



Investing in rural people

## **Republic of Zambia**

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### **Rural Finance Expansion Programme (RUFEP)**

#### **Supervision report**

#### **Main Report and Appendices**

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## Abbreviations and acronyms

AWPB	Annual Work Plan and Budget
BoZ	Bank of Zambia
CBFI	Community Based Financial Institution
CCPC	Competition and Consumer Protection Commission
CHAZ	Churches Health Association of Zambia
DBZ	Development Bank of Zambia
EMD	Economic Management Department
EOI	Expression of Interest
ETP	Entrepreneurship and Technology Park Limited
FSDZ	Financial Sector Deepening Zambia
FSPs	Financial Service Providers
GRZ	Government of the Republic of Zambia
ICO	IFAD Country Office
IDMD	Investment and Debt Management Department
ILO	International Labour Organization
IFAD	International Fund for Agricultural Development
IFMIS	Integrated Financial Management Information System
IOF	Innovation and Outreach Facility
IPs	Implementing Partners
IRC	Internal Review Committee
KCCC	Kasama Christian Community Care
KM&T	Knowledge Management and Technical Support
KZF	Keepers Zambia Foundation
MCDSS	Ministry of Community Development and Social Services
MED	Monitoring and Evaluation Department
M&E	Monitoring & Evaluation
MFI	Micro Finance Institution
MLF	Micro Loan Foundation
MoDP	Ministry of Development Planning
MoF	Ministry of Finance
MOU	Memorandum of Understanding
MSME	Micro Small and Medium
NACRO	New Apostolic Church Relief Organization
ORMS	Operational Results Management System
PIA	Pensions and Insurance Authority
PIM	Programme Implementation Manual
PCO	Programme Coordination Office
PVC	Programme Vetting Committee
PSC	Programme Steering Committee
REES	Rural Economic Expansion Services
RIMS	Results and Impact Management System
SEC	Securities Exchange commission
SPs	Strategic Partners

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

1. The Rural Finance Expansion Programme (RUFEP) is an eight (8) year programme, with a total budget of USD 26.315 million, financed with a concessional loan from IFAD of USD 8.416 million, Spanish Trust Fund of USD 11.988 million, Participating Institutions contribution of USD 3.29 million and Government of the Republic of Zambia (GRZ) contribution of USD 2.613 million. The overall development goal of the RUFEP is to improve livelihoods of the rural poor through sustainable economic growth. The Project Development Objective (PDO) is to increase access to and use of sustainable financial services by poor rural men, women and youth. These objectives will be achieved through three components: (i) Strategic Partnerships; (ii) Innovation and Outreach Facility (IOF) and (iii) Knowledge Management and Programme Implementation. The Programme is national in scope with the geographical areas to be reached, through different financial institutions and service providers.

2. The last (fourth) supervision Mission took place from 3 to 13 April 2017, while this fifth supervision Mission was fielded from 23 October to 7 November 2017. The objectives of the Mission were the following: a) undertake a detailed review of implementation of the RUFEP 2016/2017 Annual Work Plan and Budget (AWPB) and specifically changes in implementation since the last Mission, and provide guidance to the Programme Co-ordination Office (PCO), to manage activities towards achieving the objectives, sustainability and impact as part of their normal management responsibilities; (b) review the fiduciary aspects of the project to ensure they comply with Financing Agreement covenants and government regulations; (c) review the appropriateness of project implementation modalities (staffing, PIM, audit, procurement, financial management etc.) and (d) propose solutions, corrective measures or improvements to be undertaken.

3. The Financing Agreement was signed and became effective on 22 July 2014 and Programme implementation started in September 2015. The 15-month initial delay as mentioned in the previous Aide Memoires has continued to impact on the implementation progress. However, the PCO has taken measures to accelerate programme implementation and has made significant progress in getting activities back on track. The pace of partnership engagements and disbursements has improved, and the PCO continues to focus on further improvement.

4. The Mission met with Ministry of Finance (MoF), strategic and implementing partners. The Mission also reviewed the minutes of the Programme Steering Committee (PSC) and the Programme Vetting Committee (PVC). Strategic/implementing partner discussions in Lusaka, and field trips were undertaken in Western Province, jointly with the RUFEP personnel. The partner discussions revolved around the memorandum and partnership agreements, respective work plans, progress made and arising challenges or lessons. During the field visits the Mission met with the Deputy Permanent Secretary of Western Province Mr. Bernard Chomba and two implementing partners, Entrepreneurship & Technology Park (ETP) and Keepers Zambia Foundation (KZF) and respective beneficiaries. A short debrief was held with each partner at the end of the visits.

5. A pre-wrap up meeting was held with the PCO to discuss the draft Aide Memoire, and the PCO's comments were incorporated in the final Aide Memoire which was reviewed and subsequently signed by Ms Pamela C. Kabamba, Permanent Secretary-Budget and Economic Affairs, Ministry of Finance (MoF) and Ms Abba Benhammouche, the IFAD Country Director and Representative for Zambia.

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<sup>1</sup> Mission Composition: The Mission was led by Ms Abba Benhammouche, IFAD Country Director, with the participation of Ms. Teresa Maru-Munlo (Rural Finance Specialist/Deputy Mission Leader); Mr Dick Siame (IFAD Country Programme Officer/Monitoring and Evaluation Specialist); Mr Peter Byakika (Financial Management Specialist) and Mr Waseem Khan (Procurement Specialist/IFAD).

6. The contents of the Aide Memoire have been reorganised to reflect the newly introduced Operational Results Management System (ORMS) guidelines. Each of the rating topics are numbered the same as on the Performance Score document for easy reference.

7. The Mission would like to express its appreciation to GRZ and all RUFEP partners for participating in insightful and fruitful discussions, and to RUFEP for organising all logistics successfully despite the short notice and the unforeseen interruptions.

## **B. Main Progress, findings and agreements**

### **Overview and progress since last Mission on critical areas:**

8. A slow/low disbursement rate was identified as a major concern by the last Mission; an average of 15% as opposed to 37% for a programme in its 3<sup>rd</sup> year of operation. In order to reduce the variance, the PCO was advised to improve internal coordination between technical and financial and implementation of activities, and improve internal communication. Also, the PCO was urged to increase its efforts in developing a grant pipeline on a month to month basis, and this has yielded good results as evidenced by the improved average disbursement rate to 19.13%.

9. Other agreed actions that have been addressed by the PCO and will be maintained or on-going, and these include; reducing the turnaround time of the innovation and outreach facility (IOF) (this has been reduced from 20 weeks to 7 weeks); realigning quarterly plans with quarterly reports to show implemented and outstanding activities; ensuring University of Mannheim researchers field work is not a parallel activity but in consultation with RUFEP. Other on-going works include the support and facilitation of the Rural Finance Unit (RFU) set up which is progressing well. As for the action on DBZ log frame, the Mission felt there is need for further refinement.

10. Outstanding action matters include, supporting and/or liaising with Ministry of Finance (MoF) to launch the Rural Finance Policy and Strategy and assessing the feasibility of joint programmes portfolio steering committee. Plans for the launch are in progress. On the feasibility of a joint steering committee, MoF and RUFEP's PSC has requested for an exchange study to the countries that are reported to have implemented this approach successfully, namely Rwanda and/or Madagascar.

### **Key Mission agreements and conclusions**

11. The current implementation pace, participatory approach and the programme pro-activeness is commendable and should be maintained

12. IFAD should provide a response to MoF on the matter of Zambia Institute for Policy Analysis and Research (ZIPAR) as soon as possible. ZIPAR which is a quasi-government agency applied to RUFEP for a financial cooperatives research study grant. The proposal was reviewed and approved by the PVC, but IFAD did not give requested "No Objection" citing potential conflict of interest because the MoF Permanent Secretary chairs the board of ZIPAR and that other senior government officials sit on ZIPAR board. MoF has since written to IFAD requesting a revision of the decision on ZIPAR's "No Objection", based on the fact that the "No Objection" supplementary procedure is meant to allow IFAD review Grant Agreements for compliance and not to supplant the PVC approvals.

13. In regard to the progress reports, where planned activities have not taken place, the PCO is advised to report and explain the reason/s and also indicate the new schedules for each postponed activity. On the same note the PCO should, in the progress reports provide more detail on why grant applications were deferred or rejected by the PVC.

14. Concerning the mid-term review which is due in mid-2018, the PCO recommends that due to initial delays in start of implementation, the mid-term be undertaken end of 2018 to allow the

programme complete some key tasks. The Mission concurs with the recommendation made the PCO.. The PCO is meanwhile advised to kick-start the process by developing draft terms of reference for the mid-term review, and share these and obtain approval from Government of the Republic of Zambia (GRZ) and IFAD by end of March 2018.

15. Given that the PCO systems are now developed, the PCO is advised to enhance its documentation of lessons emanating from processes and interaction with partners more systematically in order to capture progressive impact, future areas of focus and replicability. For example certain assumptions had been made at programme design stage concerning the pace of partnership formation, but as implementation progresses it is clear that other underlying relationships and facts do lead to delays. A selection of these lessons may be shared on the programme's website periodically. In this regard, there is need for a clear strategy and more interaction between monitoring and evaluation, knowledge/communication and operations teams to harmonize lessons and minimize development of "knowledge silos" or fragmented knowledge within the programme. Secondly, it is recommended that all key PCO specialists embrace knowledge management as part of their functions as opposed to this function being viewed as belonging to one or two specialists.

16. The PCO is advised to review planned activities with BoZ in order to reschedule or substitute activities originally planned for the Financial Education Coordination Unit (FECU) and agency banking as may be appropriate.

17. There is need for the PCO to continue to monitor closely, the activities of Development Bank of Zambia (DBZ) to ensure the activities are in line with the programme goal and objectives. The training and capacity building undertaken should relate directly or indirectly to improving rural financial access as opposed to undertaking the usual business, and these facts should be demonstrated not only in the activities undertaken but also in the reports submitted to RUFEP. It is therefore recommended that RUFEP's Monitoring and Evaluation Specialist helps DBZ refine its log frame so that it can be a more effective tool for prioritizing investments.

18. According to the project design document one of the reasons DBZ had been pre-selected as a strategic partner was to build work started by Rural Finance Programme (RFP) by providing affordable credit to banks and non-bank financial institutions that operate in rural areas. In fact the RFP credit line was granted to DBZ by MoF as a long term loan with a specific agreement that DBZ would continue offering support to the same sector. Some of the non-banks that have approached DBZ for credit reported that it has been difficult to engage DBZ and that the terms offered for credit are similar to those of commercial banks. The PCO is therefore advised to broker a dialogue between MoF, DBZ and some of the potential non-bank applicants for the credit line.

19. The progress made with Association of Microfinance Institutions of Zambia (AMIZ) is commendable. In order to ensure the gains are not lost or that the institution does not regress, it is recommended that the PCO should get a commitment from the board of AMIZ on a plan to solicit the services of a senior expert/consultant on a retainer basis to support the restructuring. The Mission brought up this suggestion with AMIZ and they agreed it is a feasible idea and would be a simpler and a cheaper approach in the short run. The PCO should therefore support AMIZ in identifying a qualified consultant by end of March 2018.

20. Because of the early timing of the Mission, only a few partner narrative reports had been received at the time of the Mission. This means the Mission had to rely on the previous quarter reports. The partnership agreements stipulate that partners are required to submit their progress and financial reports 30 days after the end of a reporting quarter. In order for the Missions to get the most updated information, it is recommended that all future Missions should be aligned to the RUFEP partner's reporting period. The timing for next Mission is therefore proposed for mid May 2018. In reviewing the submitted narrative reports, the Mission noted that they were overtly action focused and

missed key numbers and expected results. The PCO is therefore advised to work closely with all partners to fine-tune the reports and make them more informative and inclusive of some verifiable results. For example the PCO should ensure the use of reporting templates by the partners by end of March 2018.

21. The PCO occasionally receives requests from IFAD for some reports before the partner reporting deadline elapses, for example the request for a report on the specific loan funds. This poses a challenge for RUFEP especially in providing the most up to date figures. The partnership agreements stipulate that partners should report 30 days after end of the reporting quarter. Clause 5.3 of the partnership agreement states as follows; *“The deadlines for submitting reports will be aligned with RUFEP reporting requirements. The IP shall submit quarterly reports to RUFEP no later than the 30<sup>th</sup> day of the month following the end of each calendar quarter. The PCO will carefully monitor the timeliness and quality of reporting, and provide feedback within 60 days from the end of the quarter. None submission of reports for three (3) consecutive quarters or violation of agreement terms may lead to termination of the grant agreement.”* In order to provide up to date reports the PCO should adhere to the partnership stipulations and IFAD should support and align its requests along these lines. In case a report is required before the partners’ submission the PCO is advised to use the immediate past quarter even though such will under report actual achievements.

## C. Programme Performance

### C1 Development Effectiveness and Development Foci

22. **Rating 1: Effectiveness.** Overall, RUFEP implementation progress is ***moderately satisfactory (4)***. Since the last Mission, the programme has made significant gains in several areas including process refinement, which subsequently led to faster response to grant applications; increased partnerships in both components; increased grant pipeline and improved disbursements. With the exception of RFU, AMIZ and IOF window 1 the rest of planned activities are on track. The programme management continues to demonstrate pragmatism and creativity in ensuring that implementation gets back on track despite the initial delays. The Mission notes and appreciates continued PCO deliberate efforts to balance and focus on all the three components. The Mission makes a special note of the significant improvement in disbursement and commends the PCO for responding positively to the concerns raised by the last Mission.

23. The PCO staff started field monitoring, of implementing partners and through these field visits they are able to ensure all or most of the planned activities are on track. Also, they are able to provide capacity and technical assistance to the partners in several areas including but not limited to; planning, identification of training needs and reporting. The PCO team appears motivated and committed to the achievement of programme objectives, and there exists deliberate efforts to improve skills and knowledge of staff through training and exposure.

24. The Programme Implementation Manual (PIM) was finalized and presented to PSC for approval in May 2017. The PSC formed three thematic committees and each committee was tasked to review specific sections of the manual depending on their expertise. The committees completed the reviews and the PIM was approved in October.2017 PVC has met twice since the last Mission and approved five new grants. The attendances of the PVC and review comments demonstrate high level of commitment and diligence, and these will contribute to the programme attaining its objectives.

25. The Permanent Secretary (PS), Budget and Economic Affairs, welcomed the Mission and provided an update on the significant progress MoF has made with technical support from RUFEP, on the setting up the Rural Finance Unit (RFU). Specifically, the Permanent Secretary informed the Mission that the request to set up the unit, the proposed staffing structure and job descriptions have been approved by the Cabinet Office, and Investment and Debt Management Department (IDMD) has



until December 2017 to finalize recruitment of key personnel before that Treasury Authority elapses. The PS assured the Mission of continued support for RUFEP by MoF directly and through the Steering Committee. Regarding the issue raised by the last Mission regarding a possibility for a joint Steering Committee, the PS informed the Mission that this issue is being deliberated, and that in fact the current National Development Plan emphasizes a more coordinated approach by government agencies, but what is needed are lessons and comparison of those countries where this approach has worked. The PS took note of the Mission's request for support in following up or expediting timely sharing of programme internal audit reports.

26. The Mission met with the new IDMD team who commended the RUFEP team for being proactive in updating them on the programme objectives and progress made to date. The team assured the Mission of the department's commitment to complete the RFU establishment as soon as possible. They further informed the Mission of the decision to recruit both from within and from outside the Civil Service in order to minimize the learning curve, while at the same time establishing a strong base for appropriate technical expertise and best practices. The new Director of IDMD and his team believe that as soon as the set-up of the RFU is complete, and key staff are in place the pace of planned activities will increase significantly. The department is also working to get the Rural Finance Policy and Strategy launched most probably in November 2017.

27. The Mission also met with the Economic Management Department (EMD), which was responsible for the development of the Financial Sector Development Policy and the National Financial Inclusion Strategy. EMD informed the Mission that both the policy and the strategy have been completed and submitted to Cabinet for approval. They further informed the Mission that Cabinet had approved the two documents, and plans were in progress for the launch of both documents on 8th November 2017. RUFEP participated and chaired the sixth working group; The Rural and Agricultural Finance. The EMD informed the Mission that the policy is intended to guide the sector and minimize fragmentation, while the strategy is meant to improve access and utilization of financial services. On issues of rural finance EMD will continue working closely with IDMD and they believe that a functional RFU will enhance coordination between the two departments and other stakeholders by end of March 2018.

28. **Under component 1 (Strategic Partnerships);** The programme carried out some of its planned activities with BoZ including: (i) supporting BoZ to conduct a National Consultative Workshop for the development of the National Financial Inclusion Strategy; prepare and roll out sensitization/awareness campaigns on The Moveable Property Security System and the Credit Reporting System which was done in collaboration with the Patents and Companies Registration Authority (PACRA) in all the 10 provinces of Zambia. Under BoZ partnership, two activities remain outstanding and are not likely to be undertaken before the close of the year and these are the baseline/capacity for FECU and development of agency banking regulations. FECU was transformed into a new department with new mandates and RUFEP has been working with the new department on the development of The National Financial Inclusion Strategy. On the agency banking regulations BoZ informed the Mission that there are draft regulations being reviewed by MoF. RUFEP had planned to support BoZ on the approval process and creating awareness of these regulations but the timing is not yet determined. The Mission advised the PCO to review and amend activities and schedules as appropriate.

29. Since the last Mission, DBZ has received the first tranche disbursements and carried out several training activities most of these within the region. A total of seven (7) staff members were trained in African financial laws, credit risk, financial modelling and advanced accounting. However, the Mission noted that the training undertaken so far does not seem to relate in any way to the planned training activities, which were to focus on enhancing knowledge on appraisal of microfinance/rural finance institutions (MFIs). The Mission discussed this observation with both the PCO and DBZ and both agreed that the training undertaken by DBZ so far did not follow a systematic

review of need and subsequent matching of that need with the chosen training. The PCO reported that they had held a meeting with DBZ to try and correct the anomaly by providing a guideline on the choice of training in order to realign these with the original plans. The second activity undertaken by DBZ was the business awareness creation in Luapula Province. The Mission concurred that this is a good initiative but care should be taken so that the bank does not solely focus on creating awareness of its current products and services which may not be most suited to the rural client. Out of the six planned activities three were not yet implemented. DBZ explained that the lag was caused by their inexperience in dealing with approval procedures and other technical requirements for disbursement, but they are of the view that this will get better as they gain more experience. The Mission has recommended a close monitoring of DBZ activities by the PCO to ensure relevance and effectiveness.

30. All activities under AMIZ are yet to commence. This is because until April 2017 when a new interim board was elected, the operations were at stand still. But as reported by the last Mission the new interim board has worked to reengineer the organization. BoZ has lent moral support to this re-engineering process through discussions and deliberations on options for the way forward. It is clear from these discussions that there is belief within the sector that AMIZ is an important player and should be supported to revive its operations. Towards this end, and as envisaged in the design RUFEP has provided technical support to AMIZ to start the process of developing a strategic plan, and also provided guidelines for AMIZ to develop and submit a funding proposal. AMIZ has since submitted the funding proposal to RUFEP and has been reviewed and approved by the PVC, and a letter of offer has been delivered to AMIZ. In conclusion, while most of the activities are outstanding, the AMIZ board is of the view that with funding from RUFEP activities will gain momentum. The Mission encouraged AMIZ to consider widening the scope of membership in order to address issues of sustainability, and consider use of a high level consulting manager on a retainer basis to help fast track the re-engineering process. The Mission further advised that these interventions could be explored with technical input from RUFEP's PCO.

31. Upon receipt of the first tranche Plan International (the host institution) has begun the process of setting up the SaveNet secretariat. They have hired the key staff; namely the National Coordinator, the Finance Manager and a Driver, and these staff have already undergone orientation, and visited member institutions as part of their orientation. During these member visits they also discussed the pertinent issues of data collection, reporting, and linkage of CBFIs to value chain developers and Financial Service Providers (FSPs). The efforts for linkages are very slow, either because FSPs are not keen on changing their policies and procedures and/or the CBFIs lack awareness of FSPs and generally mistrust the FSPs. These issues will form the basis for future member support.

32. Plans are underway to elect a board of trustees, which is a prerequisite for registration before close of the year. Plan International explained that other activities have not been implemented because of the initial lengthy process in funding application and disbursement, and also because of delayed registration. These activities include but are not limited to branding, CBFIs gap analysis and capacity building and development of a website. But normal activities continue both at member and CBF level. The coordinator informed the Mission that membership has increased from 20 to 21, and that the number of CBFIs continues to increase; some under the member organizations and some form on their own.

33. Plan International reported that after receiving the first tranche members have taken ownership and become more involved with the set up, and meeting attendance has also improved. Also, Plan International Canada has pledged intermittent technical support to the secretariat. One of the activities planned for the reporting period, in addition to recruitment is the official launch of SaveNet, but the Coordinator explained that the PCO advised that the branding and launching could not be done before the registration of SaveNet as a legal entity. The SaveNet team informed the Mission

that they participated in the RUFEP joint planning workshop where they received technical guidance and were able to establish priority intervention areas for the coming year.

34. During the reporting period the PCO identified new potential strategic partners; Financial Sector Deepening Zambia (FSDZ) Ministry of Community Development and Social Services (MCDSS) and Competition and Consumer Protection Commission (CCPC). All the three partners submitted proposals which were reviewed by both The Internal Review Committee and the PVC as follows; (FSDZ \$472,941); MCDSS (\$28, 467); CCPC (\$ 411,508).

35. FSDZ is a non-profit organizations whose Mission and vision is to create an understanding that improves access, and use a wide range of sustainable, comparable and affordable financial services to meet their needs, particularly poor households. FSDZ currently receives its main support from The Department for International Development (DFID) and Swedish International Development Cooperation Agency (SIDA). With support from RUFEP, FSDZ plans to achieve the following: *improved financial education methods for smallholders and rural households available in the market; increase capacity of FSPs to analyse Rural and Agricultural Finance (RAF) data to create/pilot/offer new RAF products; make available key RAF information on supply and demand available in the market; improve financial capabilities of more smallholder farmers, rural enterprises, and poor rural households; encourage FSPs and other market actors adopt and adapt innovative RAF products and services, including digital finance service delivery channels, bundling of products and innovative partnerships.* The proposal was reviewed and approved by the PVC,

36. With RUFEP support the MCDSS plans to upgrade its server room to be able to process mobile money payments for about 75,000 poor and vulnerable women, aged 19-64 in in 51 districts under the Government of Zambia's Girls' Education and Women's Empowerment and Livelihood (GEWEL) Project. RUFEP support will only focus on the first component of the GEWEL, which Supports Women's Livelihoods (SWL), this component is meant to increase the productivity of the beneficiary livelihood activities and their economically empower them. This will promote women in rural areas to have access to and usage of a broad range of quality and affordable financial products and services. The PVC reviewed and approved the proposal.

37. CCPC is a statutory body with a unique dual mandate to protect the competition process in the business environment, and also to protect consumers. Currently it undertakes education and awareness programs in rural areas but none of these programs focus on RAF. With the support from RUFEP therefore, CCPC plans to undertake educational and awareness programs for rural communities with aim of minimizing information asymmetries, suspicion and improving utilization of financial services within rural areas. In this regard and as advised by the PVC, CCPC will work in collaboration with BoZ, Pensions and Insurance Authority (PIA) and Securities Exchange Commission (SEC) who are already involved with other financial literacy activities. CCPC will not only focus on the consumers, but the suppliers and providers as well. The CCPC proposal was reviewed and approved by the PVC.

38. **Under component 2, Innovation and Outreach Facility (IOF)**, the PCO continued managing the existing partnerships and as of June 2017 brought on board 4 new partners: Entrepreneurship and Technology Park Limited (ETP), New Apostolic Church Relief Organization (NACRO), Medeem Zambia Limited, Microloan Foundation Zambia Limited (MLF). 22 Concepts Notes were received as at June and 9 were approved to move to the proposal stage. 6 were deferred and will be resubmitted to the IRC after guidance by the PCO. 6 proposals were presented to the PVC out of which 5 were approved. The 5 comprised the 4 new partners and Vision Fund Zambia (VFZ) applied and was approved under a different window (CBFI linkages) in addition to its first grant which had been approved under the Agency and Mobile Banking Window.

39. The activities under the CBFI linkages window for all the 4 existing implementing partners have been considerably delayed because of their involvement with the Randomized Control Trial (RCT) study with the University of Mannheim which was not foreseen at the time of design. The RCT requirements introduced pre-requisites to implementation of activities, for example the need for a baseline study before start of activities, the need to train all the groups regardless of maturity level, and the random sampling which could actually exclude mature groups from linkages and allow nascent groups to be prioritized for linkages. Also, some of these additional and unforeseen activities such as additional frequent monitoring increased implementation budgets forcing partners to revert to RUFEP for additional grants. The process is complicated further by the fact that for each additional request the PCO has to seek the approval of the PVC, and the PVC feels this additional process is doubling up their work and may take time that could be dedicated to new applications under normal circumstances. This means a slow pace in disbursements.

40. KZF is taking part in the RCT and has trained 189 savings groups in Katete (61), Chipata (34) and Mongu (94) with a total membership of 3,500 members of which 90% are women. Because of the additional costs in monitoring and intensive training resulting from requirements of the RCT, KZF requested for additional funding. The request for additional funding was reviewed and approved by the PVC. KZF informed the Mission that there are some notable changes within the trained groups; improved records; clarity in constitution; decrease in rate of default. When the Mission met the trained KZF members they confirmed that some of the group disciplines are trickling down to their individual enterprises, and that belonging to the group was beneficial. KZF met and held discussions with Zambia National Commercial Bank (ZANACO) regarding appropriate products and services for the groups. The Mission visited 3 savings groups under KZF in Mongu and was able to witness the savings and loan process and discuss with the members the merits of belonging to a group. The group members commended the support provided by KZF in training them.

41. Kasama Christian Community Care (KCCC) is also participating in the RCT. The Mission did not meet with KCCC, but the PCO reported that since the last Mission, KCCC had revised the group training manual and trained 20 Private Services Providers (PSPs) who are expected to facilitate training and linkages of groups. A total of 152 groups in Kasama, Mungwi and Mbala districts of Northern Province, have been selected randomly of which 76 will get the linkage intervention and participate in the RCT. KCCC has also made contact with two banks (Cavmont and Indo Zambia Bank) in regard to the possibility of linking the groups.

42. Churches Health Association of Zambia (CHAZ) also participating in the RCT has undertaken financial literacy capacities for 1 Field Officer, 2 Field Agents and 1,324 savings group members. CHAZ oriented officials of ZANACO in Lusaka and Petauke on the operations of savings groups and also provided them feedback on appropriate features for a savings product for the groups. Some activities are still outstanding because CHAZ is still awaiting the bank's feedback on the reporting and savings product which form a basis for the linkage partnership with the bank.

43. Rural Economic Expansion Services (REES) has undertaken awareness meetings with District Facilitators and planned for Facilitators to attend monthly meetings for 74 groups, but they were only able to attend 30. Before training commenced, REES was also required to verify information on all the groups in order to align reporting with the RUFEP monitoring and evaluation system, and they were able to verify for 71 groups, and subsequently train 6 groups. REES met with ZANACO staff in Lusaka and Kasama to map out the linkage modalities. To accommodate additional costs incurred as a result of participating in the RCT REES requested RUFEP for additional funding and this request was presented to the PVC for review and was subsequently approved.

44. Under the Agency and Mobile Banking window, VFZ has completed integrated its core system with that of Airtel and started live pilots in July 2017 in Lusaka. The test period has taken longer

because Airtel upgraded its system, thus interfering with the test process as the two systems stopped communicating. This anomaly has now been rectified, and the pilot has resumed. Even as the pilot is progressing well, VFZ informed the Mission that they are facing a main challenge with agents; first there are few agents in rural areas, and secondly the few that are there often face liquidity problems and these challenges could lower the integrity of the mobile and agency banking model. VFZ is however looking to introduce some of its clients as agents and also link up with Zoon. VFZ's immediate plans are to scale up the pilot and purchase tablets for the field staff. To be followed by promotion and sensitisation of clients in various branches. They have also re-opened discussions with two other Mobile Network Operators (MNOs) MTN and ZAMTEL.

45. New approved partnerships under each window are summarized in the table, but other than orientation workshops and preparatory works no major activities have started. The Mission visited Entrepreneurship and Technology Park in Mongu, in Western Province and appreciated the commendable work being done around the market linkages for dairy farmers and the proposed agency "banks" in very remote areas. ZIPAR is an outstanding issue as MoF requested IFAD to review its position on the No Objection. IFAD therefore should respond as soon as possible to allow the programme to move forward on the matter.

46. **Table 1: New approved partnerships**

	<b>Window</b>	<b>Organization</b>	<b>Activities</b>	<b>Total cost (\$)</b>	<b>RUFEP grant (\$)</b>	<b>Own Contribution (\$)</b>	<b>Status</b>
1	1	VFZ	Lending to CBFIs	109,530	50,000	59,530	50% disbursed
2	2	New Apostolic Church	Banking the Smallholder Horticulture Producers	395,217	200,000	195,217	50% disbursed
3	2	Entrepreneurship & Technology Park	Enhancing Financial Inclusion for Smallholder Dairy farmers	320,176	193,660	126,516	\$100,000 disbursed
4	2	Microloan Foundation	Access to New Mobile Money Financial Services for Rural Women	304,628	174,522	130,106	\$78,624 disbursed
5	2	Zazu Africa Ltd	Feasibility study on mobile money	27,534	24,534	2,380	Not yet disbursed
6	2	Rent to Own	Roll out PAGO mobile payments and introduce agent banking	291,875	165,450	126,425	Not yet disbursed
7	3	Medeem	Facilitate land documentation and assist FSPs design appropriate products	28,160	24,760	3,400	Not yet disbursed
8	3	ZIPAR	Study on financial Cooperatives landscape	28,792	24,798	3,998	Awaiting response from IFAD
				<b>1,505,912</b>	<b>857,724</b>	<b>647,572</b>	

47. **Logical Framework Overview and main issues of effectiveness. Outputs:** The Mission reviewed the Logical Framework and observed that it had been revised in accordance with IFAD Guidelines to adopt the new Operational Results Management System (ORMS) as of October 2017. The indicators have been reduced based on existence of target values and those that did not have any target values were removed, but IFAD is yet to communicate to the Programme if it concurs with removal of those specific indicators. The removed indicators will still be reported on internally on a quarterly basis.

48. **Outcomes:** In terms of the Physical progress measured against AWPB, the Mission observed that although good progress has been made, where most planned activities have either been implemented or are on-going a number of planned activities (about 60%) with some Strategic Partners and Implementing Partners have not been implemented. This slow pace in the implementation of planned activities has negatively affected budget usage which stood at 38% of the total budget for the period under review while the cumulative budget usage was at 14% of the total budget to-date. The low usage of the budget compromised the coherence between the AWPB and implementation of planned activities. However, the Mission commends RUFEP for putting in place appropriate corrective measures to address the matter such as reviewing capacities of IPs, and addressing their needs to enable them to deliver.

49. **Impact:** It is too early to measure impact because the programme has not generated adequate data and/or evidence. But the Mission learnt from implementing partners and respective beneficiaries that with their interaction with RUFEP, there is great potential for impact on their activities and livelihoods. For example the dairy farmers that had been linked to the market by ETP reported that their incomes had increased by over 200%. On their part the savings groups being supported by KZF informed the Mission that with loans and savings they had been able to pay fees and start small businesses. In this respect RUFEP is on the right track, but the Mission recommends that appropriate data and evidence on impact be captured on an on-going basis through respective progress reports.

50. **Rating 2: Targeting and outreach** is rated **satisfactory (5)**. RUFEP is a national programme but the specific provinces and districts of operation are determined by the presence of implementing partners. One of the criteria for partnership selection stipulates that the IPs must have a rural focus, while activities of the SPs should have a rural target orientation, and these provide a direct guideline to the partners as to the ultimate programme beneficiaries. Both SPs and IPs are expected to report on outreach, and RUFEP reaches out to partners to discuss progress reports when need arises. The PCO undertakes joint planning activities with partners to ensure similar understanding of target group and how they will be reached, and how monitoring will be undertaken. The PCO also undertakes onsite-monitoring visits to interact with beneficiaries and ensure appropriate targeting. The Programme has reached about 47, 095 households, through 12 partners with the main activity mostly focusing on training and capacity building.

51. **Rating 3: Gender equality and women's participation** is rated **satisfactory (5)**. The Project Appraisal Document provides a guideline by way of "The Gender and Poverty Responsiveness Checklist" to ensure particular attention to gender, in particular, women and the youth." At the beginning of each partnership the PCO uses this tool to check whether an intervention to be supported under RUFEP is indeed gender and poverty responsive, and through regular monitoring partners report on the number reached beneficiaries by gender. The PCO also intermittently monitors and checks to ensure the partners delivery mechanism are aligned to gender. Currently more than 80% of the beneficiaries are women, and from the groups visited more than 50% leadership is held by women. The latter are not yet documented and the Mission recommends that this be documented consistently.

52. **Rating 4: Rural Poverty Impact** even though there is not yet enough data, and evidence to make concrete conclusion, this is rated **satisfactory (5)** because all the 12 current implementing partners have a significant portion of their portfolios in rural areas. The Mission was able to attest through field visits to some remote locations in Western Province that the programme will impact rural poverty positively. For example the locations chosen by ETP for Agency Banking are right in the villages where there is minimum infrastructure, and there is a high possibility that the agent banks will not only serve ETP clients but the other community members including village groups of other institutions like KZF. The improvement of rural incomes through supported dairy activities, and also village savings and loans are impacting positively on rural poverty as testified by several beneficiaries.

53. **Rating 5: Agricultural Productivity** is rated **moderately satisfactory (4)**. Even though RUFEP core business is not in agriculture production, its rural orientation often leads to activities that affect agriculture production directly or indirectly. For example some of the KZF group members visited by the Mission indicated that they had used their annual savings payouts for agriculture production, either for the purchase of fertilizer or livestock. The ETP dairy cooperatives are making significant contribution to milk production. These are just two partners in one province; it is therefore likely that similar stories will be relayed by beneficiaries of other partners from other provinces.

54. **Rating 6: Nutrition** is rated **moderately satisfactory (4)**. Nutrition is not a main objective of the programme but is always a by-product of improved incomes as explained by the beneficiaries. When asked what had changed in their lives since joining KZF, the Savings and Credit groups visited by the Mission, responded that they had improved both the quantity and quality of food for their families. During orientation of partners, RUFEP also does suggest or advises the partners to consider high nutritional crops in the assessments for new loan applications.

55. **Rating 7: Adaptation to Climate Change** is rated **moderately satisfactory (4)**. Under a banner themed “Greening the rural financial sector” RUFEP creates awareness amongst its partners and other sector stakeholders, by sharing knowledge through pamphlets and their website on the need to work individually and severally to green the economy and contribute to the process of reversing climate change effects. Because this is an issue that affects even rural communities, the Mission recommends that the subject of climate change should be included in the training and capacity programs only to the extent that is feasible or possible.

## **C2. Sustainability and Scaling-Up.**

56. Sustainability prospects differ between different types of interventions and partners. For RUFEP sustainability should be seen more in terms of interventions at implementing partner institution because these institutions are expected to provide seamless services beyond the programme period. But at the household level of its 140,000 households being economically and financially stable will define their sustainability. Political and environmental aspects of RUFEP interventions are consistent with national policies wholly supported by government. Anecdotal evidence on the level of response to RUFEP interventions by beneficiaries reached is overwhelming.

57. **Rating: Institutions and Policy** is the case of RUFEP covers the three levels of the design; macro, meso and micro. Macro and meso will be captured under policy engagement while micro under Rural Peoples Organization.

58. **Sub-Rating 8: Policy Engagement** is rated **highly satisfactory (6)**. RUFEP has done an incredible job in building influential relationships with MoF and BoZ, the financial policies custodian and regulator respectively. RUFEP chaired the working group on Rural and Agricultural Finance in

the development of the just completed and soon to be launched Financial Inclusion Strategy. They also participated and supported the Financial Sector Policy development, and this policy will be launched together with the Financial Inclusion Strategy. Also RUFEP has worked closely with MoF to prepare for the setting of the Rural Finance Unit, which is expected to oversee all issues pertaining to Rural, and Agricultural Finance. At the meso level RUFEP is facilitating the establishment of SaveNet, the association of CBFIs promoters, which will promote harmonization and best practices within these sub-sector besides ensuring that this sub-sector is part and part of the broader financial sector. The latter is critical for sustainability of rural finance initiatives. RUFEP is also supporting the re-engineering of AMIZ. All these initiatives will have lasting positive effects on the sector's development. Feedback received from these strategic partners indicates that RUFEP's contributions are considered invaluable.

59. **Sub-Rating 9: Rural People's Organization** is rated *satisfactory (5)*. Even though the partnerships are still fairly new and there is not enough evidence to measure the changes and sustainability of such changes, all the implementing partners visited by the Mission provided highly positive view concerning RUFEP's partnership and the expertise introduced to their organizations in terms of processes and systems. For example, the partners highly commended the orientation programs and the joint planning sessions, and they indicated that they had learnt a lot in these forums. There is room for improvement especially with reporting, monitoring and networking.

60. **Rating 10: Human and Social Capital and empowerment** is rated *moderately satisfactory (4)* because RUFEP implements through partnerships and may not always have the leeway to affect the pace with which communities are empowered or developed. However a closer monitoring and better reporting systems and appropriate lesson documentation can increase RUFEP's influence and ensure the communities have a better bargaining power and better control of their economic activities.

61. **Rating 11. Quality of beneficiary participation** is rated *satisfactory (5)*. The groups visited demonstrated high levels of participation and engaged the Mission in discussions regarding challenges they face and search of appropriate solutions. The savings and loan groups are able to undertake collections, payouts and record keeping on their own with minimum help from the facilitators. The dairy groups were able to articulate why they need milk cooling stations close to the village as this will save them travel time and increase productivity in addition to reducing the milk spoilage rate.

62. **Rating 12: Responsiveness of service providers** is rated *moderately satisfactory (4)*. Even though the beneficiaries were full of praise for their providers, they still enumerated a number of challenges they face, for example the dairy farmers visited complained that the milk Collector sometimes arrives one to two hours late and this increases the possibility of the milk being spoiled besides the loss of time. The savings and loans groups especially those involved with RCTs do not understand the process and why certain processes are necessary especially as they have been in existence for a long period.

63. **Rating 13: Environment and natural resource management.** Even though not all RUFEP's interventions have a direct impact on the environment, this is rated *moderately satisfactory (4)*. RUFEP usually requests all implementing partners to, in their proposals describe their strategy for managing the environment and natural resources, and also offers smart grants to partner entities that promote a green economy. RUFEP also endeavors to share knowledge on environment with its partners and stakeholders through its newsletter and the website.



64. **Rating 14: Sustainability** is rated **satisfactory (5)**. The government is committed to rural finance development as evidenced by the set-up of a new Rural Finance Unit, and this unit will be able to carry on RUFEP's mandates into the long-term future. Furthermore, political and environmental aspects of RUFEP interventions are consistent with national policies wholly supported by government. The implementing partners on the other hand are bonafide independent providers with established systems, and already involved or are delving into rural finance and financial inclusion, and their interests in the sub-sector were not necessary because of RUFEP, and unless operational risks or other risks emerge it is safe to say these institutions will live beyond RUFEP.

65. **Rating 15: Scaling up and replication** is rated **moderately satisfactory (4)** because some of the systems are new and will need to be tested over time to ensure replicability. There is currently not adequate documented lesson to back the potential. However, the Mission is of the view that there are important lessons both at the institutional level and at the community level that need to be clearly documented, and these may include partnership formation process, communication and institutional set ups in the case of RFU and SaveNet. At the community level there is potential to learn from the proposed "agri mall" concept of ETP, and also challenges in linking savings groups with FSPs. The other critical lesson that should be considered is introducing RCT at design and not at implementation.

### **C3. Project Management**

66. **Rating 16: Quality of project management** is rated **satisfactory (5)**. RUFEP has a committed team that understands the objective and are willing to think "outside the box" to deal with emerging challenges. For example when it became apparent that the monthly closed call for grant concept notes would slow down the implementation, they made a change to leave out closing dates so that applicants could/can submit concept notes at any time. The PCO is also constantly looking for ways to improve processes and remains responsive to supervision Mission suggestions as evidenced by the recently reduced turnaround time for grant application process, and increased disbursements. The PCO has a close working relationship with MoF as the Mission observed during the discussions and feedback received from MoF. The Steering Committee is active and provides critical support whenever requested, a case in point was when they had to engage The Ministry of Justice and BoZ concerning the slow pace of MoU approvals.

67. **Rating 17: Innovation** is rated **moderately satisfactory (4)**. Establishing a Rural Finance Unit and the SaveNet are new interventions not common within the regions. Even though the actual activities are behind schedule significant progress has been made. These establishments have potential for critical lessons. CBFI linkage is also an innovative approach of linking the informal and the formal financial sector. The activity has been slowed down by the RCT studies, but also has great potential for lessons.

68. **Rating 18: Efficiency** is rated **moderately satisfactory (4)**. The appropriate data to undertake a cost ratio analysis is not yet available. While most activities are within budget some activities have been significantly delayed due to initial start-up delay and unforeseen pre-requisite processes, but the programme is getting back on track.

69. **Rating 19: Coherence between AWPB and implementation** is rated **moderately satisfactory (4)**. The low usage of the budget compromised the coherence between the AWPB and implementation of planned activities as the programme has encountered challenges in adhering to the AWPB both in terms of timeliness and budgeting of activities. The PCO has attributed this incoherence to initial start-up delays, the long period it took to establish partnerships, as this was not

envisaged in the design. Also for the CBFI proposed linkages has been slowed down by the RCT studies.

70. **Rating 20: Performance of M&E system** is rated **Satisfactory (5)** because RUFEP: a) Has made use of information generated from the M&E System for decision making; planning and progress reporting (including RIMS reporting (Levels 1, 2) as implementation of activities gathers momentum; b) Monitors performance and periodically checks whether implementation is on course to achieving its overall PDO; c) Has developed and makes use of the M&E Plan; d) Has put in place a framework (including identification of indicators, outputs and outcomes which ensures that M&E Systems of SPs and FSPs are consistent with its overall programmatic M&E System; and e) Provides support to its Partners in operationalising the Planning, Monitoring and Evaluation System installed for ease of data collection.

71. **Rating 21: Social, Environmental and Climate Assessment Procedures (SECAP)** is rated **moderately unsatisfactory (3)**. RUFEP was not subjected to the Social, Environmental and Climate Assessment Procedures (SECAP) approved by IFAD in 2014 which outlines how Programmes should address the social, environmental and climate impacts associated with its operations. However, RUFEP keeps close stakeholder engagement at Government, partner institutions and at beneficiary household levels. Due to its implementation arrangements and delays in the implementation of activities, social, environmental and climate adaptation sustainability considerations, shall be treated on a case-by-case basis, if and when they occur.

## **D. Country Portfolio Alignment**

72. RUFEP continues to participate in synergy, but during a discussion with the Mission there was a general consensus that the current thematic synergy may not serve a holistic alignment. It was therefore agreed that RUFEP with other programmes and in collaboration with IFAD explore reverting to the original biannual joint sharing and planning session where all the staff will participate.

73. RUFEP will also explore joint field visits especially where other programmes operate. RUFEP will link some of its implementing partners especially those involved in livestock and agriculture to E-SLIP and E-SAPP respectively as opportunities arise.

74. The RUFEP newsletter just like the website should have a section for news from other IFAD programmes.

75. RUFEP will continue to give an overview of activities of other IFAD supported programmes during orientation workshops for new partners and encourage partner programme staff to make presentations were possible. In addition RUFEP will continue to redirect applications received through Call for CNs but deemed appropriate for other programmes.

## **E. Financial Management and Execution**

### **Disbursement**

76. **Rating 22: Acceptable Disbursement Rate.** As of 30 September 2017, IFAD Loan was 15.81% disbursed (SDR 0.87 million of SDR 5.50 million allocated) including the authorised allocation and start up advance of SDR 0.42 million leaving a balance of SDR 4.63 million equivalents of approximately US\$6.57 million to be accessed by the Programme from IFAD. Actual loan utilization excluding the initial advance is at 10% as limited investment activities have taken place. The Spanish Trust Fund loan (STF) was 22.45% disbursed (EUR 2.02 million of EUR 9.00 million allocated). The balance on the STF loan is EUR 6.98 million equivalents of US\$7.83 million. Actual utilization excluding the initial advance is at 16%. The equipment and materials category under the STF is overdrawn by EUR 94,718.74 or 59.20% of the allocated amount on the category; thus any planned procurement on this category will only be financed under the IFAD loan which currently has SDR 0.12

million or US\$0.16 million. Such disbursement is rated as ***moderately unsatisfactory (3)*** as compared to disbursement profiles of similar IFAD projects.

**Table 2: Status of IFAD loan disbursement by category (SDR) as at 30 September, 2017**

Expenditure Categories		Original allocation	Actual disbursement up to WA 8	Balance	% Disbursed
200008	Consultancies	560,000.00	100,406.58	459,593.42	17.93%
200011	Equipment and Materials	180,000.00	62,348.29	117,651.71	34.64%
200012	Grants and Subsidies	2,470,000.00	114,913.29	2,355,086.71	4.65%
200016	Operating Costs	420,000.00	5,025.76	414,974.24	1.20%
200019	Training	1,320,000.00	165,996.23	1,154,003.77	12.58%
250001	Advance Account	-	205,248.01	(205,248.01)	0.00%
270001	Authorised allocation	-	215,518.79	(215,518.79)	0.00%
290001	Unallocated	550,000.00	-	550,000.00	0.00%
<b>Total</b>		<b>5,500,000.00</b>	<b>869,456.95</b>	<b>4,630,543.05</b>	<b>15.81%</b>

**Table 3: Status of Spanish Trust Fund loan disbursement by category (EUR) as at 30 September 2017**

Expenditure Categories		Original allocation	Actual disbursement up to WA 8	% Disbursed	Balance
200008	Consultancies	3,000,000	139,034.76	2,860,965.24	4.63%
200011	Equipment and Materials	160,000	254,718.74	(94,718.74)	159.20%
200012	Grants and Subsidies	1,800,000	54,354.76	1,745,645.24	3.02%
200016	Operating Costs	2,670,000	688,974.95	1,981,025.05	25.80%
200019	Training	470,000	60,013.02	409,986.98	12.77%
270001	Authorised allocation	-	823,421.77	(823,421.77)	0.00%
290001	Unallocated	900,000	-	900,000.00	0.00%
<b>Total</b>		<b>9,000,000</b>	<b>2,020,518.00</b>	<b>6,979,482.00</b>	<b>22.45%</b>

77. **Status of funds.** Under the STF loan, the disbursement under all categories with the exception of Equipment and Materials and operating expenses categories are lagging behind. Considering that Equipment and Materials planned amount is not so significant as compared to other categories, the above situation has resulted into high recurrent to investment cost ratio. Under the IFAD loan, no material expenditures have been claimed to date even the equipment and materials category shows a high % disbursement but absolute amount is quite low. The Mission underlines the importance to complete the engagement of IPs under the investment cost categories to improve the overall disbursement rate and the investment to current cost ratio.

## F. Fiduciary Aspects

78. **Rating 23: Quality of Financial Management.** The quality of financial management is rated ***satisfactory (5)***. The team is adequately staffed with a Financial Controller who is professionally qualified and an Assistant Accountant who is in the final stages of her professional course. The Mission performed the Financial Management Assessment using the FMAQ and rates the ***overall outcome of the fiduciary review as medium risk***. The programme uses sage pastel accounting software which has been well configured to produce all the required reports including automated SOEs. The procurement and fixed assets modules are also activated and being fully utilized by the programme and data is posted up to date.

79. **Overall Project Financial progress.** To date the programme has spent a cumulative amount of approximately US\$2.77 million against the planned US\$20.4 million over the project life, yielding an execution rate of 14%. Most of these expenditures (71%) have been incurred under the Spanish Trust Loan. By component; component one and two show weaker performance rate with execution rates of 5% and 9% respectively, compared to 33% for component three. The Mission noted that the programme has completed pre-assessment of service providers under component 1 and identified many implementing partners under component 2. As a result, the programme has compiled projections of disbursements based on their pipeline of approved proposals and proposals in the pipeline. It is anticipated that on the basis of approved grants, US\$ 1.83 million (US\$0.74 million for component 1 and US\$ 1.09 for component 2) will have been disbursed by end of 2017 and this should improve the execution rate to over 23%.

**Table 4: Expenditure by category both IFAD and STF Loans**

Expenditure by Categories	Original			Expenditures not yet			
	Allocation	Disbursement		Claimed	Subtotal	%	Balance
I Equipment and Materials	533	338	63%	-	338	63%	195
II Training	3,420	322	9%	-	322	9%	3,098
III Consultancies	4,889	297	6%	-	297	6%	4,592
IV Grants	6,890	606	9%	-	606	9%	6,284
V Operating Expenses	4,672	1,207	26%	-	1,207	26%	3,465
<b>Total</b>	<b>20,404</b>	<b>2,770</b>	<b>14%</b>	<b>-</b>	<b>2,770</b>	<b>14%</b>	<b>17,634</b>

80. **Financial Reporting.** The Mission reminded the PCO of the importance of producing monthly financial reports which are to be used as a management tool to identify bottle necks and needs for cost savings. In addition the PCO must submit to IFAD unaudited financial statements within four months after the end of the fiscal year. The Mission also encouraged the programme to adopt the good practice of submitting semi-annual financial reports to IFAD within four weeks after the end of the six months.

81. **Internal controls.** The draft PIM was approved by the PSC on 17<sup>th</sup> October 2017, and is to be submitted to the Fund for endorsement. Segregation of duties is adequate and the internal audit report for the last three audit exercises was submitted to the programme however, by the time of the Mission, the programme had not yet responded to the issues raised by the auditors. The major concern noted by the Mission was the late submission of the internal audit reports and recommends that the PCO should proactively follow up with the internal auditor whenever an audit is carried out to ensure report is submitted at the earliest. It is further recommended that a proper action plan is prepared and shared with IFAD. *Agreed action: (i) submit the PIM to IFAD for endorsement; and (ii) respond to the internal audit queries raised and share the report and action plan with IFAD.*

82. **Assets Register/Inventory.** The Mission reviewed the RUFEP asset/inventory register and noted that it is up to date and items are registered promptly and marked with inventory identification code stickers except the vehicles. Physical verification is carried out however, the frequency should be improved; the last one was carried out in January 2017. The Mission discussed with the PCO the requirement to mark project vehicles with visible stickers and the PCO recommended that this matter be taken up with the Ministry of Finance before implementation.

83. **AWPB execution rate.** The 2017 (PY3) AWPB, amounts to US\$6.30 million including US\$1.90 million under the IFAD loan; US\$2.96 million under the STF loan; US\$0.21 million under the GRZ; and US\$1.22 under Pls. As at 30 September 2017, the budget shows that only US\$2.40 million or 38% has been spent against the budget including approx. US\$ 0.64 million (10%) against the IFAD loan; US\$0.87 million (14%) against the STF; US\$ 0.03 million (0%) against GRZ; and US\$0.86 (14%) against Pls. The Mission recommends that more realistic planning should be done in the future. Component wise, the reported expenditure, 64% (US\$1.54 million) was posted to the investment components 1 (11%) and 2 (54%), while 36% (US\$0.85 million) of the expenditure went into knowledge management and programme implementation. Commitments amounting to US\$1.05

million, whose contracts have already been signed, if fully disbursed by the end of PY3 will push the budget execution to approximately 55%. The 2018 budget is to be prepared and submitted to IFAD as soon as possible in order not to delay any activities scheduled for 2018.

**Table 5: Budget Performance by component**

Component	Jan 2017 to Sep 2017		%
	AWPB (USD)	ACTUAL (USD)	
1 Strategic Partnerships	1,700,589	251,927	15%
2 Innovation and Outreach Facility	3,230,752	1,291,978	40%
3 Knowledge Management & Prog Implementation	1,367,924	852,386	62%
<b>Total</b>	<b>6,299,265</b>	<b>2,396,291</b>	<b>38%</b>

Details of performance by financier are included at appendix 5. The programme budget performance is rated ***moderately unsatisfactory (3)***.

84. **Review of the Designated Account and quality of withdrawal applications (WAs).** The Mission reviewed the designated account and noted that the account has been regularly reconciled and the authorised allocation has been accounted for. The designated account reconciliation done at the end of September 2017 reflected US\$651,952.68 as having been withdrawn from the designated account but not yet claimed. This amount is above the recommended 30% of the allocated advance to seek reimbursement. Programme implementation is progressing well and it is expected that in the next few months, disbursements will increase; this therefore calls for close monitoring of expenditure to ensure that WAs are submitted whenever expenditure reaches 30% of the allocated advance or 90 days whichever is earlier in line with the provisions of the Letter to the Borrower to avoid liquidity pressure.

85. **Statements of Expenditure (SOEs) Spot check.** A post-review of SOEs Included WAs number 7 & 8 in respect of IFAD loan and Number 8 in in respect of STF loan that was replenished. The Mission reviewed all the items amounting to 100%(USD 187,700 of USD 187,700) & 100%(USD 192,104.5 of USD 192,104.5) made from the SOEs and the respective support documents in respect of WA number 7 and 8 respectively for the IFAD Loan and 39%(USD 85,842.18 of USD 221,214.71) in respect of WA number 8 for the STF loan. The review revealed that items of expenditure selected were paid in accordance with the GRZ financial regulations and financing agreement and are eligible for claim from IFAD. The Mission further noted that the overall quality of the Withdrawal application, the related SOEs and supporting documents were acceptable to IFAD and there was satisfactory filing enabling easy access to the sampled vouchers. As indicated in the previous Mission, it was recommended that for any payment paid in more than one instalment, the first payment would be supported with an extract from the contract and contract monitoring form. Subsequent payments will be supported with among other documents contract monitoring forms.

86. **Rating 24: Quality and timeliness of Audit.** Quality and timeliness of Audit is rated as ***satisfactory (5)***. RUFEP was audited for the first time since inception by the Auditor General; the audit included fiscal years 2015 and 2016 as agreed in the Terms of Reference. The 2015 and 2016 audit report and management letter were submitted on time to IFAD, precisely on the 30 June 2017. The audit opinions on the Financial Statements, Statement of Expenditures and the operations of the Special Account for both years were unqualified and the reports were acceptable to IFAD.

87. **Rating 25: Counterpart funds** is rated ***highly satisfactory (6)***. As of 30 September 2017 the Programme reported that equivalent of US\$0.3 million had been provided by GRZ in cash as counterpart contribution. This amount was deposited into the programme operating account and is being utilised when need arises. The balance is reflected on the designated account reconciliation and reconcilable to the counterpart contribution ledger in sage pastel. Compared to target of USD 2.61 million allocated to GRZ at appraisal, this represents 11% performance on part of the counterpart.

88. Implementing Partners (IPs) had contributed US\$0.86 million which represents 26% performance (US\$ 0.86 of US\$ 3,298); this however did not include contribution from the smaller IPs, which had not yet been verified. This performance is expected to improve as implementation picks up. *It was agreed that contribution from all IPs, be verified and captured timely to facilitate accurate reporting.*

89. **Rating 26: Compliance with loan covenants** is rated ***moderately satisfactory (4)***. The Programme has generally been implemented in compliance with loan covenants apart from; (i) the PIM has not yet gone through all the necessary approval processes, specifically, it had not yet been endorsed by IFAD; (ii) delay to submit the 2018 AWPB later than 60 days before beginning of FY 2018; and (iii) failure to furnish periodic progress reports on the project.

90. **Procurement Review:** The compliance with Procurement is rated ***Satisfactory (5)***. As part of the fiduciary responsibility, the Mission undertook a review of the procurement processes and it revealed that all procurement are compliant with Zambia Public Procurement Authority (ZPPA) and consistent with IFAD's Procurement Guidelines. The mission further noted that there has been proper documentation of all processes and filing is adequate. The agreed actions of the last supervision were implemented; the procurement plan and contract register are maintained with actual dates.

By the time of the Mission, the programme was finalizing preparation of the draft Annual Work Plan and Budget (AWPB) and Procurement Plan for the FY 2018, but was yet to present the same to MoF for review and inputs, and approval by PSC. The PSC is scheduled to convene towards end of November 2017 or early December for final review and approval of the same.

91. **Implementation of the Procurement Plan 2017: Goods:** Based on the procurement plan, the programme has completed all the procurement under goods category. **Services:** The programme had planned two procurement activities under services category; i) hiring the services of consultant firm for media, communications and knowledge survey in selected rural areas; and ii) creating technical service provider (TSP) database and engaging at least three proposal mentors. Activity (i) was discontinued due to budget limitations, the budget for this activity was US\$7,000 while the financial proposal received was US\$25,265. The programme then decided to defer this activity to the FY 2018. However, while reviewing the documentation, it was also observed that the programme did not obtain a No Objection from IFAD for the terms of reference (ToRs) because the budget was less than the threshold. Activity (ii) was completed. **Agreed Action:** The Mission advised that programme has to get the IFAD No Objections/clearances of all ToRs irrespective of the threshold.

92. **Contract Management:** The Mission advised the Procurement Specialist to strengthen contract management role so that timely submission of high quality outputs and deliverables can be ensured from each consulting assignments. In general, the Mission is satisfied with progress against the contract management but reiterated the need for close monitoring of the contracts.

93. **Record Keeping:** The Mission reviewed the record-keeping system and observed that there is a consolidated filing system in place. All the procurement related documents are available and are organized for all procurements carried out.

94. **Fixed Assets Register:** Maintaining an up to date fixed asset register is an important internal control element, reducing risk of misuse and loss of assets. The Mission reviewed the RUFEP fixed asset register and noted that items procured are registered and marked with inventory identification code stickers.

## **G. Knowledge Management (KM) & Lessons learnt**

95. Knowledge management is supposed to be a systematic process of gathering and organizing knowledge for improvement and future value creation. RUFEP is yet to develop a strong learning

culture which should cut across functional bounds. While coordination plays a key role everyone should take the responsibility of collecting relevant information for knowledge sharing. RUFEP currently uses a bi-annual newsletter to share and disseminate knowledge. Even though there is website it has not yet started functioning as a knowledge bank or distributing platform because the relevant knowledge has to be collected first. The bi-annual newsletter may not be adequate, or appropriate for different types of stakeholders, and so several approaches should be adopted. Also, the newsletter may need to relay more of RUFEP's success stories and limited national stories. The PCO responded that they are aware of these shortcomings and are in the process of finalizing a Knowledge and Communications Strategy that will broadly include different approaches.

96. **Success stories; Lessons Learnt and Examples of Best Practices:** To-date there are no examples of success stories and best practices documented due to the late start in RUFEP implementation. However, once in place, the means to ensure that they are packaged and shared with different stakeholders will be to: a) Identify the positive change, through systematic monitoring of inputs, outputs, outcomes and impact in the livelihoods of selected beneficiaries; b) Document progress towards achievement of the objective starting from the point of entry of the intervention; c) Use data on information of success stories both from observations and beneficiary testimonies. Success stories will be packaged in many different forms (e.g. video clips, written stories, radio programme, YouTube, RUFEP Website, etc.) and shared with stakeholders.

97. **Lessons Learnt:** Lessons learnt are part of KM and are derived from systematic monitoring and documentation of the experiences in programme implementation. Their main purpose is to enable management improve on past practices. To-date RUFEP has learned and in some cases documented the following lessons: a) Provide support to SPs in preparing their 1<sup>st</sup> (maiden) progress reports; b) Acknowledge different savings methodologies being practiced by Savings Groups; c) The need to tailor its engagement with different partners according to their capacities to efficiently and effectively deliver on RUFEP mandate. Lessons learnt are part of KM and RUFEP should package and disseminate them in different but appropriate ways including: a) presentations at foras (e.g. Agricultural Cooperating Partners' meetings; Agricultural Shows); print media; mass-media (documentaries, radio); Websites; for the benefit of stakeholders.

98. Based on the various discussions with RUFEP and its partners, the Mission and the PCO agreed on the following follow up actions;

**Table 6: Agreed Actions**

	<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed date</b>
1	Provide a response to MoF on ZIPAR approved grants	IFAD	Immediately
2	Include in the progress reports the reason for delay in some activities and indicate new dates	PC/ITA/NTA	Jan-18
3	In the quarterly progress reports provide reasons why grant applications are deferred or rejected	PC/ITA/NTA	Jan-18
4	To allow more time for implementation undertake the mid-term review at the end of 2018. Meanwhile kick start process by drafting ToRs and share the same with IFAD	PCO/IFAD	Mar-18
5	Review BoZ activity and make appropriate changes to reflect current undertakings and revisit some activities in future	PC	Dec-17
6	Monitor DBZ activities closely to ensure they are aligned with the programme mandates	PC/NTA	On going
7	Engage MoF on the DBZ credit line to explore accessibility by the MFIs	PC	Immediately
8	In order to ensure the Mission receives up to date reports the Mission dates should be aligned to RUFEP partners' reporting deadlines	PCO/IFAD	May-18
9	Work closely with partners to enhance content, and include lessons and challenges	MES/ITA/BRA	On going
10	Enhance the documenting of knowledge and lessons learnt	MES&KMCS	On going
11	Continue to monitor disbursements closely and ensure these are aligned to planned activities and take corrective action on huge variance	FC/PC	On going

12	Give feedback on removed indicators	IFAD	Dec-17
13	The RUFEP newsletter should have a section for news from other IFAD programmes	KC	On going
14	Submit PIM to IFAD for endorsement	Finance Manager	15-Nov-17
15	Respond to the internal audit queries raised and share the report and action plan with IFAD	Finance Controller	30-Nov-17
16	File contract monitoring forms together with payment vouchers for all payments made in more than one instalment	Finance Controller	On-going
17	Capture all contribution from PIs both small and big on a timely basis to enable accurate reporting	Finance Controller	On-going
18	Submission of AWP&B and Procurement Plan 2018	PCO/PS/FC	End November
19	Programme to get the IFAD No Objections/clearances of all ToRs irrespective of the threshold	PCO/PS	Immediately

## H. Conclusion

99. The programme is progressing well, and with increased disbursement and a good grant pipeline there is little doubt the objective will be achieved. The Mission noted that RUFEP has strong partners who are committed to the course of alleviating rural poverty through financial inclusion, and are willing to innovate and deviate from the norm to achieve results



## Appendix 1: Summary of project status and ratings

### A. Basic Facts

Country	Zambia	Project ID	1650	Loan/DSF Grant No.	2000000429
Project	Rural Finance Expansion Programme			Top-up Loan/DSF Grant	
Date of Update	07 November 2017				
Supervising Inst.	IFAD/IFAD				
No. of Supervisions	5	No. of Implementation Support/Follow-up missions	With the establishment of the ICO, implementation support/follow-up is a continuous process		
Last Supervision	April 2017	Last Implementation Support/Follow-up Mission			

					USD million	Disb. rate %
Approval	Dec-2013			Total financing	26.3	
Agreement	22-Jul-2014	Effectiveness lag		IFAD Total	8.4	
Entry into force	22-Jul-2014	PAR value	Not at risk	IFAD loan	8.4	15.81%
First disbursement				DSF grant		
MTR		Last amendment		IFAD grant		
Original completion	30-Sep-2022	Last audit		Domestic Total	5.9	
Current completion	30-Sep-2022			Beneficiaries	3.3	26%
Original closing	31-Mar-2023			Government (National)	2.6	11%
Current closing	31-Mar-2023			External Co financing Total	12.0	
No. of extensions	0			Spanish Fund	12.0	22.45%

### Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management	5	5	1. Quality of project management	5	5
2. Acceptable disbursement rate	2	3	2. Performance of M&E	5	5
3. Counterpart funds	6	6	3. Coherence between AWPB & implementation	4	4
4. Compliance with financing covenants	5	4	4. Gender focus	4	5
5. Compliance with procurement	5	5	5. Poverty focus	4	5
6. Quality and timeliness of audits	4	5	6. Effectiveness of targeting approach	4	5
			7. Innovation and learning	4	4
			8. Climate and environment focus	4	4
B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. Component 1: Strategic Partnerships	4	4	1. Institution building (organizations, etc.)	4	5
2. Component 2: Innovation and Outreach Facility.	5	5	2. Empowerment	4	4
3. Component 3: Knowledge management and Programme implementation	4	4	3. Quality of beneficiary participation	4	4
			4. Responsiveness of service providers	4	4
			5. Exit strategy (readiness and quality)	4	4
			6. Potential for scaling up and replication	4	4

**B.5 Justification of ratings.** Overall the programme is progressing well, and remains responsive and innovative to partner and beneficiary needs. . The steering committee is active and meets regularly to provide implementation support through direct advice and close monitoring of progress. On its part the PVC meets and reviews grant applications on a quarterly basis and attendance of meetings as recorded is above 80%.

100. Even though there was an initial long delay (15 months) at the start of the implementation, there is evidence that activities are getting back on track. Since the last mission there has been a significant improvement in some of the areas identified for action including low disbursement rates, grant turn around processing time, and taking proactive roles to support preparations for the set up of the RFU and re-engineering of AMIZ among other issues. There has also been a marked improvement in developing a consistent pipeline in a bid to increase disbursement rates. All these interventions have yielded good results increasing the number of strategic partners from 3 to 5, and implementing partners from 4 to 12, and disbursement improvements are noted as follows; disbursement rate for IFAD loan of 15.81%, up from 8%, and 22.85% for Spanish Trust Fund, up from 22%. Partners reported that the programme's "open door" policy allows them to access back stopping support when needed and on an on-going basis. There is still a variance between planned activities and implemented activities due to the initial delays, the slow pace of the RFU set up, the slow pace of AMIZ revival, and also due to prerequisites of the Randomized Control Trial for the 4 initial implementing partners. For the above reasons, the strategic partnerships rating has been rated 4, while the IOF has been rated 5. The M&E system is now functional, and the programme has made use of information generated from the M&E System for decision making; planning and progress reporting (including RIMS reporting (Levels 1, 2). The programme monitors its performance, and that of the partners to ensure the activities and subsequent results are aligned to the programme objective. The rating of Knowledge Management and Programme implementation has been maintained at 4, and the performance of M&E 5. The ratings of gender, targeting and poverty have improved from 4 to 5 because; (i) the Programme uses the provided checklist tool to ensure selected partners are gender and poverty responsive, and through regular partners' reports on the numbers reached are disaggregated by gender. The Programme also intermittently monitor partners' delivery mechanism to ensure these are aligned to gender. Currently more than 80% of the beneficiaries are women, and from the groups visited more than 50% leadership is held by women; (ii) all the 12 current implementing partners have a significant portion of their portfolios in rural areas. Through field visits the Mission observed/notes the potential for the Programme to impact positively on rural poverty. For example the locations chosen for Agency Banking are right in the villages where there is minimum infrastructure, and there is a high possibility that the agent banks will not only serve clients of one but several Programme partners and the surrounding communities; (iii) One of the Programme criteria for partnership selection stipulates that the IPs must have a rural focus, while activities of the SPs should have a rural target orientation. Also, The Programme undertakes joint planning activities with partners to ensure similar understanding of target group and how they will be reached, and agree on the monitoring process, and the Programme undertakes onsite-monitoring visits to interact with beneficiaries and ensure appropriate targeting. The Programme has reached about 47,095 households, through 12 partners with the main activity mostly focusing on training and capacity building.

The rest of the ratings have remained the same because there have been no significant progress in the respective areas so far. Based on results of the Programme financial management assessment and the walkthrough performed during this Mission it is concluded that there are adequate systems and controls in place and the financial management capacity of the Programme is adequate. The finance management team is adequately staffed with an experienced Financial Controller who is professionally qualified and an equally experienced Assistant Accountant who is in the final stages of her professional course. The Programme uses sage pastel accounting software which has been well configured to produce all the required reports including automated SOEs. The procurement and fixed assets modules are also activated and being fully utilized by the Programme and data is posted up to date. For these reasons the rating on financial management has been maintained at 5. Government has provided all the necessary resources for the 2017 AWPB which qualifies the rating of 6. Financing Agreement and Letter to the Borrower covenants have largely been adhered to qualifying the rating of 5. RUFEP was audited for the first time since inception by the Auditor General; the audit included fiscal years 2015 and 2016 as agreed in the Terms of Reference. The 2015 and 2016 audit report and management letter were submitted on time to IFAD, precisely on the 30 June 2017. The audit opinions on the Financial Statements, Statement of Expenditures and the operations of the Special Account for both years were unqualified and the reports were acceptable to IFAD qualifying the rating of 5. Given the actual current disbursement rate and considering disbursement profiles of similar IFAD projects, the programme qualifies for a rating of 3.

## B. Overall Assessment and Risk Profile

		Last	Current
C.1	Physical/financial assets	4	4
C.2	Food security	4	4
C.3	Quality of natural asset improvement and climate resilience	4	4
C.4	Overall <b>implementation progress</b> (Sections B1 and B2)	4	4
<b>Rationale for implementation progress rating:</b> The activities at programme level are proceeding according to the AWPB, and some activities have started at the field level for a few of the partners but some are yet to start as they have just received the first disbursements.			
C.5	Likelihood of achieving the development objectives (section B3 and B4)	4	4
<b>Rationale for development objectives rating:</b> Despite the initial delays the progress of implementation is satisfactory, and there is an existing pipeline of projects that is envisaged will contribute to satisfactory disbursements, and subsequently contribute to the attainment of the RUFEP development objectives. Close monitoring is needed to ensure implementation remains on track.			
C.6	<b>Risks</b> Short description of major risks for each section and their impact on achievement of development objectives and sustainability		
	Fiduciary aspects	The programme is largely in compliance with the financial covenants and letter to the borrower. Recommendations of IFAD Missions and Auditors are taken seriously and implemented. There are no risks, but concern is on the low disbursement rate. The progress is promising though, considering the pipeline. The PIM has been finalized and will soon be sent to IFAD for endorsement. Government has provided all the required counterpart funds enough to cover the AWPB for 2017. External Auditor provided an unqualified opinion on the financial statements and there is an action plan for the issues raised in the management letter.	
	Project implementation progress	The programme has adequate procedures and the PIM but has recently been approved by the PSC and awaits IFAD's endorsement. Meanwhile, most planned activities are progressing with about 60% being on schedule and the rest with some delays. Significant progress has been made with RFU set up,	

		establishment of SaveNet and re-engineering of AMIZ, and this means component is getting back on track. There is steady progress in component 2 as evidenced by the existing partnerships and the “pipeline generated by the PCO. The partners enjoy cordial relationships with the Programme and are positive about attaining the objectives. There is good progress with component 3. However, the programme needs to enhance its knowledge management processes.
	Outputs and outcomes	Concerning the outcomes and outputs, the Programme has made significant progress in getting the partners to set a solid base that will ensure achievements of various outputs. However, while some planned activities have been implemented, some are on-going and some have been delayed due to unforeseen events at the individual partner level. But the Programme is working with each partner to ensure activities are implemented according to plan.
	Sustainability	Even though it is still too early to assess sustainability issues there are good indications both at partner and beneficiary level that sustainability is at the centre of the various partnerships. At the strategic partner level the establishment of the meso institutions like RFU and SaveNet will be a strong anchor for sustainability. The cost-sharing approach also ensures partners can undertake activities on their own or with other partners beyond the programme period.. The ICO and the Supervision Missions will continue to monitor implementation progress and assess any potential risks to sustainability and, accordingly, recommend remedial actions.



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

											year 1			year 2			year 3		
	Indicators	Multiplier	Unit type					Means of Verification	Assumptions	2014			2015				2016		Comments
Results Hierarchy	Name		Baseline	Mid-term	End Target	Source	Frequency	Responsibility		Target	Results	Cum	Target	Results	Cum	Target	Results	Cum	
Outreach	Persons receiving services promoted or supported by the project	People	number			335,000		Demographic and Health, Income and food security surveys					32,580	0	0	18,188	45	45	Note: Data from the old RIMS indicator "Individuals receiving project services" was inserted in the logframe, together with its target and results data as found in the RIMS online system. Before inserting data in ORMS, it will be necessary to check if targets and results reported for this indicator correspond to the new outreach indicator n.1 "Number of persons receiving services promoted or supported by the project" or to the new outreach indicator n.1b "Estimated corresponding number of total household members" of the Core Indicators (CI). To establish this, it is suggested to check the criteria adopted by the project team to report on such RIMS indicator in the past, as well as the definition of the Core indicators on outreach (page 32 of document EB 2017/120/R.7/Rev.1). Also note, this indicator is required to be disaggregated by gender to be inputted in ORMS
Project Goal: Improved livelihoods of the rural poor through sustainable economic growth	Increase in household asset ownership						Baseline / impact survey		Stable political and economic environment										This indicator is not formulated as a metrics and needs revision. Does it refer to the HH asset ownership index? If so, it should indicate the quintiles, and have a baseline and target value.
	Households with improved food security	Households	number			30,000													In replacement of: Improvement in household food security. What are the criteria to establish an improvement in food security? Are we referring to the two RIMS indicators measuring % households experiencing first and second hungry season? If so, it is suggested to use the two RIMS indicators and eliminate the current one on "food security"
	Reduction in the prevalence of child malnutrition rate	Percentage	%			5%													Does this refer to weight-for-age, height-for-age, or weight-for-height?
Development Objective: Increased access to and use of sustainable financial services by poor rural men, women and youth	Reduction in the proportion of rural and urban individuals (who rely on own business) who do not have access to financial services	Percentage	%	0		10%	Finscope survey	Absence of external and internal economic shocks. Increased financial resources translate into more profitable on- and off-farm activities.											
	People registered and using money transfer services at new rural outlets of banks/FSPs																		
Outcome n.1 Increased outreach of rural financial services offered by MFIs and other FSPs	Banks/FSPs operating new rural agent networks in un-banked and under-banked rural areas	Banks	number			5	BOZ data (licensing)		Financial products / services offered are relevant to rural households.										

[illegible]

	New CBFI formed by SaveNet	groups	number																				
Outcome n.3 Improved service delivery by CBFIs	Increase in average value of CBFI savings		%			15%	SaveNet			Growing demand by members for CBFI services													
	Percentage increase in the value of CBFI loan portfolio	Percentage	%			10%																	
Output 1.5 Capacity of MFIs, other FSPs and CBFI Promoters strengthened	Staff of MFIs trained (micro-finance best practices)	staff	number of people			300	MF1 / FSP / CBFI promoter reports			Increased capacity effectively reaches CBFIs													
	People trained in promoting CBFIs (person)	people	number of people			500																	
	Savings/credit groups formed/strengthened	groups	number			2500							235		0	534	0	0	In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
	Saving and credit groups with women in leadership position	groups	number												0	528	0	0	In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
	People in savings and credit groups formed/strengthened	men	number of people			18000							1875		0	2633	0	0	In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
		women	number of people			20000							2813		0	9124	0	0	In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
	Staff of financial institutions trained	men	number of people			1000							94		0				In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
		women	number of people			1000							94		0	94	0	0	In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
	Persons in rural areas accessing financial services	Men in rural areas accessing financial services - savings	number of people			18000							1875		0	590	0	0	In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
		Women in rural areas accessing financial services - savings	number of people			20000							2813		0	7043	0	0					
	Persons in rural areas accessing financial services	Men in rural areas accessing financial services - credit	number of people			18000												0	In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
		Women in rural areas accessing financial services - credit	number of people			20000												0					
	Value of gross loan portfolio	USD 000	Money (USD 000)													2105	0	0	In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
	People trained in financial services	men	number of people													300	37	37	In RIMS 2016 excel report, this indicator was placed under "Community Based Financial Institutions".				
		women	number of people													500	112	112					
Outcome n.4 New financial products/services/models adopted by the target group	New financial products/services still operational after 3 years	products of services	number			10	Implementing partner reports			New products / services support growth and outreach of MFIs / other FSPs													
	New delivery models still operational after 3 years	models	number			4																	

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	Users of new financial products/services	users	number of people			20000															
	Users of new financial delivery models	users	number of people			20000															
Output 2.1 Effectively operating IOF established to test and roll out financial products/services and delivery mechanisms for rural areas and agriculture	Grant proposals received	proposals	number			300	PCO grant tracking records				Institutions willing and able to pilot and roll out new products / services exist										Is this indicator relevant to measure? It is suggested to consider eliminating it.
	Grant proposals approved by window	proposals	number			72															
	Time taken to process grant proposals (week) 15 to 19																			This indicator looks like a performance indicator that can be monitored in the M&E plan, but not a logical framework indicator. It is suggested to consider eliminating it.	
	Value of grant agreements signed by window	window 1 - ZMW	number			32														Target figures were copied from the logframe, however, it is important to check if they refer to MZM million,for example ZMW 14 million instead of ZMW 14. In this case, all figures need to be corrected before insertion in ORMS	
		window 2 - ZMW	number			45															
		window 3 - ZMW	number			14															
	Value of matching contributions by window	window 1 - ZMW	number			3.2															
		window 2 - ZMW	number			18															
		window 3 - ZMW	number			1.35															
	Proportion of grant initiatives completed as per the grant agreement	Percentage	%			70%															
Output 2.2 CBFIs strengthened through matching grants and linked to financial services	New CBFIs formed with programme support	CBIs	number			1500	CBI Promoter reports				CBI promoters effectively support CBFIs and facilitate linkages										
	Members of new CBFIs formed with programme support	CBI members	number of people			30000															
	Existing CBFIs strengthened with programme support	CBIs	number			7200															
	Members of existing CBFIs strengthened with programme support	CBI members	number of people			125000															
	CBFIs that have been linked to FSPs	CBIs	number			20%															
	CBFIs that have started using at least one new financial product/service	CBIs	number			20%															
	Financial institutions participating in the project	FIs	number			4											1	0	0	In RIMS 2016 excel report, this indicator was placed under "Rural finance equity and innovation"	
	Persons in rural areas accessing financial services	Men in rural areas accessing financial services - savings	number of people			900											84	0	0	In RIMS 2016 excel report, this indicator was placed under "Rural finance equity and innovation"	
		Women in rural areas accessing financial services - savings	number of people			600											56	0	0		
Output 2.3 Financial products/services and delivery mechanisms established that target rural clients						Reports from implementing partners receiving grants				Sustained demand for new financial products / services											
	Service points (e.g. mobile and bank agents) registered and operational	service points	number			850															
	Financial institutions participating in the project	FIs	number														2	1	1	In RIMS 2016 excel report, this indicator was placed under "Agency - mobile banking"	
	Saving and credit groups formed/strengthened	groups	number			3300											470	0	0	In RIMS 2016 excel report, this indicator was placed under "Agency - mobile banking"	



	People in saving and credit groups formed/strengthened	males	number of people		50000												4688	0	0	In RIMS 2016 excel report, this indicator was placed under "Agency - mobile banking"
		females	number of people		50000												4688	0	0	In RIMS 2016 excel report, this indicator was placed under "Agency - mobile banking"
	Saving and credit groups with women in leadership position	groups	number																	In RIMS 2016 excel report, this indicator was placed under "Agency - mobile banking"
	Persons in rural areas accessing financial services	Men in rural areas accessing financial services - savings	number of people		50000												9375	0	0	In RIMS 2016 excel report, this indicator was placed under "Agency - mobile banking"
		Women in rural areas accessing financial services - savings	number of people		50000												9375	0	0	
Output 3.1 Effective dissemination of information to stakeholders and effective management of programme implementation	Stakeholder workshops held for the various stakeholders	workshops	number					PCO records												
	Government officials and staff trained	men/women	number of people		1000												94		0	In RIMS 2016 excel report, this indicator was placed under "Knowledge Management & Programme Implementation"
	Staff of service providers trained(men)	males	number of people														40	21	21	In RIMS 2016 excel report, this indicator was placed under "Knowledge Management & Programme Implementation"
		females	number of people														54	8	8	
		males/females	number of people		1000															
Color legend			General Notes																	
no color	Project specific indicator			1. Logframe is quite long and needs consolidation. In order to reduce its length, it is suggested to review all indicators and decide which ones should be kept in the logframe and which ones can be monitored separately. A criterion could be to eliminate those indicators (both from the original logframe and the RIMS online system) that do not have any target values (there are many). 2. During the logframe recompilation exercise, and for the purpose of ORMS data entry, outputs were arranged under the relevant outcome; however the original logframe indicates that some outputs correspond to more than one outcome 3. RIMS indicators were arranged by outputs, following the structure of the 2016 excel RIMS report; it is suggested to review and check consistency																
green	old RIMS indicator, originally included in the logframe																			
green bold	old RIDE indicator, originally included in the logframe, converted into RIDE indicator 2018																			
orange	old RIMS indicator not originally included in the logframe																			
orange bold	old RIDE indicator, not originally included in the logframe, converted into RIDE indicator 2018																			



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

**Table 3A: Financial performance by financier as at 30 September 2017 (USD'000)**

Financier	Appraisal (USD '000)	Disbursements (USD '000)	% Disbursed
IFAD loan	8,416	1,220	14%
Spanish Trust Fund	11,988	2,198	18%
Government	2,613	300	11%
Participating Institutions/Beneficiaries	3,298	856	26%
<b>Total</b>	<b>26,315</b>	<b>4,574</b>	<b>17%</b>

**Table 3B: Financial performance by financier using actual loan utilization (excluding initial advance and commitments) as at 30 September 2017 (USD '000)**

Component	IFAD Loan			Spanish Trust Fund Loan			Government			Participating Institutions			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
Strategic Partnerships	4,216	228	5%	3,989	171	4%	1,743	17	1%	1,138	-	0%	11,086	416	4%
Innovation and Outreach Facility	4,200	547	13%	2,690	59	2%	-	5	0%	2,160	856	40%	9,050	1,467	16%
Knowledge Management and Programme Implementation	-	43	0%	5,309	1,724	32%	869	50	6%	-	-	0%	6,178	1,817	29%
<b>TOTAL</b>	<b>8,416</b>	<b>818</b>	<b>10%</b>	<b>11,988</b>	<b>1,954</b>	<b>16%</b>	<b>2,613</b>	<b>72</b>	<b>3%</b>	<b>3,298</b>	<b>856</b>	<b>26%</b>	<b>26,315</b>	<b>3,700</b>	<b>14%</b>

**Table 3C (i): IFAD Status of funds as at 30 September 2017 (SDR)**

Expenditure Categories	<i>Original allocation</i>	<i>Actual disbursement up to WA 8</i>	<i>WA in the pipeline No. 9</i>	<i>Total actual and pending Disbursements</i>	<i>% Disbursed</i>	<i>Balance</i>
200008 Consultancies	560,000.00	100,406.58	-	100,406.58	17.93%	459,593.42
200011 Equipment and Materials	180,000.00	62,348.29	16,643.68	78,991.97	43.88%	101,008.03
200012 Grants and Subsidies	2,470,000.00	114,913.29	143,131.00	258,044.29	10.45%	2,211,955.71
200016 Operating Costs	420,000.00	5,025.76	219.95	5,245.71	1.25%	414,754.29
200019 Training	1,320,000.00	165,996.23	34,263.90	200,260.13	15.17%	1,119,739.87
250001 Advance Account	-	205,248.01	-	205,248.01	0.00%	(205,248.01)
270001 Authorised allocation	-	215,518.79	-	215,518.79	0.00%	(215,518.79)
290001 Unallocated	550,000.00	-	-	-	0.00%	550,000.00
<b>Total</b>	<b>5,500,000.00</b>	<b>869,456.95</b>	<b>194,258.53</b>	<b>1,063,715.48</b>	<b>19.34%</b>	<b>4,436,284.52</b>

**Table 3c (ii): Spanish Trust Fund Status of funds as at 30 September 2017 (SDR)**

Expenditure Categories	<i>Original allocation</i>	<i>Actual disbursement up to WA 8</i>	<i>WA in the pipeline No. 9</i>	<i>Total actual and pending Disbursements</i>	<i>% Disbursed</i>	<i>Balance</i>
200008 Consultancies	3,000,000	139,034.76	70,745.01	209,779.77	6.99%	2,790,220.23
200011 Equipment and Materials	160,000	254,718.74	-	254,718.74	159.20%	(94,718.74)
200012 Grants and Subsidies	1,800,000	54,354.76	-	54,354.76	3.02%	1,745,645.24
200016 Operating Costs	2,670,000	688,974.95	128,001.44	816,976.39	30.60%	1,853,023.61
200019 Training	470,000	60,013.02	17,166.25	77,179.27	16.42%	392,820.73
270001 Authorised allocation	-	823,421.77	-	823,421.77	0.00%	(823,421.77)
290001 Unallocated	900,000	-	-	-	0.00%	900,000.00
<b>Total</b>	<b>9,000,000</b>	<b>2,020,518.00</b>	<b>215,912.69</b>	<b>2,236,430.69</b>	<b>24.85%</b>	<b>6,763,569.31</b>

**Figure 1(a): IFAD loan disbursement, comparisons between original and revised allocations and actual disbursement as at 31 March, 2017**

	Category Description	Original allocation	Revised allocation	Disbursed	% Disbursed	Available Balance
250001	ADVANCE ACCOUNT/START UP COSTS	0.00	0.00	250,284.01	0%	(250,284.01)
270001	AUTHORIZED ALLOCATION	0.00	0.00	215,518.79	0%	(215,518.79)
200008	CONSULTANCIES	560,000.00	560,000.00	2,441.96	0%	557,558.04
200011	EQUIPMENT AND MATERIALS	180,000.00	180,000.00	7,546.42	4%	172,453.58
200012	GRANTS AND SUBSIDIES	2,470,000.00	2,470,000.00	105,208.75	4%	2,364,791.25
200016	OPERATING COSTS	420,000.00	420,000.00	5,011.10	1%	414,988.90
200019	TRAINING	1,320,000.00	1,320,000.00	23,807.61	2%	1,296,192.39
290001	UNALLOCATED	550,000.00	550,000.00	0.00	0%	550,000.00
	<b>TOTAL</b>	<b>5,500,000.00</b>	<b>5,500,000.00</b>	<b>564,818.64</b>	<b>10%</b>	<b>4,935,181.36</b>



## Appendix 4: Compliance with legal covenants: Status of implementation as at 30 September 2017

Section	Covenant	Target/Action Due Date	Compliance	Remarks
			Status/Date	
Section B6	There shall be one designated account opened in the bank of Zambia, for receiving and holding respectively the IFAD loan and the Trust Loan proceeds in USD		Complied	
Section B7	There shall be a Programme account in a commercial bank acceptable to the Fund		Complied	
Section C2	The following are designated as additional Programme Parties : The Bank of Zambia (BoZ) and the Ministry of Agriculture and Livestock (MAL)		Complied	
Section E1	The following are designated as additional general conditions precedent to withdrawal:			
(a)	The designated account and programme account shall have been duly opened	Precedent to withdrawal	Complied	Account number 0011000371176 opened in the Bank of Zambia
(b)	The Programme Steering Committee (PSC) shall have been duly staffed	Precedent to withdrawal	Complied	PSC constituted
(c)	The Programme Coordination Office (PCO) shall have been duly established	Precedent to withdrawal	Complied	PCO established and fully staffed
(d)	The memorandum of Understanding (MoU) between the MoF and BoZ shall have been duly executed	Precedent to withdrawal	Complied	
(e)	The Programme Implementation Manual (PIM) shall have been submitted and approved by the Fund	Precedent to withdrawal	Complied	The draft PIM was approved by the PSC. To be sent to the Fund for endorsement
(f)	A standard separate financial management software acceptable to the Fund shall have been installed and operational		Complied	Sage Pastel accounting software already procured and used by the Programme. Customization of the software is on going
Schedule 1				
Par 6	The PCO shall be established within the MoF with responsibility for the daily management and coordination of all programme components and activities		complied	
Par 8	Programme vetting Committee (PVC)		complied	PVC is in place
Par 9	Performance-based Grant agreements with each grant recipient financed by the IOF facility		complied	On-going activities
Par 10	Memorandum of Understanding : The MoF shall enter into a MoU with BoZ and DBZ		complied	MoU have been signed
Par 11	Subsidiary agreements : The Lead Program Agency Shall enter into an agreement/contract for services for each service provided for the implementation of Programme		complied	

Par 12	Mid-Term Review (MTR): a comprehensive MTR shall be conducted midway through the programme implementation			Not yet due
Schedule 3				
Par 4	Financial statements of service providers: Agreements specify that SP will provide to the borrower through the PCO statement of sources and uses of funds related to programme activities in respect of each fiscal year with two months of the end of each FY. PCO shall attach such statements to its own financial statements for subsequent submission to the fund.			Not yet due
Par 5	Audit of service providers: Contracts of SP to specify that each SP will appoint an independent external auditor to audit their financial statements relating to the programme. Audit report to be submitted to the borrower through the PCO within five months after the end of each FY for subsequent submission to the fund.		Complied	Although the agreement for SPs provides up to 6 months for them to submit audited accounts
Par 6	National and International service providers shall be recruited following a transparent competitive process		Complied	
Section 7.01 (b) (i)	AWPB submitted to the Fund not later than 60 days before the beginning of the relevant year		Not complied	The annual work plan for the FY 2018 has not been submitted in time
Section 7.08 (a)	LPA shall insure all goods and buildings used in the project against such risks and in such amounts as shall be consistent with sound commercial practice.		Complied	
Section 7.08 (b)	The LPA shall insure the goods imported for the project which are financed by the financing		Complied	
Section 8.03 (a)	The LPA shall furnish to the Fund periodic progress reports on the project.		Not complied	Progress reports have not been submitted as required
Section 9.02	Financial statements: The Borrower/Recipient shall deliver to the fund detailed financial statements of the operations with four months of the end of each fiscal year		Complied	
Section 9.03	Audit of financial statements: Within 6 months the Borrower shall submit audited financial statements to the Fund and the reply to the management letter of the auditors within one month of receipt thereof.		Complied	



## Appendix 5: Physical progress measured against AWP&B, including RIMS indicators

Component/output/Activities	M&E	PHYSICAL							COMMENTS
			Period Ending June 2017			Cumulative			
Outputs	Indicator	Unit	AWPB	Actual	% of AWPB	Appraisal	Actual	% of Appraisal	
COMPONENT 1: STRATEGIC PARTNERSHIPS									
1. A new framework for regulation and supervision of Agency banking/ Mobile banking is introduced and rolled out	Banks / FSPs operating rural agent networks in un- and under-Banked rural areas	Number	2	1	50	5	1	20	Activities in progress. VFZ is piloting its mobile banking in rural areas
	Agency outlets appointed in un-and under banked rural areas	Number	6	2	33	30	2	7	Partners working towards opening rural agency outlets
	New accounts opened and maintained by clients at new rural branches / agents of Banks /FIs/MFIs	Female	4,688	86	2	50,000	86	0.172	These are farmers who are working with ETP and have opened accounts with Natsave
		Male	4,688	58	1	50,000	58	0.116	These are farmers who are working with ETP and have opened accounts with Natsave
	Number of rural/urban people registered and using money transfer services	Female		9,375	0	0	100,000	0	0

									developer and database is being done.
									Registration is currently ongoing with NACRO's tomato onion value chain farmers. Use of money transfers is yet to happen as software developer and database is being done.
		Male	9,375	0	0	100,000	0	0	
2. Licensed and deposit-taking MFIs have access to a line of credit (LoC) from DBZ for investments in the agricultural sector.	Operating manuals for the refinance facility approved by the DBZ Board of Directors								Detailed Implementation Plan has been developed and activities are in progress.
	Number	1	0	0	1	0	0		
	Number of commercial banks and MFIs accessing LoC from DBZ by end of project period								Activities are in progress and potential MFIs are yet to be identified
	Number	2	0	0	8	0	0		
	Percentage of agricultural portfolio by commercial banks and MFIs accessing LoC increased by 10%								Activities are in progress and potential MFIs are yet to be identified
	%	1	0	0	10%	0	0		
3. New CBFIs have been created and existing ones strengthened and operate sustainably - being monitored by SaveNet.	Formal linkages created - 20%								IOF Partners started implementing activities and current Partners are all subject to RCT and the next AWPB (2018) will track linkages
	Number	266	0	0	500	0	0		
	Membership retained (new and old groups) -								Existing CBFIs. No new CBFIs in current projects
		Female	7,691	7691	100	18,000	0	43	

	60%								due to RCT
		Male	2,170	2170	100	12,000	0	18	Existing CBFIs. No new CBFi in current projects due to RCT
	The CBFIs use of an increasing number of financial products and services and/or 40% of members using credit versus non-credit products and services.	%	40%	0	0	40%	0	0	To be determined once CBFi linkage begin to be formed, mainly at outcomes survey
4. New and existing Institutional frameworks are strengthened at Meso level to support the FSPs to deliver services to rural areas.	RFU created in the MoF (supported by RUFEP and MoF) and has rolled out the implementation of RFPS	Number	1	0.7	70	1	0	70	MoF has appointed 2 part-time staff to conduct initial activities granted by Cabinet Office to recruit staff for the RFU. The establishment will have 9 staff
	RFU has taken lead and improved sector coordination, holding coordination meetings at least twice a year.	Number	1	0	0	16	0	0	Once the RFU is fully functional, it shall be able to lead on this activity

A strong AMIZ supporting the MFI industry with quarterly collection and dissemination of information on financial sector performance and market trends (Apex strengthened).	Number	3	0	0	32	0	0	AMIZ has begun the process of reconstitution and an interim board has been put in place. FINCA is the Chair of the board and so far the Partnership Agreement has been drafted corresponding to their work plan
AMIZ/SaveNet organizing best practices quarterly courses for members on a cost share basis.	Number	2	0	0	32	0	0	Once the Partnership Agreement is finalised, the activity implementation can commence after disbursement
AMIZ achieving at least 80% collection of dues and membership fees annually.	%	0	0	0	80%	0	0	Once the Partnership Agreement is finalised, the activity implementation can commence after disbursement
SaveNet created and facilitating coordination of CBFi industry development and linkage to international best practices (Apex formed).	Number	1	0	0	1	0	0	Once the Partnership Agreement is finalised, the activity implementation can commence after disbursement
AMIZ/SaveNet Improved self-sufficiency.	%	50%	0	0	70%	0	0	It is expected that slow progress will be made as AMIZ/SaveNet gain ground. These cannot be compared to average MFIs.

5. Staff of FSPs , Apex institutions and other relevant institutions have received training and technical assistance on agricultural and rural finance	Number of participants attending courses offered on agricultural and rural finance with RUFEP support by end of the Programme.								
		Female	94	7	0	1,000	0	0.7	Partner training on Microfinance and development and Agency Banking and Financial Education
		Male	94	8	0	1,000	0	0.8	Partner training on Microfinance and development and Agency Banking and Financial Education
	60% of post-course monitoring of PFSPs' courses on agricultural and rural finance show producers are able to plan for agri-production, diversification of crops and financing of the agribusiness.	%	60%	0	0	60%	0	0	Trainings have recently been conducted and post course monitoring has not yet been done to allow time for participants to practice what they learned
6. New and sustainable financial services and products targeted at rural clients tested and scaled up	New financial products targeted at rural clients are tested and rolled out by end of RUFEP.								Grant Agreements have recently been signed by some Partners and product development delivery channels still being worked on by the Partners. VFZ, ETP and NACRO
		Number	1	0	0	5	0	0	
	Delivery models tested and rolled out								Grant Agreements have recently been signed by some Partners and product development delivery channels still being worked on by the Partners. VFZ, ETP and
		Number	1	0	0	2	0	0	

								NACRO
Number of users of new financial products	Female	8,906	0	0	95,000	0	0	Grant Agreements have recently been signed by some Partners and product development delivery channels still being worked on by the Partners. VFZ, ETP and NACRO
	Male	8,906	0	0	95,000	0	0	Grant Agreements have recently been signed by some Partners and product development delivery channels still being worked on by the Partners. VFZ, ETP and NACRO
The percentage of the unbanked rural and urban individuals who rely on own business reduced by at least 10% from baseline of 2015 (Finscope Survey) to end of RUFEP.	%	0	0	0	10%	0	0	survey data information to be used. Proportion of rural population. Finscope stated this population as 3,300 000
At least 15% increase in number of individuals financially included in the rural areas from baseline of 2015 Finscope survey	%	0	0	0	15%	0	0	survey data information to be used. Proportion of rural population. Finscope stated this population as 3,300 001
COMPONENT 2: INNOVATION AND OUTREACH FACILITY								

7. IOF effectively operated to test Innovative financial products and delivery mechanisms for the agriculture and rural areas.	Mobile and bank agents registered and operating successfully	Female	56	0	0	600	0	0	3 proposals were approved under the Mobile and Agency Banking window. VFZ, ETP and NACRO
		Male	84	0	3	900	0	0	4 proposals were approved under the Mobile and Agency Banking window. VFZ, ETP and NACRO
	Number IOF grants approved by the end of RUFEP		7	6	89	72	6	8.3	5 Grant Agreements have been signed and implementation workshops have been held for the Partners to prepare for implementation
	Number of innovation projects successfully completed by the end of RUFEP.	Number	4	0	0	43	0	0	This will begin to be recorded at the time of the first projects being completed which is 2018
	10% matching contribution for window 1 and 3 Value of IOF support from the participating organizations.	%	10%	10%	1	10%	0	100	All the Grant Agreements that have been signed have the relevant matching contribution which has been put up by the Partner
	40% contribution for window 2 (Agency/ Mobile banking) Value of IOF support from participating organisations.	%	50%	0	0	50%	0	0	3 Partners are under Window 2 and their matching contribution has been registered.

	20% CBFIs linked to formal Financial Service Providers for savings and other services such as credit lines.	%	20%	0	0	20%	0	0	This indicator will be monitored through the projects that are working on linkages and will be done at outcome survey level. No CBFIs have been linked yet as they are subject of RCT
COMPONENT 3: KNOWLEDGE MANAGEMENT AND PROGRAMME IMPLEMENTATION									
8. Effective dissemination of information to stakeholders and effective management of Programme Implementation	Number of multi-stakeholder workshops to share RUFEP experiences and plans.	Number	12	7	58	24	0	29.166667	PCO has conducted orientation workshops for Implementing Partners as a way of guiding them on the plans for RUFEP
	Number of specific dissemination events organized for stakeholders (include workshops, publications, e-mails, conferences, websites etc.)	Number	2	0.25	12.5	24	0	1.04	RUFEP was the main sponsor for the Financial Literacy Week in Western Province, Mongu and various information was disseminated.
	PCO have developed/procured data collection and analysis tools	Number	1	1	100	1	1	100	PME Database has been installed and is in its pilot phase as the Partners get accustomed to it



PCO have collected, analysed and disseminated sector information to relevant stakeholders quarterly and annually.	Number	4	1	0.25	32	4	3.125	PCO has conducted a desk review to feed into the KM& Communications Strategy which has been developed and is yet to be validated by the relevant stakeholders. The Newsletter has been published to disseminate information about the Programme
PCO have prepared accurate quarterly and annual reports on time	Number	4	2	50	32	4	6.25	PCO has been able to produce the required reports and share with relevant stakeholders including PSC
Number of participants reached by events organized for stakeholders.	Female	94	0	0	1,000	0	0	The PCO in conjunction with RFU is planning for the launch and dissemination of the Rural Finance Policy in 2017 as one of the major events
Number of participants are reached by events organized for stakeholders.	Male	94	0	0	1,000	0	0	As above
Website for RUFEP purposes created	Number	1	1	1	1	1	100	This was done

	Periodic update of Website	Number	2	0	0	24	0%	0	The website was recently launched. Content on the Programme is uploaded on the site including the applications in terms of Concept Notes and Proposal forms
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RIMS Indicators									
	Results	Unit	AWPB	Actual	%of AWPB	Appraisal	Actual	% of appraisal	Info as at Sept. end
3. IOF effectively operated to test innovative financial products and delivery mechanisms for the agriculture and rural areas.	Savings and Credit Groups formed/strengthened <sup>i</sup>	Number	534	534	100	2,500	534	21.36	
	People in savings and credit groups formed/strengthened	Female	9,124	7691	84	18,000	7691	42.727778	
	People in savings and credit groups formed/strengthened	Male	2,633	2170	82	15,000	2170	14.466667	
	Savings and Credit Groups with women in leadership position	Number	528	403	76	2,000	403	20.15	
	Financial Institutions participating in the Project	Number	4	5	125	8	5	62.5	
	Staff of financial Institutions trained	Female	94	5	5	1,000	5	0.5	
	Staff of financial Institutions trained	Male	94	10	11	1,000	10	1	
	Voluntary savers	Number	7043		-	n.a		#VALUE!	
	Voluntary savers		590			n.a		#VALUE!	

	Value of voluntary savings	USD	1510			n.a		#VALUE!	
	Active borrowers (disaggregated by gender)	Female	0	5391		n.a		#VALUE!	
	Active borrowers (disaggregated by gender)	Male	0	439		n.a		#VALUE!	
	Value of gross loan portfolio	USD	2105			n.a		#VALUE!	
	People trained in financial services	Female	500	112		6,408		1.7478152	
	People trained in financial services	Male	300	37		4,272		0.8661049	
Effective dissemination of information and effective programme management	Government officials and staff trained	Number	94	2		1,000		0.2	
	Staff of service providers trained	Number	94			1,000			



## Appendix 6: Knowledge management: Learning and Innovation

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- The RUFEP website has helped to ensure proposals are submitted on a continuous basis regardless of geographical location of the applicants. Concept Notes, Proposal and Budget Templates are available online as long as applicants have access to internet.
- When the flow of proposals and Concept Notes slows down, the programme places adverts for the Innovation and Outreach Facility (IOF) matching grants for Calls for Proposals in the press to help keep the pipeline of applications.
- RUFEP's joint participation and partnership with stakeholders in the financial sector in annual events such as the Financial Literacy Week, World Savings Day, Zambia Institute of Banking and Financial Services annual conferences has helped to sell the programme's Innovation and Outreach matching grant facility (IOF). These events provide an opportunity for RUFEP to inform prospective implementing partners about the IOF grants. In addition the events provide a platform for sharing RUFEP information materials such as publications (Brochures, Fact Sheets, and Newsletter) with stakeholders in the financial sector. RUFEP Publications also help to market the RUFEP website which provides applicants with more information and downloads for Concept Notes, Proposal and Budget application templates. These platforms also set the pace for national dialogue on rural financial inclusion.
- M&E Officers have a challenge reporting on success stories and lessons learnt on the M&E System. Most of the implementing partners rely on the M&E staff to report on the success stories of their interventions. However M&E staff do not go beyond data and statistics to tell a story of the impact of their intervention. This will require a training workshop for M&E staff to learn how to convert data and statistics into information and stories that will be shared to show impact.

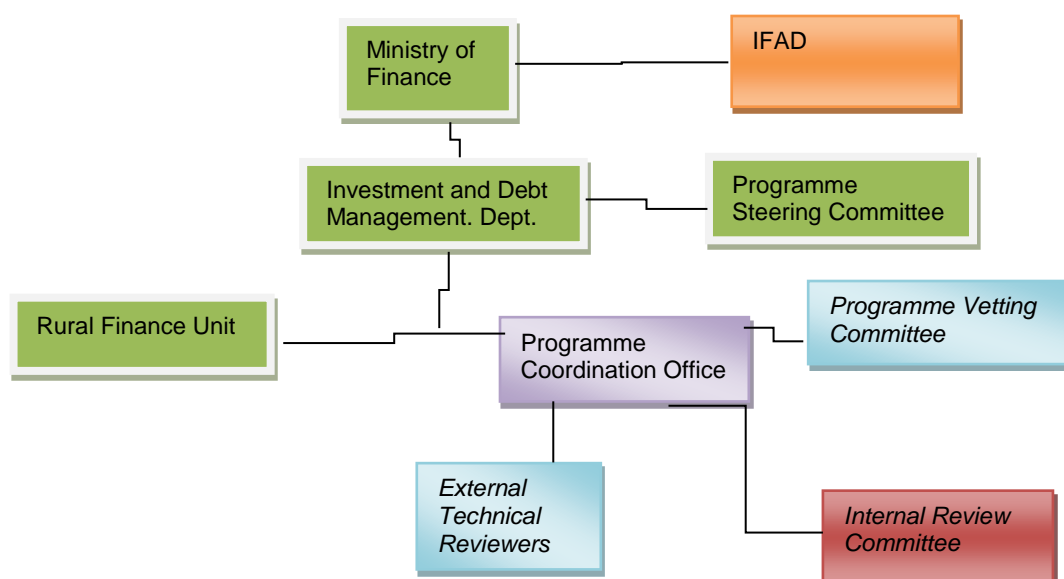
### M&E data so far incorporated into knowledge management

- The following is the M&E data that has been incorporated into KM: a) The total number of beneficiaries from RUFEP interventions – disaggregated according to gender and youth; b) Number of current interventions; c) Number of Strategic Partners whose capacity has been built in terms of knowledge management/sharing; d) Orientation workshops held under IOF; e) Under component 3, the process of approval of projects applied from concept note through to approval and disbursement of funds – including total number of projects submitted, approved and rejected; f) Notification of applicants on the status of their applications; g) How applicants learnt about the existence of the grant. This enables RUFEP to improve own its communication strategy.

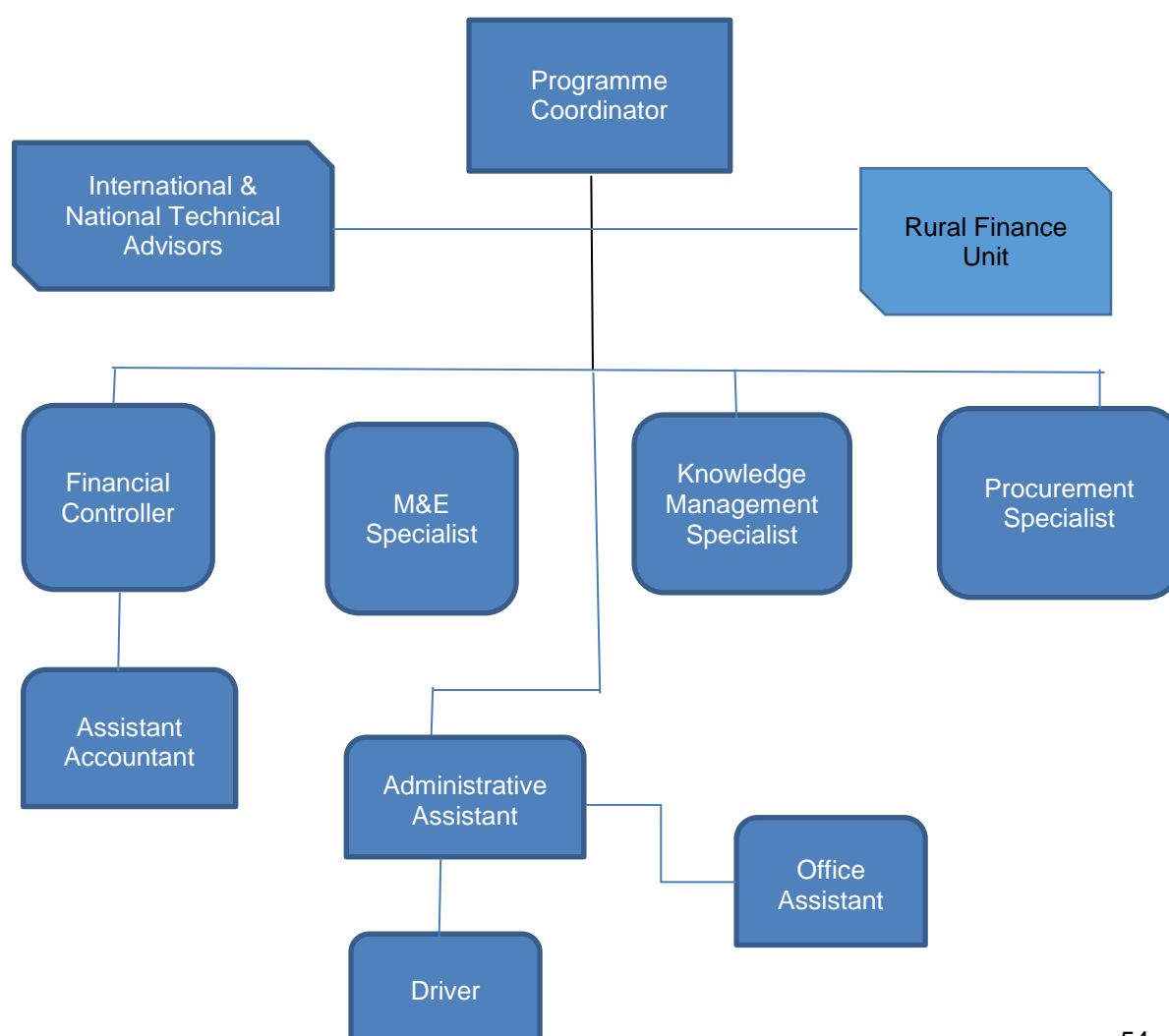
### Lessons learned so far documented identified by the M&E system

- The following are the lessons learned that have been identified from the M&E System and documented under Knowledge Management: a) Given the challenges faced by SPs in preparing their 1<sup>st</sup> (maiden) progress reports, RUFEP should capacitate them undertake this exercise by offering them hands-on support; b) RUFEP should acknowledge different savings methodologies being practiced by Savings Groups under different SPs; c) RUFEP should tailor its engagement with different partners according their capacities to efficiently and effectively deliver on its mandate; d) Of the 3 Grant Windows under IOF most applicants apply for Window 2. The main reason seems to be that it offers the highest amount (i.e. it has the highest ceiling) in terms of grant money, but this needs to be confirmed.

## Appendix 7: Rural Finance Expansion Programme - Organogram



### PCO Office





## RURAL FINANCE EXPANSION PROGRAMME MINISTRY OF FINANCE

### Appendix 8: List of persons met

DATE : 7<sup>th</sup> November 2017

VENUE : MoF (Wrap up)

TIME : 12.00

1	Peter Byakika	Financial Management Specialist	IFAD		
2	Waseem Khan	Procurement Management Specialist	IFAD		
3	Dick Siame	ME Specialist	IFAD		
4	Teresa Maru-Munlo	Deputy Mission Leader	IFAD		+265999964645
5	Michael Mbulo	PC	RUFEP		
6	Rachel Zyambo	Assistant Director GI	MoF		
7	Jacob Mkandawire	Director IDM	MoF		
8	Joseph Tumba	Asst Senior Economist GI	MoF		
9	Womba Phiri	ME Officer	RUFEP		
10	Cephas Moonga	KC Officer	RUFEP		
11	Caiaphas Habasonda	NTA	RUFEP		

DATE : 30<sup>th</sup> October, 2017

VENUE : ETP

TIME : 09:00

S No.	NAME	POSITION	ORG	EMAIL	MOBILE/ TEL NO.
1.	Michael Mbulo	Programme Coordinator	RUFEP	Michael.mbulo@rufep.org.zm	0977845452
2.	Dick N. Siame	CPO-ME Specialist(RUFEP Mission)	IFAD	d.siame@ifad.org	0977452088
3.	B.T Mubuka	Board Member	ETP	Mubukak@yahoo.com	0977409885
4.	Mailosi Kamuna	Accountant	ETP	kamunamailosi@gmail.com	
5.	Dr. L.M Imakando	M. Consultant	ETP	Mooshoimakando@etpark.org	

6.	Ngula I Mubonda	Regional Coordinator	ETP	nmubond@etpark.org	
7.	Lloyd Chingambo	Chair	ETP	lchingambo@africare.com	
8.	Tambeya Sinyangwe	Manager			
9.	Imbuwa				0972863745
10.	Mwiya Mulope	Project Officer	ETP	mmulope@gmail.com mmulope@etpark.org	0978038634
11.	Silwale Muleke	Agent	ETP	mulelesilwale@gmail.com smulele@etpark.org	
12.	Mundia M Kangumu	Secretary	ETP		0976658015
13.	Akende Charles	Regional Manager			0977129924
14.	Teresa Maru-Munlo	Deputy Mission Leader	IFAD	tchemus@yahoo.com	+265999964645
15.	Womba Phiri	M&E Specialist	RUFEP	Womba.phiri@rufep.org.zm	





## RURAL FINANCE EXPANSION PROGRAMME MINISTRY OF FINANCE

DATE : 27<sup>th</sup> October, 2017  
VENUE : CCPC  
TIME : 16:00

	NAME	POSITION	ORG	EMAIL	MOBILE/ TEL NO.
1	Chilufya Sampa	ED	CCPC	cosampa@ccpc.org.zm	0211222775
2	Brian M. Lingela	DCP	CCPC	b.lingela@ccpc.org.zm	
3	Vestus Chungu	DFA	CCPC	v.chungu@ccpc.org.zm	
4	Brighot Muzyamba	Investigator	CCPC	b.muzyamba@ccpc.org.zm	
5	Eunice Phiri Hamavha	CIS	CCPC	e.hamavha@CCPC.org.zm	
6	Michael Mbulo	PC	RUFEP		
7	Dick N Siame	ME Specialist	IFAD	d.siame@ifad.org	0977452088
8	Teresa Maru-Munlo	Deputy Mission Leader	IFAD	tchemus@yahoo.com	+265999964645

DATE : 27<sup>th</sup> October, 2017  
VENUE : Vision Fund  
TIME : 14:30

1	Michael Mbulo	PC	RUFEP	Michael.mbulo@rufep.org.zm	
2	Zita Zingani	Senior MIS	VFZ	Zita-zingani@wvi.org	0977411289
3	Lawrence zyambo	ICT. Manager	VFZ	Lawrence.zyambo@wvi.org	0979052104
4	Nkosilathi Moyo	CEO	VFZ	Nkosilathi_moyo@wvi.org	0978737624
5	Dick N Siame	PCO	IFAD	d.siame@ifad.org	0977452088
6	Teresa Maru-Munlo	Deputy Mission Leader	IFAD	tchemus@yahoo.com	+265999964645



## RURAL FINANCE EXPANSION PROGRAMME MINISTRY OF FINANCE

DATE : 27<sup>th</sup> October, 2017  
VENUE : MoF (EMD)  
TIME : 08:30

1	Caiaphas Habasonda	NTA	RUFEP	Caiaphas.habasonda@rufep.org.zm	0955452130
2	Remmy Kampamba	Assistant Director	MoF	Remmyk75@yahoo.co.zm	0978646733
3	Ireen Fwalanga	Economist	MoF	ifwalanga@gmail.com	0976871839
4	Teresa Maru-Munlo	Consultant	IFAD	tchemus@yahoo.com	+265999964645

DATE : 27<sup>th</sup> October, 2017  
VENUE : AMIZ  
TIME : 14:00

1	Douglas Kamwendo	CEO	FINCA	Dougous.kamwendo@finca.co.zm	0965600307
2	Gareth Evans	ITA	RUFEP	Gareth.evans@rufep.org.zm	0963871433
3	Teresa Maru-Munlo	Deputy Mission Leader	IFAD	tchemus@yahoo.com	+265999964645

DATE : 26<sup>th</sup> October, 2017  
VENUE : SaveNet  
TIME : 08:45

1	Michael Mbulo	PM	RUFEP	Michael.mbulo@rufep.org.zm	0977845452
2	Vincent Musaka	Finance Officer	SaveNet	vincentmusaka@gmail.com	0955576037
3	Samuel Tembo	Board member	SaveNet	Samuel.tembo@plan_international.org	0977219516
4	Mubanga Chama	National Coordinator	SaveNet	Chama..mubanga@plan_international.org	0966684372
5	Robson Nyirenda	Economic Security		Robson.nyirenda@plan_international.org	0978327689
6	Dick N Siame	M&E Specialist	IFAD	d.siame@ifad.org	0977452088
7	Teresa Maru-Munlo	Deputy Mission Leader	IFAD	tchemus@yahoo.com	+265999964645



## RURAL FINANCE EXPANSION PROGRAMME MINISTRY OF FINANCE

DATE : 26<sup>th</sup> October, 2017

VENUE : DBZ

TIME: 11:00

1	Peter Chileshe	HIA	DBZ	Chileshep@dbz.co.zm	0966886288
2	Malama M Mukonde	Legal Officer	DBZ	malamamukonde@dbz.co.zm	0966334466
3	Mpunga Luchembe	ACRO	DBZ	luchembesm@dbz.co.zm	0977434054
4	Namukulo Namakando	AHRO	DBZ	namukolon@dbz.co.zm	0979517997
5	John Chibonga	SSO	DBZ	chibongaj@dbz.co.zm	0976145599
6	Chilambwe Lwao	SIO	DBZ	Lwao.chilambwe@dbz.co.zm	0978712450
7	Mavis chaile	CIO	DBZ	mavis@dbz.co.zm	0978010015
8	Carol Mwila	HT	DBZ	carolk@dbz.co.zm	0972082996
9	Robert M Malasha	A/CFO	DBZ	robertmalasha@dbz.co.zm	0975822887
10	Elizabeth Sileti	ACC	DBZ	esileti@dbz.co.zm	0966439636
11	Dick Siame	M&E	IFAD	d.siame@ifad.org	0977452088
12	Peter Byakika	Finance Specialist	IFAD	peterbyakika@yahoo.com	0977180880
13	Michael Mbulo	PC	RUFEP	Michael.mbulo@rufep.org.zm	0977845452
14	Teresa Maru-Munlo	Deputy Mission Leader	IFAD	tchemus@yahoo.com	0977845452



## RURAL FINANCE EXPANSION PROGRAMME MINISTRY OF FINANCE

DATE : 25<sup>th</sup> October, 2017  
VENUE : BoZ  
TIME : 14:30

1	Zifa Mphande	A/Director NBF	BOZ		0977775006
2	Musapenda Phiri	Head Financial	BOZ		0977857556
3	Moses Musantu	Senior Analyst	BOZ		0977857556
4	Joseph Simumba	Economist	BOZ		0977857556
5	Teresa Maru-Munlo	Deputy Mission Leader	IFAD		+265999964645
6	Dick siame	ME Specialist	IFAD		
7	Peter Byakika	Financial Specialist	IFAD		
8	Michael Mbulo	PC	RUFEP		

DATE : 24<sup>th</sup> October, 2017  
VENUE : MoF (PS)  
TIME : 08:30

1	Peter Byakika	Financial Management Specialist	IFAD		
2	Waseem Khan	Procurement Management Specialist	IFAD		
3	Dick Siame	ME Specialist	IFAD		
4	Teresa Maru-Munlo	Deputy Mission Leader	IFAD		
5	Michael Mbulo	PC	RUFEP		

DATE : 24<sup>th</sup> October, 2017  
VENUE : MoF (IDM)  
TIME : 09:00

1	Peter Byakika	Financial Specialist	Management	IFAD		
2	Waseem Khan	Procurement Specialist	Management	IFAD		
3	Dick Siame	ME Specialist		IFAD		
4	Teresa Maru-Munlo	Deputy Mission Leader		IFAD		+265999964645
5	Michael Mbulo	PC		RUFEP		
6	Rachel Zyambo	Assistant Director GI		MoF		
7	Jacob Mkandawire	Director IDM		MoF		
8	Joseph Tumba	Asst Senior Economist GI		MoF		
9	Michael Mbulo	PC		RUFEP		

DATE : 23<sup>rd</sup> October, 2017  
VENUE : RUFEP  
TIME : 8:30

1	Michael Mbulo	PC		RUFEP		
2	Ezra Chibwe	Finance Controller		RUFEP		
3	Womba Phiri	ME Officer		RUFEP		
4	Caiaphas Habasonda	NTA		RUFEP		
5	Gareth Evans	ITA		RUFEP		
6	John Loonga	Procurement Officer		RUFEP		
7	Cephas Moonga	Knowledge/Communications Officer		RUFEP		
8	Deborah Chibonga	Assistant Accountant		RUFEP		
9	Teresa Maru-Munlo	Deputy Mission Leader		IFAD		
10	Dick N Siame	ME Specialist		IFAD		
11	Paul Byakaki	Finance Specialist		IFAD		
12	Waseem Khan	Procurement Specialist		IFAD		



## RURAL FINANCE EXPANSION PROGRAMME

### MINISTRY OF FINANCE

DATE : 31<sup>st</sup> October, 2017

VENUE : Keepers Zambia (Beneficiary Group Meeting)

TIME : 09:00

	Name	Group name	Contact Details
1	Kabindama Bisesa	Tukuta U Wane	0978470349
2	Bunzanga kanzobya	Tukuta U Wane	0979247622
3	Situmbeko Munalula	Tukuta U Wane	
4	Ukisi Mundele	Tukuta U Wane	
5	Matomola Akakandelwa	Tukuta U Wane	0974086664
6	Linyanga Ntamba	Tukuta U Wane	
7	Kalumbu ntumbu	Tukuta U Wane	
8	Kisco Tuta	Tukuta U Wane	
9	Musoka Chimboni	Tukuta U Wane	
10	Matumbo Mundele	Tukuta U Wane	
11	Mbaka Kasanga	Tukuta U Wane	
12	Lupasa lupasa	Tukuta U Wane	



## RURAL FINANCE EXPANSION PROGRAMME

### MINISTRY OF FINANCE

DATE : 31<sup>st</sup> October, 2017

VENUE : Keepers Zambia (Beneficiary Group Meeting)

TIME : 09:00

	Name	Group name	Contact Details
1	Chipango Mukisi	Chumakeseka	0963962666
2	Bipanda Ngunga	Chumakeseka	
3	Ngombe Kawilila	Chumakeseka	
4	Likumbi mukisi	Chumakeseka	
5	Chihinga Mukisi	Chumakeseka	0978154607
6	Stella Mungandi	Chumakeseka	
7	Kubangu chainda	Chumakeseka	
8	Ndandula kalenga	Chumakeseka	
9	Musole chikele	Chumakeseka	
10	Derrick kasanga	Chumakeseka	
11	Steven Chingangela	Chumakeseka	
12	Muhulo Likanda	Chumakeseka	
13	Kabangu Libinga	Chumakeseka	
14	Kabangu libingi	Chumakeseka	
15	Chitumbo Kalyata	Chumakeseka	
16	Musangu Kaselo	Chumakeseka	
17	Mubanga Kayawe	Chumakeseka	





Group 2

	Name	Group name	Contact Details
1	Ngenda Maila	Mbuyoti Site	
2	Benjamin Katonya	Mbuyoti Site	
3	Kababu Chinonge	Mbuyoti Site	
4	Mubita Munyenyembu	Mbuyoti Site	
5	Bridget njekwa	Mbuyoti Site	
6	Kababu Kamba	Mbuyoti Site	
7	Nandila Mwikisa	Mbuyoti Site	
8	Monica Kapalu	Mbuyoti Site	
9	Bertha Muyenda	Mbuyoti Site	
10	Kabunda Chinyembo	Mbuyoti Site	
11	Mufuka Mbino	Mbuyoti Site	
12	Kaumba Kalimbwe	Mbuyoti Site	
13	Judith K Sifulila	Mbuyoti Site	

**ETP Beneficiary Group - Zambezi Bridge Attendance List ON 30/10/17**

<b>S/N</b>	<b>Name</b>	<b>Sex</b>	<b>N.R.C</b>	<b>Phone</b>	<b>Village</b>	<b>Cooperatives</b>
<b>1</b>	Simenda Muimui	F	-----	0962969915	Lyatolo	Zambezi Bridge
<b>2</b>	Chinga Mukisi	F	335642/82/1	0962971942	Lyatolo	Zambezi Bridge
<b>3</b>	Munalula Wamunyima	F	303497/82/1	-----	Lyatolo	Zambezi Bridge
<b>4</b>	Monde Nawa	F	361111/82/1	-----	Lyatolo	Zambezi Bridge
<b>5</b>	Katundu Kalimbwe	F	326255/82/1	-----	Lyatolo	Zambezi Bridge
<b>6</b>	Inonge Kabika	F	252127/82/1	-----	Lyatolo	Zambezi Bridge
<b>7</b>	Samutumwa Lyampu	M	427688/82/1	0967837588	Namaweshi	Zambezi Bridge
<b>8</b>	Kalaluka Muhau	M	137082/82/1	0967452281	Nakambe	Zambezi Bridge
<b>9</b>	Mulemwa Sianga	F	176750/84/1	0962272463	Lyatolo	Zambezi Bridge
<b>10</b>	Peggy Muimui	F	247518/82/1	0965147999	Lyatolo	Zambezi Bridge
<b>11</b>	Saboi Sitali	F	303470/82/1	0971156203	Lyatolo	Zambezi Bridge
<b>12</b>	Namangolwa Monde	F	271484/82/1	-----	Liyoyelo	Limbalangandelo
<b>13</b>	Malamo Monde	F	247614/82/1	-----	Liyoyelo	Limbalangandelo
<b>14</b>	Iñutu Monde	F	232343/82/1	-----	Liyoyelo	Limbalangandelo
<b>15</b>	Munalula Sianga	F	326209/82/1	-----	Liyoyelo	Limbalangandelo
<b>16</b>	Mebelo Mukamba	F	-----	-----	Lyatolo	Zambezi Bridge
<b>17</b>	Monde Muimui	F	-----	-----	Lyatolo	Zambezi Bridge
<b>18</b>	Namakau Nasilele	F	-----	-----	Lyatolo	Zambezi Bridge
<b>19</b>	Mulonda Namatama	F	200802/82/1	-----	Liyoyelo	Limbalangandelo
<b>20</b>	Nasilele Mubiana	F	192815/84/1	-----	Liyoyelo	Limbalangandelo
<b>21</b>	Namataa Nasilele	M	-----	-----	Mukota	Zambezi Bridge
<b>22</b>	Mushokabanji Njekwa	F	-----	-----	Lyatolo	Zambezi Bridge
<b>23</b>	Inambao Nasilele	M	176690/82/1	-----	Mukota	Zambezi Bridge
<b>24</b>	Namakando Songiso	M	181129/82/1	-----	Lyatolo	Zambezi Bridge

<b>25</b>	Sipula Mushaukwa	M	349502/82/1	0963980717	Likundu	Limbalangandelo
<b>26</b>	Nasilele Nasilele	M	248556/82/1	0962092561	Lyatolo	Zambezi Bridge
<b>27</b>	Songiso Namakando	M	346574/82/1	-----	Lyatolo	Zambezi Bridge
<b>28</b>	Silumesi Njekwa	M	-----	-----	Lyatolo	Zambezi Bridge
<b>29</b>	Nyambe Sianga	M	327495/82/1	0979994784	Likundu	Limbalangandelo
<b>30</b>	Lubinda Monde	M	-----	-----	Liyoyelo	Limbalangandelo
<b>31</b>	Ndui Mukelabai	M	226449/82/1	0967452917	Nalului	Zambezi Bridge
<b>32</b>	Wamulume Lubinda	M	164111/82/1	0976034461	Nalului	Zambezi Bridge
<b>33</b>	Muimui Muimui	M	312534/82/1	0974775120	Lyatolo	Zambezi Bridge
<b>34</b>	Muimui Namiluko	M	308711/82/1	0962679677	Ndata	Zambezi Bridge
<b>35</b>	M. K. Mundembo	M	172707/82/1	0978297416	Winela	Zambezi Bridge
<b>36</b>	J. M. Mukelabai	M	235388/82/1	0967126316	Maala	Zambezi Bridge
<b>37</b>	Andrew Mwiya	M	291013/82/1	0962085555	Namaweshi	Zambezi Bridge
<b>38</b>	Njekwa Kabisa	M	163910/82/1	0962591590	Ndowana	Zambezi Bridge
<b>39</b>	Muimui Mombotwa Isilabo	M	105198/82/1	0979403875	Lyatolo	Zambezi Bridge
<b>40</b>	Munalula Sifunganyambe	M	191175/82/1	0962690773	Lyatolo	Zambezi Bridge
<b>41</b>	Muyunda Muyunda	M	187544/84/1	-----	Mbalala	Limbalangandelo
<b>42</b>	Mashwana Nyengo	F	-----	-----	Lyatolo	Zambezi Bridge
<b>43</b>	Sibeso Munembo	F	-----	-----	Lyatolo	Zambezi Bridge
<b>44</b>	Mwangala Sikuleka	F	252417/82/1	0969323147	Lyatolo	Zambezi Bridge

## Appendix 9: Programme for supervision and implementation support mission – 23 October – 7 November 2017

Date	Person	Position & Institution	Component	Time	Venue
23/10/17 Monday	<b>RUFEP PCO</b>	Briefing by RUFEP Team		08.00 – 13.00	RUFEP, Thabo Mbeki Road
	1. Michael Mbulo	Programme Coordinator	I-III		
	2. Ezra Chibwe	Financial Controller			
	3. Womba Phiri	Monitoring & Evaluation Specialist			
	4. John Loongo	Procurement Specialist			
	5. Caiaphas Habasonda	National Technical Advisor			
	6. Gareth Evans	International Technical Advisor			
	7. Cephas Moonga	Knowledge Management Specialist			
	8. Deborah Chibonga	Assistant Accountant			
		Meeting with IFAD Finance Officer, Mr Gianluca Capaldo	IFAD Portal	14.30	RUFEP, Thabo Mbeki Road
	1. Michael Mbulo	Programme Coordinator			
	2. Ezra Chibwe	Financial Controller			
24/10/17 Tuesday	PUBLIC HOLIDAY				
25/10/17 Wednesday	<b>Ministry of Finance</b>				
	Pamela C. Kabamba (All)	Permanent Secretary - BEA	I-III	08.00	MoF, Chimanaga Road
	Mr. Jacob Mkandawire	Director IDMD - MoF	I-III	08.30	MoF
	Mrs. Rachel Zyambo (RFU)	A/ Director & Policy Advisor RFU , IDMD / RFU	I-III	08.30	MoF
	Mr. Joseph Tumba (RFU)	A/ Senior Economist, GI, IDMD/RFU	I-III	08.30	MoF
		Discuss RFU and oversight of RUFEP by MoF			
	<b>Bank of Zambia</b>		I	14.30	Cairo Road



	Mr. Chilfya Sampa Mr. Brian Lingela  <b>Vision Fund Zambia</b> Mr. Nkosilathi Moyo Ms. Zita Zengeni	Executive Director Director - Consumer Protection  Chief Executive Office Project Manager	II	14.30	Kabelenga Road
28/10/17 Saturday	Report Writing				
29/10/17 Sunday	Travel to Mongu - Western Province 08.30 hours				
30/10/17 Monday	<b>Entrepreneurship Technology Centre (ETP)</b>  Dr Mosho Imakando (Mrs) Ms. Ngula Mubonda Mr Sinyangwe	Briefing by ETP Team  Managing Consultant Regional Manager NSCB Branch Manager Discuss ETP/NSCB partnership Field Visit to Tapo and Zambezi Bridge	II	08.00 – 11.00  0  12.00  13.00 – 17.00	ETP    NSCB  Mongu Kalabo Road
31/10/17 Tuesday	<b>Keepers Zambia Foundation (KZF)</b>  Ms Nawa Lyuwa Mrs Lois Mbikusita Mr Ngenda Akufuna	Meeting with KZF Team  Project Manager Project Officer Field Facilitator  Meeting with Savings Groups	II	08.30    14.00	KZF
01/11/17 Wednesday	Travel back to Lusaka				
02/11/17 Thursday	Report Writing	Mission Team	I-III	08.00	RUFEP

				11.30	
				14.00	
Friday 03/11/17	Report Writing	Mission Team	I-III		RUFEP
Saturday 04/11/17	Completing ORMS/PSR	Mission Team	I=III		Hotel
06/11/17	Debrief Aide Memoire with RUFEP team	Mission Team / PCO	I-III	10.30	RUFEP
	Finalize AM and send to MoF	Mission Team		15.00	RUFEP
07/11/17	Presentation of draft Aide Memoire Findings to MoF by Deputy Team Leader and Mission members	Mission Team  Permanent Secretary – MoF BEA	I-III	12..00	MoF

BEA - Budget and Economic Affairs  
 BoZ - Bank of Zambia  
 NBFi - Non Bank Financial Institutions Department  
 IDMD - Investment and Debt Management Department  
 RFU - Rural Finance Unit  
 MoF - Ministry of Finance

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<sup>i</sup> Savings Groups include Cooperatives