

## **Zimbabwe**

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### **Smallholder Irrigation Revitalization Programme**

### **Supervision Report**

### **Main report and appendices**

Mission Dates: 2-11 May 2018  
Document Date: 17/01/2019  
Project No. 2000001233  
Report No. 4833-ZW

East and Southern Africa Division  
Programme Management Department

## Abbreviations and Acronyms

<b>AGRITEX</b>	<b>Agricultural, Technical and Extension Services</b>
<b>AWPB</b>	<b>Annual Work Plan and Budget</b>
<b>DOI</b>	<b>Department of Irrigation, MLARR</b>
<b>FA</b>	<b>Financing Agreement</b>
<b>FMM</b>	<b>Financial Management Manual</b>
<b>GoZ</b>	<b>Government of Zimbabwe</b>
<b>IMC</b>	<b>Irrigation Management Committee</b>
<b>MLARR</b>	<b>Ministry of Lands, Agriculture and Rural Resettlement</b>
<b>MOFED</b>	<b>Ministry of Finance and Economic Development</b>
<b>MPAT</b>	<b>Multi-Dimensional Poverty Assessment Tool</b>
<b>OFID</b>	<b>OPEC Fund for International Development</b>
<b>PCU</b>	<b>Programme Coordination Unit</b>
<b>PIM</b>	<b>Programme Implementation Manual</b>
<b>PRA</b>	<b>Participatory Rapid Appraisal</b>
<b>PSC</b>	<b>Programme Steering committee</b>
<b>PTC</b>	<b>Programme Technical Committee</b>
<b>RBZ</b>	<b>Reserve Bank of Zimbabwe</b>
<b>SECAP</b>	<b>Social, Environment and Climate Assessment Procedures</b>
<b>SIRP</b>	<b>Smallholder Irrigation Revitalization Programme</b>
<b>WUO</b>	<b>Water Users Organization</b>

## A. Project Overview

Region:	East and Southern Africa Division	Project at Risk Status:	Not at risk
Country:	Zimbabwe	Environmental and Social Category:	B
Project Name:	Smallholder Irrigation Revitalization Programme	Climate Risk Classification:	2
Project Id:	2000001233	Executing Institution:	Ministry of Finance
Project Type:	Irrigation	Implementing Institutions:	Ministry of Finance
CPM:	Jaana Keitaanranta		
Project Director:	not available yet		
Project Area:			

Approval Date	22/09/2016	Last audit receipt	31/08/2018
Signing Date	18/11/2016	Date of Last SIS Mission	11/05/2018
Entry into Force Date	18/11/2016	Number of SIS Missions	1
Available for Disbursement Date	29/05/2017	Number of extensions	0
First Disbursement Date	31/05/2017	Effectiveness lag	2 months
MTR Date	not available yet		
Original Completion Date	31/12/2023		
Current Completion Date	31/12/2023		
Financial Closure	not available yet		

## Project total financing

<b>IFAD Financing breakdown</b>	Debt Sustainability Framework	\$25,456,158
<b>Domestic Financing breakdown</b>	Beneficiaries	\$2,869,000
	National Government	\$7,909,000
<b>Co-financing breakdown,</b>	OPEC Fund for International Development	\$15,000,000
<b>Project total financing</b>		<b>\$51,234,158</b>

## Current Mission

Mission Dates:	2-11 May 2018
Days in the field:	5
Mission composition:	Jaana Keitaanranta, CPM; Mawira Chitima, Water and Rural Infrastructure specialist; Joylyn Ndoro, Rural Development specialist; Guido Rutten, Environmental specialist; Alice Abillu, Financial Management specialist; Marieclaire Colaiacomo, Procurement specialist.
Field sites visited:	Exchange Irrigation Scheme (Gweru District); Rupangwana Irrigation Scheme (Chiredzi district); Musikavanhu Irrigation Scheme (Chipinge District)

## 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

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

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

<b>Relevance</b>
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## C. Mission Objectives and Key Conclusions

### Background and Main Objective of the Mission

The main objective of the first supervision and implementation support mission was to review the initial implementation progress of the SIRP and to provide support to the programme team, as required, to enhance the strategic orientation of the programme and to increase efficacy and efficiency of implementation. Specifically, the mission focussed on the following: (i) clarification of roles and responsibilities and evaluation of capacity issues (PCU, PSC, implementation partners); (ii) assess the overall progress in implementing the activities planned in the respective programme components compared to the AWPBs 2017 and 2018 and the Logical Framework focusing on the initial stages of implementation such as feasibility studies and conditions of preparedness for the full scale implementation; (iii) assess the initial targeting mechanism, observe the coordination between the different components and provide technical recommendations, where needed; (iv) in conjunction with relevant programme stakeholders, identify and discuss actual and potential/emerging problems and constraints, and agree on solutions, changes or improvements and accountabilities for their implementation; (v) review and discuss with the PCU the 2018 AWPB and procurement plan to which no objection was given in March 2018 conditional to modifications of the procurement plan; and (vi) review with the PCU the draft Programme Implementation Manual submitted in November 2017.

The supervision mission held meetings with the Ministry of Finance and Economic Development (MOFED), the Ministry of Lands, Agriculture and Rural Resettlement (MLARR), UNDP, FAO, and the SIRP PCU team. The mission also carried out field trips to three districts, Chipinge, Chiredzi and Kwekwe to visit three irrigation schemes (Musikavanhu, Rupangwana and Exchange respectively) for discussions with farmers. The mission met with all implementing agencies and the PCU in Mutare on May 4, 2018.

The pre-wrap up meeting with the PCU, the implementing agencies (Dol and Agritex) and MLARR took place on May 10, 2018 and the wrap up meeting with MOFED on May 11, 2018.

### Key Mission Agreements and Conclusions

The implementation of the project has started slowly due to delayed submission and approval of the AWPB and consequently, the disbursement of the first tranche of funds. The project will make effort to fast track some activities in 2018, as listed in the key mission agreements.

Key mission agreements include:

a) The department of Irrigation should start, without any further delay, the preparation of feasibility studies for the schemes listed below.

Scheme	Irrigable land (ha)	No of farmers	Status	Irrigation system
Sebasa	56	100	Non-functional	Flood
Exchange	168	982	Functional	Flood
Musikavanhu	189	176	Functional	Pumped Surface
Rupangwana	10	62	Non-functional	Flood
Chikwarakwara	65	113	Non-functional	Pumped Surface
Totals	488	1433		

b) Implementation of some activities under Component 2 should start as soon as possible. The activities to start will be linked to the preparation of IMC and the scheme members to be effective participants during the feasibility studies for investments on their irrigation schemes.

d) The 2018 AWPB will be reviewed to take into account the reduced performance period due to the delayed approval of the workplan and receipt of the first disbursement.

d) The project will identify a second lot of irrigation schemes, around 2,000ha, to be outsourced for the preparation of feasibility studies to create a strong pipeline of projects for revitalisation. These studies will be undertaken concurrently with the first lot being done by the Dol.

e) No irrigation scheme revitalisation investments will be done before feasibility studies are completed and the scheme is shown to be potentially viable and sustainable with minimum government assistance. The feasibility studies will consider options for scheme revitalisation that includes new irrigation systems for improving water efficiency, scheme management model to enhance sustainable operation and maintenance and identify remunerative markets for the proposed crops.

## D. Overview and Project Progress

The mission reviewed the 2017 AWPB that consisted of the start-up phase activities and the and the first quarter 2018 AWPB.

**Programme financing:** IFAD made a disbursement of USD 398, 025 in July 2017 for the implementation of start-up activities to assist the government to meet conditions for effectiveness and to undertake activities for implementation readiness. Further \$1 million dollars was disbursed in March 2018 to finance the 2018 AWPB activities. The government made budget provisions for US\$1 million in 2017 and US\$1.5 million in 2018 as counterpart funds for the project. The counterpart funds are transferred to an account managed by the Department of Irrigation. The project has received US\$150,000 in the counterpart funds to date.

**The project has established offices** for the PCU within the Department of Economics and Markets in MLARR head office and four provincial offices were established in Matebeleland South, Midlands, Masvingo and Manicaland Province in the DoI. A project designated account was opened with the Reserve Bank of Zimbabwe (RBZ) and two more accounts were opened with a commercial bank; an operational account, to receive grant proceeds, and a counterpart funds account to receive counterpart funds from government.

**Key programme staff:** PCU staff recruited included the Programme Coordinator; Programme Monitoring and Evaluation/Knowledge Management Specialist; Programme Accountant; Procurement Specialist; Value Chain Specialist, four Provincial Facilitators (PFs); an Administrative Assistant and an Accounts Assistant was completed in September 2017. There were delays in finalizing employment contracts for PCU staff due to the disagreement between MOFED and MLARR on PCU staff salary levels. Although staff salaries were eventually adjusted to be in line with the Project Design Report, PCU staff are concerned with the lack of medical aid, severance package and lack of resources to contribute to the National Social Security Association (NSSA).

**Project Accounting Software:** The PCU procured and installed an independent, off the shelf accounting software to meet IFAD requirements for financial reporting.

**Review of the Financial Management Manual (FMM) and Procurement Manual (PM):** PCU collaborated with MLARR to align the FMM to the Letter to the Recipient and FA. The review of the PM was completed by benchmarking the manual to the World Bank and IFAD procurement standards. The PCU submitted the revised PM and the FMM to IFAD for review and approval.

**Finalising the Project Implementation Manual (PIM):** The PIM was prepared in January 2018, by a team of staff from all the implementing agencies and IFAD consultants. The PIM was approved by the PSC and IFAD.

**Finalization of AWPBs for 2017 and 2018 and Procurement Plan:** The 6 – month 2017 AWPB covers activities planned for the final quarter of 2017 as well as the budget of USD 398,025 for project start-up activities. The 2018 AWPB covers 12 –months of full-scale project implementation activities. The 2017 AWPB and 2018 AWPB stand at USD 2,395,750 (including start-up) and USD 6,845,266 respectively. The PCU led the development of the AWPB in consultation with the implementing agencies (Departments of Agritex, Mechanisation and Irrigation). However, the approvals of the AWPBs was delayed after MFED raised concerns with some of the budget provisions and the 2017 AWPB was not implemented due to delays in submission to IFAD for approval.

**Programme Steering Committee (PSC):** A PSC comprising of senior representatives from ministries relevant to SIRP, farmer organisations, and the private sector; and chaired by the Permanent Secretary of MLARR was set up in July 2017. The first PSC meeting was convened on 3 October 2017 to review and finalise the 2017 and 2018 AWPB, PIM, FMM and PM for the programme. The meeting endorsed changes made to the AWPB and PIM, FMM and the PM.

**Progress on Component 1:** The Programme conducted Rapid Appraisals for the five schemes identified as “Low Hanging Fruit” irrigation schemes, (Musikavanhu (Manicaland), Exchange (Midlands); Sebasa and Chikwarakwara (Matabeleland South) and Rupangwana (Masvingo) in November 2017. The Rapid Appraisal teams comprised of Irrigation Engineers, Agronomists Socio-Economists and members of the PCU. A summary of some of the data that was collected for each of the five “Low Hanging Fruit” schemes.

### Data Collected for the first 5 Schemes

Scheme	Irrigable land (ha)	No of farmers	Status	Irrigation system	Availability of water
Sebasa	56	100	Non-functional	Flood	Water available throughout the year
Exchange	168	982	Functional	Flood	Water available throughout the year

Musikavanhu	189	176	Functional	Pumped Surface	Water available throughout the year
Rupangwana	10	62	Non-functional	Flood	In years of drought challenges are faced
Chikwarakwara	65	113	Non-functional	Pumped Surface	Water available throughout the year

The findings of the rapid appraisal show that some of the irrigation schemes; Chikwarakwara and Sebasia, expansion of Rupangwana and Exchange, will require major investments to get back to revitalise. With no existing feasibility studies and detailed designs, as originally indicated in the PIM, the schemes will require more financial resources and time to be implemented. This may have implications on resource allocation and timeliness of project implementation.

**Recruitment of TA Irrigation Engineer:** ToRs for an Irrigation Engineer to assist the DoI, were developed and reviewed by the Programme Technical Committee (PTC). SIRP has received a no objection of the TOR and will commence the recruitment process of the TA,

**Gap filling on inventory of smallholder irrigation schemes:** DOI has completed the preparation of a national irrigation schemes inventory. The department received assistance from the UNDP's Zimbabwe Resilience Building Project to develop an on-line database for the communal area irrigation schemes in the country and the FAOs Smallscale Irrigation Support Project also assisted in the preparation of irrigation schemes inventory in Manicaland, Masvingo and Matabeleland South. The mission notes the need for strengthened collaboration between the various agencies involved in irrigation schemes to avoid duplication of effort.

**Selection of irrigation schemes:** The project has preselected 79 irrigation schemes (about 5800ha) to be included in the SIRP project. The selection process was initiated through submissions from districts councils and reviewed by a provincial team before endorsement by the Project Technical Team (PTC). Each scheme is required to prepare a project concept note for review by the PTC, then an PPA will be conducted, followed by feasibility studies and detailed engineering designs. The mission notes that this process may be unnecessarily long, including redundant steps. The mission recommends streamlining the process by taking the PPA as an approach to the preparation of feasibility studies and combining the feasibility studies and detailed engineering designs for small schemes (less than 50ha) and those not requiring major civil works.

**Progress on Component 2:** There were no activities planned under this component during start up. PCU highlighted that activities under component 2 could only be done after feasibility stage.

**Progress on Component 3:** A national start up workshop for SIRP key stakeholders was held from 31 July 2017 to 9 August 2017 to brief stakeholders on IFAD policies and procedures. The last three days of the workshop focused on procurement. The start-up was followed by a national programme launch on 10 November 2017 at a ceremony held at Matezva Irrigation scheme in Gutu district (Masvingo province). Government stakeholders, Parastatals, Farmer Organisations, Private Sector companies, Development Partners and NGOs attended the launch.

**Programme Information Meetings:** Three Provincial information meetings for Midlands, Manicaland and Matabeleland South were held during the first week of December 2017. No separate meeting was organized for Masvingo province as this had been incorporated into the National launch. Information meetings were held at district and scheme levels.

**Equipment and material for the PCU:** 3 sets of office furniture consisting of desk, chair, visitors chair and cabinet, 3 laptops, 3 printers, 3 desktop computers, 1 accounting software, 1 scanner and 1 photocopier. The 2- 4X4 vehicles for the PCU were not procured due to delays in the procurement process.

Actions	Responsibility	Deadline	Status
<b>Preparation and Submission of 2019 AWPB</b> Start the participatory AWPB review and preparation early with the involvement of Agritex, DOI and Mechanisation in order to ensure timely submission for approval by PSC and IFAD.	PCU, AGRITEX and DOI	30 October 2018	agreed
<b>Planning Implementation of activities under Component 2</b> Ensure integration and coherence between component 1 and component 2 on the development of feasibility studies; (ii) Identify and implement selected activities in Component 2 that do not need to wait for results from feasibility studies	PCU, AGRITEX, MECHANISATION		agreed





## E. Project implementation

### a. Development Effectiveness

#### Effectiveness and Developmental Focus

##### Effectiveness

Rating: 3

##### Justification of rating

The project has experienced a slow start but is still on course to meet the targets set out in the logframe. While the project has implemented some of the activities in preparation for actual investment in schemes (such as the participatory rapid appraisals and scheme selection), there is a need for the project to be more pro-active in decision making and solving problems.

##### Log-Frame Analysis & Main Issues of Effectiveness

The project has implemented a modest set of activities in preparation for the investment in revitalizing schemes but has taken a considerable time to do so. Given the lead times involved in projects of this nature, it is essential that the project speeds up progress to meet the output and outcome targets as they are set in the logframe

The logframe and theory of change are valid as they have been designed. The steps taken by the project so far do contribute towards project delivery, but the process leading to the outputs contained in the logframe is protracted – covering scheme identification, feasibility study and participatory appraisal, detailed design and construction. These preparatory activities are not covered by the indicators in the logframe, but they should nonetheless be monitored as a key performance indicator for the project. The PCU has taken steps to this effect, by introducing a GANTT chart with a traffic light progress indicator.

For progress reporting in the future, it will be essential for the PCU to present the progress using the GANTT chart and for each batch of schemes individually.

#### Development Focus

##### Targeting and Outreach

Rating: 4

##### Justification of rating

It is too early for SGRP to have any quantitative outreach target figure reached. However, it is noted that SGRP is on track and the target group will be reached. The seven low hanging fruit schemes will reach 1,433 households out 15,000 irrigator-households as well as 700 households out of 12,500 adjacent rainfed area households. Geographic targeting is in line with PDR. The targeting strategy is coordinated by the Programme Coordinator and there are no specific focal points on gender and targeting in Agritex and DOI.

##### Main issues

The mission observed that SGRP beneficiaries are corresponding to the criteria set by the project gender and targeting strategy in the PDR. The mission also observed high participation between poor men and women for instance in Exchange and Rupangwana Irrigation scheme, with 982 smallholder farmers (50.7 % females); and 62 beneficiaries ( 59.7 % females) respectively. The participation of youth is low for instance in Exchange out of the 982 irrigators, only 11 are youth. With regards to self-targeting, farmers in selected Low hanging fruit schemes have contributed \$100/ha upfront as commitment for operation and maintenance of the scheme. SGRP has not applied direct targeting on beneficiary selection since this will be a selection of beneficiaries in expanded irrigated areas as well as for the selection of youth.

The local extension agencies together with the communities have developed transparent selection criteria for the selection of productive poor smallholder communities. The same criteria will be used to target 500 households with no access to irrigation and these will benefit from the natural resources management facility. Women will account for 50 % of the target.

The selection criteria should be designed in such a manner that only poor men and women will benefit from the project initiatives, while at the same time diminishing the risk that people who are less poor will benefit disproportionately. The M&E Technical Assistance will be tasked with the development of an M&E system that utilises participatory monitoring, collection and analysis of sex and age disaggregated data and gender sensitive indicators.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Development Effectiveness</b>		
<b>Appointment of Focal Points in Implementing Agencies</b> (i) Development of ToRs for the gender focal	Project coordinator	05/2018
<b>Appointment of Focal Points in Implementing Agencies</b> (ii) Agritex, DOI and Mechanisation to appoint gender and targeting focal points	Directors Agritex and DOI and Mechanisation	05/2018
<b>Recruitment of Gender/ Rural Sociologist</b> (i) Recruitment process completed for the rural sociologist immediately	Procurement Specialist	07/2018
<b>Recruitment of Gender/ Rural Sociologist</b> (ii) Develop a gender and targeting strategy	Project coordinator/TA Gender/Rural Sociologist	11/2018
<b>Recruitment of Gender/ Rural Sociologist</b> (iii) Develop a gender training manual	Project coordinator/TA Gender/Rural Sociologist	12/2018

#### **Gender equality & women's participation**

**Rating: 4**

#### **Justification of rating**

The PRA has provided an initial assessment of gender situations in the first lot of selected irrigation schemes. The PDR stipulates that women will account for 50% of the target under the different activities. The data collected in the PRA was gender disaggregated. Gender specific activities will be implemented following the approaches identified in the PIM and strategies to ensure that the gender quota is met will be developed. Value Chain Specialist and MLARR Gender/ HIV Officer will be responsible for gender mainstreaming in SIRP activities. The PCU should expedite the recruitment of the TA gender/rural sociologist tasked with the development of gender strategy, gender mainstreaming training manual and gender mainstreaming training. Gender analysis will be useful to understand the current situation of women and youth in the project area.

#### **Main issues**

SIRP has not started implementing a gender action learning systems (GALS) approach that positions women as the drivers of change for revitalisation of irrigation assets. This will be part of capacity building of implementing partners. The mission observed that there is high participation of women in irrigation schemes (over 50% for Exchange and Rupangwana). Women's participation within the Irrigation Management Committee was above 40% for all the schemes visited. Women at Exchange Irrigation scheme indicated that they had adopted use of herbicides in order to lessen their workload as a result of their domestic and reproductive roles. Women were finding it difficult to settle the bills since there plots were too small to give adequate returns. Women were not aware of irrigation technologies that would ease their workload. Other constraints faced by women and men at the scheme included: shortage of water, lack of inputs, lack of markets, and lack of a pack shed among others. The women indicated that they need more knowledge in business development from external sources in addition to the knowledge and skills that they are currently receiving from Agritex. It will also be important to monitor the gender impact of programmes activities and procedures. The specific project interventions include: preparation a gender strategy, manual and conducting a gender sensitisation course for key staff service delivery agencies.

The project should ensure that gender considerations are mainstreamed in all project activities.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Development Effectiveness</b>		
<b>Gender training: Training of trainers of implementing partners on gender mainstreaming</b>	Project coordinator/TA gender	12/2018

<b>Agricultural Productivity</b>	<b>Rating:</b>
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<b>Nutrition</b>	<b>Rating:</b>
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<b>Adaptation to Climate Change</b>	<b>Rating: 4</b>
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#### **Justification of rating**

The project, as per its design, can contribute significantly to adaptation to climate change. Activities to address climate change adaptation have been effectively mainstreamed into the project design. In this early stage of project implementation, the activities explicitly addressing climate change issues such as irrigation scheme feasibility studies, are yet to be carried out. The current rating is therefore a preliminary and conservative one, based on the articulation of climate change aspects in the project design.

#### **Main issues**

A key area of attention for project implementation will be to ensure that practical knowledge on climate change (e.g. local impacts in terms of crop suitability, crop irrigation water requirements, river flows, erosion in watersheds) is integrated into project processes. The PCU will need to evaluate this after the first set of scheme feasibility studies is carried out and propose mitigation measures for improvement of these processes should there be a need to, in time for the preparation of the second set of feasibility studies.

## **b. Sustainability and Scaling up**

<b>Institutions and Policy Engagement</b>	<b>Rating: 4</b>
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#### **Justification of rating**

The project is well positioned to positively influence ongoing debates on the policy and institutional framework for development of community irrigation schemes. The project is advocating an integrated approach that goes beyond repairing physical aspects of schemes (rehabilitation) to include broader socio-economic issues (revitalization). The project is re-instituting a structured, participatory approach to scheme development in terms of studies and plans, and is furthermore advocating for multiple, scheme-specific models of government support. The project aims to bring together various arms of government, including parastatals, to coordinate government service delivery to these schemes.

#### **Main issues**

The institutional framework is an essential aspect of the delivery of this project. Specifically, the project will require a well-balanced and coordinated support by Government to smallholder irrigators in order to meet its development objective. Currently, the institutional framework for smallholder irrigation development is fragmented and coordination is limited, especially with parastatals (for water and electricity). In many schemes, there is no clear understanding of ownership of various assets (e.g. the irrigation canals or water pumps) and government service delivery is not up to par, while the farmers are expected to contribute cash resources to pay for government services. In some of the schemes, government-owned assets that require relatively limited investment have failed, resulting in irrigation water no longer being delivered to farmers, who can subsequently no longer pay the fees required. While replacement of such assets may seem relatively straightforward, there is a more structural need to address institutional issues of ownership, maintenance and financing to prevent such cases from happening in the future.

The project is already bringing together key stakeholders (the various departments under the Lead Ministry) to address this issue, but will need to step up its efforts to engage other stakeholders in the process. The project will require different Government entities including parastatals to agree on a revitalization plan for each scheme. The revitalization plan needs to clearly spell out the roles and responsibilities of each of the government agencies involved, as well as of the smallholder farmers and their organizations. At the same time, the project is supporting national-level policy dialogue on government support models for smallholder farmers.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Sustainability and Scaling Up</b>		
<b>Establish Models of Intervention: Develop a discussion paper outlining the Models of Intervention, in support of work initiated by DoI</b>	PCU Coordinator	12/2018
<b>Establish Models of Intervention: Organise an Irrigation management national workshop to present the findings proposals of the paper.</b>	PCU Coordinator	02/2019

#### **Partnership-building**

**Rating: 4**

##### **Justification of rating**

While the project is well-embedded in the Ministry and partnerships within government are effective, there is a need for the project to take a more pro-active stance to broader partnership-building. The approach to private sector engagement should be articulated further and implemented as part of the first set of irrigation schemes to be revitalized. The project will engage technical assistance in this regard. The Lead Ministry would furthermore be required to strengthen its presence in terms of coordinating the various donor activities in the smallholder irrigation sphere, both in terms of geographical allocation of schemes, as well as the intervention approach to be followed.

##### **Main issues**

The smallholder irrigation sector is currently experiencing an increased interest from development partners. With about 13000 ha of community irrigation schemes available and a variety of projects active or under preparation, (such as the UNDPs Zimbabwe Resilience Building Project, EU financed Zimbabwe Agriculture Growth Project and FAOs Small scale Irrigation Support Project) there is significant (potential) overlap in terms of support to these schemes. The Government will need to ensure a rational, balanced approach to supporting these schemes, and partnerships are essential to achieve this goal.

Partnerships with private sector entities, as they were envisaged in the project design, will be a high priority for some of the already more market-oriented, high output schemes that need to sustain higher operational costs. In many cases, such partnerships had been active in the past, but are no longer effective due to the overall economic downturn.

In its approach to revitalization, the project will need to give greater prominence to revitalizing such private sector partnerships and ensure these efforts are synchronized with other project interventions such as scheme design (to ensure the scheme is fit-for-purpose for the commodities to be produced) and training on agricultural practices including post-harvest issues.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Sustainability and Scaling Up</b>		
<b>Prepare a list of active programmes/projects involved in smallholder irrigation development in Zimbabwe at national and local level to identify potential collaboration and synergies.</b>	Project coordinator	07/2018

#### **Human and Social Capital and Empowerment**

**Rating:**

#### **Quality of Beneficiary Participation**

**Rating: 4**

##### **Justification of rating**

The project has done participatory appraisal for 5 schemes using participatory rural appraisal methodology and farmers expressed some knowledge of the project and its objective. The quality of beneficiary participation is generally good, with farmers showing a willingness to make financial contribution to rehabilitation of the schemes.

##### **Main issues**

The consultation methodologies have been good so far, with the use of PRA methodologies. The planned use of PPA methodologies during the preparation of feasibility studies will further enhance beneficiary participation. The project needs to document how the participation of more vulnerable groups outside the irrigation schemes is being reached.

The project needs to better structure how farmers will participate in the financing, ownership, operation and management

of the irrigation schemes for long term sustainability.

#### **Responsiveness of Service Providers**

**Rating: 4**

##### **Justification of rating**

The project is still to contract service providers. However, the service provider contract for supply of accounting software was affected by the shortage of foreign currency leading to a two-month delay in the supply.

##### **Main issues**

The payment for good and services sourced from outside the country will affect the timeliness of service delivery due to delayed payments as the country is experiencing serious foreign currency shortages. Implementing agencies have expressed the possibility of a shortage of experienced and qualified national service providers for the preparation of feasibility studies. The mission recommends that PCU should evaluate the availability of national service providers for the major activities that will rely on outsourcing to be proactive in the packaging of activities before procurement, to attract competent service providers and save on procurement time.

The MoLARR should assist the project to make a case to the central bank for easy access to foreign currency for the project, given that all the funds for the project is externally sourced.

<i><b>Agreed Action</b></i>	<i><b>Responsibility</b></i>	<i><b>Agreed Date</b></i>
<b>Sustainability and Scaling Up</b>		
<b>Launch expression of interest of potential national service providers for the various major activities as identified in the procurement plan.</b>	Procurement officer	12/2018

#### **Environment and Natural Resource Management**

**Rating: 4**

##### **Justification of rating**

This project design report as well as the PIM outline various activities that contribute to environmental sustainability of the investments, by engaging in natural resources management in the areas directly surrounding the irrigation schemes. While these activities are yet to be implemented, there is a good potential in terms of the awareness of the importance of this issue and the approach taken. There is therefore a general expectation that the project will contribute positively to the environment and natural resource base in the project areas.

##### **Main issues**

The activities aimed at revitalizing the rainfed areas surrounding the irrigation schemes will need to be implemented in close coordination with the activities inside the irrigation scheme, to ensure synergies. The PCU will need to exert a certain level of flexibility in terms of allocating resources to those greater scheme areas, as the need for intervention will vary from site to site.

The PIM currently stipulates that each of the matching grant proposals under the Natural Resources Management Facility is submitted to the PSC for approval. Considering implementation efficiency, it was proposed that this approval is delegated to the PTC, who will submit a summary of the approved funding proposals to the PSC for information. After the first batch of proposals, the PTC will furthermore carry out a review of the process and propose any adjustments to the process to the PSC.

#### **Exit Strategy**

**Rating: 4**

##### **Justification of rating**

As the project is still to commence activities in the field, the rating is based on the plans and approach to implement project activities. The approach to implementation of project activities aims to enhance capacity of farmers to make informed decisions on investments on their schemes and farmland. The project plans to undertake training activities to help in capacity building of participating farmers.

##### **Main issues**

As the project is just commencing activities, it should design intervention activities that enhance promotion of self-sufficiency of farmers where possible. The ongoing discussion on options for strengthening the institutions of smallholder

irrigation farmers to manage irrigation schemes provide an opportunity for the project to look at viable exit strategies for project interventions. These strategies present opportunities to build the farmers managerial, technical and economic capacities.

The government has set up a maintenance fund into which farmers pool funds for the maintenance of the irrigation schemes and is, also, planning to deploy farm/irrigation managers at all communal area irrigation schemes. Whilst these efforts by government may provide an opportunity for enhanced support to farmers, it can also reduce the decision-making capacity of farmers and increase a dependence syndrome, if not implemented well. To contribute to the work done by government, the project should study potential and existing smallholder irrigation scheme operation and management models in country and the region to prepare a menu of management model options. The study results can be presented at a national workshop on water services provision for smallholder irrigation scheme management.

#### **Potential for Scaling-up**

**Rating:**

### **c. Project Management**

#### **Quality of Project Management**

**Rating: 3**

##### **Justification of rating**

The current 11 staff members of the PCU entered to SIRP in September 2017. With these assignments all the posts are filled but the PCU will be fully established when all the TAs and service providers are in place. The staff seems committed and well prepared, they are, however, still to fully understand the IFAD operational norms, to facilitate project implementation.

##### **Main issues**

The PSC meets regularly but there seems to be confusion on the role of the PSC and that of MoFED. Some decisions taken by MoFED have been against the decisions of the PSC, causing some delay in project implementation. An example is the delayed approval of the 2017 AWP and budget after it was stopped by MoFED but having been approved by the PSC.

The start-up delays can be attributed to a limited understanding of IFAD processes and a generally conservative approach in terms of driving project performance on the PCU side, as well as some teething problems related to project governance. This has been exacerbated by the fact that IFAD is one of the first IFIs to re-engage with Zimbabwe and implement a project through Government, while at the same time not having a fully-tasked CPM for Zimbabwe in place for a prolonged period.

#### **Knowledge Management**

**Rating: 4**

##### **Justification of rating**

In this early stage of the project, the activities linked to knowledge management have been confined to preparatory meetings and workshops to bring in various stakeholders and ensure knowledge is shared among project partners. The project has been effective in creating such enabling environment for knowledge sharing, has communication materials on the project itself, and has taken measures to integrate knowledge management into the TORs for various implementing partners and service providers to be engaged under the project.

##### **Main issues**

While the KM activities are off to a good start, and the basic knowledge management approach as articulated in the PIM is followed, there will be a significant task in the future to bring out the lessons learned from the project in a comprehensive way. This in particular because of the high number of schemes with different characteristics, as well as the multitude of people involved in implementing this project. In terms of knowledge management, the challenge will therefore be to bring out the higher-level issues, synthesizing contributions from different perspectives and ensuring they are adequately contextualized. The project may in the future consider bringing in external people, such as researchers and/or journalists, to assist in bringing out such knowledge.

The project should evaluate the need of a long-term knowledge management officer for the project, to focus attention on capturing and disseminating knowledge.

#### **Value for Money**

**Rating: 4**

##### **Justification of rating**



The project is, in this stage, purely in preparation mode with the costs now being incurred all contributing to the benefits expected upon finalization of physical interventions in the scheme and training of farmers. A value for money review at this stage is therefore preliminary. The main activity carried out so far, the participatory rapid appraisal, is considered to provide adequate value for money, as the exercise has been carried out maximizing the use of provincial and local experts, and the reports produced are of significant informative value.

## Main issues

The activities undertaken thus far have been implemented through Government, and the PCU has taken a conservative approach in terms of budgets, thereby contributing to a good score in terms of value for money. There is however a balance in terms of speed of implementation, effectiveness and cost control that will need to be established.

For the upcoming activities, the project will need to make more use of external expertise in the form of technical assistance directly supporting the PCU and implementing partners at national level, as well as (non-governmental) service providers that will implement part of the activities at scheme level. For the latter category, it was discussed with the PCU that tenders should incorporate the full cost of service delivery, i.e. incorporating the costs for transport etc. Though such arrangements may seem costlier at first, there are significant efficiency gains to be made in terms of project implementation which will most likely turn out positive in terms of the overall value for money of this project.

Further gains in terms of Value for Money can be made by closer collaboration between various experts in the PCU and implementing partners on the one hand, and the PCU Procurement staff on the other hand, especially in terms of preparing the AWPB. This will allow the Procurement staff to seek efficiency in procurement by packaging different items, such as the procurement of vehicles, but also the use of the “cluster” concept in terms of selecting schemes that are close to each other and where works could be implemented by a single contractor.

## Coherence between AWPB and Implementation

**Rating: 3**

### Justification of rating

The 2018 AWPB as originally developed and submitted to IFAD was over-ambitious in planning, not considering the standard timelines involved in studies and procurement. The activities implemented so far were part of the project preparation work, and therefore not part of the 2018 AWPB. The PCU and implementing partners have however, during the mission, revised the AWPB to be realistic and to be better understood by project implementing partners.

### AWPB Inputs and Outputs Review and Implementation Progress

The 2018 AWPB (v1) has been developed in a consultative manner, using the cost tables in the PDR / PIM as a starting point and originally submitted to IFAD in January 2018. There has however been some confusion in the preparation of this AWPB with regards to activities planned under the 2017 AWPB but not implemented, which has led the project to re-submit the 2018 AWPB (v2) including some activities from 2017, to IFAD in late April 2018. IFAD Non-objection to the revised AWPB had been delayed, which had led the PCU to pause implementation of the AWPB.

The mission team clarified the issues linking to the preparation and approval of AWPBs, including reference to the IFAD General Condition clause that states that an AWPB that has been submitted to IFAD for non-objection 30 days earlier without due response from IFAD, is considered approved. The PCU was furthermore encouraged to be pro-active in engaging with IFAD on such topics to avoid further delays in project implementation.

The revised AWPB (v2), as presented at the start of the mission, was however too optimistic in its targets. While none of the irrigation schemes have finalized feasibility studies or detailed designs available, the AWPB v2 planned for physical works to start in the second quarter of the year which is not feasible given the time required for studies and procurement. The total value projected in the AWPB v2 was USD 8,391,991.

The PCU and implementing partners therefore again revised the AWPB based on the feedback obtained from the mission, and this AWPB v3 was considered feasible by the mission team. This AWPB v3 projects a budget of USD 5,156,637.

The mission reviewed the activities financed under the start-up period and find them in line with project activities as identified in the PIM and PDR.

It is recommended that the AWPB 2018 v3 dated 10 May 2018 be approved for implementation by the project and that the PCU resumes project activities with immediate effect.

## Performance of M&E System

**Rating: 4**

### Justification of rating

The project M&E system is still under preparation and technical assistance is planned to be engaged to help further develop the system. The PCU has taken initial steps to expand the M&E system, which need to be followed through urgently and implemented in time to meet the requirements of the rolling baseline.



## M&E System Review

The project is using the basic PIM M&E framework, which gives an indication of the indicators that need to be monitored, the data collection methods and frequencies, as well as responsibilities. The M&E framework has been successfully applied to the PRA, and data has been collected in a sex and age disaggregated manner. The M&E framework, in particular the Multi-Dimensional Poverty Assessment Tool (MPAT), however does not fully integrate some of the design features. The framework furthermore needs to be operationalized in the sense that data collection procedures and templates need to be developed for project implementers, and a central database needs to be set up for collecting the data gathered.

The PCU has however outlined directions for expanding the system. The PCU has developed a GANTT chart with traffic light system that will be useful to monitor implementation progress for each batch of schemes, in addition to the LogFrame which mostly monitors aggregate progress post-construction.

As the project is using a rolling baseline, there is an urgent need to finalize the M&E plan and ensure that data is collected at the right time for each scheme. In principle, data collection will be integrated into the feasibility study stage as much as possible.

The mission discussed the integration of Social, Environment and Climate Assessment Procedures (SECAP) requirements into the M&E system with the PCU. It was agreed that the M&E system will include a scheme-level traffic light indicator on compliance with SECAP, in terms of having an environmental assessment approved by the environmental authorities, as well as in terms of implementation of the measures contained in the Environmental and Social Management Plan (ESMP) for each scheme.

For future missions, it will be essential that an overview of physical and financial progress is presented by PCU and project implementers ahead of, or at the start of, the mission. The PCU is encouraged to review the guidelines for the preparation of progress reports.

<b><i>Agreed Action</i></b>	<b><i>Responsibility</i></b>	<b><i>Agreed Date</i></b>
<b>Project Management</b>		
<b>Monitoring and evaluation – Disaggregated data</b> Ensure that data in reports are gender disaggregated	M& E officer	

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

**Rating: 3**

#### **Justification of rating**

In this early stage of implementation, the various documents pertaining to the implementation of SECAP requirements (environmental assessments and Environmental and Social Management Plans [ESMPs]) are still to be produced. The process however is clearly outlined in the PIM. Further effort is needed to ensure the FPIC principle is followed in the engagement with communities. Specific training on SECAP issues is envisaged through IFAD implementation support.

#### **SECAP Review**

The project is classified as a SECAP Category B project. Environmental assessments and ESMPs will be produced for schemes as part of the feasibility studies and reviewed and approved following Government procedures. As there are no feasibility studies at this stage yet, there is no review possible on the quality of documents. The PIM however clearly outlines the procedures for the development and approval of the environmental assessments and ESMPs.

Upon discussion with the PCU, it was agreed that the first batch of environmental assessments and ESMPs to assess the need for a separate budget line for the implementation of measures contained in ESMPs in the 2019 AWPB. This is bearing in mind that many of the measures that will likely be proposed in the ESMPs, especially those during the construction phase, will be integrated into the requirements for contractors and are therefore integrated into the budget for works contractors.

During field visits, it was ascertained that further improvements are needed in the way the project engages with communities in terms of seeking free, prior and informed consent (FPIC) on proposed project interventions, in line with promoting a participatory approach to the revitalization plans. For those schemes visited which had undergone a PRA, communities had been engaged, but there was limited clarity among farmers on what was to be expected from the project. This included the requirements for farmer cash contributions into an operation and maintenance fund at scheme level. To ensure that farmers have a clear understanding of the project, the expected benefits and the associated risks, it is proposed that the PCU develops a guidance note on community consultations that incorporates FPIC.

The project is still to put in place a structured grievance redress mechanism to address as part of an Environmental and Social Management Framework. Support for this through IFAD is envisaged for the current year.

## d. Financial Management & Execution

### Disbursement by financier

Type	Name	Current Amount	Disbursed Amount	Actual Rate
Domestic Financing breakdown	Beneficiaries	\$2,869,000		
	National Government	\$7,909,000		
Co-financing breakdown,	OPEC Fund for International Development	\$15,000,000		

### Acceptable Disbursement Rate

Rating: 3

#### Justification of rating

Automated rating based on IFAD disbursement data

Agreed Action	Responsibility	Agreed Date
<b>Financial Management &amp; Execution</b>		
<b>Increase signatories in panel A</b> LPA should update the list of authorised of signatories to the project operational account at CBZ and include PANEL A signatories	Project Accountant	05/2018
<b>Timely submission of WAs</b> To accelerate disbursements to the project and In line with the Letter to Recipient provision on withdrawal applications, it is recommended that SIRP submits to IFAD a withdrawal application every 90 days even if the withdrawal amount requested has not reached 30% of the special account advance	Project Accountant	

### Fiduciary Aspects

#### Quality of Financial Management

Rating: 3

#### Justification of rating

The Programme Accountant and the Programme Coordinator resigned.

#### Main issues

Key management staff (Coordinator and Accountant) resigned leaving a major Internal control gap

Lack of implementation of previous mission recommendation to update the Financial Management Manual to cover SAGE modules and IPSAS accrual.

The Borrower to send a letter to OFID requesting the opening of a special account for the OFID financing.

Delays in processing payments from the Designated Account due the accessibility of signatories and non clarity in procedures.

To include the project accountant and the project coordinator as signatories for the programme account for ease of transactions.

Petty cash transactions not having a threshold on expenditures budgeted.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Financial Management &amp; Execution</b>		
<b>Resolve Challenges of access to forex for imports</b>  Liaise with RBZ that foreign exchange for settlement of imports of goods and services for the Project to be made available timely in line with the FA	MFED	06/2018
<b>Timely submission of IFRs</b>  Submission of the first half yearly project Interim Financial Reports (IFRs) to IFAD	Finance manager	07/2018
<b>Train staff</b>  Training of procurement and Finance staff on SAGE financial reporting functionality and on the following modules: budget maintenance, purchase order, fixed assets, and contract	PCU	07/2018
<b>Review and update Finance manual</b>  Review the Financial Management Manual to incorporate change of accounting basis from IPSAS cash to IPSAS accrual for the FY 2018 in line with adoption of IPSAS accrual by GoZ in November 2017.	Finance Manager	07/2018
<b>Timely preparation and approval of AWPB</b>  Align AWPB internal review and approval processes to meet provisions in the FA and submission deadlines to IFAD  4.Submission of the first half yearly project Interim Financial Reports (IFRs) to IFAD	Project Steering Committee	07/2018
<b>Align accounting standards used</b>  Review the Financial Management Manual to incorporate the change of accounting basis from IPSAS cash to IPSAS accrual for the FY 2018 and include processes in SAGE modules in use.	Accountant	12/2018
<b>Open an operational bank account</b>  Open programme operational account with an international commercial bank with easy access to foreign currency resources.	LPA	12/2018
<b>Complete OFID loan disbursement arrangements</b>	PCU/MoF	12/2018
<b>Proper capturing and reporting on beneficiary contributions</b>  Account for and report beneficiary contributions in cash /or in kind in line with the FMM	Programme Accountant	03/2019
<b>Resolve bottlenecks on Funds flow</b>  MOFED, MLAWCRR and the PCU to have a meeting to resolve the bottlenecks in flow of funds from the Designated Account	PCU	
<b>Replacement of Key staff</b>  Recruit the key positions immediately	LPA	

**Quality and Timeliness of Audit**

**Rating:**

**Justification of rating**

There are challenges in releasing the remaining funds already authorized by the ministry to the project account

**Main issues**

The ministry to release the \$1.3M held for the counter part funds, which had already been authorized at the beginning of the year.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Financial Management &amp; Execution</b>		
<b>Evaluate Government in-kind contribution</b>  SIRP to evaluate forfeited revenue of provision of government in-kind contribution in form of housing, , payment of utilities and use of Government vehicles for noting.	PCU	06/2018
<b>Release government counterpart funds for project use</b>  Transfer government counterpart funds in excess of \$1.3 million held by the MLAWCRS into the project account	LPA	12/2018

**Justification of rating**

Opening of a programme-designated account by the Ministry of Finance and Economic Development (MOFED); Opening of a programme operations US\$ denominated account by MLARR; Recruitment of PCU staff; Preparation and finalization of the Programme Implementation Manual (PIM)and Operating fully functional accounting software Opening of a programme-designated account by the Ministry of Finance and Economic Development (MOFED); Opening of a programme operations US\$ denominated account by MLARR; Recruitment of PCU staff; Preparation and finalization of the Programme Implementation Manual (PIM)and Operating fully functional accounting software.

**Main issues**

**GC Section 7.11. Key Project Personnel** provides that Lead Project Agency shall appoint the Project Coordinator and all other key Project personnel in the manner approved by the Fund. All key Project personnel shall have qualifications and experience specified approved by the Fund. The Borrower shall exercise best efforts to ensure continuity in key Project personnel throughout the Project Implementation Period. The Borrower or the Lead Project Agency shall insure key Project personnel against health and accident risks to the extent consistent with sound commercial practice or its customary practice in respect of its national civil service, whichever is appropriate.

The Mission noted that although PCU staff were recruited in August 2017 and September 2017, contracts for PCU key staff were only signed in March 2018 due to disagreements on treatment of tax on salaries, allowances and health insurance. The contracts signed in March 2018 still lacked clarity on the contract terms under dispute, making them subject to interpretation. The Mission was unable to determine the correctness of the salary payments made to PCU staff from August 2017 lack of clarity.

**Conditions for Effectiveness of OFID Loan Agreement**

The OPEC Fund for International Development (OFID) Loan agreement with an effectiveness date of 8 March 2018 was duly executed between GOZ and OFID subject to the following conditions:

1. Satisfactory evidence that the execution and delivery of the Agreement on behalf of the Borrower has been duly authorised and ratified according to the constitutional requirements of the Borrower;
2. A certificate issued by the Minister of Justice or the Attorney General or any other competent authority of the Borrower confirming that the Agreement has been duly authorised and ratified by the Borrower and constitutes a valid and binding obligation of the Borrower in accordance with its terms
3. Evidence that the loan or other financing agreement between the Loan Administrator (IFAD) and the Borrower for financing the Project has been declared effective.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Financial Management &amp; Execution</b>		
<b>Meeting the conditions for effectiveness of OFID loan within 90 days after the date of Agreement, March 8 ,2018.</b>	MFED	05/2018

## Procurement

### Procurement

**Rating: 4**

#### Justification of rating

The rating of moderately satisfactory is being proposed as the project has not carried out any procurement activity under the 2017 or 2018 AWPB. The only procurement activities reviewed are those for start-up. In addition, an initial PP was presented which will need a thorough review as thresholds were not accurately adhered to and descriptions, references to AWPB and total costs were not detailed adequately. The Procurement team nevertheless took note of all recommendations made for the improvement of the Plan and will be submitting a revised version by 18th May.

#### Procurement Review

The procurement team composed of a Procurement Specialist and a Procurement Assistant is experienced and knowledgeable but still needs to refine their work to adhere to IFAD's requirements. The team works together harmoniously. Procedures are in place for the segregation of duties and accountability measures are used throughout the procurement process. The team is familiar with and understands procurement methods, thresholds and analysis of AWPB for the preparation of the PP. The Procurement Specialist presented the mission with a Project Procurement Manual developed to guide all procurement activities. The Manual was found to be well drafted and is a very useful tool for the PCU. Prior review thresholds and the intention to award process were missing and will be added. (This is essential to contain possible delays or suspensions of procurement activities when bidders bring claims against the project)

A review of start-up costs noted that these were essentially for the procurement of IT equipment and office furniture for establishment of a coordination office in the Ministry of Agriculture and the setting up of the PCU. A post review of the procurement of accounting software and vehicles was conducted and all files were found to be in place.

A contracts register is available but is a hard copy only. The PCU advised that a procurement module of SAGE – their accounting software – will be procured so that an electronic contracts register may be kept. In accordance with IFAD's requirements, the CPM should receive a copy of the contract register regularly as it is updated and at least every quarter.

In our analysis of thresholds for prior review it was noted that these were considerably low. Considering the stage at which we find ourselves it is advisable to review these in order for activities to be fast tracked. The revision should be done in light of the whole procurement plan, the specific categories, their total impact on the plan and the risk to the project.

Review of the procurement plan highlighted the need to review packaging, timeframes, methods and prior/post review thresholds. The team will be working to produce a final PP for NO by 18th May.

A more strategic role should be played by the Procurement team in liaising with component managers, technical specialists and final users to refine the procurement plan and ensure activities are prioritised to meet the desired outcomes.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Financial Management &amp; Execution</b>		
<b>Revision of Project Procurement Manual</b> The Project Procurement Manual shall be revised to include prior/post review thresholds and the 'intention to award' procedure.	Procurement Officer	05/2018
<b>Submission of revised Procurement Plan</b> Procurement team to liaise with component managers, technical experts and users to accurately define all procurement activities.	Procurement Officer	06/2018

## e. Additional Aspects

### Foreign currency and exchange rate issues

Zimbabwe's economy is facing difficulties. Fiscal imbalances lie at the core of Zimbabwe's ongoing financial crisis. Severe droughts and slow economic reforms have led to high expenditure levels since late 2015 despite subdued revenues. The increasing central government's fiscal cash deficit has been largely financed from domestic financial markets as the prevailing external arrears prevent Zimbabwe from gaining access to international capital markets. Due to lack of currency the government has introduced capital and current account controls and promoted the use of quasi-currency instruments such as Bond Notes.

The difficulty of finding foreign currency is pushing prices up. It among many other aspects reduces the purchasing power of the SIRP staff and creating uncertainty about price levels (for example in contracting services of large size).

This is an issue that has to be observed carefully in the coming missions.

## F. Agreed Actions

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Development Effectiveness</b>		
<b>Appointment of Focal Points in Implementing Agencies</b> (i) Development of ToRs for the gender focal	Project coordinator	05/2018
<b>Appointment of Focal Points in Implementing Agencies</b> (ii) Agritex, DOI and Mechanisation to appoint gender and targeting focal points	Directors Agritex and DoI and Mechanisation	05/2018
<b>Recruitment of Gender/ Rural Sociologist</b> (i) Recruitment process completed for the rural sociologist immediately	Procurement Specialist	07/2018
<b>Recruitment of Gender/ Rural Sociologist</b> (ii) Develop a gender and targeting strategy	Project coordinator/TA Gender/Rural Sociologist	11/2018
<b>Recruitment of Gender/ Rural Sociologist</b> (iii) Develop a gender training manual	Project coordinator/TA Gender/Rural Sociologist	12/2018
<b>Gender training: Training of trainers of implementing partners on gender mainstreaming</b>	Project coordinator/TA gender	12/2018
<b>Sustainability and Scaling Up</b>		
<b>Prepare a list of active programmes/projects involved in smallholder irrigation development in Zimbabwe at national and local level to identify potential collaboration and synergies.</b>	Project coordinator	07/2018
<b>Establish Models of Intervention: Develop a discussion paper outlining the Models of Intervention, in support of work initiated by DoI</b>	PCU Coordinator	12/2018
<b>Launch expression of interest of potential national service providers for the various major activities as identified in the procurement plan.</b>	Procurement officer	12/2018
<b>Establish Models of Intervention: Organise an Irrigation management national workshop to present the findings proposals of the paper.</b>	PCU Coordinator	02/2019
<b>Project Management</b>		

<b>Monitoring and evaluation – Disaggregated data</b> Ensure that data in reports are gender disaggregated	M& E officer	
<b>Financial Management &amp; Execution</b>		
<b>Meeting the conditions for effectiveness of OFID loan within 90 days after the date of Agreement, March 8 ,2018.</b>	MFED	05/2018
<b>Revision of Project Procurement Manual</b> The Project Procurement Manual shall be revised to include prior/post review thresholds and the 'intention to award' procedure.	Procurement Officer	05/2018
<b>Increase signatories in panel A</b> LPA should update the list of authorised of signatories to the project operational account at CBZ and include PANEL A signatories	Project Accountant	05/2018
<b>Submission of revised Procurement Plan</b> Procurement team to liaise with component managers, technical experts and users to accurately define all procurement activities.	Procurement Officer	06/2018
<b>Evaluate Government in-kind contribution</b> SIRP to evaluate forfeited revenue of provision of government in-kind contribution in form of housing, , payment of utilities and use of Government vehicles for noting.	PCU	06/2018
<b>Resolve Challenges of access to forex for imports</b> Liaise with RBZ that foreign exchange for settlement of imports of goods and services for the Project to be made available timely in line with the FA	MFED	06/2018
<b>Timely submission of IFRs</b> Submission of the first half yearly project Interim Financial Reports (IFRs) to IFAD	Finance manager	07/2018
<b>Train staff</b> Training of procurement and Finance staff on SAGE financial reporting functionality and on the following modules: budget maintenance, purchase order, fixed assets, and contract	PCU	07/2018
<b>Review and update Finance manual</b> Review the Financial Management Manual to incorporate change of accounting basis from IPSAS cash to IPSAS accrual for the FY 2018 in line with adoption of IPSAS accrual by GoZ in November 2017.	Finance Manager	07/2018
<b>Timely preparation and approval of AWPB</b> Align AWPB internal review and approval processes to meet provisions in the FA and submission deadlines to IFAD  4.Submission of the first half yearly project Interim Financial Reports (IFRs) to IFAD	Project Steering Committee	07/2018

<b>Release government counterpart funds for project use</b>  Transfer government counterpart funds in excess of \$1.3 million held by the MLAWCRS into the project account	LPA	12/2018
<b>Align accounting standards used</b>  Review the Financial Management Manual to incorporate the change of accounting basis from IPSAS cash to IPSAS accrual for the FY 2018 and include processes in SAGE modules in use.	Accountant	12/2018
<b>Open an operational bank account</b>  Open programme operational account with an international commercial bank with easy access to foreign currency resources.	LPA	12/2018
<b>Complete OFID loan disbursement arrangements</b>	PCU/MoF	12/2018
<b>Proper capturing and reporting on beneficiary contributions</b>  Account for and report beneficiary contributions in cash /or in kind in line with the FMM	Programme Accountant	03/2019
<b>Timely submission of WAs</b>  To accelerate disbursements to the project and In line with the Letter to Recipient provision on withdrawal applications, it is recommended that SIRP submits to IFAD a withdrawal application every 90 days even if the withdrawal amount requested has not reached 30% of the special account advance	Project Accountant	
<b>Resolve bottlenecks on Funds flow</b>  MOFED, MLAWCRR and the PCU to have a meeting to resolve the bottlenecks in flow of funds from the Designated Account	PCU	
<b>Replacement of Key staff</b>  Recruit the key positions immediately	LPA	



## Smallholder Irrigation Revitalization Programme

### Logical Framework

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members							M&E system	Annually	M&E officer	Climate shocks do not cause farmers to discontinue their contributions to O&M of the scheme
	Household members	0	32 630	148 750							
	1.a Corresponding number of households reached							M&E system	Annually	M&E officer	
	Households	0	6 050	27 500							
	Non-women-headed households	0	3 630	16 500							
	Women-headed households	0	2 420	11 000							
	1 Persons receiving services promoted or supported by the project							Progress reports	Annual	MAMID PDU	
	Males	0	3 025	13 750							
	Total number of persons receiving services	0	6 050	27 500							
	Females	0	3 025	13 750							
Goal Rural households achieve food and nutrition security and are resilient to climate change effects and economic shocks in the programme districts	Reduction in the prevalence of chronic malnutrition children under five (weight for age)							Secondary data, ZIMVAC reports, ZNSA	Baseline, MTR, and completion	M&E officer	Macro-economic stability (A)
	Reduction in chronic malnutrition children	0	1	3							
	Improved household assets ownership index (RIMS)							Baseline, MTR and completion surveys	Baseline, MTR, and completion	M&E officer	
	Household assets ownership	0	5	20							
	Smallholder HH cope with effects of climate change (RIMS 1.8.5)							M&E system	Annual	M&E officer	
	Households	0	7 600	22 100							

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
<b>Objective</b> Rural households sustainably increase their income in SIRP supported schemes and adjacent rainfed areas.	Diet Diversity Score							ZIMVAC; DDF; HDDS	Baseline, MTR, and completion	M&E officer	Macroeconomic stability maintained
	Diet Diversity score	5	9	12							
	Annual household income on irrigation schemes							ZIMVAC, ZNSA	Baseline, MTR, and completion	M&E officer	
	Annual household income	129	1 000	3 490							
<b>Outcome</b> Outcome 1a: Irrigation schemes fully operational	Incremental hectares of crop grown throughout seasons							Baseline, MTR and completion surveys	Baseline, MTR, and completion	M&E officer	Target group shoulders O&M
	Incremental hectares intensity (4,200 ha baseline; 1600 ha MTR; 5200 ha Completion)	100	175	175							
<b>Output</b> Output 1.1 a: Small-scale irrigation schemes revitalized	1.1.2 Farmland under water-related infrastructure constructed/rehabilitated							Progress reports	Semi-annually	DOI/M&E officer	Expertise to carry out the study is available Prices for material and works remain within assumed margins
	Hectares of land	0	1 840	6 100							
<b>Output</b> Output 1.2 a: Irrigators and their WUOs obtain knowledge in efficient irrigation management	Number of irrigators trained in irrigation management							Progress reports	Quarterly	DOI/AGRITEX	Training is demand-driven
	Irrigators trained	0	15 000	15 000							
<b>Output</b> Output 1.3 b: Enhanced capacity in Gov. staff on irrigation service delivery	Number of Government staff trained in irrigation and O&M selected topics							Progress reports	Quarterly	DOI/M&E officer	Staffing levels are maintained or increased at all levels
	Government staff trained	0	250	250							
<b>Outcome</b> Outcome 2 a: Increased adoption of improved technologies and practices	Improved agricultural production: avg. yield increase (kg/ha) of main crops							Progress reports; PCR; IMC records;	Annual	M&E officer/AGRITEX	Target group increases market share of production
	Tomato MT/ha	10	30	30							
	Maize (MT/ha)	2	5	5							
	Sorghum rainfed MT/ha	0.7	1.4	1.4							
	Maize rainfed MT/ha	0.5	1	1							
	Beans MT/ha	1	1.75	1.75							
	Groundnut rainfed MT/ha	0.5	1	1							

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
	1.2.4 Households reporting an increase in production							Progress reports; AOS; IMC records	Annually	M&E officer/AGRITEX	
	Young										
	Indigenous people										
	Non-Indigenous people										
	Total number of household members										
	Males										
	Households										
	Females										
	Households	0	15	50							
	Not Young										
	Women-headed households										
	Non-women-headed households										
	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices										
Males											
Young											
Females											
Households											
Total number of household members											
Non-Indigenous people											
Women-headed households											
Not Young											
Households	0	15	50								

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
	Indigenous people										
	Non-women-headed households										
<b>Output</b> Output 2.1 a: Strengthened capacity of farmers and their organizations	1.1.4 Persons trained in production practices and/or technologies							Progress reports	Quarterly	AGRITEX	VC actors are willing to cooperate; Training is demand driven
	Men trained in crop		4 125	13 750							
	Young people trained in crop		825	2 750							
	Women trained in crop		4 125	13 750							
	Not young people trained in crop		7 425	24 750							
	Total persons trained in crop	0	8 250	27 500							
<b>Outcome</b> Outcome 2 b: Farmers benefiting from improved access to markets and financial services	2.2.6 Households reporting improved physical access to markets, processing and storage facilities							Progress reports; AOS; IMC records	Annually	M&E officer	Farmers understand market functions
	Households reporting improved physical access to processing facilities										
	Households reporting improved physical access to markets										
	Households reporting improved physical access to storage facilities										
<b>Output</b> Output 2.2 a: Strengthened business capacity of farmers and value chain actors	2.1.2 Persons trained in income-generating activities or business management							Progress reports	Quarterly	AGRITEX	VC actors are willing to cooperate
	Young		760	2 525							
	Not Young		6 840	22 725							
	Females		3 800	12 625							
	Males		3 800	12 625							
	Persons trained in IGAs or BM (total)	0	7 600	25 250							

Results Hierarchy	Indicators							Means of verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result	Cumulative Result	Cumulative Result %	Source	Frequency	Responsibility	
<b>Output</b> Output 2.2 b: Value addition technology promoted at scheme and adjacent rainfed area	2.1.6 Market, processing or storage facilities constructed or rehabilitated							Progress reports	Semi-annually	AGRITEX/DOM	
	Storage facilities constructed/rehabilitated	0	50	125							
<b>Output</b> Output 2.3 c: Enhanced capacity in Gov. staff on service delivery	Number of Government staff trained in production, and market access							Progress reports	Semi-annually	AGRITEX	Staffing levels are maintained or increased at all levels
	Number of Government staff trained - male	0	400	400							
	Number of Government staff trained - female		100	100							
	Number of Government staff trained	0	500	500							

## **Zimbabwe**

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### **Smallholder Irrigation Revitalization Programme**

### **Supervision Report**

### **Appendix 1: Financial: actual financial performance; by financier by component and disbursements by category**

Mission Dates: 2-11 May 2018

Document Date: 17/01/2019

Project No. 2000001233

Report No. 4833-ZW

East and Southern Africa Division  
Programme Management Department

## Appendix 2: Financial: Actual financial performance by financier; by component and disbursements by category

**Table 2A: Financial performance by financier as at 30 April 2018**

Financier	Appraisal (USD '000)	Disbursements (USD '000)	Per cent disbursed
IFAD Grant	25,500	1,398	5%
OFID Loan	15,000	0	0%
Government	7,985	150	2%
Beneficiaries	3,280	0	0%
	<b>51,765</b>	<b>1,548</b>	<b>3%</b>

**Table 2B: Financial Performance by Financier by Component as at 30 April 2018 (USD '000)\*\***

	IFAD Grant			OFID Loan			Government			Beneficiaries			Total		
Component	Appr.	Actual	%	Appr.	Actual	%	Appr.	Actual	%	Appr.	Actual	%	Appr.	Actual	%
Sustainable Smallholder Irrigation development	10,174	32	0%	13,808	0	0%	4,733	0	0%	2,238	0	0%	30,953	32	0%
Climate Smart agriculture and Market access	12,135	0	0%	1,192	0	0%	2,326	0	0%	1,042	0	0%	16,695	0	0%
Programme Coordination	3,191	326	10%	0	0	0%	926	146	16%	0	0	0%	4,117	472	11%

<b>Grand Totals</b>	<b>25,500</b>	<b>358</b>	<b>1%</b>	<b>15,000</b>	<b>0</b>	<b>0%</b>	<b>7,985</b>	<b>146</b>	<b>2%</b>	<b>3,280</b>	<b>0</b>	<b>0%</b>	<b>51,765</b>	<b>504</b>	<b>1%</b>
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\*\* Table 2B represents actual expenditure recorded while table 2A represents disbursements (funds made available)

**Table 2C: IFAD Grant disbursements (SDR, as at 30 April 2018)**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
200003	Works	4,900,000.00	4,900,000.00	0	0	4,900,000.00	0.00%
200008	Consultancies	3,200,000.00	3,200,000.00	0	0	3,200,000.00	0.00%
200013	Goods, Services and Inputs	3,600,000.00	3,600,000.00	0	0	3,600,000.00	0.00%
200016	Operating Costs	1,400,000.00	1,400,000.00	0	0	1,400,000.00	0.00%
200018	Salaries and allowances	250,000.00	250,000.00	0	0	250,000.00	0.00%
200019	Training and Workshops	3,150,000.00	3,150,000.00			3,150,000.00	0.00%
270001	Authorised allocation	0		972,464.73	0	-972,464.73	0.00%
290001	Unallocated	1,800,000.00	1,800,000.00	0	0	1,800,000.00	0.00%
<b>Total</b>		<b>18,300,000.00</b>	<b>18,300,000.00</b>	<b>972,464.73</b>	<b>0</b>	<b>17,327,535.27</b>	<b>5.31%</b>

**Figure 1: IFAD grant disbursement, comparisons between original and revised allocations and actual disbursement (SDR, as at 30 April 2018)**

Category	Category description	Original Allocation	Revised Allocation	Disbursement	Balance	Per cent disbursed
200003	Works	4,900,000.00	4,900,000.00	0	4,900,000.00	0.00%
200008	Consultancies	3,200,000.00	3,200,000.00	0	3,200,000.00	0.00%
200013	Goods, Services and Inputs	3,600,000.00	3,600,000.00	0	3,600,000.00	0.00%
200016	Operating Costs	1,400,000.00	1,400,000.00	0	1,400,000.00	0.00%
200018	Salaries and allowances	250,000.00	250,000.00	0	250,000.00	0.00%
200019	Training and Workshops	3,150,000.00	3,150,000.00		3,150,000.00	0.00%
270001	Authorised allocation	0		972,464.73	-972,464.73	0.00%
290001	Unallocated	1,800,000.00	1,800,000.00	0	1,800,000.00	0.00%



Total	18,300,000.00	18,300,000.00	972,464.73	17,327,535.27	5.31%
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## **Zimbabwe**

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### **Smallholder Irrigation Revitalization Programme**

### **Supervision Report**

### **Appendix 2: Physical progress measured against AWP&B**

Mission Dates: 2-11 May 2018  
Document Date: 17/01/2019  
Project No. 2000001233  
Report No. 4833-ZW

East and Southern Africa Division  
Programme Management Department

## Appendix 2: Physical progress measured against AWP&B\*

\*This table is based on the 2018 AWPB after revision during the mission period.

Component/Outcome		Period: 01-01-2018 to 01-05-2018				Cumulative Actual	Appraisal Target	%
Sub-component or Output	Indicator	Unit	AWP&B	Actual	%			
Component 1 Sustainable Smallholder Irrigation Development								
Sub-component 1.1 Scheme Selection and Rehabilitation								
	Schemes selected	Ha	?	5 800	?	5 800	6 000	97%
	Feasibility Studies & detailed design completed	Ha	1 600	0	0%	0	6 000	0%
	- Lot A		-	-	-			
	- Lot B		-	-	-			
	Schemes rehabilitated	Ha	0	0	0%	0	5 000	0%
	- Lot A		-	-	-			
	- Lot B		-	-	-			
	Schemes converted to solar	Ha	20	0	0%	0	200	0%
Sub-component 1.2 Improved Smallholder Irrigation Management								
	Training of irrigators, IMC leaders, apex bodies	Participants	1 404	0	0%	0	12 500	0%
	Vocational training for youth	Participants	0	0	0%	0	1 000	0%
	Starter kits for youth	Set	0	0	0%	0	1 000	0%
Sub-component 1.3 Enhanced Institutional Capacity for Irrigation Development								
	4x4 Vehicles procured	Unit	6	0	0%	0	6	0%
	Training needs assessment	Study	1	0	0%	0	1	0%
	Study tours	Ls	1	0	0%	0	2	0%

TA for IMC Legal Framework	P/month	3	0	0%	0	8	0%
TA for Water Pricing	P/month	3	0	0%	0	3	0%
Stakeholder Dialogue Workshops	Each	8	0	0%	0	22	0%
Prepare Improved National Irrigation Database	Ls	1	0	0%	0	1	0%
<b>Component 2 Climate-Smart Agriculture and Market Access</b>							
<i>Sub-component 2.1 Enhanced Agricultural Practices and Farmers' Organisational Capacity</i>							
Environment Committee Members trained	Participants	220	0	0%	0	2 560	0%
Participatory Natural Resource Mapping Workshop /d	Workshop	5	0	0%	0	60	0%
FFS Facilitators trained	Participants	22	0	0%	0	335	0%
Training of farmers in rainfed areas	Participants	880	0	0%	0	12 500	0%
Training of farmers on irrigation schemes	Participants	1 342	0	0%	0	12 500	0%
Demonstration of nutrition gardens	Set	5	0	0%	0	125	0%
Facilitating and strengthening womens' organisations	Session	11	0	0%	0	200	0%
<i>Sub-component 2.2 Market Access and Rural Financial Services</i>							
ISALs established / upgraded	Members	660	0	0%	0	7 500	0%
Financial Literacy Training	Participants	1000	0	0%	0	25 000	0%
Business skills training for irrigating farmers	Participants	1320	0	0%	0	12 500	0%
Training for scheme Marketing Committees	Participants	110	0	0%	0	1 250	0%
Training on post-harvest management and product quality	Participants	891	0	0%	0	20 250	0%
Roads rehabilitated	Km	12	0	0%	0	100	0%
<i>Sub-component 2.3 Enhanced Institutional Capacity for Market-led Production</i>							
4x4 Vehicles	Each	16	0	0%	0	21	0%
Motorcycles	Each	35	0	0%	0	125	0%
Training needs assessment	Ls	1	0	0%	0	1	0%
Training and mentorship for AGRITEX staff	Participants	226	0	0%	0	450	0%
Study Tour	Ls	1	0	0%	0	2	0%

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**Component 3 Programme Management and Coordination**

Baseline study (per scheme)	Each	11	0	0%	N/A	N/A	
Documentation of Best Practices	Each	1	0	0%	0	12	0%
Development of SIRP website	Ls	1	0	0%	0	1	0%
Vehicles	Each	4	0	0%	0	6	0%
M&E ToT at provincial level	Participants	100	0	0%	0	200	0%

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## **Zimbabwe**

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### **Smallholder Irrigation Revitalization Programme**

### **Supervision Report**

### **Appendix 3: Compliance with legal covenants: status of implementation**

Mission Dates: 2-11 May 2018  
Document Date: 17/01/2019  
Project No. 2000001233  
Report No. 4833-ZW

East and Southern Africa Division  
Programme Management Department

### Appendix 3: Compliance with legal covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Status/Date
<b>Section B.3</b>	Maintaining a designated account denominated in US\$ at the Reserve Bank of Zimbabwe to channel grant proceeds	Continuous	Complied
<b>Section B.4</b>	Maintaining a project account in US\$ at a Commercial Bank acceptable to the Fund to receive and hold the financing transferred from the Designated Account.	Continuous	Partial Compliance
<b>Section E.1 (a)</b>	Co-financing agreement between Recipient and OFID is not suspended, cancelled or terminated	Continuous	Will be monitored after entry into force of the co-financing agreement
<b>Section E.1 (b)</b>	Obtaining prior consent of the Fund for any waiver, suspension, termination, amendment or modification of PIM, or any provision thereof.	Continuous	Complied
<b>Section E.1 (c)</b>	Obtaining prior concurrence of the Fund for appointment, transfer or removal of Key Programme Staff from the PCU	Continuous	Complied
<b>Section E.2 (a)</b>	The Recipient shall have established within MLAAR a PCU.	Prior to disbursement	Complied
<b>Section E.2 (b)</b>	The Recipient shall have prepared a PIM in form and substance satisfactory to the Fund	Prior to disbursement	Complied
<b>Schedule 3 Para 1 Gender Strategy</b>	The Recipient to develop and implement a gender strategy to streamline gender concerns in all programme activities	Continuous	To be monitored during implementation.
<b>Schedule 3. Para 2 Counterpart funds</b>	Counterpart funds are clearly identifiable in the financial management system and financial statements.	Continuous	Complied.
<b>Schedule 3 Para 3 Land and Water Access</b>	Smallholder farmers to have full access to land along applicable customary and legal regulations. A prerequisite to the signature of such agreements shall be the prior formal establishment of the WUOs.	Continuous	To be monitored during implementation.
<b>Schedule 3 Para 4 Environmental and Social Due Diligence</b>	Programme to be implemented in compliance with the main IFAD policies, strategies and procedures, including, IFAD's Natural Resources Management Policy, Climate Change Strategy and Social, Environmental and Climate Assessment Procedures; and IFAD's Policy on Improving Access to Land and Tenure Security.	Continuous	To be monitored during implementation.
<b>Schedule 3 Para 5 Transparency and</b>	The Terms of Reference of the external audit shall include a specific review of internal control environment. This covers all the systems, manual and IT.	30 September,	To be monitored during implementation.

Section	Covenant	Target/Action Due Date	Status/Date
<b>internal control framework.</b>		each year	
<b>Schedule 3 Para 6 Internal audit</b>	The Internal Audit Department of MLARR will include the Programme in its yearly internal audit oversight plans. The implementation status of internal audit recommendations will be addressed and made available to the Fund	Continuous	Not complied FY2018.
<b>GC Section 4.02.b Withdrawals from the Loan and Grant Accounts</b>	No withdrawal shall be made from the Loan and/or Grant Accounts until the first AWPB has been approved by the Fund.	June 2018	Partial compliance
<b>GC Section 7.01.b.ii AWPB</b>	LPA shall submit reviewed draft Project AWPB for each Project Year to the IFAD for comments no later than sixty (60) days before the beginning of the relevant Project Year	30 <sup>th</sup> October, each year	Not complied
<b>GC Section 7.03. Availability of Additional Resources</b>	In addition to the proceeds of the Financing, the Recipient shall make available to the Project Parties: such funds, facilities, services and other resources as may be required to carry out the Project in accordance with Section 7.01.	Continuous	To be monitored during implementation.
<b>GC Section 7.05. Procurement</b>	(a) Procurement of goods, works and services in accordance with the provisions of the GOS regulations, to the extent such are consistent with the IFAD Procurement Guidelines. . Each Procurement Plan shall identify procedures which must be implemented by the Recipient in order to ensure consistency with the IFAD Procurement Guidelines	Continuous	Complied
	(b)The Fund may require that all bidding documents and contracts for procurement of goods, works and services financed by the Financing include provisions requiring bidders, suppliers, contractors, sub-contractors and consultants to: (i) allow full inspection by the Fund of all bid documentation and related records; (ii) maintain all documents and records related to the bid or contract for three years after completion of the bid or contract; and (iii) cooperate with agents or representatives of the Fund carrying out an audit or investigation.	Continuous	To be monitored during implementation.
<b>GC:S. 7.8 (a) Insurance</b>	(a)The Borrower/ the Lead Project Agency 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.	Continuous	Not complied
	(b)The Borrower or the Lead Project Agency shall insure the goods imported for the Project against hazards incident to the acquisition, transportation and delivery thereof to the place of use or installation in accordance with sound commercial practice	Continuous	To be monitored during implementation
<b>GC Section.7.11</b>	Appoint Project Coordinator and all other key Project personnel in the manner specified in the FA.	By Project start up	Partial compliance
<b>GC Section 7.12 Project Parties</b>	Each Project Party shall, as required to carry out the Project in accordance with Section 7.01: (a) promptly take all necessary or appropriate action to maintain its corporate existence and to acquire, maintain and renew its rights, properties, powers, privileges and franchises;	Continuous	Will be monitored during implementation



Section	Covenant	Target/Action Due Date	Status/Date
	(b) employ competent and experienced management and personnel; (c) operate, maintain and replace its equipment and other properties; (d) not sell, lease or otherwise dispose of any of the Project's assets, except in the normal course of business or as agreed by the Fund.		
<b>GC Section 8.3 (a) Progress Reports</b>	Furnish to the Fund periodic progress reports in such form and substance as required	30 June and 31 <sup>st</sup> December of each year	Not complied
<b>GC Section 8.3 (b) MTR</b>	Jointly carry out a review of Project implementation no later than the midpoint of the Project Implementation	2021	Not yet due
<b>GC Section 9.02 Financial Reporting</b>	Deliver to the Fund detailed financial statements of the operations, resources and expenditures related to the Project for each Fiscal Year prepared in accordance with standards and procedures acceptable to the Fund and deliver such financial statements to the Fund within four (4) months of the end of each Fiscal Year.	31 March, each year	Not yet due
<b>GC Section 9.03 Audit</b>	(a)each Fiscal Year, have the accounts relating to the Project audited in accordance with auditing standards acceptable to the Fund and the Fund's Guidelines on Project Audits (for Borrowers' Use);	31 December , each year	Not yet due
	(b)within 6 months of the end of each Fiscal Year, furnish to the Fund a certified copy of the audit report. The Borrower shall submit to the Fund the reply to the management letter of the auditors within one month of receipt thereof;	31 June , each year	Not yet due
<b>GC Section 9.04. Other Financial Reports and Information</b>	In addition to the reports and information required by the foregoing provisions: (a)The Borrower and the Project Parties shall promptly furnish to the Fund such other reports and information as the Fund shall reasonably request on any financial matter relating to the Financing or the Project or any Project Party. (b)The Borrower shall promptly inform the Fund of any condition that interferes with, or threatens to interfere with, the maintenance of Loan Service Payments. (c) The Project Member State shall promptly furnish to the Fund all information that the Fund may reasonably request with respect to financial and economic conditions in its territory, including its balance of payments and its external debt.	Continuous	To be monitored as implementation continues

## **Zimbabwe**

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### **Smallholder Irrigation Revitalization Programme**

### **Supervision Report**

### **Appendix 5: Mission preparation and planning, TORs, schedules, people met**

Mission Dates: 2-11 May 2018  
Document Date: 17/01/2019  
Project No. 2000001233  
Report No. 4833-ZW

East and Southern Africa Division  
Programme Management Department

## Appendix 5: Mission Preparation and Planning, TORs, Schedules, People met

### Draft Programme: IFAD SIRP Implementation Support /Supervision Mission to Zimbabwe 2-11 May 2018

TIME	ITEM	PURPOSE	RESPONSIBLE
Tuesday 01/05/2018: Arrival IFAD Mission Team			
Wednesday 02/05/18 0900hrs - 0930hrs	Courtesy call Permanent Secretary of Finance and Economic Development (MOFED) New Government Complex Building	Brief on the Mission Update on OFID/IFAD/GoZ funding	Team Leader +1
1000hrs - 1030hrs	Courtesy call Minister of MLARR (MLARR)	Brief on the Mission	Team Leader +1
1030hrs - 1100hrs	Courtesy call Permanent Secretary of Lands, Agriculture and Rural Resettlement (MLARR)	Brief on the Mission	ALL
1100hrs - 1200hrs	Meeting with SIRP PCU, MLARR	Presentation and discussion of updated progress report including status of project and key challenges to be addressed	PCU
1200 hrs - 1300hrs	Meeting with SIRP Implementing Agencies & PCU, MLARR	Review programme, Discussion on progress, AWPB. Discuss field visit schedule proposed by DOI and key issues to expect of during the field visit	ALL
LUNCH 1300hrs to 1400hrs			
1400hrs - 1500hrs	Meeting with Directors of SIRP Implementing Agencies, MLARR	Discussion with lead IP directors on their perspective of the project	Directors of IPs
1500Hrs- 1800hrs	Travel to Gweru		
Thursday 03/05/2018 0800hrs - 0830	Courtesy call Provincial Authorities Gweru	Brief on the mission	ALL
0830hrs - 1000hrs	GOZ/IFAD Teams	Travel to Exchange Smallholder Irrigation Scheme	ALL
1030hrs - 1230hrs	GOZ/IFAD Teams	Exchange Irrigation Scheme – Midlands Province. Presentation of PRA, Discussion with Farmers, Tour	ALL
LUNCH 1230hrs to 1300hrs			
1300hrs-1800hrs	GOZ/IFAD Teams	Travel to Chiredzi	ALL
Friday 04/05/2018 0800hrs - 0830hrs	Courtesy call Chiredzi District Authorities	Brief on Mission	ALL
0930hrs – 1100hrs	GOZ/IFAD Teams	Meeting and discussion with farmers at Rupangwana Smallholder Irrigation Scheme	ALL
1100hrs – 1200hrs	GOZ/IFAD Teams	Travel to Musikavanhu Smallholder Irrigation Scheme	ALL
LUNCH 1200hrs to 1230hrs			
1230hrs - 1500hrs	GOZ/IFAD Teams	Meeting and discussion with farmers at Musikavanhu Irrigation Scheme	ALL
1530hrs - 1800hrs	GOZ/IFAD Teams	Travel to Mutare	ALL
Saturday 05/05/2018 0800hrs – 1300hrs	GOZ/IFAD Teams Mutare	Technical meeting on the first impression from field visit and feedback from the Mission	ALL
LUNCH 1300hrs to 1400hrs			
1300hrs - 1700hrs	GOZ/IFAD Teams Mutare	Technical meeting continued	ALL
Sunday 06/05/2018			
	Return To Harare	Individual write-up	
Monday 07/05/2018 0800hrs – 1300hrs	IFAD Team	Meeting to review inputs plus further	IFAD Team

TIME	ITEM	PURPOSE	RESPONSIBLE
		consultations Assignment of responsibilities for drafting the Aide Memoire	
LUNCH 1300hrs to 1400hrs			
1300hrs – 1700hrs	IFAD Team	Drafting sections of the aide memoire/ ORMS report	IFAD Team
Tuesday 08/05/2018			
0800hrs – 1300hrs	GOZ/IFAD Teams	Consolidation of aide memoire, review as a team MLARR	ALL
LUNCH 1300hrs to 1400hrs			
1400hrs - 1700hrs	GOZ/IFAD Teams MLARR	Discussion with PCU and IPs on draft Aide Memoire, Circulate aide memoire to MAMID and MOFED for comments	ALL
16:00 hrs - 1700hrs	IFAD /GOZ	Courtesy call MLARR	CPM/Joylyn
Wednesday 09/05/2018			
0830hrs - 0900hrs	IFAD/UNDP	Discussion of Aide Memoire at MLARR/ pre – Wrap Up meeting	CPM/Joylyn
0800hrs - 1300hrs	GOZ/IFAD Teams MLARR	Discussion of Aide Memoire at MLARR/ pre – Wrap Up meeting	ALL
1530hrs - 1600hrs	IFAD//FAO	Coutesy call FAO Regional Coordinator	CPM/Joylyn
LUNCH 1300 hrs 1400hrs			
1300hrs - 1700hrs	GOZ/IFAD Teams	Finalisation of Aide Memoire	IFAD +PCU
Thursday 10/05/2018			
0800 - 1700hrs	IFAD Team	Submission of Aide Memoire to GOZ	IFAD Team
Friday 11/05/2018			
0800hrs - 1700hrs	GOZ/IFAD teams	Wrap Up Meeting at MOFED	ALL
Saturday 12/05/2018			
Mission Departs			

#### IFAD delegation

Name	Designation
Mr Mawire	Team Leader
Jaana Keitaanranta	Country Programme Manager
Marieclaire Colaiacomo	Procurement
Alice Abillu	Finance
Guido Rutten	Climate Change& Environment Expert
Joylyn Ndoro	IFAD Consultant

#### Zimbabwe Team

Institution	No. of People	Name	Function
<b>Agritex</b>	2	Mudefi/Wellington Chaonwa	Deputy Director/Principal Extension Officer
<b>Department of Irrigation</b>	2	Shepherd Kadaira	Deputy Director
<b>Economics and Markets</b>	2	Doracs Tawonashe/Clemence Bwenje	Acting Chief Economist/Director
<b>PCU</b>		Godfrey Nehanda/Nolyn Berejena, Pardon Njerere/Honest Muridagomo/Leonard Karembe	PCU Coordinator/M&E Specialist/Value Chain Specialist/Accountant/Procurement Specialist
<b>MLARR Admin (Gender)</b>	1	Patience Mashiri	Gender and HIV officer
<b>Mechanisation</b>	1	Tiri Koza	Deputy Director
<b>Finance</b>	5	Itai Munaki/Edzai Chinakidzwa/ Linda Dumba/Takawira Chirume/ Patricia Mafusire	Economists in Debt Management/International Cooperation/PSIP/Accountant General/PSIP
<b>ZINWA</b>	1		

## **Zimbabwe: Smallholder Irrigation Revitalization Programme (SIRP) – Terms of Reference for Implementation Support Mission 2-11 May 2018**

### **I. Background**

1. The Smallholder Irrigation Revitalization Programme (SIRP) was approved by the IFAD Executive Board in September 2016 and the Financing Agreement between IFAD and the Government of the Republic of Zimbabwe was signed on 18 November 2016. SIRP is financed by the Government of Zimbabwe, programme beneficiaries, IFAD and OFID. IFAD will finance 50% (US\$25.5 million) of overall programme costs on grant terms, under the Debt Sustainability Framework. The Government will finance taxes and duties (US\$7.7 million), representing 15% of total costs. Beneficiaries will contribute 6% of total programme costs, US\$3.3 million, in the form of financial contributions to operation and maintenance for rehabilitated infrastructure, cost sharing of post-harvest technologies, and in-kind contribution to soil and water conservation activities. OFID will finance 29% (US\$15.0 million) of programme costs, covering civil works related to irrigation rehabilitation and road improvement. The Loan Agreement between OFID and the Government of Zimbabwe was signed on 8 March 2018. SIRP is being implemented by the Ministry of Lands, Agriculture and Rural Resettlement (MLARR) over a period of seven years. A start-up workshop was held in August 2017 and the programme was launched officially on 10 November 2017. Its completion date is 31 December 2023 and the closing date 30 June 2024.

2. The overall goal of SIRP is that rural households achieve food and nutrition security and are resilient to climate change effects and economic shocks in the programme districts. The programme development objective is that rural households sustainably increase their income in schemes and adjacent rainfed areas supported by the programme. The programme goal will be achieved by revitalizing existing high potential irrigation schemes and their adjacent rainfed areas (subcatchment areas), which will result in: (i) an increase in production and productivity of selected commodities; (ii) an increase in annual household incomes; (iii) increased market integration; and (iv) a smallholder agricultural production system that is better adapted to climate change.

3. SIRP will revitalize 6,100 hectares (ha) in about 152 existing smallholder irrigation schemes, located mainly in communal and old resettlement areas in the semi-arid sections of natural regions III, IV and V in the provinces of Manicaland, Masvingo, Matabeleland South, and Midlands. The programme's target area contains about 47% of the country's estimated total irrigation-equipped area of about 13,000 ha.

4. The programme consists of two components as follows: Component 1: Sustainable smallholder irrigation development; and Component 2: Climate-smart agriculture and market access.

5. The programme is described in detail in the Programme Design Report, as well as in the draft Programme Implementation Manual.

### **II. Implementation Progress**

6. A start-up workshop was held during the week of 31 July 2017 during which the programme design was discussed and IFAD-facilitated training sessions were held for the newly recruited PCU staff and stakeholders to provide guidance and orientation on issues related to programme management, as well as basic IFAD strategies, policies and guidelines. Since not all PCU staff contracts had started at the time, it was decided to postpone the official launch until a later date, subsequently confirmed for 10 November

2017. The current mission will be the first since the start-up workshop and programme launch.

7. In May 2017, MLARR submitted an initial withdrawal application against which IFAD disbursed a start-up advance in the amount of approx. US\$400,000 for covering costs that would be incurred in fulfilling the pre-disbursement conditions according to a start-up work plan and budget approved by IFAD. All conditions for disbursement were met and the programme received the initial allocation of US\$1 million in late March 2018.

### **III. The Assignment**

8. From 2 to 11 May 2018, IFAD will field the first implementation support mission to Zimbabwe to review the initial implementation progress of the SIRP and to provide support to the programme team, as required, to enhance the strategic orientation of the programme and to increase efficacy and efficiency of implementation. Specifically, the mission will focus on the following: (i) clarification of roles and responsibilities and evaluation of capacity issues (PCU, PSC, implementation partners); (ii) assess the overall progress in implementing the activities planned in the respective programme components compared to the AWPBs 2017 and 2018 and the Logical Framework focusing on the initial stages of implementation such as feasibility studies and conditions of preparedness for the full scale implementation; (iii) assess the initial targeting mechanism, observe the coordination between the different components and provide technical recommendations, where needed; (iv) in conjunction with relevant programme stakeholders, identify and discuss actual and potential/emerging problems and constraints, and agree on solutions, changes or improvements and accountabilities for their implementation; (v) review and discuss with the PCU the 2018 AWPB and procurement plan to which no objection was given in March 2018 conditional to modifications of the procurement plan; and (vi) review with the PCU the draft Programme Implementation Manual submitted in November 2017.

### **IV. Mission Arrangements**

9. All team members should arrive in Harare on 1 May, by early afternoon preferably. On the same day a first team meeting will be held to discuss the TOR and any other issues related to the mission. The TOR and mission arrangements will further be discussed with the SIRP team and Government. Any subsequent changes to this TOR may be made orally or written upon mutual consent.

10. Detailed terms of reference for the team are elaborated below. The total length of the contract may include additional report writing-days as appropriate. Other tasks, as reasonably required, may be requested by the team leader.

11. The implementation support mission will produce an Operational Results Management System (ORMS) supervision report using the new guidelines from which a summary Aide Memoire will be prepared that highlights major issues and agreements by 8 May 2018. Field visits will be undertaken in the first week of the mission while the remaining days will be dedicated to office work and the preparation of the report. The Aide Memoire will be shared with Government some 24 hours before the wrap-up meeting tentatively scheduled for the morning of 11 May 2018.

### **V. Outputs**

- A Management Letter to be communicated by IFAD to Government;

- An Implementation Support Mission Report with Technical Annexes, following strictly IFAD's template and guidelines, and in accordance with the detailed Terms of Reference as elaborated below.

12. IFAD will only accept reports that have been properly formatted using the IFAD template. It is the responsibility of each team member to ensure that they have received the correct template before starting to write their report.

## VI. Mission Composition

1	Jaana Keitaanranta	IFAD, Country Programme Manager
2	Mawira Chitima	IFAD, Water and Rural Infrastructure specialist and Team Leader
3	Joylyn Ngoro	Rural Development specialist and IFAD Country Programme Liaison consultant
4	Guido Rutten	Environmental specialist
6	Alice Abillu	Financial Management specialist
7	Marieclaire Colaiacomo	IFAD Procurement specialist

## VII. Draft Mission Schedule

Date		Activity	Comment/Locati on
01/05/2018	Tue	Mission assembles	Harare
02/05/2018	Wed	Courtesy Visit to Ministries & Working session with PCU	TBD
03/05/2018	Thur	Field visits and discussions with implementing agencies and farmers	TBD
04/05/2018	Fri	Field visits and discussions with implementing agencies and farmers	TBD
05/05/2018	Sat	Field visits and discussions with implementing agencies and farmers	TBD
06/05/2018	Sun	Return to Harare	TBD/Harare
07/05/2018	Mon	Team meeting and Drafting Aide Memoire	Harare
08/05/2018	Tue	Drafting Aide Memoire	Harare
09/05/2018	Wed	Discussion with PCU on the draft Aide Memoire	Harare
10/05/2018	Thur	Discussion with MoLARR; Submission of Aide Memoire	Harare
11/05/2018	Fri	Wrap Up Meeting	Harare
12/05/2018	Sat	Mission Departs	

## VIII. Specific Assignments

13. **Ms Jaana Keitaanranta, IFAD Country Programme Manager (CPM)** will assume the overall responsibility for the coordination of the mission and guide the mission members on their specific tasks. She will backstop the mission, review the draft AM and report, and represent IFAD at the wrap-up meeting with government. In addition, the CPM will:

1. Review the coordination and staffing level of the programme and propose measures to address issues, if any, that may hinder the effective implementation of the programme;
2. Draft the Management Letter, and
3. Present the findings of the mission at the wrap-up meeting;

14. **Mr Mawira Chitima, IFAD Senior Technical Specialist, Water and Rural Infrastructure and Co-Team Leader** will be responsible for the overall leadership and guidance of the mission and will discuss with the MLARR mission findings, recommendations and agreed actions. He will lead preparation of the mission Aide Memoire and arrange and delegate responsibilities to other team members, as required. More specifically, he will:

1. Assess progress in the implementation of Component 1 of the programme, particularly the readiness for schemes revitalisation;
  2. Review terms of reference of specialists and feasibility studies to be recruited for implementation of the programme;
  3. Assess the capacity of the implementing agent to carry out the work programme;
  4. Assess, in collaboration with the Environmental Specialist, how the programme is integrating climate risk assessment in irrigation infrastructure specifications, to inform engineering designs and operations;
  5. Assess, in collaboration with the IFAD CPM, the programme management systems (above all PCU and PSC);
  6. Discuss and agree with the project, actions to enhance the effectiveness and efficiency of the programme implementation;
  7. Contribute to the writing of the mission report.
15. In light of the above, he will provide implementation guidance and agree upon the necessary measures and activities to be undertaken to improve programme performance.

**Deliverables and outputs:**

- a. Delegate to each mission member responsibility for specific sections to write for the ORMS Supervision Report and prepare the summary Aide Memoire;
- b. Coordinate with the team members on the preparations of the appendices;
- c. Contribute to the ORMS report.

16. **Ms Joylyn Ndoro, Rural Development specialist** will be responsible for reviewing the overall progress achieved by the programme since start-up and assess the functionality of the PCU, in terms of overall implementation and coordination, across the different components and financing partners. More specifically, she will:

1. Observe the initial targeting strategies of the Programme, to reach the poorer segments of the population and the vulnerable groups; observe and give recommendations how to improve the poverty targeting and how to reach better women and youth as outlined in the design document in the different activities;.
2. Assess progress in the implementation of the programme and in particular of Component 2 particularly the readiness of farmer organisations for schemes revitalisation;
3. Review, in collaboration with the Water and Rural Infrastructure Specialist, terms of reference of specialists and feasibility studies to be recruited for implementation of the programme to ensure the integration of capacity enhancement and business development;
4. Assess the capacity of the implementing agent to carry out the work programme of the programme in general and particularly under the component 2;
5. Discuss and agree with the programme, actions to enhance the effectiveness and efficiency of the project implementation;
6. Contribute to the writing of the mission report.



17. Considering the above, she will provide implementation guidance and agree upon the necessary measures and activities to be undertaken to improve programme performance.

**Deliverables and outputs:**

- a. Contribute to relevant sections to the ORMS report and appendices.

18. **Mr Guido Rutten, Environmental specialist** will be responsible for reviewing progress with regard to climate change issues and natural resources management. More specifically, he will:

1. Assess progress in the implementation of the SECAP measures set at design;
2. Assess climate risks along the different commodity groups and the quality of implementation of the climate change adaptation interventions. Propose adaptation/mitigation measures as required;
3. Review focus on Natural Resource Management (NRM);
4. Assess, in collaboration with the Water and Rural Infrastructure Specialist, the development of micro-catchments and their management;
5. Assess, in collaboration with the Water and Rural Infrastructure Specialist, the alignment of the programme with the requirements set at design in terms of climate-informed site selection, climate-informed engineering design standards, water use efficiency, water use permits;
6. Make time-bound recommendations to enhance the effectiveness and efficiency of the project about mainstreaming climate risk and environmental management;
7. In coordination with the IFAD CPM and the Co-Team Leader, assess the initial progress, for the setting up and M&E system;
8. Contribute to the project scoring assessment.

19. Considering the above, he will provide implementation guidance and agree upon the necessary measures and activities to be undertaken to enhance the social, environmental and climate opportunities and reduce any potential adverse impacts on local communities

**Deliverables and outputs**

- a. Contribute to relevant sections to the ORMS report and appendices.

20. **Alice Abillu, Financial Management specialist.** Using the IFAD FMAQ as the basis to collect the relevant information, the Financial Management specialist will assess the strengths and weaknesses of financial management systems, internal controls and financial reporting systems relating to financial management and financial administration of project funds in order to ensure that they satisfy IFAD's fiduciary requirements and comply with the Financing Agreement and LTB.

1. Based on the financial reports prepared by the project<sup>[1]</sup>, review the financial performance by expenditure category and component to assess the project's overall financial performance to date against (i) appraisal and (ii) approved AWPBs since project start. Review the cumulative status of funds by category of expenditure, approved AWPB and the project commitments (contracts signed not paid) in order to estimate the adequacy of funds and the potential need for category reallocations. Summarize the reasons for significant variances between expected and actual disbursement rates. Identify actual or potential problems and bottlenecks.
2. Review the financial execution of the current AWPB and obtain from the PIU explanations for significant budget-to-actual variances. Comment on the project's budget monitoring system.

3. Discuss the status of preparation of the annual financial statements (if relevant for the period). Validate the latest IFR, if applicable.
4. Review availability of counterpart funds (government and beneficiaries), identifying bottlenecks if any. Verify that the value of in kind contributions from government and beneficiaries, if any, are estimated and recorded by the project.
5. Assess regularity of WA preparation<sup>[2]</sup>. Recommend concrete measures to ensure faster and more efficient disbursements. Review SOEs prepared since the last field review<sup>[3]</sup> to verify adequacy, completeness and validity of claims by selecting on a sample basis expenditure items from each category of expenditures and performing a system 'walk-through'<sup>[4]</sup>. Document findings on individual SOE items, noting down any ineligible expenditures. Provide recommendations on any internal controls weakness noted. Assess the adequacy of the project's filing of financial records<sup>[5]</sup>.
6. Assess the project's treasury planning; analyse adequacy of DA authorised allocation, with respect to projected expenditure requirements.
7. Review functionality of accounting and financial reporting system, identify accounting standards used and report differences with IFRS/IPSAS. Assess timeliness of recording transactions, budget posting and reconciliations. Assess suitability of the chart of accounts.
8. Gain an understanding of the accounting system and specify accounting software used, whether software produces WAs and other automated reports, and whether budget posted; comment on required customisations if any<sup>[6]</sup>. Assess financial staff ability to operate accounting system, comment on training requirements if any.
9. Describe banking arrangements. Review the operation of the project's designated and other accounts to ensure that the bank reconciliations and DA account reconciliations are correctly prepared on a monthly basis. Validate the closing balances from copies of the bank statement and clarify the status of the reconciliation items (if any). Note down any pending payments and withdrawal applications still not paid by IFAD.
10. Review contractual and payment procedures<sup>[7]</sup>; check contract register, usage of contract monitoring forms, register of advances; highlight outstanding advances (ageing analysis); verify compliance with audit requirements foreseen in contracts/MOUs, if applicable
11. Review the financial situation of field offices and implementing partners/service providers, if any (advances issued vs. expenditure justified), as well as the quality and regularity of financial returns submitted to the PIU.
12. Review project's administrative management procedures related to personnel, travel, vehicles/fuel and IT. Review asset accounting and management procedures; maintenance of fixed asset register; inventory processes and latest inventory report.
13. Identify financing agreement covenants and verify project's compliance.
14. Describe internal audit arrangements including reporting lines, methodology/procedures, audit work plan and status/follow up on past recommendations; review IA reports [if the Borrower is willing to share them], describe findings.
15. Review latest external audit report and project's audit log, assess status of implementation of management letter recommendations. Verify status of preparation of upcoming audit and make recommendations as appropriate for extending the scope of audit to specific implementing entities, physical checks, performance audit, transaction list or other.
16. Review action taken to address recommendations of previous FM-related mission.

### **Deliverables and outputs**

- a. Contribute to the Aide-Memoire and ORMS supervision report on fiduciary aspects;
- b. FMAQ;
- c. Financial Management appendices;

d. SOEs check checklist.

21. **Marieclaire Colaiacono, Procurement specialist**, will review the Procurement Plan for SIRP in order to assess its completeness, levels of detail and consistency with the AWPB, particularly as regards to:

1. The thresholds, ceilings and preferences to be applied in the implementation of procurement under the project;
2. The contracts for goods, works and consulting services required to implement the project;
3. The proposed methods of procurement for each contract;
4. The related IFAD review procedures, providing suggestions to improve the overall quality of the Procurement Plan;
5. Carry out spot checks on past procurement activities and assess the extent these adhere to Government and IFAD procurement rules; in particular, verify that the goods, services and works procured correspond to the approved WP&B for start-up, in terms of quality and quantities;
6. Review the strategic use of procurement plans to guide the financial management of the projects, in consultation with the Financial Management Specialist; and
7. Provide ad hoc training as deemed necessary for any areas of weakness identified.

#### IX. Documents

22. The following documentation will be made available to the mission members for undertaking the assignment:

- Programme Design Report
- Draft Programme Implementation Manual
- Financing Agreement
- Letter to the Borrower/Recipient
- 2018 AWPB and Procurement Plan

[1] as per the formats of Appendix 5 in the Aide-Memoire.

[2] WAs should be based on 30% of the advance to the DA or three months of expenditure, whichever comes first.

[3] Appending IV of IFAD's guidance note for FM @ supervision. The SOE forms should be used to test the audit trail from AWPB through to payment.

[4] As part of this exercise, the FMS should trace each selected item through the whole audit trail: i) part of the approved AWPB and procurement plan, ii) IFAD non objection (if applicable), iii) Contract/invoice, iv) duly authorized purchase order, v) Accounting software ID number (transaction inserted in the accounting software), vi) verification (documentary and if possible physical) of evidence as applicable that works have been completed, goods delivered/ services rendered in accordance with the contract, vii) verification of payment (bank statement/cash book) and viii) project assets duly reflected in the fixed asset register.

6 to contractors, service providers and implementing partners.

[5] IFAD's General Conditions require accounting records to be maintained for at least ten years after Project Completion Date, in a format and manner which will facilitate audit review as required.

[6] If the software has never been assessed, the IFAD Accounting Software Evaluation Questionnaire should be completed if possible.

[7] to contractors, service providers and implementing partners

## Participants for SIRP Supervision and Implementation Support Mission – May 2-11 2018

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## Appendix 6: Technical Assistance for SIRP

No	Type of TA	Agreed	Recommendation by the Mission	Deadline	Done /Not Done
1	Irrigation Engineer TA	PCU to commence recruitment	TA to be stationed at provincial level	31 August	
2	TA Water User Specialist	PCU to commence recruitment	TA to be stationed at provincial level	30 September	
3	TA Legal	Finalise TOR and submit for NO to IFAD and start recruitment process		30 September	
4	TA Water Pricing	Finalise TOR (to also include investigation into the various options for irrigation management models) and submit for NO to IFAD and start recruitment process	Study to build on the paper prepared by DOI	30 September	
5	TA Gender/Rural Sociologist	PCU to commence recruitment		31 August	
6	TA Nutrition Specialist	Finalise TOR and submit for NO to IFAD and start recruitment process		31 August	
7	TA M&E	IFAD to field short term TA M&E	TA will provide short-term backstopping services to the PCU M&E/KM specialist in the first four years of the project. Duration is for 12 months spread over 4 years	31 August	
8	TA Natural Resources Management (NRM)	Finalise TOR and submit for NO to IFAD and start recruitment process	In line with the PIM, one TA NRM would be recruited for each province.	31 August	
9	TA Post Harvest Management	Finalise TOR and submit for NO to IFAD and start recruitment process			
10	TA Rural Finance	Finalise TOR and submit for NO to IFAD and start recruitment process Duration is for 11 months spread over 2 years of the programme		30 September	
11	Business Development Services Providers	Finalise TOR and submit for NO to IFAD and start recruitment process	In line with the PIM, one BDSP would be recruited for each province	31 August	
12	TA Needs Assessment (Agritex and Mechanisation and DOI)	Finalise TOR and submit for NO to IFAD and start recruitment process	Combine needs assessment for key institutions in Component 1 and 2	31 August	
13	TA Marketing	Finalise TOR and submit for NO to IFAD and start recruitment process	Part of policy dialogue under Component 2	30 September	
14	TA Archiving	Finalise TOR and submit for NO to IFAD and start recruitment process		30 September	