

Zimbabwe

Smallholder Irrigation Revitalization Programme Partial Supervision Report

Mission Dates: 12 May 2020- 28 May 2020
Document Date: 22/07/2020
Project No. 2000001233
Report No. 5443-ZW

East and Southern Africa Division
Programme Management Department

Abbreviations and Acronyms

AWPB	Annual Work Plan and Budget
DOI	Department of Irrigation
EMA	Environmental Management Authority
FAAB	Farming as a Business
FFS	Farmer Field School
GAP	Good Agricultural Practice
GHG	Greenhouse Gas
GoZ	Government of Zimbabwe
MLAWRR	Ministry of Lands, Agriculture, Water and Rural Settlements
MoU	Memorandum of Understanding
NORAD	Norwegian Agency for Development Cooperation
NRM	Natural Resource Management
NRMF	Natural Resource Management Facility
OFID	OPEC fund for International Development
O&M	Operation & Management
ORMS	Operational Results Management System
PIM	Project Implementation Manual
SACP	Smallholder Agriculture Cluster Project
SECAP	Social, Environmental and Climate Assessment Procedures
SIRP	Smallholder Irrigation Revitalization Programme
SLWM	Sustainable Land and Water Management
UNCCD	United Nations Convention to Combat Desertification
WA	Withdrawal Application
WUO	Water Users' Organization
VC	Value Chain

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:	29/06/2020
Signing Date:	18/11/2016	Date of Last SIS Mission:	29/05/2020
Entry into Force Date:	18/11/2016	Number of SIS Missions:	7
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

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

Current Mission

Mission Dates: 12 May 2020- 28 May 2020

Days in the field: n/a

Mission composition: Jaana Keitaanranta, Team Leader, Country Director IFAD South Africa; Andrew Macpherson, Senior Value Chain and Management Specialist, Lead consultant, Harare, Zimbabwe; Joylyn Ngoro, Targeting Specialist and IFAD Country Programme Liaison Consultant, Harare Zimbabwe; Edith Kirumba, Climate Change and NRM Specialist - IFAD Kenya; Giulia Pedone, Nutrition Specialist; Sam Magombedze, Financial Management Specialist, Consultant, Harare, Zimbabwe Senior Water specialist; Mawira Chitima, Global Lead Infrastructure IFAD, Rome; Rym Ghazzali, Procurement Specialist. Department of Irrigation and Department of Mechanization; Provincial Officials, District Officials and the Programme Coordination Unit

Field sites visited:

B. Overall Assessment

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

Effectiveness and Developmental Focus	4	Project Management	4
Effectiveness	3	Quality of Project Management	3
Targeting and Outreach	4	Knowledge Management	5
Gender equality & women's participation	5	Value for Money	4
Agricultural Productivity	N/A	Coherence between AWPB and Implementation	3
Nutrition	4	Performance of M&E System	4
Adaptation to Climate Change	4	Requirements of Social, Environmental and Climate Assessment Procedures (SECAP)	4

Sustainability and Scaling-up	4	Financial Management and Execution	3
Institutions and Policy Engagement	N/A	Acceptable Disbursement Rate	2
Partnership-building	3	Quality of Financial Management	4
Human and Social Capital and Empowerment	4	Quality and Timeliness of Audit	3
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	3
Exit Strategy	4		
Potential for Scaling-up			

Relevance

C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

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 (GoZ), 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 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 consists of two components as follows: Component 1: Sustainable smallholder irrigation development; and Component 2: Climate-smart agriculture and market access.

From 11 to 21 May 2020, IFAD fielded a remote and partial supervision mission¹¹ as a response to the request by the Minister of Lands, Agriculture, Water and Rural Resettlement (MLAWRR) to IFAD to field a mission to review progress and recommend ways to expedite implementation of high impact interventions for SIRP. Specifically, the mission focused on the following (i) review the overall physical and financial implementation progress against activities planned in the respective programme components compared to the AWPB 2020 and the Logical Framework, Procurement Plan focusing on the completed feasibility studies and come up with recommendations to expedite implementation; (ii) review implementation achievements of the agreed actions of the last implementation support mission, (iii) review the targeting strategy in the different components, in particular with respect to irrigation and natural resources facility (iv) based on the AWPB 2020 and the irrigation pipeline, discuss with the PCU and IPs and revise the timelines with a view to expedite the construction of major irrigation schemes; (v) identify and discuss actual and emerging constraints and agree on measures to be instituted to address them; and agree on solutions, changes or improvements and accountabilities for their implementation, in particular responsibilities of contract management and construction supervision; (vi) review the implementation progress of natural resources facility and discuss the programme response to COVID-19, including possible repurposing of uncommitted funds within SIRP for high impact interventions and come up with a proposal; (vii) Align the SIRP objectives and budget to the NORAD nutrition sensitive grant and finalise the workplan; and (viii) agree of actions for the preparation of the Mid-Term Review.

The mission took in particular into account the MTR scheduled for August 2020 and agreed that some of the proposals identified during the mission would be further explored at MTR. As agreed in the December 2019 mission, SIRP would continue with the preparation for the MTR 2020 in terms of: preparation of documentation of working methods and strategies, identification of good and not so good practices with lessons learned, organization of data bases, appropriate registration of national (beneficiary and other) contributions to SIRP, etc.

The detailed discussions with the SIRP team and the IPs took place May 20. The discussion was used to share the mission findings and agree on the follow-up actions and responsibilities with clear timelines. The formal wrap up meetings with the GoZ took place on May 27.

Key Mission Agreements and Conclusions

While the previous missions have flagged procurement as the major bottleneck, over the course of 2019 and early 2020, SIRP has greatly improved the quality of its bidding documents, evaluation reports and contracts. Additionally, the project is now able to effectively package procurement activities so as to use more competitive procurement methods. This is particularly true for small works, which are now packaged in a single procurement process aimed at entering into a framework agreement for USD 350,000.00. The total value of the approved procurement processes included 1,7 million for feasibility studies and 2,1 million for works. Currently there are two ongoing processes in NOTUS for a total value of 1,6 million for infrastructure works, which have been delayed because of the COVID-19 lockdown.

Broadly speaking, the COVID-19 lockdown has hampered several of the SIRP processes, such as formalization of the IFAD Client Portal (ICP) letter, bidding processes, site visits, processing of the withdrawal applications and implementation of the training programmes. There is a need for SIRP to adapt to the new situation and keep on observing the evolution of the situation, including the regulations, and constantly explore new innovative approaches. The successful implementation of this supervision mission remotely, shows that new tools can work well.

At the time of the mission, the ICP letter was approved and the registration of users was starting. This new tool with online approval of the withdrawal applications (WAs) is expected to speed up the cash flows and add more preciseness for the financial planning.

A proposal for supplementary grant resources of 400 000 USD from the Norwegian Agency for Development Cooperation (NORAD) is being currently finalised. This additional funding- will give an opportunity for SIRP to sharpen the support in nutrition and food security issues in the project area and provide more inputs even at broader country level policy

engagement.

The mission made the following observations:

The pace of irrigation development is now poised to improve, after the completion of feasibility studies for about 30 schemes. The recruitment of consulting companies to undertake some of the studies will assist in the project having an investment ready pipeline of projects. Increased attention should be given to contract management and construction supervision of contracts, from the preparation of request for bid to contract closure.

Need to focus on irrigation schemes with complete feasibility studies: The project has a target to rehabilitate about 6,100ha at an average of US\$5,240/ha. The area of completed (and almost completed) feasibility studies is about 4,097ha (43 irrigation schemes). The estimated investment cost for rehabilitating this area is about USD19.5 million. It is agreed that the project shall focus on completing the rehabilitation of these irrigation schemes, to make them fully operational, with strong market linkages and high potential for significant impact.

Improving pace of implementation: To fast track the rehabilitation of irrigation schemes below 50ha, the in-house capacity of the Department of Irrigation (DoI) will be used, with construction supervision by the PCU recruited engineers. The DoI will prepare and submit a schedule to complete the construction of construction works for the schemes they will construct to complete construction works by December 2020. This approach will target 637ha (16 schemes).^[1]

Roles and responsibility for construction contract management and supervision: The mission observed that there was no clarity on the roles and responsibility on contract management and/or construction supervision between the PCU and DoI. It has been agreed that the DoI will have the following responsibilities; a) oversee the contractor's planning, organisation and execution of the contract; review, b) approve and monitor contractors schedule; c) review and verification of contractors interim payment certificates, d) variations; e) monitor progress of works and ensure that it is in compliance with specifications of the contract; and f) monitor and control the contractors health, safety and environmental plans and their implementation. The PCU, as the employer's representative, will oversee and supervise the DoI in the execution of their responsibilities. It is agreed that the project will provide the necessary resources to assist the DoI improve the contract management and construction supervision responsibilities.

Application of Commercial Principles. The mission notes very slow progress in application of commercial principles, and a degree of disconnect between the implementation of components. The objectives of the project require close integration between the two, and the PCU and IPs recognize this.

Following advice received from the MLARR, the mission has proposed two initiatives to provide greater focus on this issue. The following two initiatives will be fully in consistent with the approach of the proposed Smallholder Agricultural Cluster Project (SACP), which is based on the overall approach of using private sector led value chains as crucial instruments for climate smart and commercially viable smallholder development:

1. The redefinition of the NRM fund to implement Income generating projects that have a strong NRM conservation component. The proposed range of support for each group project will be from \$100,000 to \$200,000, with initially two projects selected for support in each region (see Appendix 4 for more details).
2. As a means to ensure adoption of improved commercially viable techniques for increased production, it is proposed to re-purpose a fund of \$715,000 currently specified for support to rural finance services capacity will be repurposed to assist project beneficiaries with CSA technologies to boost production. A mechanism will be designed for the delivery of this production facility, taking into account the country's macroeconomic context and findings from SACP design.

The mission has also reviewed and made suggestions to the draft RFP for recruitment of a Business Development Services Provider (BDSP) (Firm), and encourages the project to proceed with this important recruitment immediately. The BDSP should commence to assist with development of a commercial approach within schemes from the time of scheme identification, and should not wait for scheme completion to commence this support.

As the own capacities of the PCU are limited, it is important to initiate immediately the secondment of the Rural Sociologist and the Environment, Climate and Safeguards Officer. Having these resources in the team will speed up the implementation.

COVID 19. SIRP is encouraged to take immediate action to mitigate risks of COVID 19 transmission for the personnel of IPs, TAs and beneficiaries, as well as applying innovative techniques to allow work to continue. In all cases of personal inter-action, hygiene and social distancing will be applied, and no personnel will be allowed to inter-act when showing any potential symptoms. Wherever possible, techniques such as remote sensing, drone application, video conferencing and other IT techniques will be used.

D. Overview and Project Progress

Component 1: Sustainable smallholder irrigation development.

The project has identified 7,156ha (63 irrigation schemes) from a target of 6,100 ha at design, for revitalisation. The schemes are organised into clusters organised around proximity of the schemes, potential value chains of common interest, and potential market opportunity for the identified commodities. This clustering of schemes is commendable. While the project had a slow start, with the number of completed feasibility studies, the pace should improve significantly in 2020, barring impact of covid-19.

The schemes are at various stages of development as indicated below:

Table 1: Irrigation schemes pipeline

Row Labels	Area (ha)	No. of Schemes	Estimated cost (US\$)	expected progress 2020
Construction	712	10	2,446,426	Construction complete.
Tendering	945	10	4,863,320	Construction begins.
Feasibility study	2440	23	12,173,800	Tendering begins
No feasibility study	3059	20	13,763,250	Feasibility studies completed.
Grand Total	7156	63	33,246,796	

The total number of farmers in the schemes with feasibility studies is 4,906, of which 2,379 are female and 2527 male.

The feasibility studies are being prepared by the Department of Irrigation staff (2170ha); and two consultant firms (4,986ha). Arup consultants are preparing feasibility studies for 4,105ha (26 schemes) and SWS/Jimat for 881ha (13 schemes). SWS Consultant stopped work on the feasibility studies after their contract expired, after completing field work for the Cashel Valley and Ngezi Clusters (828ha) studies. There are efforts to arrange for the revival of the contracts. Feasibility studies have been completed for 4,097ha (43 schemes).

The recruitment of the consulting companies to assist with the feasibility studies and eventually, the construction supervision is commended. However, the award of a large portion of the studies to one consultant firm presents potential risk of failure to complete on time and or poor performance. Intensive monitoring of this contract by the PCU and DoI is essential. It is also worth noting that the contracts for the two consultant firms should be for the period until final handover of the irrigation schemes, which will depend on the works contracts. With this in mind, it is surprising that the contract for SWS had already expired. It is recommended that the project reviews the contracts to include the period of construction supervision and provide for the necessary time in the contracts.

As some of the schemes may not proceed to construction, the contracts for design and supervision of awarded to the two-consulting firm need to include a clause that recognises this reality.

Table 2: Area by consultants and number of farmers

Row Labels	Area (ha)	No. Scheme	No. of farmers – (Female)	No. of farmers – (Male)	Total No. of farmers ^[1]
Arup	4,105	26	777	679	1,456
DoI	2,170	24	1,602	1,848	3,450
SWS	881	13			0 ^[2]
Grand Total	7,156	63	2,379	2,527	4,906

The average investment costs, for the schemes with completed feasibility studies, range from about US\$3,000 to US\$16,000 per hectare. The mission notes the high cost of rehabilitation of some irrigation schemes will make it difficult for these schemes to be viable and for farmers to be able to afford the required maintenance. It was agreed during the mission wrap-up meeting that schemes that were too expensive to be financially viable should not be constructed.

The feasibility studies have identified schemes that will be converted from diesel pumping to use of solar electricity.

The tendering process for Guyo and Gudo irrigation schemes (135ha) was affected by the lockdown due to COVID-19, after site visits. The bidders are still to submit bids. Tendering for works at Mayorca and Musaverema irrigation schemes (111ha) is planned for June 2020.

An area of 712ha is currently under construction, with these works to be completed by September 2020. The construction supervision of these works is done by the Department of Irrigation engineers.

The project has implemented several strategies to speed up implementation of the rehabilitation process. The strategies include standardisation of templates for tender documents, aggregation of the works into lots and the recruitment of consultant construction supervisors. The project is encouraged to continue to explore ways to improve implementation progress.

Key issues in implementation

- **Quality of feasibility studies:** The mission observes that the quality of feasibility studies can be greatly improved. The feasibility studies report water scarcity for some of the selected irrigation schemes. The economic and financial analysis in the study include investments for both the irrigation scheme and the greater scheme area, but the benefit stream is only for the irrigation scheme. The holistic quantification of benefits is understated, and the outreach numbers of beneficiaries are also not clear. The mission recommends separating the non-irrigation scheme investments to be analysed separately. For example, the value addition facility proposed for Mushandike standalone investments in the feasibility. With Arup having 26 schemes (4,105ha) to prepare feasibility studies in less than 6 months, and construction supervision, there is need for enhance capacity to supervise the quality of their work.
- **Review of feasibility studies with high cost of capital investment and operational per hectare:** The mission recommends that the project reviews the all feasibility studies with investment costs above \$10,000 per ha, in an effort to see how the investment costs can be reduced.
- **Expired contracts for consultants undertaking the feasibility studies for Cashel Valley and Ngezi clusters:** The contract for SWS consultants expired before it completed the preparation of studies, after the consultant had stopped working due to delayed first payment of US\$54,000. However, the consultant had completed most of the field work, including topographic surveys. By the time the payment was done, the contract had come to an end and so the consultant could not resume with the studies. This has resulted in the delay in completion of the of the feasibility study for the Ngezi and Cashel Valley clusters.
- **Improving pace of implementation:** Implementation has been slow due to the delayed start, and the effort required for the preparation of feasibility studies. The preparation of studies required consultation with beneficiaries and technical assessments. For small irrigation schemes, below 50ha in area, the rehabilitation construction works can be done using the in-house capacity of the Department of Irrigation, with construction supervision by the PCU. The DoI will prepare and submit a schedule to complete the construction of construction works for all schemes with less than 50ha and have completed feasibility studies. The construction works for are to be completed by December 2020. This approach will target 637ha (16 schemes^[1]). The use of force account (in house procurement) complies with the following tests: 1 – the quantity of the construction of these small schemes are not known yet and cannot be defined in advance; 2 – the construction and installation works are small and scattered or in remote locations, 3 - the construction and installation works are required to be carried out without disrupting ongoing operations.
- **Focus on completion of works with feasibility studies complete:** The project has a target to rehabilitate about 6,100ha at an average of US\$7,500/ha. The area of completed (and almost completed) feasibility studies is about 2,780ha (34 irrigation schemes). The estimated investment cost for rehabilitating this area is about USD22 million, based on the completed feasibility studies. The mission recommends that the project should prioritise construction efforts on the most viable schemes from those with completed feasibility studies, to make them fully operational with significant impact. It is further recommended that the ongoing work on preparation of feasibility studies should continue, to create a pipeline of investment ready projects.
- **Roles and responsibility for construction contract management and supervision:** After the award of the works contract, there is need to oversee a) the contractor's planning, organisation and execution of the contract; review, b) approve and monitor contractors schedule; c) review and verification of contractors interim payment certificates, d) variations; e) monitor progress of works and ensure that it is in compliance with specifications of the contract and f) monitor and control the contractors health, safety and environmental plans and their implementation. These roles constitute both contract administration and construction supervision. For small works, this is the responsibility of the person designated as the engineer, with oversight from the employer or its representative. For projects under SIRP, the DoI is designated the engineer and the PCU as the employer's representative. The mission observes that these roles and responsibilities were not adequately executed during the implementation of the various contracts under the project, resulting in some non-performing contracts. The

mission recommends that the DoI be capacitated to perform its roles and responsibilities adequately, by a) training of staff in contract management and construction supervision; b) provision of resources for staff to be able to supervise the contractors on a day to day basis. In all cases, the DoI should invite the PCU to all construction site meetings and send to them all progress reports and variations given on a timely basis.

- **Support for contract management and construction supervision by DoI:** It is recommended that the project provides the necessary resources to assist in improving the contract management and construction supervision by DoI. The resources may include recruitment of clerks of works for each site, provision of transport services, communication allowances, on-site subsistence allowances, cameras, and drones, among others. The mission recommends that the project makes use of photography (also from drones) and photogrammetry assisted construction supervision.
- **Feasibility studies and construction during the COVID-19 period** The need to observe national and WHO guidelines for preventing the spread of COVID-19 will affect the rate of progress in the development of irrigation schemes. The preparation of feasibility studies and construction is likely to go ahead once the lockdown has ended. The mission recommends that the project consults the local construction industry stakeholders and the FIDIC COVID-19 guidelines on construction under COVID-19 and ensure that all consultants and contractors are aware of the requirements and monitor their implementation on all sites. In addition, the project shall revise the workplan and budget for 2020 to reflect the impact of COVID-19.
- **Integration of scheme rehabilitation and business/market linkages activities** The revitalisation effort should result in irrigation schemes that are run on a commercial basis, with access to markets and financial services and farmers able to meet operation and maintenance costs. This objective begins with a focus on the farmers and their interests in the scheme and a well structure linkage between the farmers and private sector market linkages. The project should take advantage of the irrigation schemes that are functional, albeit sub-optimally, to develop the business and market linkages. There is need to strengthen the links between the business development activities under component 2 with the rehabilitation of irrigation schemes under component 1.
- **Ensuring sustainability of investments in solar electricity supply units for irrigation schemes:** For all schemes to be converted to solar energy, the SIRP program together with the Department of Irrigation need to identify ways to manage those schemes and make them sustainable, given that there are huge investment costs associated with the rehabilitation. Training of Irrigation Management Committees, Farmers, Department of Irrigation engineers and extension workers should be priority. In addition, private sector related management arrangements could also be explored, where the service provider can provide periodic maintenance, for a fee, to the farmers.

This section focuses on Water Users' Organization (WUO) and beneficiary contribution framework. SIRP commissioned a WUO expert to carry out studies on capacity of scheme management institutions in the country aimed at recommending improved irrigation management models. Although substantive work has been achieved, the mission noted that there was need to (i) finalise the draft scheme water management and O&M training manuals; (ii) hold further consultations both at scheme and national level, (iii) conduct an analysis on the challenges being faced by the Irrigation Management Committees (IMCs) and present solutions, (iv) investigate the sustainability of the models proposed, in particular, the farm manager model. The study should consider all models including the farmer management model that has been successfully implemented in the country. As a way forward, DOI will discuss the irrigation management model options with the farmers at scheme level. For the on-going feasibility studies, the consultants should discuss the irrigation management model options with the farmers. DOI should finalise the work on preferred options of irrigation management models through consulting farmers in the targeted schemes as well as organising the national workshop to present findings and policy options to government.

It is noted that while the work on irrigation models is ongoing, SIRP through DOI will continue with the strengthening of the WUOs and their management committees at scheme level. The mission noted that DOI had started training the farmers on O&M and recommends the development and implementation of a holistic plan to strengthen WUOs that will be reviewed at midterm. The plan will seek to raise awareness of irrigators on the benefits of collective action of WUOs in terms of scheme sustainability, improved irrigation performance, increased agricultural productivity, income, food and nutrition security, empowerment, and poverty alleviation. Strengthening of WUOs need to include the following:

- water management, issues of O&M and financial management; water adequacy, fairness, equity, savings, and conflict resolution.
- maintenance of physical infrastructure (O&M and fee collection); financial management of WUO and O&M of tertiary infrastructure (reduced government expenditure on O&M, fee collection, low recovery, and accountability), capacity building and transparency.
- care should be given to internal issues that influence the success of WUOs such as social cohesion and social capital, election of leadership and management committees (with gender balance), conflict resolution, capacity of staff, record keeping, strength in collective action, production of high value crops; and
- external factors and institutional environmental factors such as e.g. legal framework, predictability of water supply, early participation of users in projects, capacity building and training and the rehabilitation status of irrigation infrastructure.

The project should build the capacity of Agritex officers to train WUOs since they are present at scheme level. The rural sociologist will focus on the social issues that are important for the effective functioning of WUO.

SIRP has developed in 2020 a framework to start systematically collecting beneficiary contributions. The framework covers the following areas: In-field land clearing before canal construction, boundary clearing, construction/rehabilitation of canals and beneficiary counterpart contribution for the maintenance of machinery/equipment. SIRP should immediately roll out data collection on beneficiary contribution in both cash and in kind using the developed framework. The effectiveness of the framework will be reviewed during the midterm review.

Component 2.

Progress under this component in the 1st quarter is summarized below.

Subcomponent 2.1: Enhanced Agricultural Practices and Farmer Organisation Capacity

Planned activities under this sub-component included:

- Finalisation of the SIRP beneficiary targeting strategy
- Participatory natural resources mapping
- Engagement of a NRM TA
- Farmer Field Schools (FFS) and training in rain-fed areas
- Implementation of demonstration plots and training in irrigation schemes.
- Promotion of diversified nutrition
- The Natural Resources Management Facility (NRMF)

Based on reports from the project, the following has been achieved in the period leading up to March 31st.

- Finalisation of the SIRP beneficiary targeting strategy was done.
- Participatory natural resources mapping. Two Participatory Natural Resource Mapping (PNRM) workshops were conducted. A total of 74 (43M and 31F) farmers participated. PNRM exercises were done in all 9 schemes including the two schemes mentioned in the report as a carryover activity of 2019. PNRM for 14 new schemes will continue following approval of feasibility studies. This exercise aims at mapping available NRM at local level together with farmers, identifying threatened ones and developing action plans to improve NRM at local level.
- Engagement of a NRM TA: TA was recruited for a period of 1 year from August 2019. However, following recommendations made by the Nov-Dec 2019 IFAD mission to recruit a permanent Environmental and Safeguards Officer, ToRs for the post have been developed and are ready for no objection. The proposal is for a secondment from the government and processes are being established to see the feasibility of this within government current policies.

Exchange Visits. One exchange visit was conducted for environmental committee members for ward 16 and 22 of Musikavanhu irrigation blocks. The committee visited: i) Baomix (baobab delight) at Gudyanga rural business centre in Chimanmani district, which has commercialised Baobab products while ensuring protection of baobab in the environment; ii) Tsuro Trust- a farmer based organisation that works with farmers in production and processing & marketing of field and non-field agro produce, such as honey processing, vegetable drying, peanut butter processing, sunflower processing and baobab processing; and iii) Nyanyadzi conservation works: where damaging deforestation resulted in damage to canals, causing the scheme to be abandoned irrigation for 17 years. This has been rectified with planting of trees, banning tree cutting and maintaining the diversion drains constructed.

The practical approach of this visit is commendable, and the exercise should be replicated.

FFS and trainings in rain-fed areas. Since inception of the programme, 18 FFSs (pig, groundnuts, maize, sorghum, fodder) have been established. To date a total of 540 farmers (383F, 157M) were trained on FFS principles in preparation of establishment of the FFS. There were actual results observed at only five FFS sites, with the majority suffering from drought or lack of timely inputs. The five results pertained to groundnuts, fodder, sorghum and maize production. So far, no new FFS activity has been done in 2020, and further work was scheduled for 2nd quarter 2020. This is now unlikely to proceed due to COVID.

Demonstration plots and training on irrigation schemes. It was planned for 16 schemes to establish demonstration plots in 2020. So far 3 schemes have established demonstration sites for maize, tomatoes and butternuts. The focus of the demonstrations was on herbicide use, varietal performance and opportunity costs of replacing maize with alternative crops such as butternuts.

General challenges observed include;

- Low farmer participation, about 25% of the total scheme members actively participate in demo activities.
- Farmers are not keeping records of some important activities in the demo plot for future referencing and decision making.
- Non-adherence to laid down plan of action/schedule for carrying out activities which might affect the performance of the crops in demo plot.

Training of irrigation scheme agriculture committees. The focus for the quarter was preparations for the training. In this regard, SIRP is pursuing a partnership with Centre for Conflict Management and Transformation (CCMT), a local NGO that has been working with irrigation schemes focusing on addressing different scheme conflicts (internal and external) to enhance irrigation production and productivity. A meeting with CCMT was held and a concept note on the possible structure of the intervention from the discussion has been developed including the action plan. Progress has been affected by the COVID 19 lockdown.

The Natural Resources Management Facility (NRMF): The NRMF was launched and rolled out at 5 schemes (Exchange, Sebasa, Chikwarakwara, Rupangwana and Fungai). To date, 4 project proposals have been submitted for broiler production (2 projects), layers production and bread making. Tendering for the 9 nutrition gardens to be established in response to cyclone IDAI and the prolonged drought is underway following the approval of the 2020 budget. However, these activities are not yet under implementation. The project has received project proposals after launching the NRMF, and the evaluation of these will be completed by the 5th of June. The 9 Nutrition Gardens earmarked for Cyclone IDAI response are now being tendered out to potential contractors.

Sub-Component 2.2 - Market Access and Rural Financial Service

The planned activities for this sub-component for 2020 included

- Engagement of rural finance specialist,
- Engagement Business Development Service providers (BDSP),
- Partnership Building,
- Post-Harvest Management Training and low-cost assets.

Reported progress is as follows.

Rural Financial Services: *Engagement of Rural Finance Specialist.* The mission noted that ToRs to recruit a service provider had been developed. However the mission agreed with the MLAWRR proposal not to proceed with the recruitment of a service provider but to re-purpose \$ 715,000 to assist project beneficiaries with CSA technologies to boost their production. A committee will be appointed to design a mechanism for the delivery of this production facility, taking into account the country's macroeconomic context, findings from SACP design, and best practices from other countries.

Training farmers on Financial Literacy. The programme is in the process of partnering with CBZ to offer financial literacy training to farmers and prepare them for loan lending to the institution. A draft MoU has been prepared and is now with legal departments for legal input.

Broad-based training in agri-business development and marketing. Engagement Business Development Service providers (BDSP). The current TA BDS is finalizing his deliverables and the programme is now preparing to engage a long term BDSP. The PCU reports that the work of the TA BDS was only moderately satisfactory. The BDSP did not manage to establish any concrete business linkages as had been expected according to the ToRs. As this is a potentially high impact intervention which needs a comprehensive approach, especially under current business conditions, an experienced firm in business development will be more appropriate in executing this work. A much longer-term contract than the initial 6 months will be required.

The programme will engage a firm/organization to lead activities under business development i.e. creating market linkages, training farmers on business skills, value chain development, value addition, farmer organization and policy support. ToRs of BDSP have been reviewed by the mission prior to being finalized. The project is proposing a three-year contract for the BDSP firm.

Business Linkages. SIRP, through the TA BDS, initiated several business linkages for schemes to engage off-takers and services which are expected to enhance increased production and profitability of irrigation farmers. This also includes linkages for dry land farming systems. Targeted linkages include off-takers, input supplies, financial services, information service providers, among others. Most of the business linkages are at initiation or negotiation stage, and thus there has so far been little effective activity.

Partnership Building. In addition to the above, the project is also pursuing the following for potential partnerships.

- **Harvest Plus Partnership on Nutrition-** On going, but no activity this quarter.
- **TechnoServe Partnership on Market Linkages-** MoU not yet concluded as discussions are still ongoing.
- **United States Agriculture Development Foundation-** A concept note is being developed.
- **FACHIG-** A workplan to operationalise the partnership on Gender Action Learning System training has been developed and MoU has been shared for comments.
- **Centre for Conflict Management and Transformation-** A concept note to spell out areas of potential partnerships between the two organisations has been developed and shared.
- **SunDanzer/Winrock** – identification of solar powered chilling facilities for better integration of buyers and farmers, by keeping quality of produce and reducing post-harvest losses.

Training for scheme level Marketing Committees. Training of scheme level marketing committees for low hanging fruit schemes was earmarked to start on 16 March 2020 following development of training materials and comprehensive plan to ensure impact of the intervention. A three-day training programme was designed that included theory and practical visits to different markets. The anticipated outcomes of the training include capacity development to conduct market research and development of a scheme level marketing plan. However, training was affected by the COVID 19 lockdown.

Vocational training for selected youths. Selection of youths for both Component 1 and 2 who applied for training under different vocational courses has been done for all low hanging fruit schemes. Under component 2 the main vocational training courses are:

- Apiculture - Domboshava Training Centre
- Solar Driers- Institute of Agricultural Engineering
- Nursery establishment- Domboshava Training Institute
- Metal Silo Fabrication – Institute of Agricultural Engineering

Training of youths were supposed to start on 6 April 2020. However, the COVID 2019 has disrupted these.

Post-Harvest Starter Kits- Starter kits for youths to undertake solar drier fabrication and beekeeping training were identified and are under procurement in preparation for the training.

Demonstration of Postharvest Technologies. Identification of low-cost post-harvest technologies to be demonstrated in irrigation schemes and dry land areas for possible adoption by farmers is being done under post-harvest needs assessment. The draft post-harvest needs assessment has identified a wide range of post-harvest technologies that include improved granaries, metal silos, solar driers, chaff cutters, threshers, peanut butter machines and shellers that can be adopted by different communities.

Sub-Component 2.3 Enhanced Institutional Capacity for Market-led Production

The planned activities for 2020 included:

- Training needs assessment
- Training and mentorship for AGRITEX
- Study tour.

Training needs assessment. A final training needs assessment report has been submitted and is pending validation by the IPs. Once validated, training of staff will commence in line with the recommendations.

Training and mentorship for AGRITEX staff. In the first quarter 2020, only 35 (16F, 19M) extension workers were trained on NRMF project proposal development. The trained extension workers are expected to backstop farmer groups to develop bankable income generating projects that presents a strong natural resources management and viable. This work needs to be accelerated to enable effective support to be provided as revitalised schemes become operational.

Development of Policy Positions. A meeting with the acting director of Policy planning under the Strategic policy planning and Business Development department was made to see areas of SIRP intervention under the current National Agriculture Policy Framework. Under the policy's 9 thematic areas, priority for SIRP interventions were identified on food and nutrition security and resilience, agriculture technologies, knowledge and innovation systems, and Resilience and sustainable Agriculture themes. Areas to be studied under these themes are still to be identified under Thematic group meetings

Overall, the mission notes that while some important initiatives were commenced, progress under this component is slower than expected. There needs to be significant improvement in activity, especially as the first scheme rehabilitation works are nearing completion.

Agreed Action	Responsibility	Agreed Date
Recruit short term consultant to undertake value chain assessments as part of scheme feasibility studies	PCU	01/2019
Develop and appraise business plans to guide project investments in off-farm businesses	PCU	01/2019
Mobilise provincial based BDS TA in a phased manner starting with Manicaland	PCU	04/2019

Annual Audit Annual Audit To be conducted and submitted to IFAD	PCU & Audit Firm	07/2019
Procurement Training IFAD to provide procurement training for SIRP personnel	IFAD & PCU	08/2019
Technical Assistance Support Investigate and report on strategy for provision of longer-term technical support for Irrigation Engineer, Nutrition, Gender, NRM, BDS and Post-Harvest.	PCU	08/2019
Capacity building for Agritex Frontline staff Agritex agrees on a schedule for systematic capacity building in line with the outcome of training needs assessment	PCU and Agritex	12/2019
Accelerate project implementation Provincial and district teams will lead field level implementation with backstopping from national agencies	PCU, IPs	12/2019
Expediate implementation of the NRMF Identify, develop and implement high impact income generating projects with a strong NRM conservation element (range of \$100,000 to \$200,000) Expediate implementation of the NRMF Identify, develop and implement high impact income generating projects with a strong NRM conservation element (range of \$100,000 to \$200,000)	PCU, Agritex	05/2020
Construction supervision Provide the necessary resources for DoI engineers to be effective in construction supervision	PCU	05/2020
Use of DoI construction units Assessment of eligibility and construction of schemes less than 50ha by DoI construction units, after IFAD no objection.	Doi	06/2020
Working under covid-19 Project to have guidelines for consultants and contractors working in the field under covid-19 conditions	PCU	06/2020
Recruit Environment, Climate and Safeguards Officer Complete TORs, obtains N.O. from IFAD and recruit the TA	PCU	06/2020
Recruit BDSP TA Complete TORs, obtains N.O. from IFAD and recruit the TA	PCU	06/2020
Training and mentorship for AGRITEX staff Accelerate training, especially in FaaB	PCU, Agritex, BDSP	06/2020

Quality of feasibility studies Improve quality of feasibility studies by a) confirming water availability; b) separating the non-irrigation scheme investments to be analysed separately	Doi	07/2020
Selection of schemes for construction Reviews all feasibility studies with investment costs above \$10,000 per ha, to lower the investment costs	Doi	07/2020
Contract administration and construction supervision Training of DoI engineers in contract management and construction supervision	PCU	07/2020
Repurpose Funding for Productivity Improvements Appoint a committee to design a delivery mechanism for the repurposed \$715,000. -, for productivity improvement taking into account the country's macroeconomic context, findings from SACP design, and best practices from other countries.	PCU, BDSP	08/2020
Fast tracking construction works Department of irrigation to undertake construction works for completion of rehabilitation of schemes less than 50ha with completed feasibility reports	Doi	12/2020
Feasibility Studies Speed up Implementation of FS	PCU	
Feasibility Studies Develop and Operationalise more concise and focussed FS methodology	PCU/DOI with IFAD support	
Application of Participatory Approach Full participation by Farmer/Clients in FS, Design and Construction	PCU/DOI & Agritex	
Farmer Equity Contributions Contribution of at least 10% of scheme investment cost in kind and/or cash	PCU/DOI & Agritex	

E. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Overview and Project Progress		
Recruit short term consultant to undertake value chain assessments as part of scheme feasibility studies	PCU	01/2019
Develop and appraise business plans to guide project investments in off-farm businesses	PCU	01/2019

Mobilise provincial based BDS TA in a phased manner starting with Manicaland	PCU	04/2019
Annual Audit Annual Audit To be conducted and submitted to IFAD	PCU & Audit Firm	07/2019
Procurement Training IFAD to provide procurement training for SIRP personnel	IFAD & PCU	08/2019
Technical Assistance Support Investigate and report on strategy for provision of longer-term technical support for Irrigation Engineer, Nutrition, Gender, NRM, BDS and Post-Harvest.	PCU	08/2019
Capacity building for Agritex Frontline staff Agritex agrees on a schedule for systematic capacity building in line with the outcome of training needs assessment	PCU and Agritex	12/2019
Accelerate project implementation Provincial and district teams will lead field level implementation with backstopping from national agencies	PCU, IPs	12/2019
Expediate implementation of the NRMF Identify, develop and implement high impact income generating projects with a strong NRM conservation element (range of \$100,000 to \$200,000) Expediate implementation of the NRMF Identify, develop and implement high impact income generating projects with a strong NRM conservation element (range of \$100,000 to \$200,000)	PCU, Agritex	05/2020
Construction supervision Provide the necessary resources for DoI engineers to be effective in construction supervision	PCU	05/2020
Use of DoI construction units Assessment of eligibility and construction of schemes less than 50ha by DoI construction units, after IFAD no objection.	Doi	06/2020
Working under covid-19 Project to have guidelines for consultants and contractors working in the field under covid-19 conditions	PCU	06/2020
Recruit Environment, Climate and Safeguards Officer Complete TORs, obtains N.O. from IFAD and recruit the TA	PCU	06/2020
Recruit BDSP TA Complete TORs, obtains N.O. from IFAD and recruit the TA	PCU	06/2020

Training and mentorship for AGRITEX staff Accelerate training, especially in FaaB	PCU, Agritex, BDSP	06/2020
Quality of feasibility studies Improve quality of feasibility studies by a) confirming water availability; b) separating the non-irrigation scheme investments to be analysed separately	Doi	07/2020
Selection of schemes for construction Reviews all feasibility studies with investment costs above \$10,000 per ha, to lower the investment costs	Doi	07/2020
Contract administration and construction supervision Training of DoI engineers in contract management and construction supervision	PCU	07/2020
Repurpose Funding for Productivity Improvements Appoint a committee to design a delivery mechanism for the repurposed \$715,000. -, for productivity improvement taking into account the country's macroeconomic context, findings from SACP design, and best practices from other countries.	PCU, BDSP	08/2020
Fast tracking construction works Department of irrigation to undertake construction works for completion of rehabilitation of schemes less than 50ha with completed feasibility reports	Doi	12/2020
Feasibility Studies Speed up Implementation of FS	PCU	
Feasibility Studies Develop and Operationalise more concise and focussed FS methodology	PCU/DOI with IFAD support	
Application of Participatory Approach Full participation by Farmer/Clients in FS, Design and Construction	PCU/DOI & Agritex	
Farmer Equity Contributions Contribution of at least 10% of scheme investment cost in kind and/or cash	PCU/DOI & Agritex	
Development Effectiveness		

Develop a master plan for the project activities In collaboration with the different implementation partners, the project needs to prepare a master plan for all project activities with clear milestones until the end of 2022 considering the delays encountered. This will require a more strategic focus on key activities that need to be fast tracked (mainly feasibility studies and the pipeline for works), procurement processes and corrective actions that need to be in place.	PCU and implementing partners	01/2019
Provide a breakdown of beneficiary categories Give a breakdown of beneficiaries according to the target categories (B1, B2, C, youth, women).	IPs, M&E officer	01/2019
Engage youth beneficiaries Engage stakeholders such as agriculture education department on ways to involve youth in agriculture	PCU	01/2019
Ensure concrete climate change considerations are mainstreamed into all project decision-making tools	PCU/IPs	01/2019
Review the targeting strategy for main project activities Expedite the recruitment of Rural Sociologist to review the current draft targeting strategy for the main project activities.	PCU	02/2019
Gender sensitisation Training Develop gender training manual and conduct gender mainstreaming and sensitisation training for all IPs and PCU and other stakeholders Partner with NGOs to train women and men in IMC on leadership skills.	MLAWCRR lead gender and IP gender focal points /partnerships	02/2019
Workshop on WEAI Organise a workshop in Eswatini to exchange experiences on WEAI results.	M&E and Coordinator	02/2019
Implementation of gender Specific activities Design a plan and implement the activities.	MLAWCRR lead gender and IP gender focal points	05/2019
Update the nutrition TA expected deliverables/ tasks to fit purpose Update the nutrition TA expected deliverables/ tasks to fit purpose	PCU	07/2019
Women's and Youth Participation Effective application strategy and entry points to enhance the participation and allocation of land within new/expanded schemes to women and the youth to undertake cropping activities	PCU	08/2019

Review and modify the nutrition indicators Review and modify the nutrition indicators as per the recommended ORMS and compendium of indicators for nutrition-sensitive agriculture	PCU	08/2019
Identify a set of suitable entry points Identify a set of suitable entry points for youth inclusion in SIRP implementation strategy, considering aspects as postharvest, technologies, enterprise development	PCU, TA Rural sociologist	09/2019
Review Nutrition Mainstreaming strategy /action plan Review Nutrition Mainstreaming strategy /action plan	PCU	09/2019
Develop nutrition situation analysis products to inform schemes feasibility studies Develop nutrition situation analysis products to inform schemes feasibility studies	PCU	09/2019
Targeting and social inclusion strategy Review the targeting and social inclusion strategy with IPs to familiarise with its practical use	TA, PCU and IPs	12/2019
Beneficiary registration Complete the beneficiary registration for the low hanging fruit schemes and use participatory methods to categorise them in wealth groups	TA, M&E specialist	12/2019
Youth inclusion Explore 2 or 3 concrete areas from the youth strategy to attract the participation of youth in agriculture	PCU and IPs	12/2019
Gender Sensitisation Training Conduct gender sensitisation training for IPs and PCU that includes all approaches including SHEP and GALs	PCU	12/2019
Resource allocation Allocate NRMF resources to specific women and youth groups to increase their participation and economic empowerment.	Mechanisation, PCU	12/2019
Identification of Regional Nutrition Deficiencies Liaise with the Food and Nutrition Council to identify nutritional deficiencies in project regions and propose appropriate food production and diet measures	PCU	12/2019
Log-frame Nutrition Indicators Establish project level baselines and monitoring protocols for log-frame indicators on nutrition	PCU	01/2020

WEAI WEAI Organise a workshop on WEAI between SIRP Zimbabwe and SMLP Eswatini to share ideas and experiences on WEAI results and how to use the results to consolidate and finalise the gender and youth strategies	PCU	02/2020
Development of GCF Concept Note Develop a GCF concept note on climate proofing irrigation schemes and strengthening dryland adaptation and submit to IFAD	PCU, partners, TAs	02/2020
Women Leadership Training Conduct women leadership training programme for women in irrigation management committees and other rural committees	PCU	03/2020
Pilot the targeting Strategy Pilot the targeting strategy and use outcomes to refine the strategy. Raise awareness of IPs on the targeting strategy. Include the targeting strategy in PIM together with mitigatory measures for elite capture	Agritex/DOI	05/2020
Support for production inputs Provide support to poor farmers to facilitate adoption of new GAPs and technologies	Agritex/PCU	05/2020
Sex disaggregation of Youth and target groups Disaggregate youth data to male and female. Continue to investigate innovative ways to attract youth participation in the project e.g. by creating a youth window under the NRMF	PCU	05/2020
Secondment of the Rural Sociologist Secondment of a permanent rural sociologist to SIRP	PS	06/2020
Application of WUE in Irrigation Schemes Apply ICRISAT Techniques to farmers fields	Agritex with support from ICRISAT	06/2020
Provide Funds for Increased Commercially Viable Production & Productivity. Re-purpose fund to provide revolving credits through approved financial institutions	PCU with IFAD support	06/2020
Recruitment of TA on Nutrition Recruitment of TA on Nutrition	PCU	06/2020

<p>Propose in the feasibility reports, climate proofing measures that can be taken up in the schemes and rainfed areas</p> <p>Propose in the feasibility reports, climate proofing measures that can be taken up in the schemes and rainfed areas</p>	PCU, DOI	06/2020
<p>Engage the Met department to assist the project in downscaling of weather and climate information and embedding it into the extension service provision</p> <p>Engage the Met department to assist the project in downscaling of weather and climate information and embedding it into the extension service provision</p>	PCU	06/2020
<p>Categorisation of farmers into poverty groups</p> <p>Carry out the poverty group categorisation of farmers in the 16 irrigation schemes into poverty groups (A, B1, B2 and C). Ensure that the current ongoing feasibility studies include categorisation of farmers into poverty group Align targeting figures to the 68 schemes without compromising the appraisal targets</p>	Agritex/DOI	07/2020
<p>Projection for outreach</p> <p>Provide a realistic projection for the target to be achieved</p>	PCU/IPs	07/2020
<p>Revision of the Nutrition Strategy</p> <p>Including implementing arrangements and coordination with key stakeholders</p>	PCU/ Nutrition Specialist	07/2020
<p>Log-Frame Nutrition indicators</p> <p>Establish project level baselines and monitoring protocols for log-frame indicators on nutrition</p>	PCU	07/2020
<p>Prepare and Introduce modules on basics of nutrition in TA</p> <p>Prepare and Introduce modules on basics of nutrition in TA</p>	PCU/ Nutrition Specialist	08/2020
<p>Apply climate modelling/scenarios using the UCT report as a reference point, to inform climate change actions, crop models, and water demand projections in feasibility reports</p> <p>Apply climate modelling/scenarios using the UCT report as a reference point, to inform climate change actions, crop models, and water demand projections in feasibility reports</p>	PCU, DOI	09/2020
<p>FFS and Demonstration Plots Operationalised</p> <p>Ensure these are made relevant to farmers in both rainfed and irrigation areas. Application of inputs, access to finance, markets and FaaB</p>	Agritex with BDSP	10/2020
<p>Application of CA Techniques in FFS & Demos</p> <p>Apply techniques relevant to farmers, including zero tillage, mulching, accurate fertilisation and appropriate cultivars and crops</p>	Agritex with support from Research,, ICRISAT etc	10/2020

Apply a quota for both women and youth inclusion in selected activities Apply a quota for both women and youth inclusion in selected activities	PCU	
Incorporate localised climate risk analyses Incorporate localised climate risk analyses into feasibility studies, to better understand past, present and future climate risks and to develop and mainstream appropriate mitigation measures during implementation	PCU	
FS Quality Control Supervise feasibility studies to ensure quality	PCU and IPs	
Farmer Access to Climate and Weather Information Liaise with the meteorological department to ensure that downscaled climate and weather information is regularly applied to inform extension provision to farmers	PCU	
Sustainability and Scaling up		
Review criteria for partnerships to emphasise key considerations	PCU	12/2018
Discuss the grievance and redress mechanism, and the feasibility studies with the farmers	PCU	01/2019
Develop guidelines on the management and use for the O&M fund	PCU	02/2019
Develop a list of potential partners from the feasibility studies and value chain analysis Review the MOU with Harvest Plus to include a workplan and budget	PCU	03/2019
Explore the possibility of having a full-time Environment, Climate and Safeguards Officer for the Programme Explore the possibility of having a full-time Environment, Climate and Safeguards Officer for the Programme	PCU, EMA, PSC	07/2019
Ensure that the NRM facility Ensure that the NRM facility is explicit about the linkages between the IGAs and NRM interventions and that the programme undertakes a stock take of the NRM needs and priorities in each site to inform group selection	PCU	08/2019

Capacity development at local level Develop a capacity development plan for Agritex extension officers to continue training and mentoring farmers after the project has ended. This includes modernising training to include climate smart agriculture practices, value addition, mobile GPS tools for soil analysis, mechanisation, market access, nutrition, exchange visits and demonstration plots.	TA	12/2019
Formalize the partnerships Formalize the relationships with potential	PCU	01/2020
Constitutions & By Law Development Develop written constitutions/bylaws for committees, with clearly articulated governance and benefit sharing mechanisms	PCU	02/2020
Strengthening of WUO and their IMC Develop a plan to strengthen WUO and roll out the implementation of the plan which will be reviewed at midterm Build capacity of Agritex frontline extension workers to strengthen WUOs	DOI/Agritex/Rural Sociologist	05/2020
Beneficiary contribution framework Operationalise data collection using the completed beneficiary contribution framework, to be reviewed during midterm	PCU/DOI/Agritex	05/2020
Review and finalise the NRMF project selection strategy developed by the mission, and develop viable business plans for each selected project activity Review and finalise the NRMF project selection strategy developed by the mission, and develop viable business plans for each selected project activity	PCU	05/2020
Analysis of reasons for scheme failure Using FS information, compile and analyse reasons that irrigation schemes require rehabilitation, for use by policy-makers	DOI, PCU	06/2020
Review the MOU with Harvest Plus to include a workplan and budget Review the MOU with Harvest Plus to include a workplan and budget	PCU	06/2020
Review the MOU with Harvest Plus to include a workplan and budget Review the MOU with Harvest Plus to include a workplan and budget	Review the MOU with Harvest Plus to include a workplan and budget	06/2020

Extend the NRM TA to ensure NRM activities and follow-ups continue and that the new environment officer is well oriented by the TA once recruited Extend the NRM TA to ensure NRM activities and follow-ups continue and that the new environment officer is well oriented by the TA once recruited	PCU	06/2020
Concretise partnerships that will be reviewed during the MTR Concretise partnerships that will be reviewed during the MTR	PCU	07/2020
Concretise partnerships that will be reviewed during the MTR Concretise partnerships that will be reviewed during the MTR	PCU	07/2020
Finalisation the work on irrigation models DOI to finalise the work on irrigation management models through consultations at scheme level and presenting the findings and policy options on model options during the national workshop	DOI/PCU	08/2020
Undertake training for implementing partners and government units at provincial and district levels on identified NRM training gaps Undertake training for implementing partners and government units at provincial and district levels on identified NRM training gaps	PCU	09/2020
Full-Time NRM TA Convert the NRM TA into a full-time position within the PCU	PCU and MoA	
Project Management		
Revise the AWPB 2019 Prepare a more realistic AWPB for 2019 with clear justification and key actions that will be put in place to accelerate the implementation of activities and ensure budget execution of at least 80%.	PCU/Implementing partners	12/2018
Operationalize the grievance mechanism	PCU	12/2018
Second staff to PCU MLAWCRR seconds a Project coordinator and accountant to PCU until recruitment process is finalised.	PS Agriculture	12/2018
Recruitment of Project Coordinator and Accountant Initiate the recruitment of the project coordinator and accountant as soon as possible and share with IFAD final ToRs, and recruitment process.	Director HR	12/2018

Finalize the Baseline survey The MPAT and WEAI analysis should be completed and a baseline report should be prepared and shared with IFAD for review. Once the baseline report is approved the baseline figures under the M&E system needs to be updated based on the baseline results.	M&E and KM officer	01/2019
Update beneficiary registration Include additional indicators in the beneficiary registration/tracking form: crops cultivated, average yields, sales, prices, and contracts with buyers.	M&E and KM officer	01/2019
Develop training participation data tool Develop training participation data tool to capture sex and age disaggregated data and completion of training packages as individuals and within households	M&E and KM officer	07/2019
Stock take and integrate the impacts of Cyclone Idai Stock take and integrate the impacts of Cyclone Idai as well as propose mitigation, adaptation/coping measures into the existing and new ESIA's and ESMPs	PCU, EMA	08/2019
Elaborate a plan for each TA considering if additional support is needed, when the current TA is ending. Elaborate a plan for each TA considering if additional support is needed, when the current TA is ending.	PCU	09/2019
Elaborate the additional support needed Elaborate the additional support needed to rollout the irrigation inventory and database to include the SIRP irrigation schemes	PCU and DOI	09/2019
Develop guidelines and or templates Develop guidelines and or templates to guide the consistent documentation of best practices, lesson learned and field stories to inform policy and decision-making processes	PCU	09/2019
Complete the MPAT and WEAI baseline report Complete the MPAT and WEAI baseline report, share with IFAD for review and update the approved baseline figures on the M&E system	M&E and KM officer	09/2019
Ensure that social issues and risks are comprehensively addressed within the Feasibility Reports, ESIA's and ESMPs Ensure that social issues and risks are comprehensively addressed within the Feasibility Reports, ESIA's and ESMPs	PCU, EMA	10/2019
Develop monitoring plans to guide the monitoring of ESMPs and to inform execution of remedial measures Develop monitoring plans to guide the monitoring of ESMPs and to inform execution of remedial measures.	PCU, EMA	10/2019

Conduct basic M&E training for both PCU and IPs at national, provincial and district and scheme level	PCU	12/2019
Fees for ESMPs etc Initiate an inter-ministerial negotiation towards ensuring that certificates fees charged by EMA for ESIA's and ESMPs are waived for SIRP	PCU, MoA	12/2019
Recruit an Assistant KM & Communications Officer	PCU	01/2020
Finalise beneficiary registration data entry for low hanging fruit schemes	PCU	01/2020
Complete individual baseline for each scheme; utilise the feasibility studies to identify gaps in information, analysis and reports	PCU	02/2020
ESMPs for Existing Schemes Fast track the development of ESMPs for existing schemes requiring rehabilitation and develop ESIA's and ESMPs for existing schemes that will be expanded	PCU	03/2020
Management of ESIA & ESMPs Ensure that social issues and risks are comprehensively identified and mitigation actions provided for in the ESIA's and ESMPs, particularly grievance redress where there are conflicts	PCU	03/2020
Conduct Annual Outcome survey	PCU	04/2020
Ensure that each ESMP has a dedicated section on the decommissioning plan and stakeholder engagement as per EMA guidelines, and that all activities in the ESMP matrix are costed Ensure that each ESMP has a dedicated section on the decommissioning plan and stakeholder engagement as per EMA guidelines, and that all activities in the ESMP matrix are costed	PCU	05/2020
Ensure that environmental/social risks identified in the feasibility and NRM reports are included and addressed in the current and new ESMPs Ensure that environmental/social risks identified in the feasibility and NRM reports are included and addressed in the current and new ESMPs	PCU	05/2020
Prepare a clear strategy of how the ESMPs will be implemented within the structure of the project, including budgetary provisions Prepare a clear strategy of how the ESMPs will be implemented within the structure of the project, including budgetary provisions	PCU	06/2020

Hold Monthly Meetings Monthly meetings to be held in first 10 days of each month, with PCU, IPs PS MLAWRR and IFAD	PCU & IFAD	07/2020
Address community health issues posed by COVID 19 and propose mitigation actions Address community health issues posed by COVID 19 and propose mitigation actions	PCU	09/2020
Assess the presence of social risks such as child labour/GBV/conflicts etc. and if present, propose mitigation actions in line with SECAP guidelines Assess the presence of social risks such as child labour/GBV/conflicts etc. and if present, propose mitigation actions in line with SECAP guidelines	PCU	09/2020
Ensure activities funded under the NRMF undergo environmental screening to identify risks and propose mitigation actions to be applied by beneficiaries Ensure activities funded under the NRMF undergo environmental screening to identify risks and propose mitigation actions to be applied by beneficiaries	PCU	12/2020
Create and moderate farmers digital platforms to facilitate real-time feedback on the implementation status of the SIRP activities Create and moderate farmers digital platforms to facilitate real-time feedback on the implementation status of the SIRP activities	PCU	
Ensure all technical staff in IPs and PCU produce KM products annually	PCU	
Financial Management & Execution		
Increase signatories in panel A 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
Evaluate Government in-kind contribution 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
Release government counterpart funds for project use Transfer government counterpart funds in excess of \$1.3 million held by the MLAWCRS into the project account	LPA	12/2018
Open an operational bank account Open programme operational account with an international commercial bank with easy access to foreign currency resources.	LPA	12/2018

Complete OFID loan disbursement arrangements	PCU/MoF	12/2018
The internal audit function to include SIRP in its audit program for 2019	LPA/MoF	01/2019
Expedite Procurement Processes The Project needs to ensure that procurement activities needed to catch up with the slow implementation pace are fast tracked by identifying a replacement for the Project coordinator and accountant that have recently left by outsourcing the recruitment process.	PMU/CPM	01/2019
Recruitment of key staff of PCU To expedite the recruitment, PCU shall issue an RFQ to engage a recruitment and selection firm for the recruitment and selection of the Project Coordinator and Accountant. The mission prepared TORs and shared these with the a.i. PC for finalisation.	PMU/CPM	01/2019
Contract register and contract management The project will start using the electronic format shared by the mission and submit the contract register to the CPM on a monthly basis.	PMU/CPM	01/2019
Procurement Plan The procurement plan needs to be revised to accurately reflect prior review thresholds and activity thresholds in compliance with the LtB.	Procurement Unit	01/2019
Procurement Plan to be Updated Regularly The Procurement Unit should ensure that the Procurement Plan be updated regularly and presented to the CPM upon each update. (at least every Quarter).	Procurement Unit	01/2019
Processing Feasibility Studies for Batch 2a (5000 ha) Technical Evaluation on NOTUS	PCU	06/2019
Reallocation request for the category of salaries and allowances and Submit a reallocation request for category 200018 – Salaries and allowances to facilitate further withdrawals on the category.	Programme Coordinator	06/2019
Submission of Musikavanhu Tenders to NOTUS Tender documents for 1) toilets, 2) boreholes and 3) tractors	PCU	07/2019
Submission of Musikavanhu Tenders to NOTUS Tender documents for 1) Road Construction and 2) Fencing	PCU	07/2019

Draft Tender Documents for 3 additional low hanging fruit schemes Draft Tender Documents for 3 additional low hanging fruit schemes (Exchange in Midlands, Rupagwana in Masvingo and Chikwarakwara in Matebeleland South) Documents available	DOI & PCU	07/2019
Adjustment in preparation of Statement of Expenditures (SOEs) Staff to attach field reports to their claims where an activity has been reported and claims on consultancy contracts can be done only when the activity is finalized, and bank charges to be re-looked at since they appear to be very high on the transactions.	Programme Accountant/Assistant Accountant	07/2019
OFID loan disbursement for the first WA Submit a withdrawal application for first disbursement to OFID with a copy to IFAD accompanied by a request for a clearance letter by IFAD to OFID as provided for in the instructions for loan withdrawal	Programme Coordinator	07/2019
Re-submission of un disbursed salaries and allowances Re-submit USD 46,112.13 in respect of salaries and allowances previously disallowed under WA number 10 once the reallocation request is approved	Programme Accountant/Assistant Accountant	07/2019
Internal Audit to be provided by CIA or seek authority for private firm to provide the internal audit Follow up with the CIA to provide internal audit services or seek authority to engage a private company to offer internal audit services twice every year to the Programme	Programme Coordinator	08/2019
Training on the SAGE accounting software for the accountant and assistants The Programme Accountant has been recruited and , training for Accounts Assistant, the Chief Accountant on Sage Pastel to be facilitated.	Procurement Specialist	08/2019
AWPB submitted late to IFAD for No Objection Budget performance for the current fiscal year is at 20% and the 2019 AWPB and the related procurement plan were submitted late to IFAD for No Objection that had an impact on the timeliness of activities implemented and the project should check timelines against the PIM	Programme Coordinator	11/2019
Adjustment of next WA to recover USD 13,172.17 Adjust the next WA with USD 13,172.17 over-claimed under WA 11.	Programme Accountant/ Assistant Accountant	11/2019

Withdrawal applications submission on time Submit withdrawal applications once expenditure reaches 30% of authorised allocation or lapse of 90 days from the submission of the previous withdrawal application	Programme Accountant/ Assistant Accountant	11/2019
Clarification of beneficiary contribution Clarify with beneficiaries the amounts and basis of their contribution.	Programme Coordinator	11/2019
Quantification of GoZ in-kind contribution Quantify and report in-kind GoZ contribution	Programme Coordinator/ Accountant	11/2019
preparing of goods received vouchers Goods received vouchers should be prepared for all goods purchased for use in the project. Copies should be distributed as required.	Programme Accountant/Assistant Accountant	11/2019
Request for quotations for procured goods and services Complete documentation should be provided to finance to support procurement of goods/services. Request for quotations should be attached.	Procurement Specialist/ Programme Accountant/Assistant Accountant	11/2019
Reconciliation of expenditure on SOEs All Expenditure on SOEs should be directly reconciled to the supporting documents	Programme Accountant/Assistant Accountant	11/2019
Review and approval of accounting for advances The documents presented to finance to account for advances taken should be reviewed and approved appropriately. The project coordinator should approve the accounting for advances.	Programme Coordinator/ Programme Accountant	11/2019
Maintenance of an attendance register Stationery for attendance registers at workshops should be standardised. All persons attending should sign for all days attended.	Programme Accountant/Assistant Accountant	11/2019
Stamping of paid invoices All paid invoices should be stamped paid/cancelled upon payment.	Programme Accountant/Assistant Accountant	11/2019
Arrangement for Internal Audit promptly Follow up with the CIA to ensure completion of internal audit review. Arrangements should be made for at least 2 reviews in a year.	Programme Coordinator	11/2019

Timely processing of AWPB Budgeting process should be jointly carried out with M&E and Finance taking a lead. 2020 AWPB preparation process should be fast tracked to avoid further delays and ensure its approved in good time for implementation.	Programme Coordinator	11/2019
Update of the personnel file The personnel files for project staff should be updated at all times.	Programme Accountant	11/2019
Fixed assets register to be updated The fixed assets register should be updated and all assets tagged upon being brought into the project.	Programme Accountant/Programme Assistant Accountant	11/2019
Segregation of duties Project should make arrangements to facilitate segregation of duties. We recommend that the project recruits an additional Assistant Accountant to enable proper segregation of duties.	Programme Coordinator /Programme Accountant	11/2019
Policy on the justification of advances All overdue staff advances should be collected. The policy requiring retirement of advances within 14 days after return should be enforced	Programme Coordinator /Programme Accountant/Programme Assistant Accountant	11/2019
Reconciliation of the Bank Accounts Bank Reconciliations should be prepared and reviewed/approved on a prompt basis.	Accountant/ Programme Assistant Accountant	11/2019
Advising IFAD on the change in signatories List of bank signatories should be kept up to date and any changes to be notified to user institutions on a prompt basis	Programme Coordinator and Programme Accountant	11/2019
Accounting Software training Arrange Sage Pastel training for accounts staff with the service provider	Procurement Specialist	11/2019
Quantify the beneficiary in-kind contribution Quantify and report in-kind Beneficiary contribution	Programme Coordinator/ Programme Accountant	11/2019
Procurement of individual consultants For procurement of individual consultants, use the selection of individual consultant method described in Section 66 of the Public Procurement and Disposal of Public Assets Act (Chapter 22:23).	PS	12/2019
Procurement Plan Insert an actual date of procurement in the procurement plan as soon as possible, so as to improve the accuracy of timelines. Use a revised timeline when in need to amend planned dates without changing the timelines originally included in the procurement plan	PS	12/2019

Performance securities Collect performance securities from all contractors that signed a contract with the Programme	PS	12/2019
Contract register Maintain the contract register updated and share it with IFAD upon request.	PS	12/2019
Procurement filing Include copies of all correspondence with bidders in each procurement file.	PS	12/2019
Register of Authorised Signatures Employ a system of tracking changes in authorised signatories	PCU	12/2019
Payment System Employ a system of stamping paid vouchers/invoices	PCU	12/2019
Accounting for Advances Introduce a system of accounting for advances taken	PCU	12/2019
Recommendations of External Audit Fully action all recommendations	PCU	12/2019
Non quantification of the In Kind Contributions and volatile exchange rates The current monetary regime is unfavourable leading to erosion of value of the funds transferred as a result of the volatile exchange rates. Consequently, the availed funds may not be adequate at the time they are required to settle taxes. GoZ has provided in kind contribution in the form of office space, staff time, among others which have not been quantified	Programme Accountant/Assistant Accountant	12/2019
Reallocation/ Revision of the budget Submit a reallocation/revision request for category 200008 – Consultancies to facilitate withdrawals on the category to cover expected budget overruns resulting from increased cost of feasibility studies. The AWPB for 2019 has not yet been revised to accommodate the higher costs contracted for the feasibility studies. The project has not followed its Financial Management manual, Public Procurement and Disposal of Public Assets Act and the Public Finance Management Act to check on adequacy of the funds for procurement and that the process is in line with the budget.	Project Accountant	12/2019

Procurement Plan <ul style="list-style-type: none"> • Revise the PP proposed timeline considering the current pandemic situation to retain only the activities which can reasonably be implemented during 2020. • Consider the mandatory standstill period when revising the respective timelines. • Propose timelines adequate and proportional to the subject matter to be procured. • Correct the procurement methods in line with the selected approach (QCBS is not a procurement router but rather an evaluation methodology). 	PCU & PS	05/2020
TA Senior Procurement Officer <p>The recruitment of the Procurement Officer is being handled by HR due to conflict of interest (as stated by the project). Ensure the recruitment process follows the procurement procedures for the recruitment of consultants</p>	DOI	05/2020
Bill of Quantities <p>Revise and remove the contingency percentage from the issued BOQ.</p>	DOI	05/2020
The Evaluation Process <p>The evaluation report must include at minimum:</p> <ul style="list-style-type: none"> - Detailed calculation of the financial assessment's indicators (AAT and financial cash flow) for all bidders - Confirmation on the eligibility for bidders against the UN and donors cross debarred list (this requires the project to undergo the check online) - Ensure the BDs contains details on the evaluation of Lots where one bidder wins more than one lot as well as the award. 	PCU	05/2020
Contract Management <p>For civil contracts:</p> <ul style="list-style-type: none"> • Ensure the contract management guidelines are harmonized with FIDIC requirements for contract management (including the roles and responsibilities) • The guidelines are subject to IFAD's review and NO. • Prior to issuing the contract, undertake precontract negotiation meeting to finalise the terms of the contracts (including revised mobilisation and construction schedule). A clear record of the procedures agreed and decisions made agreed during the meeting should be recorded. These minutes will form part of the contract documents, subject to agreement by both parties. • Ensure the relevant staff involved in the contract's execution receive adequate training in contract management. • All issued tenders to include ESMP, requiring bidders to abide by them. • All contractors must be required, in writing, to comply and observe the government requirements and regulations related to COVID-19 <p>(Please refer to the annex of the report which provides guidance on managing contracts under FIDIC).</p>	PCU	05/2020

For small contracts: <ul style="list-style-type: none"> • Revise the contract's terms and conditions related to the warranty period and final acceptance proportionally to the nature and complexity of works. • Revise the contract's payment terms clause to determine the exact milestone of payment. • Allow instalment payments 	DOI & PCU	05/2020
Use of lotting and framework agreements <ul style="list-style-type: none"> • For lotting: Ensure the evaluation methodology and award of lots are clearly provided for in the BDs. • For framework agreement under mini competition (as proposed by the project): ensure SOP are in place and clearly detail the evaluation of offers and modalities for issuing the call-off contracts. • Framework agreement contracts' model are subject to IFAD clearance. • Use of blanket PO for all non-critical items with recurrent purchases 	DOI & PCU	05/2020
Specific measures to fast track procurement processes under the circumstances of COVID-19 Non-competitive processes <ul style="list-style-type: none"> • Issue solicitation through email. • Seek responses to solicitations through formal emails and follow up with suppliers through phone calls (when necessary). • All copies of emails and exchange must be retained in their respective case file. • The offer's validity must be clearly stated to cover a timeline adequate to the current situation and extended when necessary prior to the offer's expiry 	PCU	05/2020
Competitive processes Major Rehabilitation & Expansion works: revert to the suppliers that attended the site visit and confirm their interest. Extended the bid validity and inform all the interested bidders accordingly. Request bidders to extend their respective bid security accordingly and confirm they maintain their offers. Considering that 1- the lockdown has been extended indefinitely and 2- the process is a single envelop system, bidders should be allowed to submit through a secure official email address along with hand-delivery. For new processes where site visit is not mandatory: similar submission provisions as above. Responses to requests for clarifications to be sent through emails and disseminated to all interested bidders.	PCU	05/2020
Finalize registration onto ICP To avoid delays have the project on boarded to ICP Avoid time lags in submission of WAs by following IFAD guidelines	Programme Accountant	05/2020

Finalize the AWPB Budgeting process was late. 2020 AWPB preparation process was only completed in February 2020. Budget process should commence as prescribed by IFAD.	Project Coordinator	05/2020
Update fixed asset register The fixed assets register should be updated and all assets properly identifiable upon being brought into the project. Asset Inventory check should be evidenced by a report with full details of assets checked	Project Accountant	05/2020
Recovery of staff advances All overdue staff advances should be collected. The policy requiring retirement of advances within 14 days after return should be forced	Project Accountant	05/2020
Ensure proper capturing of the beneficiary in-kind contribution Quantify and report in-kind Beneficiary contribution	Project Accountant	06/2020
Regularize the expected beneficiary contributions Clarify with beneficiaries the amounts and basis of their contribution	Project Coordinator	06/2020
Capturing and recording GoZ contribution Quantify and report in-kind GoZ contribution	Project Accountant	06/2020
Perform an internal audit review Follow up with the CIA to ensure completion of internal audit review. Arrangements should be made for at least 2 reviews in a year	Project Accountant	06/2020
Timely submission of WAs 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	
Resolve bottlenecks on Funds flow MOFED, MLAWCRR and the PCU to have a meeting to resolve the bottlenecks in flow of funds from the Designated Account	PCU	
Replacement of Key staff Recruit the key positions immediately	LPA	