by activity rather than output or outcome. Secondary data from other sources will be used to help determine historical levels of production and income for example. The AWPB and RIMS tables are to be completed and will need some further work.
65. **Monitoring and Evaluation (M&E):** Since the July 2016 Supervision Mission little progress has taken place. The system for data collection remains as it was throughout the life of the project with a tiered progression of information gathering by Young Professionals (YPs) at cooperative level (some farm data is collected but not on production per hectare or income), which is then passed to the DAO and then to CAC level. DAO gather the reports (hard copies of tables) and pass these to the CAC to upload onto an excel file. The CAC in Voinjama emails these to MOA headquarters with the M&E Officer of STCRSP in copy. This is said to be part of the hand-over of YPs to MOA.
66. At the time of the SM both the computer of the CAC and the M&E were reported as stolen although the data was said to be on emails and partially available. The incentive system for performance based data collection although introduced has not shown much promise with available data still inadequate.
67. **Data Collection System:** the last SM recommended a mapping of the data flow process between the different M&E related actors (from the field to MOA). This now consists of two documents one being a table actors and responsibilities and the second a diagram depicting the actors and flow of information. It seems this is shared with the sister project ASRP.
68. There is one template that the M&E Officer has developed with the support from the previous SM, to standardize data collection and template usage in Lofa County. Whilst useful the template is used to collect data from all cooperatives (i.e. at the point of aggregation and commercialization of cocoa). This simply provides information about the aggregation of cocoa after harvest and may or may not be from members of the cooperative and in turn may or may not be from IFAD supported farmers. The data collection approach cannot provide sufficient disaggregated information of suppliers to the cooperative from farmers that have benefited from IFAD finances. A second difficulty with data collected is that the project cannot distinguish between the total farm production and production from the 1 ha IFAD supported under-brushed cocoa production (i.e. the project’s intervention support). Whilst a farmer may sell the total production from his or her farm it is impossible to see whether the rehabilitated 1 ha plot has increased production over the non-rehabilitated parts of the farm. There is likely to be an increase but the project’s information

provides no clues as to whether it does this or whether there is no increase. Attribution becomes a challenge.

69. There is effectively only one template that the M&E Officer has developed to help standardize data collection in Lofa County. Whilst useful the template is used to collect data from all cooperatives (i.e. at the point of aggregation and commercialization of cocoa). This simply provides information about the aggregation of cocoa after harvest and may or may not be from members of the cooperative and in turn may or may not be from IFAD supported farmers. The data collection approach cannot provide sufficient disaggregated information of suppliers to the cooperative from farmers that have benefited from IFAD finances. A second difficulty with data collected is that the project cannot distinguish between the total farm production and production from the 1 ha IFAD supported under-brushed cocoa production (i.e. the project's intervention support). Whilst a farmer may sell the total production from his or her farm it is impossible to see whether the rehabilitated 1 ha plot has increased production over the non-rehabilitated parts of the farm. There is likely to be an increase but the project's information provides no clues as to whether it does this or whether there is no increase. Attribution becomes a challenge.
70. **Baseline:** A Baseline study was prepared in 2014. It remains a useful document even if some of the sampling methods and detail are questionable.
71. **Cocoa Study:** Since the last SM, a cocoa assessment study (Phase 1) was conducted by Royal Tropical Institute (KIT)/CARI. The study was delayed and the cocoa season was missed for 2016. The draft of this was available in October 2016. The study focused on socio economic profiles of HHs and recall for production.
72. The second study focused on actual measurements at farm level. As part of the assessment, a qualitative study accompanied the main report based entirely on FGDs with "treatment" and "control" farmers selected. The final report is said to be due in April 2017.
73. A follow up yield study (Phase 2) was reported in the last SM as being planned during harvest to collect yield data at the farm level. This activity will assist the establishment of evidence on production at farm level.
74. A review of the draft cocoa study by KIT argues that the difference between "treatment" and "control" farmers in terms of production is surprisingly and disappointingly statistically insignificant. This suggests that non-beneficiary farmers did just as well as beneficiary farmers in the absence of project support. This is important from the project's point of view because production increase is one of the key indicators against which the project is measured. A drawback of the study and therefore a weakness of its credibility is that it is entirely based on interview of farmers and their memory recall although this was accepted by IFAD. The follow on survey by KIT/CARI will it is hoped answer the questions of production and productivity changes at farm level.
75. **PCR:** Producing the Completion Report is the responsibility of the Borrower, in coordination with IFAD. The main functions of the PCR are to report on implemented activities, describe the results achieved, promote accountability, elicit lessons learned and define an appropriate hand-over strategy. The learning dimension of the completion process should be regarded as the foundation for improvements in future project design and implementation arrangements. Project staff participated in the 2016 May Project Completion Report (PCR) workshop on preparations for the PCR to be conducted later in 2017. A zero draft version of the PCR was developed; an inventory of studies completed to date (with strengths and weaknesses); a list of studies to do (per the PCR guidelines); and an action plan with dates. Continued work in preparation for PCR needs to be incorporated into the remaining months of the current AWPB.
76. **GPS:** The project purchased 20 GPS devices as reported in the last SM mission and distributed for use by the YPs. Area measurements, and the geo data for rehabilitated plots are being collected. The GPS equipment has been used to measure field size upon rehabilitation. However, they have not been used to take the coordinates of farms and this is a missed opportunity.
77. **Knowledge Management and Communication (KM/C):** The Sao Tome & Principe (STP) manual remains unavailable and not distributed to farmers to serve as guide for replication of the STP learning. This mission recommends that printing and distribution of the manual should be expedited. Only one Cooperative visited showed any data regarding the STP approach and demonstration

advantages – the results appeared promising.

78. There is no such position in the staffing structure of the IFAD PIU, which appears to be an oversight. It should be the responsibility of the KM/C officer to enlist technical specialists of the project to produce short of spot thematic studies, some of which could be undertaken in-house. Examples include a study on the uptake of solar driers, studies into empowerment of women, youth and vulnerable people, a short study on the varying cooperative models and their agents seen in Lofa from the point of view of business. Other studies could focus on value chain actors, and possibly a study on the private sector can be considered to be undertaken in-house. The report on the impact of the roads undertaken by KIT is a useful starting point for this. Whilst a communication strategy is not available a compendium of such papers can be valuable for other projects considering similar models. No communication options developed such as the use of the radio took place.
79. No road show as suggested by the last SM took place of higher-performing cooperatives to facilitate sharing of knowledge and good practices with other cooperatives. Out of the three recommendations of the last SM two (data flow and revised reporting templates) have been achieved – although the quality and their utility is considered weak. No visit so far by the NPCU Communications Officer from Sierra Leone has taken place.
80. **Monitoring and Evaluation (lessons learnt):** It is vital that M&E should have a clear data collection system, database control and clear integrated reporting to make project monitoring more effective and which is designed to support better project management decisions. In the absence of this data capture, data aggregation and disaggregation analysis a key part of any monitoring system is jeopardized, weakening the attribution of change to the interventions being funded.
81. It is critical that projects commence their lives with a clear fit for purpose system in place. The difficulties faced by STCRSP (and indeed the sister project ARSP for which the same point applies) illustrate the consequences of a system over which the M&E Officer has no real authority to manage well, resulting in data that is only partially useful to measure performance and the changes the overall project is designed to bring.
82. If a project can put in place an accepted system with clear structure for the work it has to do in terms of information gathering, analysis and reporting this will ease the burden on the monitoring staff and senior management. The line of authority held by the M&E is also to defined very clearly. This will build confidence and ease the frustrations of reporting on progress. It is suggested that systems such as the PM&E system ([www.pmetools.com](http://www.pmetools.com)) or similar programs which allow for an easy and early start on the process of establishing an M&E process be examined for future projects.
83. In terms of activities that the M&E Officer/KM Manager can consider for KM and also for M&E purposes please see Appendix 7 for a series of suggestions to fill some of the quantitative and qualitative shortfalls that are present in the current project and may be completed over the next two to three months.
84. This Mission proposes the following Agreed Actions:

Agreed action	Responsibility	Agreed date
Ensure that the KIT/CARI study meets the requirements of the TOR especially Phase 2.	M&E Officer (PIU Lofa)	April 2017
Prepare a compendium based on Thematic Areas pertinent to the project such as Technology Use (i.e. Solar driers), Gender in Cooperatives,	M&E Officer (PIU Lofa) and possibly shared with the M&E Officer of the ARSP project together with other staff of PIU	By July 2017
Continue preparations for the PCR expected later in 2017 as presented in the PCR Action Plan	M&E Officer (PIU Lofa) and possibly shared with the M&E Officer of ARSP project	By July 2017
Undertake an impact study to measure the progress towards meeting the indicators of the Logframe	M&E Officer (PIU Lofa) and possibly supported by ARSP M&E Officer	By July 2017



Complete RIMS tables for STCRSP	M&E Officer (PIU Lofa) and possibly supported by ARSP M&E Officer	By early March 2017 (which is already late)
Formally include the role of Knowledge Management Officer under the terms of reference of the M&E Officer for the remainder of the project.	PC with IFAD	By 31 <sup>st</sup> March 2017

85. **Targeting approach.** Sensitisation on the targeting strategy is an on-going process and there is a good level of understanding, with emphasis on inclusion of the most vulnerable including elderly, disabled and women-headed households. However, constraints remain for these groups in auto-expansion of rehabilitated areas due to lack of capital, and especially access to farm labour. Some cooperatives are reportedly making efforts to assist their disadvantaged members in this respect. Documentation of the actual selection process (including criteria) adopted by the project for the targeting of farmers has not been conducted as per previous mission recommendations. Land tenure remains a concern, with the potential for improved land to be reallocated from the intended beneficiary. No progress has been made on the project's previous engagement with the Land Commission, or previous mission recommendations to continue in this area.
86. **Gender and youth focus.** Overall women's cooperative membership is reported at 31%, exceeding the target of 25%. Across the 7 cooperatives, this ranges from 36% to 30% female membership. CDA has a well-defined gender and youth policy, however lack the staff and capacity to implement and follow up on the ground. Of the cooperatives visited during the mission, women represented between 20% and 25% of board members overall. However, their level of participation was unclear, with the exception of the active participation of the only female chairperson among the 7 cooperatives (Sebehill).
87. The PIU has not followed the previous mission recommendation to capitalise on the example of women's leadership and inclusive participation set by Sebehill Cooperative as an opportunity for others to learn from their journey and success. The recommendation to facilitate exchange visits was not pursued. Contrary to previous mission recommendations, there was no allocation of resources to gender mainstreaming in the AWPB, and no technical gender training has been conducted at any level.
88. For youth, 7,781 have been mobilised into village youth groups to date (12% female), and 812 youth have been involved in road side brushing (14% female). In addition, the project has supported 14 YPs (2 female) and 14 interns (2 female). There is no available data for youth participation in cooperatives.
89. With the limited remaining timeframe as well as limited available information, it is recommended to focus on documenting the changes in gender relations and the status of women that were induced by project activities, at household and community levels, as well as the extent to which project interventions have reached the intended target groups. In addition to inclusion of gender and targeting aspects in the final project completion survey (currently included in the TOR submitted for No Objection) and aligned with the recommendations made under M&E/KM above, it is recommended to engage an external documentation specialist to facilitate in-depth analysis and documentation of the success stories and lessons learned for gender and targeting linked to the project, which will inform the Project Completion Report.
90. This Mission proposes the following Agreed Actions:

Agreed action	Responsibility	Agreed date
Document the actual selection process (including criteria and stakeholder involvement) adopted by the project for all project activities targeting farmers.	STCRSP M&E Officer	30 April, 2017
Organise an external Documentation Specialist to document success stories and lessons learned for project target groups.	STCRSP M&E Officer	31 March, 2017

91. **Climate and Environment focus** is not explicitly recognised in the logical framework. Cocoa farming in West Africa is a potential driver of deforestation and forest degradation. It is however, not so damaging to forests and soils as annual cultivation. The crop rehabilitation treatment supported by the project is partial de-shading, rather than complete removal of the natural forest canopy. Therefore, the Mission concurs that cocoa rehabilitation under partial shade is the least harmful option for agricultural conversion.
92. The rehabilitation of farm-to-market roads poses a risk of facilitating illegal tree felling, as was observed by the mission. The PIU is cognisant of environmental risks associated with rural development and the new TCEP will proceed on the basis of EIAs in collaboration with the Environment Protection Agency (EPA).

## E. Fiduciary aspects

93. **Financial Management:** Overall and consistent with last missions, the project financial management environment is strong and sound with a financial controller and two accountants. The Tompro package is functional in the key aspects of project accounting. The internal controls remain robust enough with adequate segregation of duties. However, the Internal and external auditors have flagged some control issues related to fixed assets, document filing, potential ineligible payment and lack of direct approvals by the Programme Coordinator on some journal vouchers. The recommendations of the auditors should be implemented.
94. **Disbursement and Implication of completion dates:** Completion date of Tree crop project loan is 30 September 2017. No further commitments can be entered after this date and for the activities to be eligible for IFAD financing, they must be completed by this date. The six month period after completion date is for account reconciliations, final closure studies but not for continued implementation. The overall cumulative implementation status is as follows:
95. Cumulative implementation status

Table (1): Cumulative Implementation Status as at 31 January 2017 (USD'000)<sup>6</sup>

Component	IFAD LOAN			Government			Beneficiaries			Private Partners			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
1. Cocoa/Coffe Revitalization	1,388	2,125	153	752	-	3	149	-	-	5,131	2,197	43	7,420	4,322	58
2. Rehabilitation of Farm-to-Market Roads	10,068	5,317	53	531	7	0	553	-	-	-	-	0	11,152	5,324	48
3. Institutional Capacity Building	2,951	2,327	79	193	29	0	221	-	-	-	-	0	3,365	2,356	70
4. Programme Management	2,476	2,954	119	549	34	6	-	-	-	-	-	0	3,025	2,988	99
<b>Total</b>	<b>16,884</b>	<b>12,722</b>	<b>75</b>	<b>2,025</b>	<b>70</b>	<b>3</b>	<b>923</b>	<b>-</b>	<b>-</b>	<b>5,131</b>	<b>2,197</b>	<b>43</b>	<b>24,963</b>	<b>14,989</b>	<b>60</b>
Authorised Allocation (Unspent)	-	1,137	0	-	-	0	-	-	-	-	-	-	-	1,137	-
<b>Grant Total</b>	<b>16,884</b>	<b>13,859</b>	<b>82</b>	<b>2,025</b>	<b>70</b>	<b>18</b>	<b>923</b>	<b>-</b>	<b>-</b>	<b>5,131</b>	<b>2,197</b>	<b>43</b>	<b>24,963</b>	<b>16,126</b>	<b>65</b>

96. **Loan disbursement status:** In SDR terms, as of 31 January 2017, the loan is 90% disbursed (91% if WA in pipeline is included). A balance of SDR 1.09 million (USD 1.6 million) remains undisbursed in addition to around USD 1.1 million in the project bank accounts. Firm and near commitments are USD 1.3 million. This means even if all the civil works in the pipeline are to be completed by 30 September part of the loan is likely to remain undisbursed and will be cancelled. The salaries and allowances expenditure category will be overdrawn by about USD 500,000 if payroll costs and severance costs are paid off as projected. It will difficult to accommodate the projected payroll charges given that there are no any more funds in the unallocated category which would buttress the overrun. This matter was also flagged in the last supervision and recent implementation support missions. *Agreed action:* Scale down the PIU positions by 30 June 2017 when the current contracts expire and pay off the contractual severance costs. Those key persons needed after 30 June 2017 can be justified to IFAD and engaged as short term consultants on need basis chargeable to the technical assistance category. IFAD is agreeable to allow an overrun on the salaries category (category IV) up to 130%. Therefore, a cap of USD 350,000 is placed on this category as the maximum possible additional disbursement on it. This is justified on the grounds that some of these salaries should by now be falling on the follow-on project (TCEP).

<sup>6</sup> Disbursement percentages lower in USD than SDR terms because SDR has overall been loosing

97. **Recovery of Authorised Allocation:** The project has been implementing with AA of USD 1.5 million. A detailed recovery plan has already been drafted. *Agreed action:* Continue to review and adjust the recovery plan for any changes in expenditure patterns as they occur ensuring to provide IFAD with successive revised versions.
98. **AWPB execution:** One month past mid-year 2016/17 AWPB execution stands at 15% (2016 full year was 59%). The biggest component, farm to market roads which in the AWPB was allocated USD 1.9 million has so far posted only 12%. The mission has been informed that civil works contracts to the tune of USD 910,000 will be signed soon. The mission has reemphasised that any works that will spill over the completion date of 30 September 2017 will be ineligible for IFAD financing and the GoL will be left with commitments to finance. If all these contracts are fully implemented, the civil works category will be overdrawn to around 110% which is acceptable given that this is an investment category. Given the low levels of AWPB execution, the overall implementation planning and implementation efficiency will need to be improved upon in the upcoming projects going forward.

73. **Budget execution**

**Table (2): Budget Execution (USD'000)**

	1. Cocoa/Coffe Revitalization	2. Rehabilitation of Farm-to-Market Roads	3. Institutional Capacity Building	4. Programme Management	Total
<b>2017 (to 31 January)</b>					
Budget	974	1,942	240	604	3,760
Actual	79	228	41	225	573
% execution	8%	12%	17%	37%	15%
<b>2016</b>					
Budget	1,433	2,431	434	580	4,878
Actual	563	1,369	374	562	2,868
% execution	39%	56%	86%	97%	59%

99. **Counterpart funds:** The position remains at 3% of appraisal target (Actual is USD 70,000 compared to appraisal target of USD 2,025,000). The PIU has received, in the past, implementation support on how to capture taxes foregone on all contract but this has not been systematically done. No movement since last mission has been posted on beneficiary and private partner contributions. There seems to be adequate capacity in house and should be taken with the seriousness it deserves.
100. **SOE spot check:** The Mission carried out an SOE spot check on WA 33. From this review (31% sample) the mission concurs with the internal auditor that some journal vouchers are not signed off by the Programme Coordinator, although, through alternative procedures the approvals have confirmed. These journal vouchers are those used to retire advances to staff and implementers. Advances were therefore being cleared/ retired without the check and balance from the Programme Coordinator.
101. **Status of the Special Account (SPA).** The SPA is well reconciled as summarised below. The amount withdrawn but not yet replenished has been well substantiated. An amount of USD 162,098 has been used to pre-finance a cocoa study under the new project TCEP. However, as per IFAD rules prefinancing expenditures under a project which has not yet entered into force is not allowed and as a result the study has to be part of the STCRSP activities or alternatively refunded to the DA. Overall, the Project has no liquidity problems holding at 50% of the AA in its bank accounts.

**Table (3) Special account reconciliation as at 31 December 2016**

	USD'000	% of AA
Cash and balances on project accounts	749	50%
WAs in pipeline	533	36%
Amount withdrawn not yet replenished	67	4%
Pre-financed Cocoa Study	162	11%
Effect of including unrepresented cheques	(11)	-1%
<b>Total Authorised Allocation reconciled</b>	<b>1,500</b>	<b>100%</b>

102. **Compliance with Loan covenants:** The Project is being implemented in compliance with the financing agreement covenants with the exception of some delays in submission of AWPBs for IFAD's No Objection.
103. **Fixed Assets:** as part of the project winding down activities, a full inventory exercise needs to be undertaken and a handover plan of all fixed assets needs to be formalized. In addition other winding down activities such as Project Completion Report, full recovery of initial advances as discussed above, final audits need to be well planned and financially provided for.
104. **Follow-up on external audits:** IFAD review of the audit for 2015/16 by Government Auditors was found satisfactory and was submitted on time. The mandatory opinion on SOE was missing and the fixed assets schedule was not disclosed. The following matters raised by the auditors still need to be acted upon: (a) Internal audit work not finalized (no opinion/conclusion/report shared with the PIU management) on time; (b) Audit trail function not enabled in the accounting software; (c) MOA PMU has not approved its IT security policy; (d) No IT business continuity/disaster recovery plan in place; (e) No timelines for the recommended actions of the previous audit report; (f) No cost sharing policy for PMU costs in place; (e) Physical asset count not undertaken, some assets (USD 78,892) recorded in the Fixed Assets Register (FAR) did not contain serial numbers. The recommendations of the auditors should be implemented.
105. **Internal audit:** A recent internal audit has raised pertinent issues that must be implemented. These include among others the need to improve filing, Programme Coordinator to approve payments on primary supporting documents, stop inter-fund/ project borrowing. This report should be finalised; currently it remains in draft form.
106. This Mission proposes the following Agreed Actions:

Agreed action	Responsibility	Agreed date
Close off all staff contracts and reengage those still needed on short term consultancy basis	PC	30 June 2017
Review and adjust the recovery plan for any changes in expenditure patterns as they occur ensuring to provide IFAD with successive revised versions.	FC	Continuous
Ensure no contracts executions will spill-over the completion date	Procurement Officer and Technical Contract Managers	Continuous
Dedicate one of the two accountants to retrospectively quantify taxes foregone and beneficiary contributions using guidance already provided in past missions.	FC	Continuous
Implement audit recommendations (Internal and external)	PC and FC	As detailed in the audit reports

107. **Procurement:**<sup>7</sup> The Procurement Plan (PP) for STCRSP is based on a correct template covering July 2016-June 2017 and structured well. However, the Mission observed that it is covering US\$ 1,398,660, with execution rate at only 1% as of this date. It is observed that this extremely low execution rate is because:
- Project activities were brought to a halt from August through December due to bad road conditions (see note below).
  - Procurement process takes unnecessarily long time (see more detailed explanation for the bidding for road rehabilitation works in Appendix 1);
  - Requestors do not submit TOR/specifications to the Procurement Unit in a timely manner;
  - The process for obtaining clearance (including No Objection) takes time.
108. It is also observed that the PP does not include a category “Non-Consultancy Service” for procurement items such as vehicle maintenance, vehicle insurance etc. The Mission was informed that in fact price comparison was conducted and expected to be analysed before signing of a contract with a garage for vehicle maintenance, however, it is not included in the PP, and the eventual contract is not included in the contract register either. The Mission urges the PIU to consider non-consultancy services as procurement.
109. In view of the Project Completion Date (30 Sep 2017), the Mission recommends that Procurement Unit discuss with the requesting offices to: firstly, assess which of the outstanding procurement items can still be processed and delivered before the PCD, and secondly to ensure immediate submissions of the TOR/Specifications for those agreed items.
110. **Contractual documents:** During the last mission, recommendation was made that contracts and purchase orders, regardless of the value involved, should attach or clearly refer to the general terms & conditions of the Ministry (or the Project). The Mission was informed that the recommendation was not implemented yet, because the general terms of conditions of the Ministry was yet to be obtained, though requested to the Ministry. The Mission nonetheless reiterates that, even if they cannot be attached, they can be still referred to in the purchase order. If the purchase order is silent on the general terms and conditions, the supplier will always provide goods based on their terms and conditions, which can be an enormous risk to the Project. The Mission repeats the same recommendation.
111. **Evaluation Reports;** Evaluation Reports are prepared according to a proper structure but have some areas for improvement.
112. **Contract Monitoring Table:** As explained during the previous missions, contract monitoring table is a useful tool for contract managers for monitoring each of their contracts. The Mission had a meeting with the Head Engineer, who shared their contract monitoring table based on Excel. It was found very useful to track each one of the items as per the agreed BoQ and to monitor activities as well as payment per item. However, the table does not capture overall picture of the contract implementation, such as contractual status with timelines, bank guarantee incl. expiry dates, overall payment status, and daily log of the discussions with the contractor. The Mission therefore recommends that the PIU contract managers use the IFAD contract monitoring template in addition to what they have. The template as well as explanation on how to use was given during the meeting. This template is especially useful at this moment when the project is completing and some new contracts are being signed, to ensure contractor’s timely performance before the PCD.
113. **Project Completion Date (PCD):** Since the project will be completed on 30 Sep 2017, the Mission gave a short briefing to the Procurement Officer to explain important elements of PCD to Procurement Unit. In the short following points outlined:
- a) All the existing contracts need to be reviewed to make sure the delivery, whether goods, services or works, will be completed before the PCD.

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<sup>7</sup> More detailed information on Procurement is contained in Annex (4)

- b) If there are any existing contracts to be still delivered beyond the PCD, or even close to it, a communication must be made to the relevant contractors to inform that the delivery beyond the PCD is not acceptable.
- c) If there are any new requests for new contracts or LPOs to be signed in the coming months before the PCD, assessment will have to be made before initiating procurement actions and only those requests with delivery 100% possible before the PCD should be taken up by the Procurement Officer.
- d) Only invoices where delivery has been made on or before the PCD can be paid during the last 6 months of the project (i.e. after PCD before the Project Closing Date).
- e) This Mission proposes the following Agreed Actions;

Agreed action	Responsibility	Agreed date
Non-consultancy services should be captured in the PP and the eventual contracts in the contract register.	PC, Procurement Officer	15 Mar 2017
Procurement Unit discusses with the requesting offices to: firstly, assess which of the outstanding procurement items can still be processed and delivered before the PCD, and secondly ensure immediate submissions of the TOR/Specifications for those agreed items.	Procurement Officer/Requesters	15 Mar 2017
Contracts and purchase orders, regardless of the value involved, should attach or clearly refer to the general terms & conditions of the Ministry.	Procurement Officer	15 Mar 2017

## F. Sustainability (and Exit Strategy)

- 114. **Tree Crops:** Discussions with farmers, cooperatives management, extension workers and other stakeholders report that most farmer beneficiaries do associate crop rehabilitation and replanting with increased production; and, proper fermentation and grading with higher value. Although many vulnerable farmers (e.g. widows) may lack resources, the Mission was informed that there is a consistent and spontaneous process of adoption of the recommended treatments to further hectares, unaided by the project. This is an encouraging sign of sustainability, although not well documented by the PIU. Continued availability of certified seeds (pods) could be challenging, and arrangements should be made to take advantage of seed supply arrangements for the new TCEP.
- 115. **Cooperatives:** In a well-attended 3-day retreat organized by the PIU and SCOPEInsight for the cooperatives in early February 2017, the various cooperatives documented their challenges, constraints and sustainability plans in the wake of the project closure. All verbally highlighted some plans and further feedback is expected.
- 116. Project activities have focused on support for commercialisation of produce through viable, functioning and sustainable cooperatives to a private operator. The intention was to link cooperative with a private operator, identified through competitive bidding and willing to co-invest US\$ 5 million.
- 117. The project activities have focused on support for commercialisation of produce, requiring viable, functioning and sustainable cooperatives and farmer groups providing services to rehabilitate their farms with focus on production. The overall approach adopted by the project should have been holistic, and the project beneficiaries should have been facilitated to communicate with multiple private sector players to explore different marketing channels to sell their produce. During the remaining life of project, it is recommended to facilitate the cooperatives to have meetings with different private sector players to explore the possibility of new marketing channels to sell the produce to possibility gain more price.

118. As with the coops the ending of support to the **CAC and DAOs** at the end of the project will pose challenges. The CAC expects that the YPs will be absorbed into the staff of MOA and that the MOA will take over provision of support for operations, especially supply of fuel for the vehicle and motor bikes. In terms of an exit strategy for M&E activities these are assumed to be simply absorbed into the MoA and or deployed to other tasks in the Ministry or other projects.
119. **Roads:** There must be some institutional arrangement in place and commitment by all, to ultimately preserve the investment and maintain in good condition the farm to market access provided for the rural communities under the project. It is critical that the MPW and MOA with MIA, cooperatives, engineers and PIU intensify the on-going efforts to inform and sensitize communities to ensure long-term sustainability of road maintenance.
120. The Mission was informed by MPW that all farm to market roads funded by IFAD through the MoA, will be maintained. MPW is currently implementing a Community Based Routine Maintenance Program supported by USAID. Some IFAD rehabilitated roads have either been or will be eventually included in the program. MPW confirmed that the Road Fund will be fully operational by July 2017 and there will be additional allocation for the maintenance of farm to market roads. The exit strategy must therefore focus on the following amongst others:
- Formal handover of the rehabilitated farm to market roads to MPW for inclusion in the routine maintenance program immediately after the defects liability period.;
  - The MOA to support MPW in the preparation of the National Feeder Roads Strategic Plan by providing information on potential project corridors and areas of activities;
  - Progressively expand the on-going Community Based Routine Maintenance Program to eventually cover all rehabilitated roads;
  - Intensify the on-going awareness and sensitisation campaign on road maintenance at all levels
121. As part of the **programme completion**, the mission recommends the following actions:
1. A recovery plan for the advance under the IFAD Financing is developed and submitted to IFAD, and the advance should be fully recovered by the completion date.
  2. A handover plan of all assets procured under the programme should be formalized and communicated to IFAD by the completion date.
  3. Ensure that all programme activities are completed (works completed, goods delivered and services rendered) by the completion date with the exception of winding up activities in order to ensure that programme expenditures are eligible under IFAD financing. List of key staff to be retained for the winding up period between the programme completion date and the closing date should be agreed with IFAD.
  4. The Programme is included in the 2017 audit work plan of the General Auditing Commission and the final audit report is to be submitted to IFAD by the programme closing date.
122. This Mission proposes the following Agreed Actions

Agreed Action	Responsibility	Agreed date
Make arrangements for the supply of certified seed from the TCEP project through the Lofa-based cooperatives.	PIU	15 April 2017

## G. Other

123. The project has developed an innovative value chain approach including farm-to-market roads, and

this is potentially useful experience and a source of lessons learnt for other projects, including the TCEP.

124. The Mission finds that the tree crop rehabilitation and replanting under Component (1) must necessarily have a positive impact on yields, production and farmers' incomes. However, the PIU does not monitor this information on a farm level, but relies on the proxy of commercialised production through the cooperatives to LAADCO. This should be addressed when Phase II of the KIT/CARI studies is available.
125. During missions, communities reported positive effects of road rehabilitation (reduced time to market, increase volume, quicker access to services, etc...). A road assessment is currently underway to determine the impact of feeder roads rehabilitation in the communities targeted by the project.
126. The Mission appreciates the effort made to build viable value chains to connect beneficiary farmers through cooperatives to market through LAADCO. It is not likely that these arrangements will survive in their present form after project completion owing to a the lack of trust and unbalance relationship in favour of the private operator who is the sole or main source of working capital for cooperatives; the side selling by farmers; the lack of bargaining power of cooperatives and the lack of consistency in quality; and the high demand for any quality cocoa.

## **H. Conclusion**

127. The PCR workshop brought the project completion date to the forefront about one year ago
128. Time was lost during the EVD epidemic, which is understandable. However, time has also been lost during this financial year; partly because of lack of full and effective follow-up on the agreed actions, which was due to:
  - Road conditions - the withdrawal of UNMIL and the related halt of any road maintenance of road deteriorated the road network to such extend that the team was unable to go in the field to implement activities, or to monitor activities taking place.
  - Legislative delays directly affecting the project - Passing of the LACRA legislation; passing of the road maintenance act;
  - Time required to follow-up with Government on matters related to the 2 new projects approved by the Dec EB 2015 and the Japanese Grant (1yr/2 million)
  - Change of leadership at Ministries, - leading to administrative delays and requiring substantial personal follow-ups
129. What must be done now is to address priority concerns which can be addressed in the time remaining and to distil lessons learnt for the benefit of the TCEP which is just starting up.
130. One urgent and key decision is whether to proceed with arrangements for the last roads contracts of 10.32 km in view of the very short time line. It is likely that portion of the loan will be cancelled. However, careful implementation is required to ensure that all planned activities are completed by the project completion date of September 30, 2017 to avoid the risk of having expenses categorized as ineligible.



## Appendix 1: Summary of project status and ratings

### Basic Facts

Country	Liberia	Project ID	1616 [1100001616]	Loan/DSF/Grant/ASAP FI No.	1000004133
Project	Smallholder Tree Crop Revitalization Support Project (STCRSP)			Top-up Loan/DSF/Grant/ASAP FI No.	
Date of Update	16/03/2017				
Supervising Inst.	IFAD				
No. of Supervisions	8	No. of Implementation Support/Follow-up missions	3		
Last Supervision	12-Feb-2016	Last Implementation Support/Follow-up mission	18- Oct 2013		

					US\$ million	Disb. Rate %
Approval	13-Dec-2011			Total financing	24.96	
Agreement	10-Jan-2012	Effectiveness lag	7.1	IFAD Total	16.88	
Entry into force	13-Jul-2012	PAR value	Not at risk	IFAD loan	16.88	85
First disbursement	13-Nov-2012			DSF grant		
MTR	05-May-2015	Last amendment		IFAD grant		
Original completion	30-Sep-2017	Last audit	17-Feb-2015	ASAP grant	0.00	0
Current completion	30-Sep-2017			Domestic Total	8.08	
Current closing	31-Mar-2018			Beneficiaries	0.92	
No. of extensions	0			National Govern	2.02	
				Local private	5.13	17
				External Co financing Total		

### Project Performance Ratings

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

B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. Cocoa and Coffee Rehabilitation	5	4	1. Institution building (organizations, etc.)	5	5
2. Farm to market roads rehabilitation	3	3	2. Empowerment	5	5
3. Institutional Capacity building	5	5	3. Quality of beneficiary participation	4	4
			4. Responsiveness of service providers	3	3
			5. Exit strategy (readiness and quality)	4	4
			6. Potential for scaling up and replication	5	5

### B.5 Justification of ratings

No changes in ratings are proposed by the Supervision Mission since the previous mission in July 2016. Some current scores of 3 indicate the Mission's dissatisfaction in those areas. However, it is recognised that some issues, already highlighted by previous missions, have become systematic and are not likely to be fully addressed before project completion.

Areas with scores of 4 and 5 have been well justified in previous SM reports with reasons not repeated here.

Overall Assessment and Risk Profile	Last	Current
C1: Physical/financial assets	4	4
C2: Food Security	4	4
C3: Quality of natural asset improvement and climate resilience	4	4
C4: Overall implementation progress (Sections B1 and B2)	4	4

#### Rationale for implementation progress rating

Although the project M&E is not monitoring and reporting on impacts, the Mission assesses from discussions with cooperatives and their members that beneficiary farmers who had one ha of their farms rehabilitated through the project have since proceeded to rehabilitate other parts of their farms. It is evident that the project has achieved the expected positive effect on farm productivity and that the demonstrated improved agricultural practices are being adopted by farmers. The roll-out of and adoption of solar driers, as well as emphasis on income gains from quality improvement has been less impressive, and should be quickly addressed. Farm to market road rehabilitation has resulted in good quality roads which are already having a very positive impact on target village communities even before full completion.

The most worrying of the shortcomings is the Performance of M&E (B2/2), without which project impacts will be difficult to assess. A partial remedial option is the ongoing KIT/CARI study which is due to complete in April 2017. In the context of the Private Sector Partnership, the low score for Responsiveness of service providers (B4/4) is equally worrying and is addressed in the Main Report and in Annex 1.

The Exit strategy (readiness and quality) (B4/5) deserves special mention because this area is becoming a key concern as project completion approaches, and a score of 4 is not sufficient. Efforts should be made to improve the exit strategy in several respects to a level comparable to a score of 5.

**C5:** Likelihood of achieving the development objectives (section B3 and B4)

4

4

#### Rationale for development objectives rating

Having met the first to fourth year rehabilitation targets, despite the disruptions caused by the EVD emergency, the project is in a strong position to deliver on the overall appraisal targets and meet the development objectives. The emphasis on cooperatives as a viable business, and the focus on promoting sustainability and implementation of a clear exit strategy should ensure that project stakeholders are committed to commercialising cocoa/ coffee production in the interest of improving farmer incomes. The rehabilitation of farms provides on the one hand, scope for positive improvement to production levels, and the partnership with the private export partner and the good conditions provided, presents the scope for generating income through increased production. The creation of youth employment opportunities and injection of cash into the communities is also contributing to the likelihood of achieving the development objectives

However, there remain some concerns addressed in the Main Report and Annexes. The project has nurtured and supported the key value chain of beneficiary farmers through target cooperatives to a sole Private Sector Partner (PSP), but this relationship has become severely strained by farmers side-selling their produce outside of their cooperatives, and by a growing lack of mutual trust between cooperatives and the PSP.

**C6:** Risks - Short description of major risks for each section and their impact on achievement of development objectives and sustainability

#### Fiduciary aspects:

This year (2016/17), the AWPB was not approved until November 2016, and was for ½ year until 31<sup>st</sup> December 2016. A 2<sup>nd</sup> ½ year AWPB was submitted this year. This highlights the findings of previous SM, that AWPBs are submitted to IFAD late. Also, that there are inadequacies in the monitoring and evaluation of expenditures disbursed through implementing partners is inadequate, and in budget reporting against actual activities (physical progress).

#### Project implementation progress:

It is critical that the procurement procedures/ processes are implemented in a timely manner to ensure no unnecessary delay in carrying out project activities. Particularly, delays in conditions set for awarding the contract for the road *rehabilitation should be eliminated*. Risk of not implementing the AWPB in a timely manner and therefore the consequent risk of losing allocated funds. Furthermore, all contracts awarded must be finished by project completion date.

#### Outputs and outcomes

Key risks by component relate to: (i) cocoa/ coffee rehabilitation – durability of the value chain through cooperatives to the PSP; (ii) farm to market roads rehabilitation – ensuring that MPW collaborates in designing and implementing a participatory system for community participation and ownership of maintenance of rehabilitated roads.

#### Sustainability

Some progress has been made in developing exit strategies for the cooperatives, but a 3-year business plans is still required. This should include 2-year post-project activities. For feeder roads, establishing an effective community owned and operated road maintenance system is still required. The cooperatives need to offer more attractive marketing options for farmers, increase their roles as aggregators and quality enhancers, and to seek out alternative marketing channels.

#### Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
Financial Management	(i) Have internal auditor of the PMU to deepen its involvement in the follow up of the recommendations.	31 Oct 2017	Ongoing
	(ii) Plan for FM support mission for follow up on good Implementation of TOMMARCHE software; training of the project staff; realignment of the procurement function within the procurement unit; procurement plan regular update, follow-up and monitoring.	31 Dec 2017	Ongoing
Recovery plan	Develop a Recovery plan for the advance under the IFAD Financing to be fully recovered by the Completion date.	31 July 2017	Pending
Handover plan	Submit a handover plan of all assets procured under the programme to IFAD.	31 July 2017	Pending
Completion of Project activities	Ensure that all project activities, with the exception of winding up activities are completed by the completion date.	30 September 2017	Pending
Final Audit Report	Ensure the Project is included in the 2017 audit work plan of the General Auditing Commission and the final audit report is to be submitted to IFAD by the programme closing date.	31 March 2017	Pending
Procurement	(i) Plan for support mission focused on the monitoring of the execution of the procurement plan and of the timely preparation and submission of bidding documents.	31 Dec 2017	Ongoing
Coop capacity building	Support coops develop their 3-year business plan as part of exit strategy, as well as validation of the capacity building plan developed by Scope Insight.	31 Dec 2017	Ongoing
Roads	Further review the road targets and implement the revised road contract management approach to strengthen on-site supervision.	30 Sept 2017	Pending

Additional Actions

## Appendix 2: Updated logical framework: Progress against objectives, outcomes and outputs

**Notes:** (i) Comments by SM February 2017 in shaded third column; (ii) Comments on targets have been made by the project in the ninth column; (iii) the Logframe does not have a risk column.

Results Hierarchy	Indicators	Comment by SM Mission	Results (cumulative for outputs)					Target (and comments by PIU)	Means of Verification		
			YR-1 2012/ 2013	YR-2 2013/ 2014	YR-3 2014/ 2015	YR-4 2015/ 2016	YR-5 2016/ 2017	End Target	Source	Frequency	Responsibility
<b>Goal:</b> Empower the rural poor to increase their food security and improve their livelihoods, in the counties covered by IFAD, on a sustainable basis	1. No. of smallholder farmers with an improved household assets ownership index based on additional assets*	High level data to be collected	-	-	-	-	-	15,000 (at least 25% female & 50% youths)	<ul style="list-style-type: none"> <li>MDG progress report</li> <li>WFP Food security and analysis report</li> <li>WFP Vulnerability Analysis and Mapping</li> <li>LISGIS surveys</li> </ul>	Baseline and Completion	PMU/PIU
	2. % reduction in child malnutrition prevalence in the targeted smallholder farmers' households*	High level data to be collected	-	-	-	-	-	20%			

Results Hierarchy	Indicators	Comment by SM Mission	Results (cumulative for outputs)					Target (and comments by PIU)	Means of Verification		
			YR-1 2012/ 2013	YR-2 2013/ 2014	YR-3 2014/ 2015	YR-4 2015/ 2016	YR-5 2016/ 2017	End Target	Source	Frequency	Responsibility
	3. % of targeted smallholder farmers' households report an improvement of food security (duration/frequency of hungry season)*	High level data to be collected	-	-	-	-	-	25%			
<b>Development Objective:</b> Incomes of targeted cocoa and coffee smallholder producers have increased	4. Increased income generated by cocoa and coffee farming	Yes, Ok but no information is collected by the project on this. Impact and outcome focused	-	-	-	-	-	Income at least x 5 for 80% of the targeted smallholders (at least 25% female & 50% youths)	<ul style="list-style-type: none"> <li>Project impact assessment studies and surveys</li> <li>National and local household income and poverty</li> </ul>	Baseline, Mid-Term and Completion	PMU/PIU

Results Hierarchy	Indicators	Comment by SM Mission	Results (cumulative for outputs)					Target (and comments by PIU)	Means of Verification		
			YR-1 2012/ 2013	YR-2 2013/ 2014	YR-3 2014/ 2015	YR-4 2015/ 2016	YR-5 2016/ 2017	End Target	Source	Frequency	Responsibility
	5. Increased cocoa and coffee prices received by targeted smallholder farmers on local markets	Yes, Ok but no information is collected by the project on this. Impact and outcome focused	\$1.40 \$0.50	\$1.50 \$0.80	\$1.80 \$0.50	\$1.85 \$0.50	1.85 \$0.50	Prices at least x 2 for 80% of the targeted smallholders (at least 25% female & 50% youths) (This is based on Average price since the prices change during every season-first row is cocoa price and second is coffee)	studies		

Results Hierarchy	Indicators	Comment by SM Mission	Results (cumulative for outputs)					Target (and comments by PIU)	Means of Verification		
			YR-1 2012/ 2013	YR-2 2013/ 2014	YR-3 2014/ 2015	YR-4 2015/ 2016	YR-5 2016/ 2017	End Target	Source	Frequency	Respons- ibility
	6. Increased cocoa and coffee sales by targeted smallholder farmers	Yes, Ok but no information is collected by the project on this. Impact and outcome focused	-	-	-	-	-	Sales at least x 3 (at least 25% female & 50% youths) (No Ad hoc Survey yet. But the just ended TCEP Cocoa Study Result will help in this regards)			



Results Hierarchy	Indicators	Comment by SM Mission	Results (cumulative for outputs)					Target (and comments by PIU)	Means of Verification		
			YR-1 2012/ 2013	YR-2 2013/ 2014	YR-3 2014/ 2015	YR-4 2015/ 2016	YR-5 2016/ 2017	End Target	Source	Frequency	Responsibility
<b>Outcome 1</b> Increased quantity and quality for the targeted cocoa and coffee smallholder producers	7. No. of farmers using improved cocoa/coffee production practices	Activity based	1,500	3,500	4,800	3,000	-	15,000 (at least 25% female & 50% youths). (Farmer beneficiaries are using improved cocoa and coffee Production Practices – either one or more of the following activities- underbrushing, sanitation, De-barking/deshading, transplanting, Fumigation, etc.)	Project progress Reports Ad-hoc surveys	yearly	PIU/TCO
	8. No. of coops that are profitable and finance recurring cost	Activity based	5	7	7	7	7	3	Project progress Reports Ad-hoc surveys	yearly	PIU/ICBO

Results Hierarchy	Indicators	Comment by SM Mission	Results (cumulative for outputs)					Target (and comments by PIU) End Target	Means of Verification		
			YR-1 2012/ 2013	YR-2 2013/ 2014	YR-3 2014/ 2015	YR-4 2015/ 2016	YR-5 2016/ 2017		Source	Frequency	Responsibility
	9. No. of processing facilities functioning	Activity based	19	12	121	109	65	3,000	Project progress Reports Ad-hoc surveys	yearly	PIU/ICBO
<b>Outputs</b>	10. Marketing groups formed/strengthened	Activity based	5	7	7	7	7	3	Project progress Reports	monthly	PIU/ICBO
	11. People trained in crop production and technologies	Activity based	1,500	3,500	4,800	3,000	-	15,000	Project progress Reports	monthly	PIU/TCO
	12. People trained in post-production, processing and marketing	Activity based	105	105	105	105	105	-	Project progress Reports	monthly	PIU/TCO
	13. Processing facilities (solar dryers) constructed/rehabilitated	Activity based	25	39	160	-	12	3,000	Project progress Reports	monthly	PIU/ICBO

Results Hierarchy	Indicators	Comment by SM Mission	Results (cumulative for outputs)					Target (and comments by PIU)	Means of Verification		
			YR-1 2012/ 2013	YR-2 2013/ 2014	YR-3 2014/ 2015	YR-4 2015/ 2016	YR-5 2016/ 2017	End Target	Source	Frequency	Responsibility
	14.Storage facilities (warehouses) constructed/r rehabilitated	Activity based	10	16	33	-	-	-	Project progress Reports	monthly	PIU/ICBO
<b>Outcome 2</b> Improve access to markets through rehabilitation of roads	15.% of km of roads passable year round	Activity based		26.2	34	83	-	80%	Field Reports	yearly	Engineers
<b>Outputs</b>	16.Roads constructed (km)	Activity based	0	26.2	34	83	-	153	Field Report	monthly	Engineers
<b>Outcome 3</b> Reinforce the extension services of the Ministry of Agriculture and private providers, and strengthen farmers' organizations	17.% of the targeted cocoa and coffee producers sell their production through group arrangements (at least 25% female & 50% youths)	Activity based	-	-	-	-	-	20% (No Ad hoc Survey yet. We are aware that most of the farmers are selling produce through group arrangements . But the just ended TCEP Cocoa Study Result will help in this regards)	Project progress Reports Ad-hoc surveys	yearly	PIU/ICBO

Results Hierarchy	Indicators	Comment by SM Mission	Results (cumulative for outputs)					Target (and comments by PIU)	Means of Verification		
			YR-1 2012/ 2013	YR-2 2013/ 2014	YR-3 2014/ 2015	YR-4 2015/ 2016	YR-5 2016/ 2017	End Target	Source	Frequency	Responsibility
	18.No. of agreements link cooperatives and standard commodity and/or fair trade private buyers	Activity based	5	7	7	7	2	3 (With LAADCO, only two project's supported Cooperatives have an agreement to produce Cocoa and Coffee based on quality. But fair trade private buyers attempt with Foya Maliandoe did not go through)	Project progress Reports Ad-hoc surveys	yearly	PIU/ICBO
<b>Outputs</b>	19.Staff of service providers trained	Activity based	152	152	152	152	152	-	Project progress Reports	monthly	PIU/ICBO

Results Hierarchy	Indicators	Comment by SM Mission	Results (cumulative for outputs)					Target (and comments by PIU)	Means of Verification		
			YR-1 2012/ 2013	YR-2 2013/ 2014	YR-3 2014/ 2015	YR-4 2015/ 2016	YR-5 2016/ 2017	End Target	Source	Frequency	Responsibility
	20.No. of cooperatives with a legal status and a board (at least 25% female members & 25% female in leadership positions)	Activity based	5	7	7	7	7	3	Project progress Reports	yearly	PIU/ICBO

## Appendix 3: Summary of key actions to be taken within agreed timeframes

Action Area	Action Agreed	Date	Whom	Progress
<b>Project Implementation</b>				
<b>(1) Monitoring &amp; Evaluation</b>	Ensure that the KIT/CARI study meets the requirements of the TOR especially Phase 2.	April 2017	M&E Officer (PIU Lofa)	In progress
	Prepare a compendium based on Thematic Areas pertinent to the project such as Technology Use (i.e. Solar driers), Gender in Cooperatives,	July 2017	M&E Officer (PIU Lofa) and possibly shared with the M&E Officer of the ARSP project together with other staff of PIU	Not started
	Continue preparations for the PCR expected later in 2017 as presented in the PCR Action Plan	July 2017	M&E Officer (PIU Lofa) and possibly shared with the M&E Officer of ARSP project	In progress
	Undertake an impact study to measure the progress towards meeting the indicators of the Logframe	July 2017	M&E Officer (PIU Lofa) and possibly supported by ARSP M&E Officer	In progress
	Complete RIMS tables for STCRSP	early March 2017 (which is already late)	M&E Officer (PIU Lofa) and possibly supported by ARSP M&E Officer	In progress
	Formally include the role of Knowledge Management Officer under the terms of reference of the M&E Officer for the remainder of the project.	31 <sup>st</sup> March 2017	PC with IFAD	Not started
<b>(2) Gender and Targeting</b>	Document the actual selection process (including criteria and stakeholder involvement) adopted by the project for all project activities targeting farmers.	30 Apr, 2017	STCRSP M&E Officer	
	Organise an external Documentation Specialist to document success stories and lessons learned for project target groups.	31 Mar 2017	STCRSP M&E Officer	Not started
<b>Outputs</b>				
<b>(1) Tree Crop Value Chain</b>	Complete the roll-out of solar driers, supplemented by farmer training to fully utilise capacity and demonstrate their effectiveness	30 June 2017	PIU	In progress
	Development of case study for two successful cooperatives having continued relationship with LAADCO	15 May 2017	PIU and external consultant	Not started
	Investigate the likely costs and benefits of introducing grading by independent certified graders, in	15 May 2017	PIU	Not started

Action Area	Action Agreed	Date	Whom	Progress
	follow up to previous recommendation			
	Facilitate cooperatives meetings with different private sector players to explore the possibility of new marketing channels	15 May 2017	PIU	Not started
	Carry out a special survey of adoption of Good Agricultural Practice and Quality Management by beneficiary famers, and of others through demonstration,	15 May 2017	PIU	Not started
<b>(2) Farm to Market Roads</b>	Turn over rehabilitated roads to MPW for maintenance	15 Mar 2017	PIU, MoA	Early stage
	Community sensitization on road maintenance	Continuous	PIU civil engineers with PP and coops, M&E	In progress
	CRE to check and endorse all Work Payment Certificates	Continuous	PIU and MPW	In progress
	Part payment request can be made after joint inspection by MPW and PIU	15 March 2017	PIU	Early stage
	Review likelihood of completion of the final lot (10.3 km) before project completion date, and advise on options to cancel and transfer funds to other short term activities. Otherwise, proceed with procurement actions.	15 Mar 2017	PIU civil engineers and M&E Officer	Not started
<b>(3) Institutional Capacity Building</b>	Assistance to the 7 associated cooperatives in setting up a Lofa Cooperatives Union	31 May 2017	PIU Agribusiness consultant, Boards of Coops	Not started
	Update business plans for two cooperatives (Sebehil and Zorzor) to three-year plans (including sustainability plans)	31 May 2017	PIU Agribusiness consultant, Boards of Coops	Early stage
	Printing and distribution of STP manual for the printing to be carried out in Liberia if necessary, rather than IFAD, Rome	15 Apr 2017	IFAD	In progress
	Conduct seminars on business skills and benefits of group buying and selling	30 May 2017	PIU, and external consultant	Not started
	Submission of formal request with costing for absorbing the Young Professionals, and post-project support to CAC and DAOs for inclusion in MOA annual budget	31 Mar 2017	PIU, MOA	Early stage
<b>Sustainability</b>	Make arrangements for the supply of certified seed from the TCEP project through the Lofa-based cooperatives.	PIU	15 April 2017	Not started
<b>Fiduciary Aspects</b>				
<b>(1) Financial Management</b>	Close off all staff contracts and re-engage those still needed on short	30 June 2017	PC	Not started

Action Area	Action Agreed	Date	Whom	Progress
	term consultancy basis			
	Review and adjust the recovery plan for any changes in expenditure patterns as they occur ensuring to provide IFAD with successive revised versions.	Continuous	FC	Not started
	Ensure no contracts executions will spill-over the completion date	Continuous	Procurement Officer and Technical Contract Managers	Not started
	Dedicate one of the two accountants to retrospectively quantify taxes foregone and beneficiary contributions using guidance already provided in past missions.	Continuous	FC	Not started
	Implement audit recommendations (Internal and external)	As detailed in the audit reports	PC and FC	In progress
<b>(2) Procurement</b>	Non-consultancy services should be captured in the PP and the eventual contracts in the contract register.	15 Mar 2017	PC, Procurement Officer	Not started
	Procurement Unit discusses with the requesting offices to: firstly, assess which of the outstanding procurement items can still be processed and delivered before the PCD, and secondly ensure immediate submissions of the TOR/Specifications for those agreed items.	15 Mar 2017	Procurement Officer/Requesters	Not started
	Contracts and purchase orders, regardless of the value involved, should attach <u>or</u> clearly refer to the general terms & conditions of the Ministry.	15 Mar 2017	Procurement Officer	Not started
<b>Other - none</b>				



## Appendix 4: Physical progress measured against AWP&B, including RIMS indicators

The tables measuring the physical progress against the AWP&B requirements have not been aggregated by Component.

Component/			01-July-16 to 28-Feb-17			Cumulative	Appraisal	
Sub-component or Output	Indicator	Unit	AWP&B	Actual	%	Actual	Target	%
<b>Comp. 1: Cocoa and Coffee Revitalization</b>	<b>OUTCOME INDICATORS</b>	No						
	No. of farmers using improved cocoa/coffee production practices (at least 25% female & 50% youths).	No						
	No. of coops that are profitable and finance recurring cost	No						
	No. of processing facilities functioning							
<i>Rehabilitate the productive capacity of existing areas of cocoa &amp; coffee</i>	<b>OUTPUT INDICATORS</b>							
	Hectares under improved management practices	Ha	3000	3000	100%	12632	15000	84%
	Youth groups hired	number	812	812	100%	8,593	10615	81%
	Cocoa pods distributed	pods	0	0	0%	48381	1	0%
	Coffee seedlings distributed	seedlings	0	0	0%	0	1	0%
	Establishment of village nurseries	Number	0	0	0%	0	1	0%
	Polythene bags for Nursery seeds distributed	bags	0	0	0%	0	1	0%
	Support from private partner	Unit	0	0	0%	0	1	0%
	Number processing facilities established	No	12	12	100%	174	3000	6%
<b>Comp. 2: Rehabilitation of Farm-to-Market Roads</b>								
	<b>OUTCOME INDICATORS</b>							
	% of km of roads passable year round	%						
	<b>OUTPUT INDICATORS</b>							
<i>Roads rehabilitation</i>	Culvert constructed	Number	143	110	77%	248	180	137 %
	Bridges constructed	Number	5	4	80%	13	45	29%
	Roads	km	83	83	100%	143.2	315	45%

Component/			<u>01-July-16 to 28-Feb-17</u>			Cumulative	Appraisal	
Sub-component or Output	Indicator	Unit	AWP&B	Actual	%	Actual	Target	%
	rehabilitated (pavement)							
	Baseline & post construction survey on traffic volume, population, livelihood income	number	1	0	0%	0	0	0%
	MPW supervision - to provide support to PIU Engineers	supervision	4	1	25%	0	0	
	Assessment of 125km of roads	Assessment	1	1	100%	143.2	315	45%
<b>Comp. 3: Institutional Capacity Building</b>	<b>OUTCOME INDICATORS</b>							
	% of the targeted cocoa and coffee producers sell their production through group arrangements (at least 25% female & 50% youths)	%						
	No. of agreements link cooperatives and standard commodity and/or fair trade private buyers	No						
	<b>OUTPUT INDICATORS</b>							
<i>Sub-component 3.1: Capacity Building of District Agricultural Officers &amp; YPs</i>	a. Govt officials trained b. Capacity building of Govt. Institutions (value in USD – support provided in office equipment and logistics)							
	a. Allowances and logistics CAC & DAOs	Persons	9	9	100%			
	b. Support to CAC&DAOs for effective monitoring	District	9	9	100%			
	c. Provision of office equipment and furniture to CAC/DAOs		9	9	100%			
	d. Allowances and logistics YPs		14	14	100%			
	e. Support to YPs for effective monitoring		14	14	100%			
<i>Sub-component 3.2: Capacity Building of Cooperatives</i>	Capacity building of cooperatives (value in USD – support provided in office equipment and logistics)							

Component/			<u>01-July-16 to 28-Feb-17</u>			Cumulative	Appraisal	
Sub-component or Output	Indicator	Unit	AWP&B	Actual	%	Actual	Target	%
	a. Provide office equipment and storage to cooperatives	Number	7	7	100%			
	b. Incentives to cooperatives staff	Persons	7	7	100%			
	c. Cooperative retreat	Unit	1	1	100%			
	d. staff of service providers trained	persons	152	152	100%			
<b>Comp. 4: Project Management</b>	<b>OUTCOME INDICATORS</b>							
	Proportion of activities implemented as planned in the AWPB							
	%							
	%							
	Proportion of contracts completed on time and within budget							
	Proportion of project stakeholders rating positive the project management capacities to plan, monitor and implement	%						
<i>Central Project Implementation Unit (PIU)</i>	<b>OUTPUT INDICATORS</b>							
	Coordination mechanism within programmes and with other development partners is set-up and managed							
	National steering committee is meeting at least twice a year	Number	2	1	50%			
	a. Quarterly monitoring and supervision by PIU	Number	4	2	50%			
	b. Studies and training	Number	4	3	75%			
	c. Refresher training and upgrade of Tompro software	Persons	1	1	100%			
	d. Study tour	Persons	1	1	100%			
	e. Project annual audit (to start Sept. 2016)	Number	1	0	0%			
	f. PIU staff salaries and allowances	Persons	18	18	100%			
	g. Consultants/Techn	Persons	6	6	100%			

Component/			<u>01-July-16 to 28-Feb-17</u>			Cumu- lative	Appraisal	
Sub- component or Output	Indicator	Unit	AWP&B	Actual	%	Actual	Target	%
	ical Assistants							
	h. Conduct annual progress and planning review meeting at county level	number	1	1	100%			
	i. PIU monthly staff meetings	Number	12	24	200%			
	j. Staff retreat	Unit	1	1	100%			
	k. Gender/M&E data collection/GIS/GPS and Tree crop training	Unit	1	0	0%			
	l. Project impact study (TOR drafted awaiting IFAD review and approval)	Study	1	0	0%			

## Appendix 5: Financial: Actual financial performance by financier; by component and disbursements by category

**Table 5A: Disbursement performance by financier as at 31 January 2017**

FINANCIER	Appraisal (USD'000)	Disbursement (USD'000)	% Disbursed
STCRSP Loan	16,884	13,859	82
Beneficiaries	923	-	-
Government	2,025	70	3
Private Partner	5,131	2,197	43
<b>TOTAL</b>	<b>24,963</b>	<b>16,126</b>	<b>65</b>

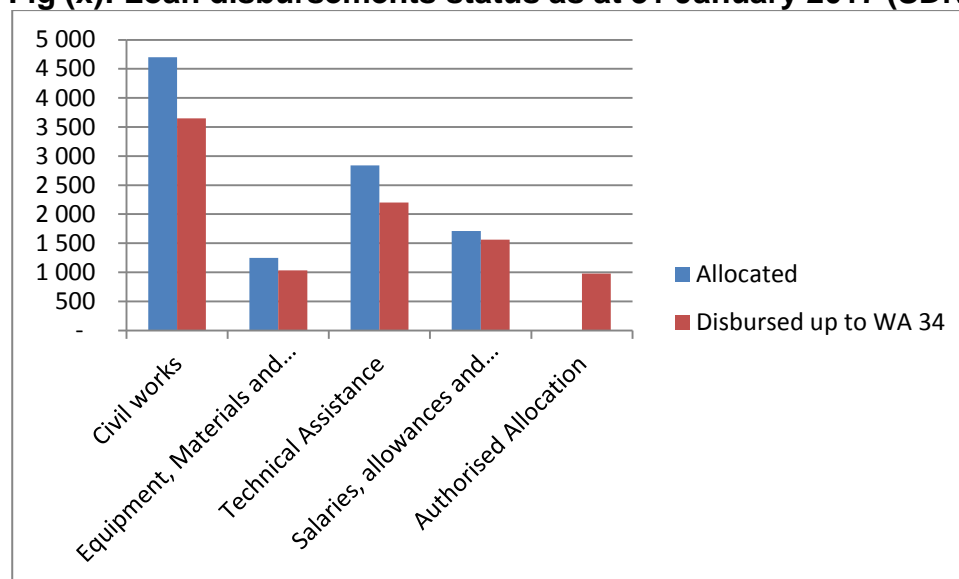
**Table 5B: Financial performance by financier by compared using actual loan utilization (excluding initial advance) as at 31 January 2017 (USD'000)**

Component	IFAD LOAN			Government			Beneficiaries			Private Partners			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
1. Cocoa/Coffe Revitalization	1,388	2,125	153	752	-	3	149	-	-	5,131	2,197	43	7,420	4,322	58
2. Rehabilitation of Farm-to-Market Roads	10,068	5,317	53	531	7	0	553	-	-	-	-	0	11,152	5,324	48
3. Institutional Capacity Building	2,951	2,327	79	193	29	0	221	-	-	-	-	0	3,365	2,356	70
4. Programme Management	2,476	2,954	119	549	34	6	-	-	-	-	-	0	3,025	2,988	99
<b>Total</b>	<b>16,884</b>	<b>12,722</b>	<b>75</b>	<b>2,025</b>	<b>70</b>	<b>3</b>	<b>923</b>	<b>-</b>	<b>-</b>	<b>5,131</b>	<b>2,197</b>	<b>43</b>	<b>24,963</b>	<b>14,989</b>	<b>60</b>
Authorised Allocation (Unspent)	-	1,137	0	-	-	0	-	-	-	-	-	-	-	1,137	-
<b>Grant Total</b>	<b>16,884</b>	<b>13,859</b>	<b>82</b>	<b>2,025</b>	<b>70</b>	<b>18</b>	<b>923</b>	<b>-</b>	<b>-</b>	<b>5,131</b>	<b>2,197</b>	<b>43</b>	<b>24,963</b>	<b>16,126</b>	<b>65</b>

**Table C: Loan Disbursement status as at 31 January 2017 (SDR)**

Code	Category description	Allocated	Disbursed up to WA 34	% Disbursed up to WA 34	WA in progress	Projected loan utilization after WA in pipeline	Projected grant utilization(%) after WA in pipeline	Projected loan balance after WA in pipeline	Commitments	Projected loan Utilization after commitments	Project Available Balance after firm commitments	Projected loan utilization after WA in pipeline%
120930	Civil works	4,700	3,648	78%	69	3,718	79	982	876	4,593	107	98
120931	Equipment, Materials and Goods	1,250	1,034	83%	4	1,038	83	212	-	1,038	212	83
120932	Technical Assistance	2,840	2,199	77%	71	2,270	80	570	-	2,270	570	80
120933	Salaries, allowances and opertating costs	1,710	1,561	91%	70	1,631	95	79	-	1,954	244	114
<b>Sub-Total</b>		<b>10,500</b>	<b>8,442</b>	<b>80%</b>	<b>215</b>	<b>8,657</b>	<b>82</b>	<b>1,843</b>	<b>876</b>	<b>9,532</b>	<b>968</b>	<b>91</b>
074063	Authorised Allocation	-	979	0%	(104)	875	0	(875)	(875)	0	0	
<b>Total</b>		<b>10,500</b>	<b>9,421</b>	<b>90%</b>	<b>111</b>	<b>9,532</b>	<b>91</b>	<b>968</b>	<b>0</b>	<b>9,532</b>	<b>968</b>	<b>91</b>

**Fig (x): Loan disbursements status as at 31 January 2017 (SDR)**



## Appendix 6: Compliance with legal covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section B 6.	GOL to open a General Revenue Account at the Central Bank to receive the loan proceeds	Upon entry into force	Done	The revenue account is the Designated Account
Section B 6. and E 2.	PIU to open and maintain a Project Account in a commercial bank	Upon entry into force	Done	The Project (or Operating) account opened at the Liberia Bank for Development & Investment (LBDI) is in the process of being closed. A new operating account was opened at Ecobank Monrovia, as well as a sub-account at Ecobank Voinjama in Lofa county
Section B 7.	GOL to provide approximately US\$ 2.02 million in total in counterpart financing	Continuous	Done	Contribution in form of tax & import duty exemption, office space and costs of CACs (see comments in aide-memoire and mission recommendations)
Section E 2.	Draft PIM submitted to IFAD for approval	Prior to 1st withdrawal	Done	
GC – Section 7.01(b)	AWPB submitted to the Fund each year, for review and comments	30 April	Not on time	Not complied
GC – Section 7.05 and Letter to the Borrower	Procurement of goods, works and services carried out in accordance with IFAD Procurement Guidelines; each Procurement Plan to identify procedures that must be implemented by the Project	Continuous	Done	See comments in aide-memoire and mission recommendations
GC – Section 7.08	Insurance of all goods/buildings used in the Project in amounts consistent with sound commercial practice	Continuous	Done	
GC – Section 7.11	Insurance of project staff against health and accident risks	Continuous	Done	
GC – Section 8.03	Midterm review (MTR) to be carried out jointly by Borrower and IFAD	31 March 2015	Done	
GC – Section 9.02	Submission of unaudited financial statements for each fiscal year	31 October	Done	
GC – Section 9.03	Submission of audit report for each fiscal year	31 December	Done	
Schedule 3 Para 2	Loan proceeds to be exempted from all taxes. Payment by Borrower, in cash, of any amount that cannot be exempted	Continuous	Done	All investment expenditures are tax exempt

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Schedule 3 Para 3	Project staff salaries to be subject to income tax and social security deductions in accordance with applicable domestic legislation	Continuous	Done	



## Appendix 7: Knowledge management: Learning and Innovation

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### **Learning** (*Similar comments are found in the ARSP SM Main Report Annex 7*).

There has not been much learning since the last SM for M&E activities although the following suggestions should be considered as a way to capture both qualitative and some quantitative experiences. These can be combined into a “Knowledge Management Compendium of Information Products” and be useful for the PCR process as well as other projects designed currently.

It is not suggested that the M&E Officer alone carries out the following but that he recruits the assistance of his colleagues in the PIU for ASRP to carry out these with his oversight and coordination. In the case of ASRP this will be the PC, the Engineer and Tree Crops Officer as well.

It is also advisable that an external consultant be considered to help in the process.

### **Case Studies and Knowledge Management Compendium**

The contents of a KM Compendium could include the following general papers, which should be concise and simple::

1. Overview: “What worked well and What did not work well” for the STCRSP
2. Gender Issues: this would be based on the theme of Women In Agriculture Cooperatives, and could use a number of case studies of women farmers and women board members of the Cooperatives;
3. Technology: “What agricultural technologies were adopted and how they are used?” e.g. solar driers.
4. Partnerships: “Working with Cooperatives” and “Working with the Private Sector”
5. Marketing: “General marketing and various links from farmers to markets”
6. Roads: Potential and impacts beyond the tree crops value chains.

Such case studies could follow a common structure that allows for consistency and ease of reference. For example:

- Background
  - Description of the Intervention of Activity
  - Difficulties and Solutions to Overcome These
  - Lessons Learnt
-