

Zambia

Enhanced Smallholder Agribusiness Promotion Programme

Partial Supervision Report

Main report and appendices

Mission Dates: 25/11/2019 - 29/11/2019

Document Date 27/01/2020

Project No. 2000001405

Report No. 5315-ZM

East and Southern Africa Division
Programme Management Department

Abbreviations and Acronyms

ABM	Agribusiness and Marketing Department
AfDB	African Development Bank
AWPB	Annual Work Plan and Budget
CAADP	Comprehensive Africa Agricultural Development Programme
CFU	Conservation Farming Unit
CKMO	Communication and Knowledge Officer
CoA	Chart of Accounts
COMACO	Community Markets for Conservation
COSOP	Country Strategic Opportunities Programme
CPMT	Country Programme Management Team
DBZ	Development Bank of Zambia
DCU	District Cooperative Union
DLD	Department of Livestock Development
DoA	Department of Agriculture
E-SAPP	Enhanced Smallholder Agribusiness Promotion Programme (IFAD)
E-SLIP	Enhanced Smallholder Livestock Investment Programme (IFAD)
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FaaB	Farming as a Business
FAM	Finance and Administration Manager
FAO	Food and Agriculture Organisation
FBS	Farmer Business School
FFS	Farmer Field School
FM	Financial Management
FRA	Food Reserve Agency
FSP	Fertilizer Support Programme
GALS	Gender Action and Learning System
GDP	Gross Domestic Product
GRZ	Government of the Republic of Zambia
HDI	Human Development Index
HIPC	Heavily Indebted Poor Country
IAPRI	Indaba Agricultural Policy Research Institute
IFAD	International Fund for Agricultural Development
IP	Intervention Plan
JMR	Joint Monitoring Review
LF	Lead Farmer
M&E	Monitoring and Evaluation
MoA	Ministry of Agriculture
MCTI	Ministry of Commerce, Trade and Industry
MFI	Microfinance Institution

MFL	Ministry of Fisheries and Livestock
MFNP	Ministry of Finance and National Planning
MGF	Matching Grant Facility
MIS	Management Information System
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
MTR	Mid-Term Review
NAIP	National Agricultural Investment Plan
NAIS	National Agricultural Information System
NDP	National Development Plan (Sixth and Seventh)
NGO	Non-Governmental Organisation
NO	No Objection
ORMS	Operational Results Management System
PARM	Platform for Agricultural Risk Management
PBAS	Performance-Based Allocation System
PCO	Programme Coordination Office
PDG	Programme Design Group
PIM	Programme Implementation Manual
PM&E	Planning, Monitoring and Evaluation
PPD	Policy and Planning Department (MoA and MFL)
PPPP	Public Private Producer Partnership (4P)
PROFIT	Production, Finance and Technology (USAID)
PSC	Programme Steering Committee
RIMS	Results and Impact Monitoring System
RUFEP	Rural Finance Expansion Programme (IFAD)
SAPP	Smallholder Agribusiness Promotion Programme (IFAD)
SCCI	Seed Control and Certification Institute
SECAP	Social, Environmental and Climate Assessment Procedures
SEMP	Smallholder Enterprise and Marketing Programme
S3P	Smallholder Productivity Promotion Programme (IFAD)
SCI	System of Crop Intensification
SRI	System of Rice Intensification
TLC	Total Land Care
USD	United States Dollar
VfM	Value for Money
WA	Withdrawal Application
WB	World Bank
WFP	World Food Programme
ZADF	Zambia Agribusiness Development Forum
ZAMACE	Zambia Agricultural Commodities Exchange
ZARI	Zambia Agricultural Research Institute

ZCF	Zambia Cooperative Federation Ltd
ZEMA	Zambia Environmental Management Agency
ZMW	Zambian Kwacha
ZNADS	Zambia National Agribusiness Development Strategy
ZNFU	Zambia National Farmers Union
ZPPA	Zambia Public Procurement Act

A. Project Overview

Region:	East and Southern Africa Division	Project at Risk Status:	Not at risk
Country:	Zambia	Environmental and Social Category:	B
Project Name:	Enhanced Smallholder Agribusiness Promotion Programme	Climate Risk Classification:	2
Project ID:	2000001405	Executing Institution:	Ministry of Agriculture and Livestock
Project Type:	Credit and Financial Services	Implementing Institutions:	Ministry of Agriculture and Livestock
CPM:	Ambrosio Barros		
Project Director:	Kwibisa Liywalii		
Project Area:	National in all 10 Provinces		

Approval Date:	14/12/2016	Last audit receipt:	12/08/2019
Signing Date:	06/07/2017	Date of Last SIS Mission:	29/11/2019
Entry into Force Date:	06/07/2017	Number of SIS Missions:	4
Available for Disbursement Date:	16/10/2017	Number of extensions:	0
First Disbursement Date:	16/10/2017	Effectiveness lag:	7 months
MTR Date:	not available yet		
Original Completion Date:	30/09/2024		
Current Completion Date:	30/09/2024		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	East and Southern Africa Division	\$1,011,000
	IFAD	\$21,250,000
Domestic Financing breakdown	National Government	\$2,006,000
	Private sector local	\$3,457,000
	Domestic Financing Institutions	\$512,000
	Beneficiaries	\$1,232,000
Co-financing breakdown,	Platform for Agricultural Risk Management	\$200,000
Project total financing:		\$29,668,000

Current Mission

Mission Dates:	25/11/2019 - 29/11/2019
Days in the field:	0
Mission composition:	Mr. Ambrosio Barros, Country Director, Ms. Stefania Gnoato, Social Inclusion & Nutrition Expert, Technical Team Leader, Ms. Lucia Rakotovololona, Programme Analyst and Deputy Team Leader, Ms. Nester Mashingaidze, Agronomist; Ms. Alice Abillu, Financial Management Expert, Mr. Alessandro Neroni, Procurement Expert, and Ms. Grace Nakanjako, Monitoring and Evaluation Expert
Field sites visited:	Nil

B. Overall Assessment

Key SIS Indicator #1	Ø	Rating	Key SIS Indicator #2	Ø	Rating
Likelihood of Achieving the Development Objective		4	Assessment of the Overall Implementation Performance		4

Effectiveness and Developmental Focus	4	Project Management	3
Effectiveness	3	Quality of Project Management	3
Targeting and Outreach	4	Knowledge Management	4
Gender equality & women's participation	3	Value for Money	3
Agricultural Productivity	N/A	Coherence between AWPB and Implementation	3
Nutrition	4	Performance of M&E System	4
Adaptation to Climate Change	4	Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)	3

Sustainability and Scaling-up	4	Financial Management and Execution	4
Institutions and Policy Engagement	4	Acceptable Disbursement Rate	4
Partnership-building	4	Quality of Financial Management	4
Human and Social Capital and Empowerment	4	Quality and Timeliness of Audit	5
Quality of Beneficiary Participation	4	Counterparts Funds	3
Responsiveness of Service Providers	4	Compliance with Loan Covenants	5
Environment and Natural Resource Management	4	Procurement	4
Exit Strategy			
Potential for Scaling-up			

Relevance	5
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C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

An Implementation Support Mission for E-SAPP visited the Republic of Zambia from 25th to 29th November 2019 to review progress and provide support as may be necessary for effective implementation of the Programme. The specific objectives were: (i) assess the status of Programme implementation; (ii) follow-up on the recommendations of last supervision mission; (iii) provide support as required to the Programme Coordination Office (PCO); (iv) identify bottlenecks that are delaying implementation; and (v) review progress on the programme restructuring plan.

The Mission interacted with different stakeholders, including the Permanent Secretary and Directors of all the Departments in the Ministry of Agriculture (MoA) and the Ministry of Fisheries and Livestock (MFL) that are directly related to the objectives of E-SAPP.

A wrap-up meeting was held on 28th November 2019 in Lusaka under the chairpersonship of Mr. Songowayo Zyambo, Permanent Secretary, and attended by representatives of key stakeholders. The final Aide Memoire will be signed by Mr Songowayo for GRZ - MoA, and the IFAD Country Director during his next visit to the country.

Key Mission Agreements and Conclusions

The mission rates the overall Programme implementation performance ***moderately unsatisfactory***. Some progress has been achieved over the last semester in the implementation of last supervision mission agreed actions, notably in areas related to financial management, loan covenants compliance and Components 1 and 2 activities (see Appendix 1 for details). Notwithstanding, E-SAPP overall implementation is still lagging behind, due to various challenges in the recruitment of key staff and service providers which result mainly from delayed initiation of the related procurement processes.

As of 22nd November 2019, IFAD's disbursement amounts to SDR 3.5 million (USD 4.94 million) which represents 22% (i.e. 27.67% of loan and 19% of grant) of the overall allocated funds, yielding a *moderately satisfactory* rating for disbursement.

Key achievements: (i) Under Component 1, Agribusiness Policy Development, ZNADS inception meeting was held in July 2019 and a report produced; a Memorandum of Understanding (MoU) was signed between MoA and IAPRI and a road map for the implementation of the strategy developed and approved by MoA. A key stakeholder mapping and identification exercise was carried out in 6 provinces, under the leadership of the Lead Facilitator which led to the organization of stakeholder policy dialogue workshops. In terms of Institutional Strengthening for Agribusiness, a technical working group has been formed with members from different ministerial departments and the private sector. A training needs assessment was conducted and commodity-specific training manuals developed with Training of Trainers (TOT) for lead farmers and Camp Extension Officers (CEOs) commenced in 12 (out of 30) districts. (ii) Under Component 2, Farming as a Business Schools (FaaBS) were formed and training of selected beneficiaries just started; 11 concept notes have been received by PCO in response to call for MGF Window 2; members of matching grant approval committee were identified and set to be appointed; and two partnership models developed. (iii) The M&E plan which informs the AWPB planning process, and KM strategy have been developed.

Key issues: (i) Low execution rate of the procurement plan, caused by inaccurate/overoptimistic planning; lack of sufficient coordination between the Procurement Unit and the other Programme Units; and procurement delays caused by high turnaround times for the Programme to request and receive approval of procurement documents from the MoA. (ii) Component 1: lack of information on implementation of activities and use of findings from agricultural risk assessment studies to be done in partnership with the Platform for Agricultural Risk Management (PARM); Component 2: poor progress on establishment of FaaBS and implementation of MGF due to delays in service providers and staff procurement; need to ensure performance tracking of deliverables for FaaBS service providers. (iii) Timely finalization and submission of the 2020 AWPB. (iv) Delayed MIS procurement. And (v) Customization of accounting software.

D. Overview and Project Progress

During this reporting period, the mission noted some progress towards the implementation of activities under the technical components of E-SAPP. A majority of the agreed actions from the May 2019 mission were / are being implemented despite the challenges faced in relation to the delayed procurement of PCO staff, individual consultants and service providers.

Component 1: Enabling Environment for Agribusiness Development Growth

Subcomponent 1.1: Agribusiness Policy Development. A ZNADS Inception meeting was held in July 2019 and a report produced. A Memorandum of Understanding (MoU) was developed between MoA and IAPRI where roles and responsibilities of the two, with reference to the development and implementation of the Zambia National Agribusiness

Development Strategy (ZNADS), were defined. The MoA is the lead implementing agency and IAPRI facilitates the development and implementation of ZNADS. A road map was developed, for activities beginning from broad-based stakeholder consultation to implementation of the strategy, and was approved by MoA in September 2019.

A key stakeholder mapping and identification exercise was carried out under the leadership of the Lead Facilitator. The identified stakeholders were invited to stakeholder dialogue meetings in Muchinga, Luapula, Northwestern, Copperbelt, Southern, Central and Eastern provinces. Selection of provinces was on the basis of specific value chains found in the province. The meetings brought together public and private agribusiness stakeholders to identify policy challenges and potential solutions to agribusiness in Zambia. At the time of the mission, 6 of the 7 planned stakeholder dialogue meetings had been held except for the stakeholder dialogue meeting for Eastern Province which is planned for early December 2019. In addition to the stakeholder dialogue meetings, focus group discussions were concurrently carried out at district and sub-district levels with smallholder farmers including marginalized groups during which issues to do with challenges and adaptation to climate change were probed. A stakeholder engagement report with recommendations will be developed and completed by 31 December 2019. The ZNADS strategy will be drafted, and submitted to ZNADS committee for review followed by review and validation by stakeholders during meeting in Lusaka during the first quarter of 2020.

Gaps in knowledge will be identified and studies developed. These studies and those listed in the E-SAPP PDR will be carried out either by IAPRI or external consultants. Research findings will be incorporated into the process of developing the ZNADS. This will be done so as to ensure that recommendations provided are based on empirical evidence. Key lessons will also be identified from the experiences of Rwanda and Ethiopia. The ZNADS strategy will be finalized by the end of the first quarter of 2020 followed by implementation start-up.

The RFP for the Risk Assessment study has been evaluated. However, the PCO does not have the MoU signed between PARM and MoF. Without detailed information on planned activities, the PCO is not aware of how the funds from PARM will be disbursed for activities and also how the findings from the agricultural risk assessment studies will feed into the other E-SAPP activities. An inception report for Climate Change Vulnerability Assessment has been submitted, reviewed and cleared by MoA. CIAT is conducting stakeholder engagements and a stakeholder workshop will be held in December 2019.

Subcomponent 1.2: Institutional Strengthening for Agribusiness. A technical working group comprising subject matter specialists in the E-SAPP supported commodities, agribusiness and extension methodology from MoA, MFL, MCTI, the PCO, Heifer Project International, We-Effect Zambia and the Golden Valley Agricultural Research Trust was appointed by the Permanent Secretary of MoA to develop FaaBS training manuals and guides from existing materials. A rapid assessment of training needs of smallholder farmers and extension was done in July 2019 prior to the development of training material, during August 2019. Training of trainers was carried out by the technical working group in 20 out of the 30 focal districts during October 2019. Using the training manual and /or training guides on legumes, rice, livestock, aquaculture and nutrition; 106 provincial and district officers and 168 lead farmers received ToT.

Component 2: Sustainable Agribusiness Partnerships

Subcomponent 2.1 Strategic Linkage of Graduating Subsistence Farmers to Markets FaaBS service provider is yet to be procured, bidders have been shortlisted and an RFP is being prepared to be sent to IFAD for No Objection. There is a need to expedite the procurement of the FaaBS service provider as this is key to facilitating the quality of training materials used in FaaBS, graduation of smallholder farmers from category A to category B and build capacity of farmer groups to engage with MGF and market players in order to achieve the development objectives of E-SAPP.

The framework of implementing FaaBS was approved by the technical working group. Within the 30 focal districts, FaaBS will be established in two camps per district. Each camp will have four FaaBS with a CEO facilitating two FaaBS. A lead farmer will directly train 40 farmers making use of training facilitation guides to give 9600 trained out of the 16400 (56% male; 26% female, 33% youth, 20% youth headed households) subsistence households selected. The program also anticipates up to 45 other farmers will learn from each FaaB through participation in activities such as field days over the course of the FaaBS cycle. A demo field or site would be used to provide FaaBS members with an opportunity to learn by doing. As a way to incentivize the LFs, the technical work group agreed that demo fields or sites were going to be placed on LF farms. On graduating, members will be encouraged to form farmers' group / cooperatives and develop concept notes / proposals for the Window 1 MGF. The program undertakes to ensure that the demo sites are placed where they are accessible to the majority of beneficiaries.

During November 2019, FaaBS were established and training of 7482 farmers (60% female, 34% youth) started in 12 of targeted 30 districts. Currently FaaBS members are being given an introduction to farm business management as the first session of the curriculum. This will be followed by the technical sessions for which budgets are being prepared for purchases of seed, fertiliser, herbicides etc. for crop commodities and livestock kits, animals for livestock. Procurement will be done locally to minimize on delays associated with centralized procurement. The aim is to match practices / operations on demo sites / field with recommended operations for Good Agricultural Practices (GAPs). The performance of the GAPs will be compared against a demo with farmers' practice. Establishment of FaaBS is yet to start for focal districts in provinces like Copperbelt whose CEOs and LF already went through the training of trainers. This is where the majority of aquaculture FaaBS are to be sited.

Among the tasks for the FaaBS service provider will be to review and improve on the drafts of the training material that has been developed. Improvements should include the use of pictures graphics and translation of material to local languages. Before printing and distribution, a stakeholder workshop should be organized for review and verification of the FaaBS curriculum. A performance based contract should be developed for the FaaBS Service to ensure that program outputs and outcomes are realized. In particular, attention should be paid to the development of tailored material as opposed to generic curriculum and how the content of FFS/ FaaBS is harmonized depending on the needs of the farmers. Although there has been some inclusion of gender and nutrition related aspects in FaaBS curriculum, these will be fully included when the Gender and Social Inclusion and Nutrition experts are recruited.

Subcomponent 2.2: Enhancing Agro-Micro, Small and Medium Enterprises (MSME) Development– The EOI for the procurement of External Technical Reviewers (ETRs) has been advertised and shortlisting of applicants will be done by December 2019. Matching grant approval committee members have been identified and to be appointed by the Permanent Secretary of MoA. In response to the MGF call, 10 concept notes were received by PCO and will be screened before request for full business proposals is given. The PCO aims to have approved at least two projects for funding by the year end of 2019. Two key partnership models were developed from the identification and engagements with cluster market leaders in Luapula, Muchinga North-western, Copperbelt and Central Provinces.

Subcomponent 2.3: Facilitating Pro-Smallholder Market-Pull Agribusiness Partnerships– Procurement of the 4P service provider is on-going, firms have been shortlisted, RFP to be developed and sent to IFAD for No objection by end of November 2019. The RFP will be sent to shortlisted firms in December 2019. It is critical that the procurement of the service provider be completed for this activity to commence.

Agreed Action	Responsibility	Agreed Date
Implementation action plan Develop an action plan for implementation of the findings of on-going policy dialogues including development of research studies.	IAPRI/ Agribusiness Manager	12/2019
Follow up on MOUs between PARM and MoF, and IAPRI and MoF	FAM /PMEM	12/2019
Ensure that data on volume of commodities received / processed by MSMEs is captured under MGF window 2	PM&E Manager / PCO	12/2019
Develop and track performance targets for FaaBS and 4P Service providers.	ABM / Contract Manager	02/2020
ZNADS development Finalise strategy and present to MoA.	IAPRI/ Agribusiness Manager	03/2020
Proposed implementation plan Ensure that the key recommendations have a proposed implementation plan including costing and potential partners so as to facilitate implementation start-up of ZNADS strategy.	IAPRI/ Agribusiness Manager	03/2020
FaaBS and 4P service providers Expedite the procurement of the FaaBS service provider.	Procurement and Contract Manager	03/2020
Expedite training of trainers in the outstanding districts	PCO/ E-SAPP Technical working group	04/2020
Finalise risk assessment study	PARM /CIAT	05/2020

E. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Overview and Project Progress		
Implementation action plan Develop an action plan for implementation of the findings of on-going policy dialogues including development of research studies.	IAPRI/ Agribusiness Manager	12/2019
Follow up on MOUs between PARM and MoF, and IAPRI and MoF	FAM /PMEM	12/2019
Ensure that data on volume of commodities received / processed by MSMEs is captured under MGF window 2	PM&E Manager / PCO	12/2019
Develop and track performance targets for FaaBS and 4P Service providers.	ABM / Contract Manager	02/2020
ZNADS development Finalise strategy and present to MoA.	IAPRI/ Agribusiness Manager	03/2020
Proposed implementation plan Ensure that the key recommendations have a proposed implementation plan including costing and potential partners so as to facilitate implementation start-up of ZNADS strategy.	IAPRI/ Agribusiness Manager	03/2020
FaaBS and 4P service providers Expedite the procurement of the FaaBS service provider.	Procurement and Contract Manager	03/2020
Expedite training of trainers in the outstanding districts	PCO/ E-SAPP Technical working group	04/2020
Finalise risk assessment study	PARM /CIAT	05/2020
Development Effectiveness		
Finalise Baseline Survey Report and Update Project Logframe Finalise the project baseline survey report, and extract results to update the project log frame as well as set appropriate end of project targets for outcome level indicators in relation to baseline results.	PMEM	12/2019
Consultant recruitment Accelerate the recruitment of the Gender and Social Inclusion Expert (consultant) and increase contract days to 120.	PCO	03/2020
Develop a first draft of the nutrition strategy.	PCO/ ad interim Nutrition Specialist	03/2020
Validate nutrition-sensitive FaaBS and training activities.	PCO / ad interim Nutrition Specialist	03/2020

Restructuring to revise logframe and other monitoring and reporting tools Upcoming restructuring to revise logframe and other monitoring and reporting tools to better capture E-SAPP effectiveness with regards to gender, targeting, social inclusion and nutrition.	PMEM/Gender & Social Inclusion Consultant	05/2020
Defer Nutrition Expert recruitment to Restructuring plan implementation	PCO	06/2020
Provide interim nutritional technical support to PCO Provide ad interim technical support to PCO on Nutrition by nominating a Nutrition Specialist from NFNCZ, MoA or any related other institution.	MoA	
Partnership building on nutrition Partnership building on nutrition: assess on-going initiatives and explore synergies and complementarities with other partners (e.g. WFP, USAID).	PCO/ ad interim Nutrition Specialist	
Sustainability and Scaling up		
Expedite the consultancy procurement to develop an Environmental and Social Management Framework (ESMF).	PCO	06/2020
Project Management		
Finalize 2020 AWPB and submission to IFAD for NO.	PCO	12/2019
Review and update KM & C Strategy and KM action Plan To include aspects that emphasise learning and improvement of project performance and impact.	IKMO	12/2019
Expedite the procurement of the service provider for designing and setting up of the E-SAPP Website and web portal	Procurement Unit/IKMO	04/2020
MIS service provider and operationalization Expedite procurement of MIS service provider and ensure development and operationalization of the MIS	PMEM	04/2020
Revision of the project Logframe Ensure revision of the project Logframe as part of the overall project restructuring to focus on results and alignment to the project theory of change	PMEM	05/2020
Improved coordination between M&E, procurement and financial units PCO to actively ensure improved coordination between M&E, procurement and financial units during the yearly planning and implementation of activities.	PCO	
PCO to be more proactive in starting-up activities related to nutrition and gender.	PCO	

Procurement Procurement of items on the AWPB to take into account VfM considerations. FAM to be included as a member during procurement evaluations.	Procurement and Contracts Manager	
Sitting allowances/DSAs payment to procurement evaluation committees IFAD to engage with MoF regarding sitting allowances/DSAs payment to procurement evaluation committees and MGF vetting committee members	IFAD-ICO/MoF	
Financial Management & Execution		
Tailor accounting software to capture GRZ contribution Ensure that the accounting software has a dedicated Account to capture the GRZ contribution.	FAM	10/2018
Capture and report GRZ contribution in next IFR Ensure that the contribution provided by GRZ from Programme start date is captured and reported in the next IFR.	FAM	10/2018
Programme vehicles PCO needs to adopt sound procedures for the management of vehicles. It is recommended that: (i) The vehicles' daily log book are timely updated; (ii) A summary of the cars' log books should be prepared by the programme assistant at the end of each month, which needs to be reviewed by the FAM and approved by the Programme Coordinator.	FAM	05/2019
Retirement of Imprests PMU needs to follow up with provinces and districts to ensure that all outstanding advances are promptly surrendered.	FAM	05/2019
Reporting of GRZ contribution PCO to establish a consistent procedure for capturing and reporting GRZ contribution from Districts and Provinces, especially in terms of GRZ staff salaries. The GRZ contribution shall be reported in the notes to the FS (cash basis of accounting) and in the next IFR.	FAM	05/2019
Internal auditing The Mission recommends that Internal Auditing should adopt a risk-based approach when reviewing the costs of training, meetings and workshops to ensure that the Programme's funds are used with due regard to the efficient use of funds. The IA is recommended to follow up on the findings of the last IA report and confirm that all issues have been solved.	MoA	06/2019
Request of vehicles from MFL MoA to submit a letter to IFAD proposing a solution for MFL request of vehicles.	MoA	12/2019

Revision of 2019 AWPB Eliminate activities not covered by the COSTABs from the 2019 AWPB. Submit the revised 2019 AWPB for IFAD No-Objection.	PMEM	12/2019
Revision of 2019 Procurement Plan Revise the 2019 Procurement Plan as agreed during the Mission, and submit it to IFAD for review and No-Objection. Specifically: <ul style="list-style-type: none"> • remove procurement activities not to be initiated during the financial year; • insert the procurement of a recruitment agency to recruit the Programme Coordinator and Programme Accountant; • other corrections as per NOTUS dossier N00003557. 	PCM	12/2019
Contract Register Insert data concerning target date, completion date and IFAD's No-Objection no. for all contracts listed in the contract register. List the missing contract for climate change vulnerability assessment, which was signed in May/August 2019.	PCM	12/2019
Financial Manual The PMU needs to promptly finalize the programme Financial Manual. The manual shall include a description of project arrangements under: (i) budgeting process; (ii) flow of funds and management of bank accounts; (iii) disbursement procedures and preparation of WAs; (iv) accounting, recording and processing of transactions; (v) CoA adopted for the project; (vi) internal controls, payment process and oversight of Province and Districts; (vii) description of internal auditing arrangements; (viii) PMU oversight role on implementing units (provinces, districts and partners); (ix) monitoring of government and beneficiaries' contribution. Financial manual is done but you are waiting for the implementation mission to include the outcome of the mission.	FAM	12/2019
Customization of accounting software PMU needs to urgently follow up on the contract for the SAGE Pastel consultant and ensure that the work begins without any further delay. Will call the SAGE consultant to get an appointment	FAM	12/2019
Develop templates for SAGE data capture in the provinces PCO to develop excel templates for capturing data in provinces which will be uploaded in SAGE every month.	Acting FAM	12/2019
Customization of accounting software/Adoption of multi currency general ledger PCO to ensure that the software configured or that multi currency general ledger is adopted to facilitate the FIFO	Acting FAM	12/2019
Vehicle Management and Travel allowances IFAD should provide further clarification and guidelines on the FA provisions on the above issues for discussion with Borrower	IFAD CPD/FO/ MoF	02/2020

Procurement of recruitment agency to recruit the Programme Coordinator and Programme Finance and Administration Manager Fast-track this procurement activity and develop a shortlist of recruitment agencies, to which the requests of proposals will be sent directly.	HRA/PPD/PSU at MoA	03/2020
SAGE Procurement Module Recruitment of a consultant to integrate the SAGE Procurement Module with the Financial Module.	PCM	03/2020
Budgeting of training, workshops and meetings The Mission recommends PMU to keep the cost of trainings, workshops and meetings under a much stricter control and ensure that those activities are always performed with due regard to economy and efficiency, and in line with budget estimates. Failing this, future costs may be considered ineligible. Number of days for training are reduced. Usage of the cars have gone down. People are pair in vehicles.	FAM and PM	06/2020
Financial reporting FAM will need to prepare IFRs every six months, in accordance to IFAD template shared during the supervision. IFRs have to be submitted to IFAD within two months after the end of the six-month period (i.e. 31st August and 28th February each year). It is also recommended that financial reports are timely prepared and made available to supervision missions. This includes expenditure tables, reconciliation of DA, and outstanding Imprests to staff, provinces and districts. The project produced reports quarterly as required by the government. The PCO to develop standard reporting FM templates for the use of provinces with special focus on budget execution at provincial level (budget vs actuals) and; cash reconciliation (inflows vs outflows). FM reports to be submitted quarterly or semi-annually.	FAM	08/2020
Drafting of 2020 AWPB Ensure that the Procurement Unit participates in the drafting of the 2020 AWPB as discussed and agreed during the Mission. Allocate budget for procurement of a recruitment agency to recruit the Programme Coordinator and Programme Accountant.	PC/PCM/PMEM	
Appointment of Contract Managers Programme Coordinator to appoint a contract manager for each contract signed, under the coordination of the PCM.	Programme Coordinator/PCM	
Contract Monitoring Forms Ensure that contract managers use contract monitoring forms to track deliverables under each contract.	PC	
Position of Procurement Assistant Maintain the position of Procurement Assistant and to make timely arrangements to that end.	PC	