

## **Gambia (The)**

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# **Resilience of Organizations for Transformative Smallholder Agriculture Project Supervision Report**

Mission Dates: 8/10/2023 to 21/10/2023

Document Date: 21/11/2023

Project No. 2000001065

Report No. 6682-GM

West and Central Africa Division  
Programme Management Department



## Abbreviations and Acronyms

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AFD	Agence Française de Développement (French Development Agency)
ARD	Agricultural Regional Directorate
AS	Agribusiness Services
ASAP	Agricultural Smallholder Adaptation Programme
AVIP	Agricultural Value Chain Interaction Platform
AWPB	Annual Work Plan and Budget
BDO	Business Development Officer
CAP	Community Action Plans
CC	Climate Change
CISF	Capital Investment Stimulation Fund (matching grant)
CMT	Contract Management Tools
COSOP	country strategic opportunities programme
CPCU	Central Project Coordination Unit
CPE	country programme evaluation
CSA	Climate Smart Agriculture
DA	Designated Account
DCD	Department of Community Development
DOA	Department of Agriculture
DSM	Direct Supervision Mission
EB	Executive Board
FAOR	Food and Agriculture Organization Representative
FFS	Farmer Field School
FHH	Female Heads of Households
FINEX	Financial Expert
FIPS	FIPS Faster Implementation of Project Start-up
FO/WUA	Farmer organization / Water User Association
GCCI	Gambia Chamber of Commerce and Industry
GoTG	Government of The Gambia
GPPA	Gambia Public Procurement Authority
GYIIN	Global Youth Initiative Network
HTS	Horticulture Technical Services
HTS	Horticultural technical services
IA	Internal Audit
ICP	IFAD Client Portal
IFAD	International Fund for Agricultural Development
IP	Implementing Partner
IPM	Integrated Pest Management
IsDB	Islamic Development Bank
ISM	Implementation Support Mission
ISSAI	International Standards of Supreme Audit Institutions.
ITA	International Technical Assistance
Kafos	already ongoing groups
KM	Knowledge Management
LRR	Lower River Region
LTB	Letter to the Board
M&E	Monitoring & Evaluation
MDFTs	Multi-Disciplinary Facilitation Teams
MIS	Market Information System
MMC	Market Management Committee
MoA	Ministry of Agriculture
MoFEA	Ministry of Finance and Economic Affairs
MoU	Memorandum of Understanding
MTB	Major Tender Board
MTR	Mid-Term Review
NACOFAG	National Coordinating Organization for Farmer Organization of the Gambia
NAPA	National Adaptation Plan of Actions
NARI	National Agricultural Research Institute

<b>NaWFA</b>	<b>National Women Farmer Association</b>
<b>NBR</b>	<b>North Bank Region</b>
<b>NCC</b>	<b>National Climate Change Committee</b>
<b>NEMA</b>	<b>National Agricultural Land and Water Management Development Project</b>
<b>NGO</b>	<b>Non-Government organization</b>
<b>PD</b>	<b>Project Director</b>
<b>PDR</b>	<b>Project Design Report</b>
<b>PIM</b>	<b>Project Implementation Manual</b>
<b>PIWAMP</b>	<b>Participatory Integrated Watershed Management Project</b>
<b>POs</b>	<b>Producer Organizations</b>
<b>PP</b>	<b>Procurement Plan</b>
<b>PPS</b>	<b>Plant Protection Services</b>
<b>PS</b>	<b>Permanent Secretary</b>
<b>PSU</b>	<b>Project Support Unit</b>
<b>RPSF</b>	<b>Rural Poor Stimulus Facility</b>
<b>ROOTS</b>	<b>Resilience of Organizations for Transformative Smallholder Agriculture Project</b>
<b>SDG</b>	<b>Sustainable Development Goals</b>
<b>SDR</b>	<b>Special Drawing Right</b>
<b>SE</b>	<b>Supervising Engineer</b>
<b>SEA</b>	<b>Sexual Exploitation and Abuse</b>
<b>SME</b>	<b>Small and Medium-size Enterprises</b>
<b>SoE</b>	<b>Statements of Expenditure</b>
<b>SP</b>	<b>Service Providers</b>
<b>SWMS</b>	<b>Soils, Water Management Service</b>
<b>ToR</b>	<b>Terms of Reference</b>
<b>ToT</b>	<b>Training of Trainers</b>
<b>UNDP</b>	<b>United Nations Development Programme</b>
<b>VFAs</b>	<b>Village Farmers Associations // or Village Field Assistants</b>
<b>WA</b>	<b>Withdrawal Application</b>
<b>WARF</b>	<b>West African Rural Foundation</b>
<b>WCR</b>	<b>West Coast Region</b>
<b>WUG</b>	<b>Water Users Group</b>
<b>4Ps</b>	<b>Public-Private-Producer-Partnership</b>

## A. Project Overview

Region: West and Central Africa Division Project at Risk Status: Not at risk  
 Country: Gambia (The) Environmental and Social Category: Moderate  
 Project Name: Resilience of Organizations for Transformative Smallholder Agriculture Project Climate Risk Classification: High  
 Project ID: 2000001065 Executing Institution: Ministry of Agriculture  
 Project Type: Agricultural Development Implementing Institutions: Ministry of Agriculture  
 CPM: Haoua Sienta  
 Project Director: not available yet  
 Project Area:

Approval Date: 11/12/2019 Last audit receipt: 30/06/2023  
 Signing Date: 27/12/2019 Date of Last SIS Mission: 21/10/2023  
 Entry into Force Date: 01/03/2020 Number of SIS Missions: 9  
 Available for Disbursement Date: 21/12/2020 Number of extensions: 0  
 First Disbursement Date: 21/01/2020 Effectiveness lag: 3 months  
 MTR Date: not available yet  
 Original Completion Date: 31/03/2026  
 Current Completion Date: 31/03/2026  
 Financial Closure: not available yet

### Project total financing

<b>IFAD Financing breakdown</b>	Debt Sustainability Framework	\$11,936,110
	IFAD	\$4,254,000
	Debt Sustainability Framework	\$17,016,000
<b>Domestic Financing breakdown</b>	Beneficiaries	\$6,249,000
	National Government	\$5,412,000
<b>Co-financing breakdown,</b>	Agence française de développement	\$7,600,000
	Global Environmental Facility	\$4,708,582
	Rural Poor Stimulus Facility	\$324,576
	Rural Poor Stimulus Facility	\$265,725
	OPEC Fund for International Development	\$0
<b>Project total financing:</b>		<b>\$76,675,993</b>

### Current Mission

Mission Dates: 8/10/2023 to 21/10/2023

Days in the field: 4

Mission composition: Ms Haoua Sienta, IFAD Country Director for The Gambia  
 Ms. Mame Suwadu Sakho-Jimbira, Environment and Climate Officer  
 Ms. Neloum Koumtingue, Regional Finance Officer  
 Mr. Mbaye Marone, Program Officer  
 Ms. Dounamba Konare, Country Program Analyst  
 Mr Cheikh Tidiane Sarr, Technical Lead, Consultant  
 Dr Mohamed Kebbeh, M&E and KM, Consultant  
 Mr. Tahiru Mohammed Biley, Procurement Consultant  
 Ms. Couro Kane, Social Inclusion Officer, Consultant  
 Mr. Cheikh Gueye Driver from the Dakar Hub Office IFAD

Field sites visited: WCR - (Sotokoi, – Brikama – Madinaba Kombo East – Kandundu Foni – Batendeng Kajarra Foni); LRR – (Karamba Touray Tendaba – Genieri – Soma –); CRRS – (Brikamaba– Sololo); URR – (Basse Kerewan- Sutukoba – Garawol – Basse Cluster- Basse Kabakama) – CRRN (Kunting– Barajaly); NBR – (Yallal, Upper Badibou– Kerewan, Lower Badibou – Kinteh Kunda

## B. Overall Assessment

Key SIS Indicator #1	∅	Rating	Key SIS Indicator #2	∅	Rating
Likelihood of Achieving the Development Objective		3.84	Assessment of the Overall Implementation Performance		4.08
<b>Effectiveness and Developmental Focus</b>		<b>4</b>	<b>Project Management</b>		<b>4</b>
Effectiveness		4	Quality of Project Management		4
Targeting and Outreach		4	Knowledge Management		5
Gender equality & women's participation		4	Value for Money		4
Agricultural Productivity		3	Coherence between AWPB and Implementation		4
Nutrition		3	Performance of M&E System		4
Adaptation to Climate Change		4	Social, Environment, and Climate Standards requirements		4
<b>Sustainability and Scaling-up</b>		<b>4</b>	<b>Financial Management and Execution</b>		<b>4</b>
Institutions and Policy Engagement		5	Acceptable Disbursement Rate		4
Partnership-building		5	Quality of Financial Management		4
Human and Social Capital and Empowerment		4	Quality and Timeliness of Audit		4
Quality of Project Target Group Engagement and Feedback		4	Counterparts Funds		4
Responsiveness of Service Providers		4	Compliance with Loan Covenants		3
Environment and Natural Resource Management		4	Procurement		5
Exit Strategy		4			
Potential for Scaling-up		4			
<b>Relevance</b>					<b>6</b>

## C. Mission Objectives and Key Conclusions

### Background and Main Objective of the Mission

1. The ROOTS project received approval from IFAD's Executive Board on November 12, 2019, and officially commenced on March 1, 2020, with a scheduled completion date of March 31, 2026. This initiative will be executed across five regions: (i) Central River Region (CRR); (ii) North Bank Region (NBR); (iii) Lower River Region (LRR); (iv) West Coast Region (WCR); and (v) Upper River Region (URR). Approximately 40,000 households, comprising around 320,000 individuals (representing over 10 percent of the population), are expected to benefit from this project. The official launch of the ROOTS project took place in February 2021, with participation from IFAD and the GoTG.
2. Given the project's focus on rice and vegetable value chains, with a primary emphasis on women producers and considering the current demographic structure, it is anticipated that 80 percent of the project's beneficiaries will be women, with an additional 25 percent being youth. ROOTS aims to actively facilitate women and youth's access to project activities, such as securing productive assets like land and water, accessing financing, gaining knowledge, and participating in project implementation, community representation, and decision-making processes.
3. ROOTS is a collaborative effort, co-financed by IFAD, GEF, GCF, AFD, the Government of The Gambia (GoTG), and the beneficiary farmers themselves. The project's overarching goal is to boost agricultural productivity, enhance access to markets to improve food security and nutrition, and strengthen the resilience of family farms and farmers' organizations.  
In addition to the last ROOTS supervision mission, which occurred from September 19 to October 8, 2022, the project has been supported by various missions, including the first Implementation Support Mission (ISM) in May 2021, the initial Supervision Mission of ROOTS from October 24 to November 11, 2021, the second implementation support mission in May-June 2022, and two more third ISM in February (2-12 February 2022) and June 2023, the latter combined with a design mission for an additional financing from IFAD tentatively to be approved end 2023.
4. Following briefing sessions with the Permanent Secretary of the Ministry of Agriculture and the Project Support Unit (PSU), the Mission embarked on visits to the following regions: West Coast Region (WCR), Lower River Region (LRR), Central River Region (CRR) (both South and North), and North Bank Region (NBR). During these field visits, the Mission was accompanied by Regional Directors of Agriculture (MoA) or their representatives, Regional Coordinators for ROOTS, ROOTS staff, as well as a representative from NACOFAG, the Apex body of farmers' Associations. The Mission inspected sites featuring vegetable gardens, beneficiaries of the Youth matching grant operating in various fields, 2 of the 3 cold storage facilities and rice fields supported through the input supply programme (land preparation, seeds and fertilizers) launched just before the rainy season.
5. After concluding the field visits, the Mission returned to Banjul and conducted meetings with several implementing partners including CPCU, DoA and GCCI, courtesy calls to various authorities, and the Ministry of Finance. The wrap-up meeting, held on 20 October 2023, was presided over by Mr. Modou Secka, Permanent Secretary of the Ministry of Agriculture.

### Key Mission Agreements and Conclusions

6. The overall assessment of the ROOTS project by the Mission is moderately satisfactory (4). The main findings and recommendations are summarized below:
7. **i) Rate of implementation of the 2023 AWPB**  
The current state of budget execution for the year 2023 is causing significant concern, especially given that there are only two and a half months remaining in the year. When assessing the progress of implementing the 2023 Annual Work Programme and Budget (AWPB), the physical and financial execution rates are 23% and 26.11% respectively. Even when factoring in both actual expenses and commitments, the percentages are still slightly below 40%. It is therefore imperative that the Roots management team takes prompt action to address this situation and achieve a satisfactory budget execution rate (Example identify and focus on quick-wins activities). This action plan should be formulated and presented by the end of October, keeping in mind that the Mid Term Review (MTR) is tentatively scheduled for either the first or second quarter of 2024.
8. It is worth noting that a low rate of budget implementation could have adverse consequences, potentially affecting the approval of two significant financial components: firstly, the additional financing of USD 5.4 million from IFAD 12, and secondly, the USD 2.7 million grant from the Crisis Response Initiative (CRI).
9. **ii) High staff turn-over rate**
10. Furthermore, PSU has successfully addressed several challenges that were previously hindering Roots progress, including the backlog of procurement approvals, especially for critical positions, and the extended delays experienced in scheduling steering committee meetings. However, the most pressing concern being currently faced is the significant staff turnover rate. One potential contributing factor to this issue is the perceived lack of competitiveness in the salary packages. To gain a better understanding of this matter, the mission proposes conducting a survey to assess the average salaries of staff members across various agricultural projects in The Gambia, and even some other projects outside MoA, and compare these findings to the compensation offered by Roots PSU. After the survey, as the IFAD contribution to the project administrative costs is already on the high side, the solution to be adopted may also include increasing the national counterpart funds to insert other payroll related advantages.
11. Additionally, it is recommended that Roots organize more team-building exercises to foster a stronger sense of cohesion among the project team members.
12. **iii) Progress status in the 4 types of sites visited during the mission**
13. Sites supported with land preparation, and Input supply (seeds and fertilizers): The mission observed strong appreciation for this initiative among the diverse group of beneficiaries, underscoring the importance of its ongoing continuation. The demand for harvesting and threshing machines is particularly high due to their significant impact on reducing the workload for families. Therefore, the mission suggests encouraging young individuals to apply for the Youth-Based Matching Grant program, which provides support for acquiring harvesters and threshers.
14. Furthermore, ROOTS should enhance its strategic planning efforts to ensure timely commencement and completion of land preparation operations before the onset of the rainy season.
15. Horticulture Gardens used during the rainy season: The mission is pleased to report that the beneficiaries have successfully cultivated various crops (including chili, okra, sweet potatoes, cabbage, bitter tomatoes, cucumber, and garden eggs) during the rainy season, despite their simultaneous cultivation of cereals and groundnuts in other plots of land. Notably, in one specific garden area where excessive water was present, individuals opted to engage in rice cultivation.
16. However, there are several challenges encountered in the completed gardens, one of which is related to the quantity and quality of water. It is crucial to assess the water for its drinkability and address concerns raised by the beneficiaries regarding pump performance issues such as noise and frequent stoppages.
17. The mission strongly recommends that PSU address the water-related issues before the onset of the dry season and prior to initiating the development of many new gardens. A meeting was conducted with the contractor, and PSU has informed the mission that they have enlisted an independent contractor to evaluate the borehole and pump systems. This evaluation aims to provide a definitive and long-lasting solution, expected to be implemented by the end of this month.
18. The other observations include:
  - i. The completion of compost making chambers has been delayed until now, instead of having them operational before the rainy season.
  - ii. The mission underscores the importance of beneficiaries taking ownership of their responsibilities and ensuring the proper care of their gardens.
  - iii. There is a continuous need for sensitization and support for youth in filling out forms to apply for the YBMG program.
  - iv. The mission also suggests expediting the construction of new gardens and PSU to work with DoA to ensure that Farmers' Field Schools can commence early, especially in comparison to individual plots.

19. Youth Matching Grant-supported enterprises: The mission is pleased to report that many of the beneficiaries have recently received their equipment (such as power tillers, multipurpose milling machines, food processing tools, tricycles, and inputs). It is gratifying to note their satisfaction. To ensure their continued success, mentors should provide ongoing support and training.
20. Considering this, the mission suggests that, for future beneficiary selections, the committee should during the on-site visits conducted to assess candidates' readiness, include their effective access to essential services like electricity.
21. Furthermore, the mission recommends exploring the potential for obtaining a grant from the Crisis Response Initiative (CRI) to assist YBMG-assisted beneficiaries in improving their access to finance and expediting their connection to the electrical power supply. Additionally, it may be beneficial to consider providing support to cold storage beneficiaries to help cover their contributions towards the cold storage facilities.
22. Cold storage facilities + AVIP: The three cold storage facilities have been set to full functionality following recent waterproofing repairs to their ceilings. The mission strongly advises expediting the management training of the team responsible for overseeing these facilities. Furthermore, PSU must outline its strategy for ensuring that the remaining two cold storage facilities fulfil their 20% contribution obligation, with Soma being the sole location where the beneficiary contribution has been paid in full. Only 3 AVIPs have been established since the start of project implementation, with expectations to launch 3 more vegetable AVIPs by November. With the conclusion of the contract with the IP, the PSU needs to accelerate the actual recruitment of a identified IP and formalize arrangements to support the operationalization of the 3 existing AVIPs and establish the additional ones before the end of the year as planned.
23. iv) Other Aspects:
24. GALS: The notions of both individual vision journeys and group vision journeys have gained a solid grasp and are currently in the process of being put into action. The recent departure of the PSU social inclusion officer (SIO) necessitates a prompt appointment of a successor. Meanwhile, PSU can whenever possible try assigning some of the social inclusion officer's responsibilities to the current staff on an interim basis. As it might be quite difficult to find a GALS' short-term consultant in the Gambia, even if IFAD can remotely assist with its pool of human resources, the mission invites Roots to: (i) tap into existing Mou with IP's to provide support on this field, (ii) nominate an interim officer and (iii) fast track recruitment of the replacement who will actually need the same training the former SIO was exposed to before being fully operational. Additionally, it is imperative to open up for innovations, and introduce new tools and propel GALS into its subsequent phase.
25. Adaptation to Climate Change/ Environment and Natural Resources Management: The project has several activities, particularly under component 1, contributing to building farmers resilience to climate change, as well as environmental sustainability. GEF resources, through INLAMAG, but for which availability has been delayed, fund most of these activities. The main progress made on climate change adaptation are related to the gardens completed with irrigation infrastructures, the Farmers Field Schools (FFS) implemented and operational for rice and vegetables. However, it is worth mentioning that water management and water shortages remain the main problem within many vegetable gardens. On the environmental part, one of the priority areas is to use the recently available GEF resources to start intervening in the vegetable gardens on agro-ecological practices, including live fencing targeting trees that have great nutritional and economic values. Furthermore, for ensuring harmonized interventions in all ROOTS vegetable gardens for the promotion of agro ecological practices, it is recommended to mobilize part of the ROOTS AF to cover URR and CRR, given that GEF resources concern only WCR, LRR and NBR.
26. Project Management: The project operates under the principle of "achieving tasks efficiently and delegation of authority" (referred to as "Faire-faire" or externalization). Consequently, it is essential to enhance the effective utilization of Implementation Partners (IPs) by providing them with increased visibility and, whenever possible, with the required capacity building as many IPs lack some of the capacities needed. Furthermore, there are several other areas that require improvement, such as close monitoring of agreed action to ensure their timely implementation; proactive planning (forward planning) for critical activities, and the incorporation of additional team-building sessions, among other aspects.
27. In conclusion, the mission noted that:
  - i. the time left before the end of the year seems to be definitely very short to drastically increase the implementation rate of the 2023 AWPB, considering the low rate achieved so far. The mission therefore recommends that the project team try to fast track the implementation of the various components, giving priority to quick-win activities that will lead to higher disbursement.
  - ii. the progress being made in the rice fields supported by Roots in terms of land preparation, seeds, and fertilizers prior to the rainy season as well as the cultivation of several horticulture crops during the rainy season.
  - iii. the two relevant ministries (Finance and Agriculture) have reiterated their commitments to assist the project in solving several issues such as fast-tracking approval of various contracting documents, payment of the GLF funding, including the arrears, etc.
28. The mission is thankful to the PS and all the other government authorities and project staff who facilitated the work of this supervision mission both at regional level and in Banjul.

## D. Overview and Project Progress

### 29. Component 1: Agricultural Productivity and adaptation to climate change

30. The main activities planned in 2023 and their status of implementation are as follows:

31.
  - Conducting Feasibility Studies and Detailed Design (FSDD) for land development for rice targeting 2 074 ha under tidal and pump irrigation as well as the necessary dykes: The recruitment of the selected firm will be done after the no objection expected from IFAD anytime from now as the negotiation is completed.
  - Providing rice input support (ploughing, seeds and fertilizers) for 1 195 ha for dry season cultivation and 1 247 ha during the present rainy season: (a) for the dry season, ploughing services were provided for 94% of the target area (i.e. 1 120.5 ha) and this was complemented by the input supplied by the RVCTP project funded by AfDB, a good example of synergy and complementarity between projects; (b) for the rainy-season, 63.7% of the target area (i.e. 794.68 out of the 1 247 ha targeted) were ploughed and Roots provided also the needed package of seeds and fertilizers. The rice field s visited by the mission are all in very good shape and promising very good harvest and high yield, provided the operation of harvesting and threshing is correctly done, preferably mechanically.
  - Recruitment of a Delegated Contract Management (DCM) entity for FS&DD, supervision quality management technical assistance and capacity development: The contracting can be done as soon as the no objection is received.
  - Construction of new gardens: out of the 15 community consultations to be conducted for the new gardens, 10 were conducted in the following 4 regions: URR, NBR, LRR, and CRR. because the target was revised to 10, to allow for the completion of 8 NEMA gardens in parallel.
  - Completion of the first batch of 6 NEMA gardens: these gardens are now fully operational, and they were put under cultivation both during the past dry season (November to May) and during the ongoing rainy season (June to October). There are still few issues to solve in terms of water quality for drinking purposes, behavior of the boreholes and their solar pumps as well as the late construction of the compost chambers, and marketing of the horticulture produce. Meetings were held with the contractor and PSU promised to adopt the required solutions before the dry season cropping starts (i.e. before November).
  - Completion of 11 NEMA Gardens: PSU carried out an assessment of existing infrastructure and the bidding documents for 8 of the gardens are ready to be reviewed by the Contracts Committee. The other 3 were found to be unsuitable, due to their small sizes relative to the investment required (Cost Benefit Analysis)
  - Capacity Development for farmers' organizations: the by-laws were reviewed and/or developed, and the management committees were also reviewed leading to the inclusions of sub-committees in charge of production, marketing, and water management.
  - Water resources monitoring: the gauging stations inventory and gap studies is still awaiting the GCF resources, which are yet to be received by ROOTS.
  - Implementation of farmers field schools (FFS): The FFS are operational in 6 gardens and during the rainy season 26 FFS were set up in the rice production sites. During the upcoming vegetable production season starting in November, the FFS will be operational in 20 gardens.
  - Support to Department of Agriculture (DoA) to improve their mobility and facilitate the extension services they are responsible for: 2 vehicles, 52 motorbikes and 250 bicycles are distributed to DOA agents.

### 32. Component 2: Access to Markets

33. This component is further divided into two subcomponents: (1) Subcomponent 2.1, focusing on value chain and market linkages, and (2) Subcomponent 2.2, centered on 4Ps financing.

34.



In Subcomponent 2.1, the primary activities include the establishment and operationalization of AVIPs and the implementation of the Market Information System (MIS).

35. The operationalization of the three AVIPs (located in WCR, LRR, and CRRS) that were launched in December 2022 is currently in progress. However, there have been intermittent breaks and delays that have hindered the pace of AVIP operationalization. After concluding the contract with the implementing partner (WARF) and assessing the implementation, interim arrangements have been established to ensure the continuation of activities with support from a technical advisor. This has facilitated the resumption of critical tasks, such as conducting training needs assessments for the AVIPs, developing, and executing AVIP workplans, providing training in essential marketing and production planning areas, and initiating discussions with significant buyers regarding marketing vegetables for the upcoming production season. The establishment of the three additional AVIPs (located in NBR, CRRN, and URR) is currently at an advanced stage, with their launch expected in late October or early November.
36. The Market Information System (MIS) was officially launched in March 2023, and the proposal for expanding the system was approved in July 2023. This expansion has already enabled the project to encompass 11 new markets and incorporate three additional languages (Fula, Jola, and Sarahule) into the system. What remains to be done is getting more gardens to subscribe to and benefit from the MIS. Once completed, this expansion will significantly broaden the coverage of the MIS throughout the entire country. Additionally, the capacity of Dept of Planning (MoA) is being developed to eventually take over from United Purpose (UP).
37. The project's efforts to strengthen farmer organizations (FO) have primarily focused on providing support to NACOFAG and three Apex organizations (NRGA, NVGA, and NAFF). An institutional diagnosis and strategic reflection process have been completed for each of these three apex organizations. The implementation of priority action areas identified during this process is currently in progress. In this context, regional consultations have been concluded for NRGA and NAFF. These organizations have also recently organized their regional and national congresses, along with the election of executive committees. Additionally, the project has initiated the process of selecting a training institution to provide capacity development support to NACOFAG.
38. Three pilot cold storage facilities have been successfully completed and are now ready to be handed over to the beneficiaries. Plans are underway for training of the beneficiaries (Training will tentatively start on 06 November) on how to effectively manage and operate these facilities. Furthermore, the project has launched the construction of five additional cold storage facilities throughout the country, currently at design stage. In line with this expansion, PSU has successfully conducted a regional consultation and sensitization program regarding the matching grant framework for these facilities. The review and approval of applications from four regional vegetable marketing federations have already been completed. Additionally, PSU has awarded a contract for the design of these facilities, with the design team conducting their initial site visits in September.
39. As part of its commitment to supporting the GCCI and implementing the 4P financing activities, PSU has successfully completed disbursements for Q1 and Q2 to the GCCI. In July, the project carried out promotion and awareness-raising activities related to the 4P matching grant. Moreover, ROOTS provided support for NAFF's participation in a 4P trade fair and organized a round-table discussion on financing agriculture, which facilitated engagements with financial service providers. ROOTS has also initiated the implementation of the 4P matching grant, including promotional sessions and the review and shortlisting of applications. Currently, Roots is in the process of recruiting business plan developers for the 4P matching grant.
40. Since the last supervision mission, PSU's efforts in providing international technical assistance for the 4P program have included the following: conducting 4P training sessions for PSU and IPs at both the national and regional levels, reviewing and validating a 4P contract template, offering technical support for the implementation of youth-based and 4P matching grants, and facilitating engagements with marketing federations regarding the matching grants for the cold storage facilities.
41. The rate of financial implementation, considering both actual expenditures and commitments, for component 2 stands at 19.4%, with subcomponent 2.1 at 26.2% and subcomponent 2.2 at 19.01%. When adjusted to account for actual expenditures only, these rates appear considerably lower. It is imperative to identify key areas for intervention to enhance both the physical implementation and the rate of financial implementation before the end of the AWPB period, and this should be treated as a matter of urgency.
42. **Component 3: Project management, institutional development and citizen engagement**
43. Activities undertaken under this component include the following:
44. **Policy dialogue:** In July a forum on the Role of the National Assembly in Oversight and Support to National Development Projects was organized and a national Rice convergence was also conducted on 1-2 September 2023. NA Select committee for Agriculture and Rural development undertook therefore a monitoring field visit in September.
45. **Organisation of regional and national steering committees (RSC / NSC) meetings:** the subject discussed were the 2022 annual report, the adoption of the initial 2023 AWPB in March and the revision of the same document in August. The NSC also undertook a field mission in May.
46. **Planning, monitoring and Evaluation:** this service produced the 2022 annual report, and the quarterly progress reports. It also reviewed and updated the project reporting templates as well as the M&E database and **conducted** a rapid baseline survey for the input support programme. The annual outcome survey is still ongoing.
47. The performance of the Monitoring and Evaluation (M&E) System can be described as moderately satisfactory. Regular efforts are made to review and update the M&E database. It should be noted that while the M&E system is currently operational, there are still several operational issues that require attention. The dashboard is only partially functional and does not provide real-time information on critical performance indicators. Additionally, the project has introduced digitalized M&E data collection forms, but the regional project teams have not fully embraced these tools, which were designed to enhance the accuracy and timeliness of data collection and management.
48. **Annual Work Programme and Budget:** the 2023 AWPB was approved in March 2023 due to the discussions prior to the approval of the increase of the initially approved budget from USD 4 million to USD 15 million. The mission reiterates the need to submit the AWPB sixty (60) days before the beginning of the relevant Project Year.
49. **Development of an exit and sustainability strategy:** Evaluation of tenders is completed, and the tender award has **been** It would be good to have this strategy ready before the forthcoming MTR during Q2 or Q3 of 2024.
50. **The Gender Active Learning System GALS:** The mission notes that ROOTS is successfully implementing its GALS initiative. Following the piloting of the GALS at 3 sites, the initiative is now covering a total of 26 communities. The project has been very effective in extending interventions and results to women as per the targeting approach.
51. The GALS trainings have been rolled out in conjunction with the Literacy/numeracy training modules to 26 communities. These trainings have been generally well received in the different communities, as beneficiaries hailed more balance in Gender relationships and improved Women Empowerment. However, the communities are still using the same tools after a year of implementation and there is now needed to take GALS further. Changes will need to be assessed through a participatory gender review (PGR), also called Happy Family Review. A workshop for GALS champions will need to be organized with specific tools used for this participatory review.
52. The Social Inclusion Officer left the project in late September 2023. He was overseeing the GALS initiatives at PSU, and if the position remains vacant for a long period, this could impede the implementation of GALS and other social inclusion projects within the program. Currently, the duration of the vacancy remains uncertain.
53. **Knowledge management and Communication:** The project is successfully implementing its knowledge management strategy and is highly visible at both the national and regional levels. In addition, ROOTS is actively engaging media outlets (rural radio and TV outlets) to ensure effective coverage of key project events. ROOTS has also initiated the identification and documentation of key project achievements, with the release of its first success story series during the 3<sup>rd</sup> quarter of 2023. The project website continues to be updated regularly. Since the last mission, the project has undertaken the following key knowledge management activities:
  - Live phone-in TV show on 2022 implementation and results
  - Quarterly regional community radio talk-shows done for Q1 and Q2
  - ROOTS Hour on GRTS every fortnight from May 2023 – to date
  - Collection of success stories, development of knowledge product series and documentaries
  - Thematic learning forums – ROOTS knowledge Fridays and knowledge fairs
  - Annual PSU Team building retreat.

54. However, there is need for the knowledge management team to improve the archiving system to secure and ensure the timely availability of relevant project documents and reports. The KMCO and PM&EO should ensure the full classification and archiving of the relevant documents.
55. **Summary on fiduciary aspects**
56. As of today, IFAD has disbursed a total of USD 13,806,502 on the loan and grant, resulting in a disbursement rate of 64.9%. This disbursement rate is deemed acceptable for a project in its third year of implementation, without any extensions. As of September 30, 2023, the disbursement rates for IFAD loan 2000003235 stands at 52.23%, IFAD grant 2000003232 at 68.06%, and a full 100% for the Rural Poor Stimulus Facility (RPSF). In comparison to the sector's average performance rate, ROOTS' disbursement level exceeds the minimum benchmark.
57. The Agence Française de Développement (AFD) disbursed on 06 April 2023 EUR 920,000 out of a total EUR 6,440,000, resulting in a disbursement rate of 14.29%. The agreement for the AFD funds was signed on May 13, 2022, with a completion date of December 31, 2025.
58. It is worth to emphasize the critical need for ROOTS to disburse on AFD funds before year end to avoid any risk of cancellation of the AFD funds. The mission recommends to quickly start implementing soft activities already included on the approved AWPB and which do not need additional approval from AF.
59. The Global Environmental Facility (GEF) funds' agreement was executed on June 9, 2023, with a total amount of USD 4,708,582. So far, USD 729,793 has been disbursed, on 05 October 2023 equating to a disbursement rate of 15.50%. The GEF funds are slated for completion by August 31, 2027.
60. The Government's counterpart financing for 2023 for the project stands at GMD 4,600,000 (approximately USD 74,554), accounting for 92% of the committed amount of GMD 5,000,000. As for the contribution related to tax exemption, the recorded amount for 2023 is USD 762,538.26. It's noteworthy that tax exemption was not applied to payments made to implementing partners (IPs). The project should undertake a review of the tax status of IPs to ensure that they are not exempted, especially considering that some of them are government institutions.
61. Since its inception, the counterpart contribution has reached a total of USD 935,291, out of a committed amount of USD 5,412,000. The breakdown of the received contribution is as follows: 1) USD 172,755.76 in cash contributions and 2) USD 762,538.26 in contributions in the form of tax exemptions. It's worth noting that in-kind contributions from the government in the form of audit services, office space, and accommodation for project staff in the field have not been accounted for.
62. The in-kind contributions from beneficiaries, primarily related to land, have not been officially recorded in the project's accounting system yet. However, in 2022, a bank account was set up to receive cash contributions from beneficiaries. As of now, USD 69,092.24 has been deposited into this account and is reflected in the project system as a cash contribution from beneficiaries.
63. The Finance Controller resigned, effective from September 27, 2023. Currently, the Finance Team is being supported by a temporary consultant to cover a three-month period. The recruitment process for a permanent replacement has not yet commenced and falls under the responsibility of the Ministry of Agriculture. It may take several months before the position is filled. Given the project's current need for additional and supplementary funds, the Finance Controller position is crucial.
64. Regarding the performance of the 2023 budget, as of September 30, 2023, the execution rate for the year stands at 19%, excluding commitments in the overall project. The total commitment is USD 994,351 at the time of the supervision mission. In comparison, the execution against the IFAD financing budget of USD 9,918,894 is USD 2,920,984, resulting in a performance rate of 29.45%.
65. The audit report, along with the audited financial statements, was submitted on time. The audit was conducted by the Gambia National Audit Office in accordance with the ISSAI standards, which are acceptable to IFAD. The auditors also followed up on previous audit recommendations.
66. The quality of the audit work was rated moderately satisfactory. This assessment is based on the fact that the audit package submitted by the project was incomplete, and the audit work did not fully align with the requirements outlined in the terms of reference (TORs). Furthermore, the auditor did not allocate a section of the report to address the necessity of performing specific tasks within the scope of the agreed-upon procedures.
67. **Summary on Procurement aspects**
68. The mission assessed compliance with IFAD Procurement requirements, ensuring that procurement methods align with thresholds specified in the Project Procurement Arrangement, local regulations, and laws. Additionally, the mission evaluated various aspects of the procurement system, including procurement staff capacity, procurement planning, bidding processes, evaluation and contract award procedures, contract management and administration, and documentation filing and record retention. As a result of this assessment, the mission rated the procurement process under the project as satisfactory.
69. Nevertheless, the Procurement Unit should collaborate closely with the Financial Management Unit to ensure that all invoices for executed contracts are paid in accordance with the payment terms outlined in the signed contracts. It is also important to maintain a copy of invoices and payment records within the procurement files to establish a comprehensive historical record. The mission believes that the existing procurement system is adequate, as it closely adheres to the milestones set out in the approved procurement plan.
70. The procurement plans for 2023, approved on February 1, 2023, were aligned with the Annual Work Plan and Budget (AWPB) and prepared consistently and accurately in accordance with the IFAD-approved Procurement Plan template. The procurement activities carried out are in line with the approved procurement plan. However, it should be noted that the approved procurement plan has not been fully updated to reflect the current actual procurement transactions.
71. Significant delays have been observed in the execution of certain procurement activities. Out of a total of 36 procurement activities outlined in the approved procurement plan, only 13 have been completed, representing 36 percent. Five activities are currently ongoing under contract, constituting 14 percent of the total. Nine activities remain at the pre-contract stage, accounting for 25 percent, while nine procurement activities are yet to be initiated, also representing 25 percent.
72. The mission noted that eight of the procurement activities that have not yet been initiated are delayed due to a lack of funding from other donors, namely AFD, GCF, and GEF. It is important to highlight that AFD has recently released its funds to facilitate the necessary procurement processes.
73. To address these delays in procurement activities, it is recommended that the National Steering Committee (NSC) or the project Director actively follow up on commitments from donors. This will help mitigate delays and ensure timely procurement activity initiation. Additionally, the Procurement Officer should prepare the annual procurement plan sufficiently early and submit it to IFAD for approval, reducing delays in initiating procurement activities at the start of each fiscal year.

## E. Project implementation

### a. Development Effectiveness

#### Effectiveness and Developmental Focus

Effectiveness	Rating: 4	Previous rating: 4
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#### Justification of rating

74. The development effectiveness of ROOTS moderately satisfactory and has not changed from the previous rating.

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

75. ROOTS is designed to reduce food insecurity and rural poverty through increased productivity/production, access to markets, increased farm income and climate resilience. The main targets of the project are poor rural households, especially women, youths and persons with disabilities. The project seeks to reach 320,000 beneficiaries in 40,000 households. Since the start of implementation, ROOTS has reached 92,256 beneficiaries in 11,532 households, representing 28.83% of its

outreach target. As the project approaches mid-term however, it continues to be confronted with challenges in the implementation of critical activities and the delivery of key results. The project is almost at mid-term and there is need to defining clear pathways to the targeted outcomes of ROOTS.

76. There has been some progress in the mobilization of resources for the implementation of key activities, but implementation of activities targeted by these funds have not started in earnest. There is an urgent need to fast-track key activities (new gardens, infrastructure development, etc.) that are critical for the achievement of the main project result. Staff departures also pose significant risks and effective measures are needed to secure and maintain key project personnel.

**77. Log-Frame Analysis & Main Issues of Effectiveness**

78. The project log-frame has been updated to include key activities and results from additional financing (ADF). The log-frame provides clarity on the linkages between the project goal, objectives, activities and results. However, relevant information on key issues such as nutrition are still not adequately captured in the log-frame. The mission notes that the mid-term targets as defined in the log-frame are no longer realistic. This is mainly due to the slow pace of implementation of key project activities. In addition to this, achievement of key outputs defined in the log-frame remain low due mainly to the slow pace of project implementation. Only 6 completed gardens have been upgraded as of the period of the supervision, and efforts need to focus on accelerating the establishment of new gardens under ROOTS. With the completion of critical preliminary activities (FSDD), the project should now be in a good position to fast track the establishment of new gardens and rice infrastructure development. This needs urgent attention to minimize the risk of compromising key project outcomes and eventual impact.

79. The mission notes that the project theory of change remains valid and relevant to the challenges of the agricultural development sector and smallholder producer environment. Effective implementation of key actions for addressing the main challenges defined in the theory of change (sustainable natural resources development/management, strengthened value chains) will deliver key results of increased agricultural productivity and production, climate resilience and access to markets. This will consequently contribute to enhanced food security, reduced poverty, improved nutrition and resilience of smallholder farmers.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Log-frame Analysis</b> In preparation for the mid-term review, undertake an assessment of midterm targets for key indicators (outreach, yields, incomes, land development, etc)	PMEO/PD	12/2023
<b>Nutrition</b> Finalize arrangements for updating nutrition data in the project logframe	PMEO/PD	12/2023
<b>New Gardens and rice infrastructure</b> Prioritize the development of new gardens and rice infrastructure development to ensure that achievement of the key targeted results of ROOTS under the 2024 AWPB	PD	12/2023

<b>Development Focus</b>		
<b>Targeting and Outreach</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>

**Justification of rating**

80. The rating for targeting and outreach remains moderately satisfactory. The mission notes that project implementation continues to focus on women and youths. The project gender and youth targeting strategy is well defined and remains relevant to the overall project implementation framework. The mission notes that ROOTS is successfully implementing its GALS initiative. Following the piloting of the GALS at 3 sites, the initiative is now covering a total of 26 communities. The project has been very effective in extending interventions and results to women as per the targeting approach. The M&E data shows that more than 80% of the current project beneficiaries are women. However, less than 20% of project beneficiaries are youths (against a target of 25%), whilst the proportion of PwD among project beneficiaries remains less than 1% (against a target of 10%).  
 The mission notes that the project needs to intensify intervention-specific sensitization and information sharing sessions to boost youth outreach. Specific sessions targeting youths in the intervention areas will be more effective than general sessions that may not effectively reach this group. Overall project outreach remains low. As the project approaches mid-term, the number of beneficiary households is less than 40% the targeted 40,000 households for ROOTS. This situation is similar for the number of beneficiaries reached. The low outreach is attributed to delays in project implementation, the lingering effects of the COVID -19 pandemic and challenges in starting key activities under development of new gardens and infrastructure development. In terms of geographical coverage, the project is currently being implemented in all its targeted areas.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Youth Inclusion</b> Partner with the Gambia Youth Chamber of Commerce to undertake a youth sensitization drive	SIO/PD	01/2024
<b>PwD inclusion</b> Identify a strategic partner to support PwD participation in ROOTS implementation	SIO	01/2024
<b>GALS Consolidation</b> Moving forward, ensure that GALS is implemented in all new intervention sites (especially for new gardens and rice infrastructure development)	SIO	

<b>Gender equality &amp; women's participation</b>	<b>Rating: 4</b>	<b>Previous rating: 4</b>
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**Justification of rating**

81. ROOTS targets women and youth engaged in rice and vegetable value chains as its main beneficiaries. In this context, the project approach to social inclusion has made concerted efforts to ensure that women and youth are able to participate actively and profitably in rice and vegetable production and post-harvest operations. The project beneficiaries account for 67% of women beneficiaries and 25% of youth. In addition, the project seeks to involve people with disabilities with a target of 10%. Data received indicates that women currently make up 67% of beneficiaries, young people 20% and PwD 1%. The M&E unit can provide disaggregated data based on sex, age etc. The project is continuing to make good advances on women's empowerment in terms of leadership skills and autonomation through the roll out of GALS and Literary Numeracy training in 14 additional communities. As a result, GALS is now being implemented in 26 new communities. Due to these efforts, as seen in the field visits women are now starting to achieve their vision journeys through income generated with crops sales from ROOTS supported garden. They are now able to identify opportunities and constraints and link them to crops production and sales. During field visits, women and community leaders reported more equitable sharing of workload at household level thanks to GALS classes. They are also reporting improved income due to inclusion in the Roots project through sales of crops from ROOTS gardens and grants for female youth entrepreneurs. The project is also making good progress on the youth matching grant awards where 39 grants were awarded. Equipment and materials were distributed to selected young entrepreneurs specialized in food processing, input dealership and land preparation. Along the roll out to new communities in GALS this year, the project has been conducting only refresher trainings to pilot GALS communities and will need to now introduce more complex GALS tools. New interventions sites, particularly in the rice fields, are yet to receive GALS training. It is critical to adequately time GALS training with new interventions so that women can timely link Vision journeys and crops production. The gender and social inclusion specialist left end of September and his

absence if not quickly filled can adversely impact the project.

#### Main issues

82. Out of 7373 beneficiaries reached so far, 67% are women; 20% youth and 1% are PwD. The mission was pleased to note that the project is actively targeting women and youth however these results are below the targets. While the project appears on track to reach those number it will need to increase targeting of PWD as it is way below the intended numbers. Based on the beneficiaries' data sheet only 59 beneficiaries where Persons with disabilities which is below the targeted 10%.
83. The GALS trainings have been rolled out in conjunction with the Literacy/numeracy training modules to 26 communities. These training have been generally well received in the different communities, as beneficiaries hailed more balance in Gender relationships and improved Women Empowerment. However, the communities are still using the same tools after a year of implementation and there is now need to take GALS further. Changes will need to be assessed through a participatory gender review (PGR), also called Happy Family Review. A workshop for GALS champions will need to be organized with specific tools used for this participatory review. The Participatory Gender review include the following new tools: road achievement journey; gender diamond; poverty diamond. Furthermore, in GALS, the livelihood and value chains development phase also called mainstreaming phase of Gals will need to be applied. Advanced tools will be used to develop livelihoods through access to markets, entrepreneurship, and gaining voice in related decision-making instances. Recently, IFAD developed the Business Action Learning for Innovation (BALI) as a GALS advanced phase for bringing innovations in businesses, and the concept of Financial Action Learning System for financial inclusion.
84. The new intervention sites were mainly the rice field intervention. On those sites GALS has yet to be introduced while those communities have already received inputs, fertilizing and land preparation services from the project and are on the verge of harvesting. Due to the rainy season where women are too busy to attend classes, the project has chosen not to introduce GALS yet. This is a lost opportunity as women will miss on vision training that would have possibly allowed them to use rice harvests for more than solely consumption.
85. The Social Inclusion Officer left towards the end of September 2023. He was coordinating GALS efforts at PIU and if the position is not filled it can hinder the roll out of GALS and other social inclusion initiatives of the project. We are not yet to know how long the position will be left unfilled.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Social Inclusion Officer</b> Hire a consultant while the position is filled (as soon as possible)	PD	12/2023
<b>GALS</b> Introduce new GALS tools and modules through launch of participatory gender reviews and mainstreaming phases	SIO	03/2024
<b>PwD</b> Increase targeting of Persons with Disabilities	SIO	
<b>Foreword Planning</b> Better Plan GALS introduction to time it with new sites intervention	SIO	

**Agricultural Productivity**

**Rating: 3**

**Previous rating: 3**

#### Justification of rating

86. The table below provides a summary of the recorded data regarding the yields achieved thus far. In the ROOTS results framework, the crops under focus are Rice, Tomato, and Onion. Promising advancements have been achieved for Rice and Tomatoes in just one season of intervention compared to the initial baseline. However, Onion yields are still considerably below the mid-term target. It's worth emphasizing that the potential for substantial improvements in Rice yields lies ahead, particularly when the irrigation infrastructure undergoes enhancements. The project is actively working towards these upgrades while steadily enhancing yields within the current conditions.

#### Main issues

<b>Speculation</b>	<b>Yield of Dry Season crop (Actual) Tons/Ha</b>	<b>Yield of Rainy Season Crops (Actual or Estimated)</b>	<b>Midterm Targets (Tons/HA)</b>	<b>End of project target (Ton/Ha)</b>
<b>Rice</b>	2.3	3.0 Est	3.6	3.6
<b>Tomatoes</b>	10.89		12.6	12.6
<b>Onion</b>	7.54		14.4	19.8
<b>Bitter Tomatoes</b>	13.88	1.2	NA	NA
<b>Okra</b>	7.1	2.2	NA	NA
<b>Chili</b>	0.48	1.2	NA	NA
<b>Guana</b>	0.72		NA	NA
<b>Cabbage</b>	7.88	2.0	NA	NA
<b>Sweet pepper</b>	5.27		NA	NA
<b>Lettuce</b>	13.32		NA	NA

Cucumber		0.7	NA	NA
Garden eggs	8.61	1.8	NA	NA
Amaranthus	3.6		NA	NA
Butternut		5.1	NA	NA

87. To catch up and achieve the established targets for rice, tomatoes, and onions, the project will need to enhance its efforts in the following areas:

- - Enhancing the continuous development of producers in climate-smart and improved production practices through Farmer Field Schools.
  - Addressing identified gaps by collaborating with specialized technical institutions to provide training in areas such as GAPS, IPM (Integrated Pest Management), and compost making.
  - Implementing composting techniques to enhance soil fertility for vegetable production.
  - Utilizing recommended fertilizer rates for rice cultivation.
  - Incorporating improved climate-smart seeds for both vegetables and rice.
  - Providing capacity-building opportunities for beneficiaries in efficient water usage.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Smart agriculture</b> building capacity of producers on climate-smart and improved production. practices through the farmer field schools	Head component 1	
<b>Input support</b> Preparing the land and ensuring timely input distribution ahead of the upcoming season.	Head component 1	
<b>Solving water problems</b> Provide capacity-building opportunities for beneficiaries in efficient water usage.	Head Infrastructure	

**Nutrition** **Rating: 3** **Previous rating: 3**

**Justification of rating**

88. Nutrition is mainstreamed in the project under component 1. The project was able to develop nutrition sensitive FFS programs for integrated food production including vegetable and rice production. 6 NEMA gardens have seen their Irrigation infrastructure completed and are now fully operational. The gardens were able to increase vegetables production. The harvests were consumed, and excess amount were sold. During field visits, beneficiaries reported better nutrition habits as they were able to incorporate more vegetables in their diet. The TORS for the Consultant for the elaboration of the Nutrition Action plan have been developed but yet to be finalized as a result the Nutrition Action Plan is yet to be available. The National Nutrition Agency (NaNA) has participated as resource persons in the training of FFS Master Trainers. Nana are also being considered for the development and evaluation of nutrition indicators are part of the overall M&E framework. With the additional financing nutrition activities have been identified and introduces in the revised Costab. However, a fully developed and approved Nutrition Action Plan needs to be developed.

**Main issues**

- 89. The mission reiterates the recommendations made in February 2021 and partially implemented, which is to develop a nutrition action plan with technical guidance from IFAD nutrition colleagues, and NaNA, and agree on the budget to implement the identified activities.
- 90. In addition, a draft MoU has been in the works with NaNa since last implementation support visit in June but is yet to be approved. This MoU is to set up the grounds of the collaboration between Roots and NaNa and will be of essence for the partnership.
- 91. As the project looks towards mid-term review, it is critical that it comes up with baseline indicators for Nutrition. Nana has provided its latest available data, which dates to 2018, to the project.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>MoU with NaNa</b> Finalize the MoU with NaNa	PD	11/2023
<b>TORS for Nutrition Action Plan</b> Send the TORS for non-objection to IFAD	PD	11/2023
<b>Nutrition Indicators</b> Work with Nana to develop nutrition Indicators based on the available data	M/E Officer	12/2023
<b>Nutrition Action Plan</b> Develop a nutrition action plan with technical guidance from IFAD nutrition colleagues, and NaNA, and agree on the budget to implement the identified activities.	SIO	02/2024

**Adaptation to Climate Change** **Rating: 4** **Previous rating: 4**

**Justification of rating**

92. The main activities contributing to reinforcing climate change adaptation are implemented under Component 1 on Agricultural Productivity and Adaptation to Climate Change, which specifically seeks to build the resilience of farmers' organizations to climate change through enhanced and sustainable access to natural resources and agricultural services. Apart from the activities funded by GCF (AICRM) or GEF (INLAMAG) resources, for which resources are not yet received at the project level, the main progress made on climate change adaptation are related to the gardens completed with irrigation infrastructure, the Farmers Field Schools (FFS) implemented and operational for rice and vegetable.

**Main issues**

93. The ROOTS project is rolling out a number of climate adaptation and resilience building interventions. Indeed, the six NEMA's vegetables gardens have been completed, including the irrigation water supply system (elevated water tanks, connection to the California hydrants and the ground reservoirs). In these completed gardens, best agricultural practices are being implemented through the Farmers' Fields Schools (FFS), with the use of improved and adapted varieties, organic fertilizers, training and use of compost for soil fertilization even if the construction of compost chambers is still ongoing. The field visits confirm the relevance of these completed vegetable gardens in strengthening smallholder farmers' resilience, with increased and diversified production contributing to income generation and food and nutrition security at the household level. Moreover, the FFS have been established in thirty-one rice production sites and operational during the wet season in July, and for the 20 gardens to be upgraded, the FS&DD is completed.
94. Despite these improvements noted in the vegetable gardens, beneficiaries are still facing problem on water management and water shortage that need to be resolved for a better performance, particularly at Sololo garden. A water quality analysis will be conducted in the gardens, through a collaboration with the Department of Water Resources (DWR), in addition to an in-depth assessment of salinity. With the availability of GEF resources by mid-October at the project level, it will be possible to start including in the FFS curriculum the need for better water irrigation management, as well as incorporating Land Degradation Neutrality (LDN) and Sustainable Land Management (SLM) concepts in this curriculum to satisfy GEF requirements in the FFS. However, it is worth mentioning that the FFS are used to enhance the knowledge and capacity of smallholder farmers in water management techniques, efficient irrigation practices, and the use of technology for improved agricultural productivity.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Water management in the FFS</b> Integrate practices for better water irrigation management in the FFS curriculum to strengthen the capacities of smallholder farmers	WRME	01/2024
<b>LDN and SLM in the FFS</b> Incorporate LDN and SLM concepts in the FFS curriculum for a better integration of GEF requirements in the FFS	WRME	01/2024

**b. Sustainability and Scaling up**

<b>Institutions and Policy Engagement</b>	<b>Rating: 5</b>	<b>Previous rating: 5</b>
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**Justification of rating**

95. The Mission has once again maintained its "satisfactory" rating, a testament to its consistent commitment to excellence and dedication to achieving its goals, as initially assigned by the 2022 supervision mission on Institutions and Policy Engagement. This year's impressive rating is a direct result of several pivotal events that have showcased the Mission's effectiveness and influence. In July, a high-profile forum convened to deliberate on the critical role played by the National Assembly in overseeing and actively supporting national development projects. The forum not only garnered widespread acclaim but also led to concrete policy recommendations that are already making a positive impact on the ground. Furthermore, a nationwide Rice convergence held on September 1-2, 2023, not only promoted sustainable agriculture practices but also fostered valuable collaborations among key stakeholders in the agriculture sector. In addition, the National Assembly Select Committee for Agriculture and Rural Development conducted an insightful monitoring visit to Roots fields in September 2023, resulting in actionable insights that will drive further improvements in our initiatives. Another significant factor contributing to this outstanding rating is ROOTS active engagement in various missions conducted by IFAD. This robust participation spans mission support, where ROOTS consistently excelled, supervision missions that have benefited from ROOTS expertise, ROOTS' instrumental role in designing additional funding for ROOTS, and its active involvement in the Crisis Response Initiative, where Roots staff has demonstrated a remarkable ability to adapt and address emerging challenges swiftly.

<b>Partnership-building</b>	<b>Rating: 5</b>	<b>Previous rating: 5</b>
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**Justification of rating**

96. In the design report, the total cost of the project is US\$80 million for six years. The financing plan included additional financing is as follows in table 2. Apart from the mentioned financial partners, numerous collaborations within the rice and horticulture value chains have been established at both private and public sector levels to support the project's execution. The comprehensive list of essential partners, which includes NACOFAG serving as the overarching national Farmers' organization, can be found in the table 3 provided below. The ROOTS project has a highly effective operational partnership with civil society, exemplified by organizations like NACOFAG. Additionally, it collaborates with private sector representatives such as GCCI and local NGOs like NAWFA. Overall, the mission observed a robust partnership between ROOTS and both private and public sector entities. The Mission observed that a strong partnership has been established with Regional Directors (RD) of Agriculture at the regional level. ROOTS has provided mobility support by furnishing vehicles to the RDs to facilitate the implementation of various activities. Additionally, certain partners, including Nacofag, have also received assistance to enhance their mobility. Despite some IPs having limited capacity, a significant partnership is developing among them. This includes collaborations between farmers' organizations from different sectors, such as Nacofag (National Rice Growers, Vegetable Growers, and National Food Processors), and partnerships between GCCI and NECOFAG. In the realm of rice production, the mission has observed a successful synergy between AfDB, which supplies seeds and fertilizers, and ROOTS, which undertakes land clearing and preparation. These instances of synergy should be expanded and replicated.

**Main issues**

97. **Table 2 Appraisal Original financing and current financing (in USD)**

<b>Financiers</b>	<b>Original financing Appraisal</b>	<b>Current situation including Additional financing</b>
IFAD 11 Loan	4,255	4,255
IFAD11 Grant	17,020	17,020
GEF Grant	5,300	4,708
GCF (portion executed by the country)	-	4,980
AFD Grant	11,168	7,600

Financiers	Original financing Appraisal	Current situation including Additional financing
Government	5,412	5,412
OFID	10,000	-
Beneficiaries	6,250	4,933 <sup>[1]</sup>
GAP before IFAD additional financing	<b>20,595</b>	<b>31,091</b>
IFAD 12-Additional financing		11,936
Government In Kind	-	241
Current financing Gap		<b>18,914</b>
<b>Total project costs</b>	<b>80,000</b>	<b>80,000</b>

98. **Table 3 List of key partners**

No	IP/Collaborator	Intervention/Activity
1	NACOFAG	National FO umbrella
2	Department of Agriculture (DoA)	FFS & Agronomic follow ups
3	GCCI	4Ps Implementation
4	WARF	AVIPs
5	NSS	Seed Grower Support
6	United Purpose	Marketing Information System
7	NaWFA	Literacy and Numeracy
8	Technical Backstopping Consultant	GALS Rollout
9	Horticulture Technical Services	Horticulture technical advice
10	NaNA	Nutrition aspects
11	NARI	Agricultural Research
12	DOP Department of Planning	MIS and agricultural data collection
13	NEA	GEF Focal Point
14	Budget Director of MOFEA (GCF Focal Point)	NDA GCF
15	4P TEAM	Public-Private-Producer Partnership (4Ps)

99. While there has been some progress in forging partnerships challenges persist in marketing crops from vegetable gardens. The mission calls upon GCCI to facilitate a connection between beneficiaries of vegetable gardens and the private sector.

100. Despite the progress made, the mission has noted the importance of involving all relevant stakeholders in project implementation oversight. This includes timely communication with entities such as the Ministry of Agriculture, the Ministry of Finance, and the Ministry of the Environment, as well as their respective divisions like NEA and CPCU, for instance.

101. To enhance access to financing, the ROOTS project should maintain its engagement with potential partners, such as banks and Micro-Finance Institution (MFI), operating in rural areas. It is advisable to involve farmers in discussions before formalizing any partnerships. Consequently, the mission recommends that GCCI strengthens its presence in rural regions.



102. [1] Beneficiaries' contribution has been updated (reduction of 1.3 million USD) for a better alignment with ROOTS current situation. This consider the fact that: (i) part of the Green SMEs financing from the access to finance component (4P matching grant window) as planned at ROOTS design under GEF financing was not approved by GEF PDR. The initial contribution expected from the beneficiaries was approximately USD 1 million; (ii) the Subsidized Input Supply (up to 80% contribution expected from the beneficiary at the 3rd cycle) for irrigated and rainfed Tidal Rice at ROOTS design planned for at least 3 production cycles per site can now only cover a maximum of 2 production cycles for the latest infrastructures batches, given the delay in implementation. This also reduces the contribution of the beneficiaries by approximately USD 0.3 million.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Market Access</b> Create a link between vegetable gardens beneficiaries and the private sector.	BDOP/GCCI	
<b>Stakeholder involvement</b> Inform in the timely manner all ministries involved in the implementation of the project for their participation in the supervision missions	PD	
<b>Access to financing</b> Engage potential partners such as banks or MIF who are present in rural areas. Strengthen GCC's presence in rural areas.	BDOP/GCCI	

**Human and Social Capital and Empowerment** **Rating: 4** **Previous rating: 4**

**Justification of rating**

103. The implementation of the Targeting Strategy is anchored within 4 main pillars of which leadership and decision making and strengthening women farmer groups have been part of the GALS rollout. Further to being able to plan and manage issues affecting them with limited support, women are now implementing their visions as individuals but also as a group. They are also identifying opportunities and constraints and able to link them with agriculture productivities and income generation activities. In addition, the strong social cohesion at the level of the household have given women the opportunity to participate effectively in decision making which was lacking or very limited before the rollout of the GALS. 49 Young entrepreneurs have been identified, trained in processing, land preparation and input dealership. Materials and equipment have been provided to them through the matching grant scheme. As a result, they have now established themselves in microenterprises and are even employing staff. Selection of a second batch of 100 YBMG awardees is underway.

**Main issues**

- 104. The GALS and Literacy and Numeracy programme is an important vehicle for driving project impact, however, there is need to increase roll out to the new intervention sites and introduce more sophisticated tools to incur transformative behaviours.
- 105. Despite progress in GALS the project needs to continue promoting and empowering women to serve in secretarial positions in a bid to foster better representation of their views on issues affecting them directly.
- 106. Furthermore, there is a need to intensify financial lessons, especially to the Youth Matching grant beneficiaries to equip them with financial analysis tools so that they can analyse their profit margins and are able to make informed management decision.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Women empowerment</b> Support women's capacity on secretarial responsibilities to ensure better representation of their views	PSU	

**Quality of Project Target Group Engagement and Feedback** **Rating: 4** **Previous rating: 4**

**Justification of rating**

107. ROOTS targets 80% women beneficiaries and 25% youth beneficiaries. All activities implemented under ROOTS took cognizance of beneficiary involvement at different levels with women and youth set as primary agents of participation with inclusion of people with disabilities. In addition, regular consultations are carried out with beneficiaries at both planning, and implementation level. There is adequate feedback and grievance mechanism between project and beneficiaries. However, there is still not any standardised feedback grievance mechanism to address rifts between project and beneficiaries.

**Main issues**

- 108. The mission reiterates the need to develop a standardise grievance mechanism to enhance better feedback between project and
- 109. Women are well represented in committees as President, Vice President, Treasurer etc. Positions like secretary are mainly supported by men due to high rate of illiteracy among women. However, the roll of the GALS and Literacy and Numeracy programme has provided women with basic literacy and numeracy understanding which has become an asset for them serve as their own secretaries. There has been improvement in the number of women serving as secretaries in some intervention sites, but in some communities, men continue to support the role of secretary. More tools need to be included to empower more women to develop livelihoods through access to markets, entrepreneurship, and gaining voice in related decision-making instances.
- 110. The project as part of it gender strategy is currently adapting the Gender Action Learning System (GALS) methodology in 26 communities with focus on addressing the root causes of inequality and disempowerment, while promoting leadership and balanced power-interest relations between women, men and youths. There is need to update the GALS manual and include more details on how the project will roll out participatory gender reviews session and mainstreaming GALS.
- 111. As part of the roll out of the GALS and Literacy and Numeracy programme, identification of key fast learners among women participants will be done across all the intervention sites and training on records keeping will be provided to enhance their secretarial skills where men continue to support secretarial work among women. Advanced literacy trainings combined with more advanced GALS tools will help have more women taking on secretarial work.



<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Update GALS Manual</b> Introduce new tools and steps towards mainstreaming GALS	SIO	01/2024
<b>Feedback and grievance mechanism</b> Project to develop a standard feedback and grievance to ensure better reporting of rifts between the project and beneficiaries	PD	03/2024

**Responsiveness of Service Providers** **Rating: 4** **Previous rating: 4**

#### Justification of rating

112. The mission observed that bodies such as Governmental Agencies, private sector entities and consulting firms that were awarded contracts delivered in accordance with their technical requirement/ schedule of requirement, terms of reference. The said service was delivered on a timely and professional manner i.e., the input support (Support & Tools) ploughing and demarcation for gardens which was awarded on 30th May 2023 and Contract completed on 29th June 2023. The project awarded 10 Goods contract under the year under review, all these contracts have been completed and paid for by the project. The mission further noted that a total of 36 procurement activities were captured in the approved procurement plan only 13 have been completed representing 36%, 5 activities are at contract On-going representing 14%, 9 activities are at Pre-Contract stage representing 25% and Procurement Yet to be initiated stands at 9 representing 25%. It must be noted that 8 out of the 9 procurement activities yet to be initiated are supposed to be funded by other developing partners (AFD, GCF, GEF), AFD is the only partner who had just released funding at the time of mission, the other partners were yet to honour their obligation. The late release of funding has caused undue delay in contracting service providers to for-fill the objectives and goals of the project.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Commitment from other Developing Partners (ADF, GCF, GEF)</b> There is the need for other developing partner to honour their obligation for funding for activities that have been captured into the AWPB and Procurement plan. This will help curb delays in initiating procurement activities.	NSC/PSU	
<b>Monitoring the performance of service provider</b> There is the need for constant monitoring of the performance of all service provider in the catchment areas within the five Regions of the project.	PSU	

**Environment and Natural Resource Management** **Rating: 4** **Previous rating: 3**

#### Justification of rating

113. ROOTS promotes environment and natural resources management through activities under component 1. The implementation of these activities has been delayed because most of them depend on GEF resources that were made available at the project level only in mid- October 2023. However, it is worth mentioning that only three regions out of 5 within ROOTS intervention area are concerned by these GEF resources, hence the need to complement using the Additional Financing to ensure harmonization of activities related to environment and natural resources management throughout the project intervention area.

#### Main issues

114. With the availability of GEF resources in mid-October, one of the priority areas is on the promotion of agro ecological practices within the vegetable gardens, including live fencing targeting trees that have great nutritional and economic values. The selection of such trees should be done through a close collaboration between the Department of Forestry and the National Nutrition Agency. While the GEF resources target three regions, namely WCR, LRR and NBR, it is important to use part of the ROOTS Additional Financing resources dedicated to vegetable gardens to cover the two remaining regions of the project intervention area, i.e. URR and CRR. This will allow harmonizing interventions in all the vegetable gardens concerning agro ecological practices. Furthermore, the ROOTS design report included ecosystem preservation activities, such as the rehabilitation of 1,300 ha of mangroves and 1,400 ha of community forests around the production sites. Apart from the mangrove restoration activities that are not eligible to GEF resources, the implementation of activities related to sustainable land and forest management will start in the three GEF targeted regions. As part of GEF activities preparatory phase, ToRs were drafted for those activities in the approved 2023 AWPB.

115. The PMU already anticipate and took actions in ensuring that all the preparatory activities needed to quick start the implementation of GEF related activities are done. The PMU is proactive, despite the delay in receiving the GEF funds.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Integration of Agroforestry in the gardens</b> Promote agro ecological practices within the vegetable gardens, including live fencing by targeting trees with great nutritional and economic values, in WCR, LRR and NBR	Component 1 Specialist/ / CC&NRMO	02/2024
<b>Additional Financing (AF) resources to fill the gap</b> Use part of the AF resources dedicated to vegetable gardens to promote agro ecological practices, targeting trees with great nutritional and economic values in URR and CRR.	Component 1 Specialist/ / CC&NRMO	04/2024

**Exit Strategy** **Rating: 4** **Previous rating: 4**

#### Justification of rating

116. ROOTS is yet to develop and rollout an exit strategy. The process of recruiting a consulting firm for this has been initiated. Given the importance of a coherent exit strategy for sustainability and ownership, it is important to have the strategy in place by the end of the year. The mission notes that some elements of important exit actions are actually incorporated into project implementation. Some of these, including capacity strengthening support for beneficiaries and partnerships with key institutions like DoA need to be formalized in the framework of the exit strategy. Once developed, the project should promptly roll out the strategy with a view of ensuring that key exit actions facilitate progressive withdrawal and ensure sustainability and ownership of project results.

#### Main issues

117. Develop and rollout the project exit strategy by the first quarter of 2024: The exit strategy must ensure that adequate mechanisms are in place to support progressive withdrawal and ownership at local and national levels.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Exit Strategy Development</b> Recruit consultant/consulting firm to develop coherent exit strategy	PD	11/2023
<b>Rolling out of exit strategy</b> Roll out the exit strategy during the first quarter of 2024. Ensure that resources are allocated for this in the 2024 AWPB	PM&EO/PD	02/2024

**Potential for Scaling-up** **Rating: 4** **Previous rating: 4**

**Justification of rating**

118. The mission identified a moderately satisfactory potential for scaling up. The mission noted the highly successful implementation of GALS activities. Beneficiaries displayed great enthusiasm in showcasing their newfound skills to the mission team. They emphasized an improved grasp of their activities and a clearer understanding of the project's objectives, leading to heightened commitment to sustainability. The GALS experience serves as a noteworthy success story the Gambian Ministry of Agriculture can replicate across its sector projects. There are several promising areas with significant potential for expansion. These include horticulture gardens that have been cultivated throughout both the dry and rainy seasons, the newly launched rice input support program facilitated through the signing of Memorandums of Understanding with beneficiary Farmers' organizations, as well as the Youth Matching Grant Support initiative and the 4P system. Assessing the profitability of implementing compost chambers to reduce the reliance on chemicals in garden maintenance and evaluating the pilot project for solar-powered cold storage facilities should occur after a minimum of one year of operation. This evaluation will help determine the circumstances under which these initiatives can be promoted for wider-scale implementation.

**Main issues**

119. Gender Action Learning System Both individual and group vision journeys have gained significant traction and are currently in the process of implementation. The recent departure of the PSU Social Inclusion Officer (SIO) has created an urgent need for appointing a successor. In the meantime, PSU can explore the possibility of temporarily assigning some of the SIO's responsibilities to current staff members. Finding a short-term consultant with expertise in GALS in the Gambia may prove challenging, even with remote assistance from IFAD's pool of human resources. Therefore, the mission invites Roots to take the following actions: (i) leverage existing Memoranda of Understanding (Mou) with implementing partners to provide support in this area, (ii) designate an interim officer, and (iii) expedite the recruitment process for the replacement, who will require the same training as the former SIO to become fully operational. Additionally, it is crucial to embrace innovation, introduce new tools, and propel GALS into its next phase. Furthermore, ROOTS should prioritize the dissemination and scaling-up of GALS best practices.
120. Capitalization: The project's monitoring and evaluation (M&E) and the communication officers have just started this year to develop some materials to capitalize on the successes and innovations achieved by ROOTS.
121. This year, the project's monitoring and evaluation (M&E) and communication officers initiated the development of materials to leverage ROOTS' successes and innovations. This effort aims to address the current absence of a straightforward approach for capitalization and scaling-up.

**c. Project Management**

**Quality of Project Management** **Rating: 4** **Previous rating: 4**

**Justification of rating**

122. The ROOTS project operates under the management of a Project Support Unit (PSU), which is overseen by both the CPCU and the Permanent Secretary of the Ministry of Agriculture. In each region, there is a Regional Coordination Office staffed by 4 to 5 individuals, primarily hosted by the Regional representation of the Department of Agriculture. The project features a National Steering Committee (NSC) as well as regional steering committees (RSC) corresponding to each of the project-covered regions. The NSC, chaired by the Permanent Secretary of the Ministry of Agriculture, oversees the project at the national level, while the regional steering committees are chaired by the Regional Directors of Agriculture, operating under the authority of the regional governors. The mission's observation indicates that these steering committees are effectively functioning, holding meetings at least twice annually. These meetings serve the purpose of validating the initial Annual Work Plan and Budget (AWPB) and subsequently revising it in June. Additionally, they conduct monitoring missions to assess the progress and challenges associated with AWPB implementation. This year, the subject discussed were the 2022 annual report, the adoption of the initial 2023 AWPB in March and the revision of the same document in August 2023. The NSC also undertook a field mission in May 2023.

**Main issues**

123. One notable concern is the high turnover rate among key staff members and the long time the project used to take before recruiting their replacement. This turnover adversely affects the project's effectiveness and efficiency. Furthermore, issues related to the availability of office space and staff housing in some regional offices continue to pose significant bottlenecks in the execution of the Project Support Unit's responsibilities.
124. The current mission underscores the importance of the following actions: (i) submitting the AWPB at least sixty (60) days prior to the commencement of the relevant Project Year, (ii) expediting the creation of an exit and sustainability strategy prior to the MTR scheduled for Q2-2023; (iii) organizing additional team-building sessions; and (iv) enhancing proactive and anticipatory planning to guarantee the timely execution of activities.

**Knowledge Management** **Rating: 5** **Previous rating: 5**

**Justification of rating**

125. The mission notes that the project is successfully implementing its knowledge management strategy. The project is highly visible at both the national and regional levels. All project intervention areas can be visibly identified across the country. In addition to this, ROOTS is actively engaging media outlets (rural radio and TV outlets) to ensure effective coverage of key project events. ROOTS has also initiated the identification and documentation of key project achievements, with the release of its first success story series during the 3rd quarter of 2023. The project website continues to be updated regularly. Since the last mission, the project has undertaken the following key knowledge management activities:

- Live phone-in TV show on 2022 implementation and results
- Quarterly regional community radio talk-shows done for Q1 and Q2
- ROOTS Hour on GRTS every fortnight from May 2023 – to date
- Collection of success stories, development of knowledge product series and documentaries
- Thematic learning forums – ROOTS knowledge Fridays and knowledge fairs
- Annual PSU Team building retreat.

However, there is need for the knowledge management team to improve on the archiving system to secure and ensure the timely availability of relevant project documents and reports. The KMCO and PM&EO should ensure the full classification and archiving of the relevant documents.

**Main issues**

126. The project needs to put in place and/or consolidate an archiving system to secure and ensure the timely availability of relevant documents. Additionally, the project needs to strengthen the capacity of the KMCO in key areas of knowledge management and selected project personnel.

**Value for Money** **Rating: 4** **Previous rating: 4**

### Justification of rating

127. The absorption rate for IFAD Loan and Grant stands at 40% since its inception. Unfortunately, investment categories have lagged, and the salary and allowances category has exhausted its funds. This situation poses the risk of reduced project activities that directly impact beneficiaries. As of September 30, 2023, ROOTS has expended a cumulative total of US\$8.45 million. Notably, 55% of this amount has been allocated to Project Coordination, Monitoring, and Evaluation, indicating a significant focus in this area. This aspect will be deeply assessed during the MTR next year.

### Main issues

128. Under Component 1, achievements include the provision of rice input support (ploughing, seeds, and fertilizers) for 794.64 ha during the rainy season, falling short of the 1,247 ha target. Similarly, in the dry season, 1,120.5 ha were achieved against a target of 1,195 ha.
129. In Component 2, the identification and training of 49 young entrepreneurs in processing, land preparation, and input dealership is a positive stride. These individuals have been equipped with materials and equipment through the matching grant scheme, fostering economic growth and skill development in the community. However, it is imperative to address the challenges related to fund depletion for salaries and allowances promptly. This step will not only ensure the sustained engagement of beneficiaries but also enhance the overall impact of the project.
130. The mission underscores the project's necessity to expedite the implementation of investments activities, ensuring that project funds reach as much as possible the beneficiaries. This acceleration is essential for lowering the recurrent cost ratio while concurrently improving both financial execution and physical implementation rates.

**Coherence between AWPB and Implementation** **Rating: 4** **Previous rating: 4**

### Justification of rating

131. Coherence between the annual workplan and budget and its implementation remain moderately satisfactory. The overall budget for 2023 is substantially higher than the 2022 budget. Overall execution as of the end of September 2023 is significantly lower than the available budget. The mission notes the need to identify and expedite key activities to boost disbursement and physical implementation during the final quarter.

### AWPB Inputs and Outputs Review and Implementation Progress

132. A total of USD 15 002 858 was approved for the ROOTS 2023 AWPB from all financiers with an amount of USD 9 918 893 under IFAD Grants and Loans funding. As of 30th September, USD 2 920 985 (29.45% of the annual budget, excl. commitments) had been incurred. This rate is considered as low.
133. Overall financial execution (actuals + commitments) stands at 39.47% whilst actuals stand at 29.45%. Overall and actual financial execution rates for component 1 stand at 33.80% and 22.63% respectively. The overall and actual financial execution rates for component 2 stand at 16.47% and 12.49% respectively. Financial implementation for component 3 is much higher, with an overall execution (actual and commitment) of 72.05% and actual execution of 75.36%. Again, these rates are lowest for components 1 and 2 respectively. The main challenge under component 1 remains the delays in infrastructure development, whilst component 2 is confronted with challenges of meeting timelines for the implementation of key activities.
134. The mission urges the project to expedite the implementation of key activities under the components to enable it to boost the financial execution and physical implementation rates.
135. The mission notes that the project has recently submitted a second revised AWPB for 2023, with feedback from IFAD still pending. The mission recommends forward planning to ensure that the proposed AWPB is realistic. Proposed revisions on the AWPB should be submitted early (preferably by the middle of the year to allow for timely review, approval, and implementation).

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Fast track implementation of 2023 AWPB</b> Identify key activities for Q3 and expedite their implementation. Each component head should submit a list of key activities with specific implementation timelines to PD by the end of October 2023	SCSAO/BDO/PD	11/2023
<b>Assessment of AWPB implementation</b> Undertake systematically quarterly assessments of progress in the implementation of the AWPB with the view of identifying and addressing major bottlenecks.	PM&EO/PSU	
<b>Assessment the performance of IPs</b> Initiate a mechanism for assessing the performance of IPs and take appropriate measures to ensure timely implementation of planned activities	PM&EO/SCSAO/BDO	

**Performance of M&E System** **Rating: 4** **Previous rating: 3**

### Justification of rating

136. Performance of the M&E System has improved to moderately satisfactory. The mission notes improvements in the operationalization of the M&E system following the recruitment of a new M&E Officer as recommended by the last mission. The review and updating of the M&E database are undertaken regularly. The project has updated its reporting templates to standardize field reports from the regional teams and implementing partners. The mission however notes that although the M&E system is currently functional, several other operational issues are yet to be addressed. The dashboard is only partially operational and not displaying real-time information on key performance indicators. The mission also notes that although the project has developed and digitalized M&E data collection forms, the project regional teams have not fully adopted the use of these instruments which are designed to ensure accurate and timely data collection and management. M&E implementation has focused on the following key areas:

- Preparation of the 2022 project annual report.
- Preparation of quarterly progress reports (Q1 and Q2) .
- Development of project reporting templates and training of regional teams on their use.
- 2 revisions of the project AWPB revision undertaken.
- Completion of Rapid Baseline Survey for input support program.
- ROOTS Annual outcome Survey initiated and underway.
- Third party monitoring field visit undertaken by National Assembly Select committee for Agriculture and Rural Development completed.

### M&E System Review

137. The mission highlights the importance of ensuring the full operationalization of the project M&E dashboard to ensure that real-time data on key performance indicators dashboards are displayed regularly. For this to be effective, the M&EO should have full responsibility for the management of the dashboard. The mission also notes some delays in the submission of progress reports for review by IFAD and recommends that timelines for the submission of reports are adhered to.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>M&amp;E Dashboard Management</b> Transfer of dashboard management to the M&EO to ensure real-time display of relevant project information	PM&EO	11/2023
<b>Log-frame Revision</b> Initiate revision of the project log-frame in light of the significant implementation delays, additional nutrition data needs and evolution of budget mobilization	PM&EO	12/2023
<b>Reporting timelines</b> Ensure that progress reports are submitted as per targeted reporting timelines	PM&EO	

**Social, Environment, and Climate Standards requirements**

**Rating: 4**

**Previous rating: 4**

#### Justification of rating

138. ROOTS is a category B project concerning the Environmental and Social Category, and High for the climate risk category. Following the validation of the Environment and Social Management Framework (ESMF) in July 2021, an ESIA has been developed for identified ROOTS intervention sites, followed by the validation of the scoping report, with the support of the National Environmental Agency (NEA). A SECAP training has been organized in Q3 2023 to strengthen the capacities of the project staff on SECAP requirements, with the participation of NEA experts. With a high climate risk category, one of the requirements is to prepare a detailed climate risk. This is not yet available, even if the recruitment process of the consultant is ongoing.

#### SECAP Review

139. For the SECAP required study related to climate, the project has initiated the recruitment of a consultant to conduct the detailed climate risk in the project intervention area. Following the submission of a technical and financial proposal by the identified consultant, and integration in the budget in September 2023, this study should start in the coming weeks with submission expected by end of 2023, or early next year at the latest. To improve their performance on SECAP, a training was organized with the participation of the entire PSU staff and key implementing partners, such as the NEA, the Department of Water Resources, Department of Forestry, Department of Agriculture, Department of Parks and Wildlife Management, Ministry of Environment. This was a great opportunity to have a better understanding of the national safeguards policies on the one hand, through a presentation by NEA on the National Environment Impact Assessment Policy, and IFAD safeguards policies for their application at the ROOTS project intervention sites. Following this SECAP training, one of the recommendations was to prepare the Stakeholder Engagement Plan and a Grievance Redress Mechanism.

140. The mission members met with NEA to exchange on the collaboration with ROOTS for the implementation of environmental safeguards. It is worth mentioning that NEA, through its Environment Impact Assessment working Group, conducted the ESIA scoping visits in May 2023, which covered sixty ROOTS intervention sites, including rice schemes, vegetable gardens and cold storage facility. These visits were preceded by an internal site-specific screening of the ROOTS submissions, to determine the scope and by extension, the classification per Category B of the EIA Regulations 2014. The validation of the scoping report was done in July 2023.

141. Furthermore, the exchanges with NEA revealed the need to involve the Department of Forestry to follow the project implementation, particularly given the GEF resources (INLAMAG) under land degradation mobilized for ROOTS. The mission recommends inviting the Department of Forestry during ISM, Supervision and MTR missions that will be organized from 2024. For NEA, they felt that they should be involved at the design phase during which an institutional support can be considered. Finally, IFAD may benefit from GEF8 using the remaining amount under STAR resources on climate. A Concept Note will be discussed and developed for submission to NEA, considering that such resources will be aligned to the future IFAD investment project in the Gambia.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>SECAP required studies</b> Develop the Grievance Redress Mechanism, the Stakeholder Engagement Plan, and the Detailed Climate Risk Analysis	CCNRMO	12/2023
<b>Involvement of the Department of Forestry</b> Invite the Department of Forestry in all upcoming missions (ISM, Supervision and MTR) and better engaged them in the project activities.	CCNRMO	

## d. Financial Management & Execution

**Acceptable Disbursement Rate**

**Rating: 4.0**

**Previous rating: 3**

#### Justification of rating

142. Automated rating based on IFAD disbursement data

#### Main issues

- The project has disbursed USD 2,222,342 against the approved loan amount of USD 4,255,000 resulting in a disbursement of 23%. From the grant approved amount of the USD 17,020,000, USD 11,584,159.68 has been disbursed which represents a percentage of 68.065. The project received an amount of USD 590,301 for the Rural Poor Stimulus Facility (RPSF) and this has been 100% disbursed.
- The Financing Agreement between the Republic of Gambia and the IFAD was signed in December 2019. The agreement Entry into Force date was 1<sup>st</sup> March 2020 with a formal launch on 9<sup>th</sup> February 2021. The completion date is set for 31<sup>st</sup> March 2026, and the financing closing date is set for 30 September 2026.
- The Agence Française de Développement (AFD) funds were disbursed in an amount of EUR 920,000 for a total amount of EUR 6,440,000, which represents a rate of 14.29%. The agreement for the AFD funds was signed on 13<sup>th</sup> May 2022 with a completion date of 31 December 2025.
- The agreement for the Global Environmental Facility (GEF) funds was signed on 9<sup>th</sup> June 2023 for a total amount of USD 4,708,582. USD 729,793 has been disbursed, this represents a rate of 15.50%. The completion date of the GEF funds is set for 31<sup>st</sup> August 2027.
- The Government counterpart financing for 2023 to the project amounts to GMD 4,600,000 (Approx. USD 74,554) representing 92% of the committed amount of GMD 5,000,000. For the contribution related to tax exemption, the amount record for 2023 USD 762,538.26. The tax exemption was not applied to payments with implementing partners (Ips). The project should review the tax status of IPs to ensure that are not exempted since some of them are Government's institution.
- The beneficiaries' in-kind contributions, primarily related to land, have not yet been recorded in the project's accounting system. However, a bank account was established in 2022 to receive cash contributions from beneficiaries. To date, USD 69,092.24 has been deposited in this account and recorded in the project system as a cash contribution from beneficiaries.
- There's an authorized allocation of 5 million USD for IFAD grant pending for justification. The mission recommends that the project develops a plan to regularly submit justifications avoid having cash pending for a long period before it is justified. Also, cash projections for disbursements requests should reflect the real need of the projects for the related quarters.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<p><b>Ensure that for RPSF 2 all activities and delivering goods of RPSF Grant before the new completion date.</b></p> <p>Ensure that for RPSF 2 all activities and delivering goods of RPSF Grant before the new completion date.</p>	Director	12/2022
<p><b>Cash projections for Project disbursement</b></p> <p>The project to prepare a realistic cash projection for IFR preparation and disbursement project.</p>	Finance Controller a.i., Project Director	12/2023
<p><b>Beneficiaries Contributions</b></p> <p>The project to fast track the procedures related to in-kind contribution in order to record the value of the land transferred for the project purposes.</p>	Project Director, Finance Controller a.i.	12/2023

### Fiduciary aspects

**Quality of Financial Management**

**Rating: 4**

**Previous rating: 4**

#### Justification of rating

143. The quality of financial management is moderately satisfactory based upon the review of key aspects of the project, including organization and staffing, budgeting, funds flow and disbursements, internal controls, accounting and financial reporting, and external audit.

#### Main issues

- With respect to the 2023 budget's performance, as of 30 September 2023, the execution rate in 2023 stands at 19% against the overall of the project, commitments excluded. The total commitment is USD994 351 at the time of the supervision mission. The execution against the IFAD financing budget of USD9 918 894 is USD2 920 984. This gives a performance of 29.45%.
  - There is a budget overrun of: on the category salaries and allowances for the IFAD loan. On IFAD Grant, categories "Work" and "Salaries and allowances" need to be closely monitored including anticipation to avoid budget exceed during the next justification.
  - The finance controller resigned with effective date 27th September 2023. The Finance Team is currently supported by a temporary consultant to cover for a period of 3 months. The recruitment process has not yet started, this is under the responsibility of the Ministry of Agriculture, and it might take few months before the position is filled. The position of the Finance Controller is key especially now that the project in the process of receiving additional funds and supplementary funds.
  - The mission has noted that the project has developed an Internal Audit Plan for Quarter 3 and Quarter 4 including the risk register that will be finalised the implementation of the mitigating actions identified risks in the risk mitigation. This is key operational tool for the project to ensure that ROOTS objectives will be achieved.
  - During the SOE review exercises, some areas of improvements were noted that the project should consider ensuring that IFAD funds are managed well and reach the beneficiaries:
    - The mission reviewed the status of advance given to the staff to implement activities. As of the mission period, the total amount of USD40 862.37 is pending for liquidation. The balance pending for liquidation as of 30.09.2023 amounts to USD 55 917.35. There is a high level of cash that are kept at the staff level and there are no clear guidelines in the manual of procedures.
144. For the management of advances, from now on, the accountant or accounts clerk should join the activities to make the payments so that the technical staff agents can concentrate fully on their activities in the field. The accountant will prepare financial report once the activities is finished, deposit the balance in the bank account as soon as possible, but no later than 5 working days before proceeding with the liquidation.
- The review of payment documents revealed that some supporting documents are missing. The missing documents are mostly kept by other units pending. The mission discussed with the Finance Team and the importance that comprehensive support documents are kept for each payment was explained. The mission insisted that all missing documents from the selected SOE were provided and recommended that the same exercise is conducted for all payments going forward.
    - There are two payments made in cash for remuneration facilitation of AVIP Facilitation team (2 supervisors and 6 facilitators) for an amount of GMD259 600 for August and September with a total of GMD519 200 (equivalent to USD 8 732). There are no contractual arrangements for this payment, no evidence that the work was done by the team. The evidence of payment provided is not sufficient for case. The cash payment was made to the Head of Component 2 who handled the final payment to the Team.
  - The project implemented some the recommendations from the last supervision mission and from the implementation support mission. However, there is currently no mechanism in place to central, track and follow up on recommendations from other sources and on all aspects of the project.
  - The review of the staff files reveals that some information/documents are missing. The staff's files should be comprehensive ensuring that all relevant information regarding to the staff is readily accessible. The project should complete the staff files with following documents: individual template to capture basic information, CV, Acknowledgement of position letter, termination notice/resignation letter, end of employment checklist, etc.
  - The staff performance targets are well developed with key activities related to each component and are time bounded. However, period of the review is not mentioned in all staff templates. The mission noted that the some of the TOR's review are missing information on qualifications (education, experience, skills and knowledge).

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<p><b>To unlock the smooth running of the operations progressively</b></p> <p>To unlock the smooth running of the operations progressively, for IFAD to update the LTB and request the project to open a Dalasi account at a commercial bank</p>	MoA, PSU	12/2022
<p><b>Additional training on TOMPRO with English speaker</b></p> <p>TOMPRO should be optimised by additional settings. Finance staff must be more conversant with TOMPRO. Additional training by an English speaker is required.</p>	FM & Director	12/2022
<p><b>In-Kind contribution</b></p> <p>Value and account for in-kind contributions as captured in annex 1.</p>	Resp. Components/FC	12/2022
<p><b>FC's clearance of FM &amp; Fiduciary in contract agreement</b></p> <p>The project should update its financial manual to include a formal process including the review and clearance by the Finance Manager of financial and fiduciary aspects in contract agreements with executing partners and any other contract.</p>	FC/PD	12/2022

<p><b>Improve quality of cash forecast</b></p> <p>To improve the quality of the cash forecast which will be critical in IFAD upcoming report-based disbursement for fund request, the mission recommend for the Project Director to support the finance team by personally sending out the email request regarding activity forecast and emphasizing to the technical staff during team meetings the importance of providing to the finance team quarterly activity forecasts updated monthly to reflect the reality of expected implementation activities.</p>	FC/PD	12/2022
<p><b>DSA management</b></p> <p>The mission recommends for the project to use the rates published by the Government for local and international travel to ensure alignment with the country system.</p>	PD/FC	12/2022
<p><b>Vehicle and fuel management</b></p> <p>The mission recommend the following: i) the Project Director to write a memo providing the rational guiding this practice and seek IFAD's feedback approving or not this practice; ii) if approved, the project should put in place a control mechanism ensuring that vehicles and related fuel are being used with the framework agreed with IFAD.</p>	PD	12/2022
<p><b>Electronic Archiving</b></p> <p>The Mission recommends putting in place an electronic archiving system for all the project' documentation (with the best option being a central one) to avoid risk of fire, and deterioration including back-up system to cope with the requirement of IFAD to keep files for 10 years. Also, to reduce cost, the mission recommends the use of interns in all functional areas to support the implementation of this initiative.</p>	PD/FC/ALL FUNCTIONAL MANAGERS	12/2022
<p><b>Organization and Staffing – Recruitment of a replacement Accountant</b></p> <p>Speed up the recruitment of a replacement Accountant (Position vacant since January 2022).</p> <p>Supervision mission - October 2021.</p>	Project Coordinator	12/2022
<p><b>Budgeting – timeframe for the preparation, the review and the submission of the draft AWPB to IFAD</b></p> <p>Detail in the FM Manual a timeframe of the different activities and the roles of each stakeholder related to the preparation, the review and the submission of the draft AWPB to IFAD within the contractual deadline.</p>	Financial Controller and Project Director	12/2022
<p><b>Funds flow and disbursement arrangements – In-kind contribution</b></p> <p>Finalize the guidelines for the costing of the in-kind contributions from the GoG and beneficiaries (Support mission – February 2022).</p> <p>Seek consultation from auditor and agree on the recognition and measurement criteria, supporting documentation, financial reporting relating.</p>		12/2022
<p><b>Internal controls – Implementation of agreed actions</b></p> <p>Implement these previous agreed actions: i) Use the DSA rates indicated in the Finance and Administration Manual ii) Ensure that the Finance and administrative assistant submit to the Financial Controller and the Project Director for review a monthly report on the vehicle mileage and fuel issued</p> <p>Supervision Mission – October 2021</p>	Financial Controller and Project Director	12/2022
<p><b>Internal controls – Financial controls</b></p> <p>Include the following improvements in the FM Manual being revised or enforce the application of the control: - Outline in the FM Manual detailed procedures related to the tasks to be performed, in complement to the financial rules. - After payment stamp invoices with "PAID". - Include payment conditions in each purchase order. - Ensure that each purchase order is signed by the vendor. - Document the delegation of authority from the Project Director to the staff approving goods delivered or services rendered is not systematically documented. - Record the funds advanced to implementing parties as "receivables" until receiving supporting documents of their utilization - Collect and submit to IFAD the transactions supporting documents not received by the mission. - As required by the Financing agreement, in the MoU with implementing partners, define roles, responsibilities and duties with regard to financial management, accounting and reporting.</p>	Financial Controller and Project Director	12/2022
<p><b>Internal controls – Internal auditor to be recruited</b></p> <p>Speed up the recruitment of a replacement Internal Auditor (Position vacant since May 2021).</p>	Project Director	12/2022
<p><b>Accounting and financial reporting – Scope of the audited financial statements</b></p> <p>For the audit 2022, include the scope of agreed upon procedures and require a report on factual findings, in line with the Handbook for financial report and auditing.</p>	Financial Controller	12/2022
<p><b>Organization and Staffing – Assessment of the consistency of FM staff and FM activities</b></p> <p>Continually assess that the FM staff (number and qualification) is adequate to undertake the FM works, considering upcoming effectiveness of co-financings.</p>	Financial Controller and Project Director	03/2023

<b>FM role with IFAD</b> Recognize the Financial controller's role as the focal point of the project with IFAD's FMD with regard to all financial management information requests and requirements.	Project Director/CD	06/2023
<b>Finalize contracting of FM remaining staff</b> Finalize contracting process for the appointment of the replacement accountant and internal auditor.	MoA/CD	06/2023
<b>Proceed with the reallocation of the IFAD 11 grant and loan</b> Proceed with the reallocation of the IFAD 11 grant and loan financial instruments in order to fund the salary expenditure category currently overdrawn by over 1000% and avoid to have the withdrawal application to be submitted with Q2-23's IFRs be rejected by IFAD.	PD/FC/CD	06/2023
<b>Ensure quarterly auditing of IFRs</b> Take the necessary dispositions to ensure that adequate arrangements with the National Audit Office are in place to meet IFAD's new requirement to have IFRs audited on a quarterly basis by external auditors.	PD/MoA/MoF	06/2023
<b>Complete automation of IFR</b> Proceed with the contracting of a Tompro consultant in order to timely implement the automation of the IFRs in Tompro as required by IFAD's FMD new directives.	FC/PM/PD	07/2023
<b>Complete update of financial manual</b> Proceed with the update of the project's financial manual and ensure that are reflected the new IFAD's report-based disbursement (IFR) as well any change resulting from the implementation of the newly or to be signed GCF, AFD and GEF financing agreements	Finance Manager/Project Director	09/2023
<b>Reallocation of funds across categories</b> Prepare a request for reallocation funds to the salaries and allowances category, and other category which has a higher disbursed rate and based on the Project needs.	Finance Controller a.i., Project Director	11/2023
<b>Recruitment of the Finance Controller</b> Proceed with immediate the recruitment of the Finance Controller	MOA, Project Director	11/2023
<b>Internal Audit Plan and Risk Register</b> Implementation of the internal audit plan and finalisation of the risk register for immediate implementation.	Internal Auditor, Project Director	11/2023
<b>Payment without contracts or purchase order</b> Officers in charge of components should ensure that proper commitment document is place before the start of any activities under their responsibilities (consultants/individuals, services providers, etc.). Any payment that cannot be made using petty cash should have a contract of PO in place before the start of the services or delivery of goods.	SCSAO, BDO, Finance Controller a.i.	11/2023
<b>AWPB 2024</b> The project to fast-track the preparation of the AWPB and obtain no objection before the year ends.	Project Director	11/2023
<b>Liquidation of cash advance to staff</b> Staff to return the money advanced for activities if unspent as soon as the purpose for which it was granted has been served. Cash advance for activities should be managed by FM staff that will go in field for payment and prepare the relevant supporting documents for liquidation	Finance Controller a.i., Project Director	11/2023
<b>Finance Controller Project Director</b> Finance Controller and Internal auditor to review the financial clauses of contracts and PO.	Finance Controller a.i., Project Director	11/2023
<b>Financial clauses in contracts</b> Finance Controller and Internal auditor to review the financial clauses of contracts and PO.	Finance Controller a.i., Project Director	11/2023
<b>Development of Project Oversight Tracker</b> Develop and implement a mechanism to track and follow up on all recommendations from all sources and for all aspects of the project, such as IFAD missions, external audit reports, internal reports, and others.	Internal Auditor, Finance Controller a.i., Project Director	11/2023
<b>Personal Record</b> Ensure that staff record files are comprehensive and a checklist is developed as a HR tool for the project.	Administrative Officer, Project Director	11/2023
<b>Issuing delivery receipts to the beneficiaries to attest the distribution of goods and services to them.</b> Issuing delivery receipts to the beneficiaries to attest the distribution of goods and services to them.	FM & Director	



<p><b>Ensure timely submission of AWPB</b></p> <p>The project management team and the Ministry of Agriculture as the government's project oversight agency should ensure that are in place, the adequate arrangements and processes enabling the timely planning, review, approval and submission of the AWPB to IFAD no later than sixty (60) days before the start of the fiscal year, as required by IFAD procedures. The agreed arrangements and processes must also be incorporated in the financial procedures manual of the project.</p>	Project Director/MoA	
<p><b>Involve FM in final review &amp; vetting of AWPB</b></p> <p>Involve the Finance Controller along with the Monitoring &amp; Evaluation manager and the Procurement manager with the final AWPB consolidation and review before its final review and approval by the project management unit and the steering committee - in order to ensure the accuracy and coherence of: i) the AWPB with the procurement plan and ii) between financial and physical information reported by the M &amp; E..</p>	Project Director	
<p><b>Payment Supporting documents</b></p> <p>Each payment request submitted should be properly supported by relevant documents. The staff in charge of the activity is responsible to ensure that sufficient supporting documents are provided before payment is made</p>	Finance Controller	

**Quality and Timeliness of Audit** **Rating: 4** **Previous rating: 5**

**Justification of rating**

146. IFAD's assessment has rated the quality and timeliness of the audit work as Moderately Satisfactory with a score of 4 out of 6 on the basis that the audit package submitted by the project was not complete and the audit work did not fully comply with the requirements of the terms of reference (TORs).

**Main issues**

146. IFAD's assessment has rated the quality and timeliness of the audit work as Moderately Satisfactory with a score of 4 out of 6 on the basis that the audit package submitted by the project was not complete and the audit work did not fully comply with the requirements of the terms of reference (TORs). With respect to the completeness of the audit package, which is missing the reports "Statement of Net assets/equity" and IFAD's appendix 3(b), IFAD's assessment considered that it was the auditor's responsibility to ensure that the audit package included all relevant financial reports as stated in paragraph "4. Reporting" of section "4. Responsibility of the auditor" of the TORs. As it relates to the compliance of the audit work with the TORs, IFAD's evaluation noted that the auditor did not dedicate a section of the report to the requirements outlined under section 6. "Scope of agreed upon-procedures" of the TORs, in which, the auditor is required to perform mandated specific procedures, to report in a separate section of the report on factual findings, and to clearly mention any ineligible expenditure identified in the process.

147. IFAD's review considered the Management Letter documenting the accounting and internal control issues identified by the auditor very informative. Furthermore, it included the project's management responses to the auditors' findings and recommendations in addition to also providing an update on the implementation status of recommendations from the previous years.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<p><b>The project management should ensure that implementing partners are well monitored when selecting beneficiaries (H)</b></p> <p>The project management should ensure that implementing partners are well monitored when selecting beneficiaries. Immediate action should be taken to ensure that the cash is banked.</p>	FM	08/2023
<p><b>The regional coordinating office should liaise with the farmers in ensuring that these assets are labelled for control purposes (M)</b></p> <p>The regional coordinating office should liaise with the farmers in ensuring that these assets are labelled for control purposes (M)  Action to be taken by PM Tags could be considered in the future for better visibility of equipment support to beneficiaries.</p>	CDKMCO	08/2023
<p><b>The project management should liaise with the contractor to check where the problem lies and correct it without delay (M)</b></p> <p>The project management should liaise with the contractor to check where the problem lies and correct it without delay (M)  Action to be taken by PM Work with the contractor to ensure adequate water supply at all times, and with the beneficiaries to maintain the irrigation system, and minimise wastage</p>	Water Resources Management Officer	08/2023
<p><b>The regional coordinating office should liaise with the farmers in ensuring that these assets are labelled for control purposes (M)</b></p> <p>The regional coordinating office should liaise with the farmers in ensuring that these assets are labelled for control purposes (M).  Action to be taken by PM Tags could be considered in the future for better visibility of equipment support to beneficiaries</p>	CDKMCO	08/2023
<p><b>The regional coordinating unit should liaise with the farmers to ensure that this problem is resolved (M)</b></p> <p>The regional coordinating unit should liaise with the farmers to ensure that this problem is resolved (M).  Action to be taken by PM Will be addressed with contractor</p>	Water Resources Management Officer	08/2023



<p><b>The project management should engage the contractor to normalise the situation immediately (H)</b></p> <p>The project management should engage the contractor to normalise the situation immediately (H).</p> <p>Action tbe taken by PM Work with the contractor to ensure the problem is resolved</p>	Water Resources Management Officer	08/2023
<p><b>The project management should endeavour to be remitting NPF contributions to the SSHFC on time (H)</b></p> <p>The project management should endeavour to be remitting National Provident Fund (NPF) contributions to the Social Security and Housing Finance Corporation (SSHFC) on time.</p> <p>Auditor's Further Comment Management should do a follow-up on the issue with the SSHFC for a waiver.</p> <p>Action tbe taken by PM Follow up with SSHFC to waive penalty charges. Follow up with MoFEA and MoA to secure adequate GLF funds in a timely manner</p>	PD	09/2023
<p><b>Management should ensure that relevant withholding taxes are deducted and remitted to the Gambia Revenue Authority accordingly (H)</b></p> <p>Management should ensure that relevant withholding taxes are deducted and remitted to the Gambia Revenue Authority accordingly (H).</p> <p>Auditor's Further Comment Management should ensure that withholding taxes are recovered from the affected contractors and suppliers.</p>	FM	09/2023
<p><b>In future, management should ensure that schedule of payments in the Contract Agreement is followed (H)</b></p> <p>In future, management should ensure that schedule of payments in the Contract Agreement is followed (H).</p> <p>Auditor's Further Comment Going forward, full payment to suppliers or service providers should be made when it is confirmed that goods have been received or service has been rendered.</p> <p>Action tbe taken by PM NAO is being engaged for the training to still go ahead. Otherwise, SMD will be requested to refund the funds.</p>	PD/FM	09/2023
<p><b>The project management should ensure that the contractor completes all the remaining works and that the facilities are handed over to the relevant communities (H)</b></p> <p>The project management should ensure that the contractor completes all the remaining works and that the facilities are handed over to the relevant communities (H).</p> <p>Action tbe taken by PM Implement delay charges (already being done), agreement made on new completion date by mid-July and addendum signed to that effect.</p>	Procurement Manager (PM)	09/2023
<p><b>The project management should ensure that immediate action is taken to deliver these furniture to their locations (H)</b></p> <p>The project management should ensure that immediate action is taken to deliver these furniture to their locations (H)</p> <p>Auditor's Further Comment Project management should continue to engage the Ministry on this issue so that it can be resolved.</p> <p>Action tbe taken by PM Continue to engage MoA / DoA to provide the requisite office space or utilise the furniture for other purposes where feasible.</p>	PD	12/2023
<p><b>The project management should ensure that maintenance service is carried out on these asset immediately as it is long overdue (H)</b></p> <p>The project management should ensure that maintenance service is carried out on these asset immediately as it is long overdue (H).</p> <p>Action tbe taken by PM Action already taken by replacing the desktops with laptops</p>	PD	
<p><b>The project management should liaise with relevant authorities when undertaking such procurements to ensure it is certified before delivering to the beneficiaries (H)</b></p> <p>The project management should liaise with relevant authorities when undertaking such procurements to ensure it is certified before delivering to the beneficiaries.</p> <p>Auditor's Further Comment We will take up the issue with Department of Livestock in our subsequent audit.</p> <p>Action tbe taken by PM A final round of verification will be included in the process next time, prior to supply to beneficiaries</p>	PD	

Counterparts Funds

Rating: 4

Previous rating: 5

**Justification of rating**

148. The government has committed an amount of GMD 5 000 000 for the 2023 AWPB. As of 30th September 2023, GMD 4 600 000 (Approx. USD 74 554) was disbursed making a rate of 92% of the committed amount. As per the Financing Agreement, counterpart financing from the Government is for an amount of USD 5 412 000. As of 30 September 2023, the total counterpart fund mobilization rate is 17.28% which is very low after three years of implementation, and this can jeopardize the project activities execution. The total amount budgeted for the beneficiaries amounts to USD4 933 000. As of the SM mission, an amount of USD 86 900 was mobilized in cash representing a rate of 2%, no contribution was recorded.

### Main issues

- The counterpart contribution since inception totals USD 935 291 against a committed amount of USD 5 412 000. The breakdown of the contribution received is as follows: 1) USD 172 755.76 as cash contribution and, 2) USD 762 538.26 for contributions in form of tax exemption. In-kind contribution from the government in the form of audit services provided, office space and accommodation to the project staff in the field has not been captured.
- The beneficiaries' in-kind contributions, primarily related to land, have not yet been recorded in the project's accounting system. However, a bank account was established in 2022 to receive cash contributions from beneficiaries. To date, USD 69,092.24 has been deposited in this account and recorded in the project system as a cash contribution from the beneficiaries.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Draft in-kind contribution booklet with the support of a consultant</b> Draft in-kind contribution booklet with the support of a consultant and include beneficiary and government in-kind contribution in 2022 AWPB prior to submission to IFAD for No Objection.	FM & Project Director	12/2022
<b>Prioritize the renovation of the Office space</b> Prioritize the renovation of the Office space on a case-by-case basis for all regions and finalize the renovation by end of Quarter 1, 2022 at the latest. The mission recommends using information from the already existing assessment and moving with a clear plan for the renovation	MoA	12/2022
<b>Designate a Task Force led by the PS, the CPCU, and the PSU to monitor carefully the implementation of the renovation</b> Designate a Task Force led by the PS, the CPCU, and the PSU to monitor carefully the implementation of the renovation. The Task Force may also identify alternative solutions on a case-by-case basis in regions where spaces are made available by closed projects for example. The Task Force led by the PS should immediately organize a field visit to better assess the suitability of the spaces & prepare the renovation action plan.	MoA	12/2022
<b>To evaluate the rental value of the buildings given to the project and to add it to the Government contribution.</b> To evaluate the rental value of the buildings given to the project and to add it to the Government contribution.	FM& Project Director	12/2022
<b>Accounting recognition of beneficiaries' in-kind contribution</b> Proceed with the recognition in the project's accounting system of the beneficiaries' in-kind contribution pertaining to the activities already implemented by the project.	FC/Component Managers	06/2023
<b>Finalize financial procedures for recognition of beneficiaries' in-kind contribution</b> Finalize the drafting of the financial procedures governing the identification, collect and accounting recognition of beneficiaries' in-kind contribution and submit to IFAD's non-objection for their incorporation in the project's financial procedures manual.	FM/Component Managers	06/2023
<b>Low Government contributions</b> The project should engage with officials at the Ministry of Agriculture and Ministry of Finance to increase the budget allocation and release the effective amount.	Project Director	12/2023
<b>Government in-kind contributions</b> The project to evaluation and record the Government in-kind contributions as part of the counterpart funds.	Project Director, Finance Controller a.i.	12/2023
<b>Recording of beneficiary's in-kind contributions</b> Finalize the process for the valuation and land record the amount as part of the beneficiary's contributions.	Project Director, Finance Controller a.i.	12/2023

**Compliance with Loan Covenants** **Rating: 3** **Previous rating: 3**

### Justification of rating

149. The performance is rated moderately unsatisfactory because of failure to satisfy some important covenants of the Financing Agreement. The related aspects are largely the Government contributions, the delay in the AWPB, the fact that the IFR has not been automated, and the Q2 IFR report was submitted in September 2023.

### Main issues

150. The 2023 AWPB was submitted to IFAD for no objection on 11th January 2023 with a no objection granted on 22nd January 2023. The project lost almost one month to implement the activities. Regarding 2024 AWPB, the project plans to finalize the draft by the end of October and to submit to the Steering Committee for approval. As per the General Conditions of the agreement signed between the Government and IFAD, article VII (b) (ii), project is requested to submit the draft AWPB to the Fund for comments no later than sixty (60) days before the beginning of the relevant Project Year.

151. The automated interim financial report for Quarter 2 was submitted in September. The reason of the delay is that the project failed to make arrangement for their IFR to be automated as per IFAD requirements on time. The interim financial report for Q3 is due by 15 November.

<b>Agreed Action</b>	<b>Responsibility</b>	<b>Agreed Date</b>
<b>Submission of the 2024 AWPB</b> The project must submit the 2024 project AWPB no later than sixty (60) days before the beginning Year.	PD	11/2023
<b>Submission of the Interim Financial report</b> The project to prepare and submit the Q3/2023 IFR on time.	PMU Finance Officer	11/2023

**Procurement** **Rating: 5** **Previous rating: 5**

**Procurement** **Rating: 5** **Previous rating: 5**

## Justification of rating

152. The last supervision and support missions under this project ended 8th October 2022 and June 2023 respectively, which was rated satisfactory. This mission assessed procurement activities after September 2022 to date. The mission observed that the Approved Procurement Plan is based on IFAD template and is aligned with the Annual Work plan and Budget (AWPB) where 36 procurement activities were Planned in the 2023 approved procurement plan, which comprises of 17 Goods Procurement, 7 Works Procurement and 12 Consulting Services. The mission observed compliance with respect to IFAD Procurement requirements; the selection of the procurement methods is in accordance with thresholds stipulated in the Project Procurement Arrangement, local regulations, and laws. Further to the above assessment, the mission also assessed the Procurement system and capacity of the procurement staff, Procurement planning process; Bidding processes and procedures; Evaluation and contract award processes and procedures; Contract management and administration; and Documentation filing and record retention. The mission therefore rated Procurement under the project as Satisfactory (5).

## Procurement Review

153. The procurement review conducted under project Implementation covered: (i) the Procurement system; (ii) Procurement planning process; (iii) Bidding processes and procedures; (iv) Evaluation and contract award processes and procedures; (v) Contract management and administration; and (vi) Documentation filing and record retention.

### 154. Procurement System and capacity

155. The project has well-functioning structures in place, where there is an experience Procurement Specialist with an assistance on board, they have equally received some training in handling procurement under IFAD funded projects. ie the IFAD Build proc. training. The procurement staff were also in Dakar for the Launch and workshop of the new online procurement end-to-end system /open. The Procurement officers report directly to the Project Director who approves all procurement transactions.

156. The Procurement Plan and the AWPB are prepared by the Project Support Unit (PSU) before submitting same to IFAD for its 'No objections' once the Plan is approved, the day-to-day functions are carried out by the PSU.

157. However, the Procurement Unit must work closely with the Financial Management Unit to ensure that all invoices for Contracts executed are paid as per payment terms enshrine in the signed contract and also to have a copy of invoices and payments on procurement file to give a complete historical records.

158. It is the mission view that Procurement system in place is adequate, since most miles stones captured in the approved procurement plan are followed,

### 159. Procurement Planning and progress for activities for the years under review:

160. The 2023 procurement plan which was approved on 1st February 2023 was aligned with the AWPB and was as well prepared consistently and accurately in line with approved Procurement Plan template by IFAD. The Procurement activities carried out are in accordance with the Approved procurement Plan. However, the approved procurement plan was not fully updated to reflect the current actual procurement transactions.

161. There are some considerable delays in executing some procurement activities, for example out of a total of 36 procurement activities captured in the approved procurement plan only 13 have been completed representing 36 Percent, 5 activities are at contract On-going representing 14 Percent, 9 activities are at Pre Contract stage representing 25 Percent and Procurement Yet to be initiated stands at 9 representing 25%. Find below the breakdown:

PROCUREMENT PLAN UPDATE REPORT FOR THE ROOTS PROJECT DATED OCTOBER 2023						
Description	Contracts Completed	Contracts On-going	Pre-Contract Stage	Proc yet to Initiated	Terminated	Total
<b>Goods</b>	10	1	1	5	0	17
No %	59	6	6	29	-	100
Amt	590,519.00	15,317.00	11,000.00	199,425.00	-	816,261.00
Amt %	72	2	1	25	-	100
<b>works</b>	0	1	4	2	0	7
No %	-	14	57	29	-	100
Amt	-	84,850.00	2,975,376	295,000	-	3,355,226.00
Amt %	-	3	88	9	-	100
<b>Consultancy Services</b>	3	3	4	2	-	12
No %	25.00	25	33	17	-	100
Amt	47,583.66	63,112.00	195,944.00	80,000	0	386,639.66
Amt %	12.3	16.32	50.67	20.69	-	100
<b>Total No.</b>	13	5	9	9	-	36
No %	36	14	25	25	-	100
<b>Total Amt</b>	638,103	163,279	3,182,320	574,425	-	4,558,128
Amt %	14	3	70	13	-	100

162. From the above, urgent measures should be put in place to address these shortfalls. The mission observed 8 procurement activities in approved procurement plan which has not been initiated due to lack of funding from other donors namely AFD, GCF and GEF, It must be noted that AFD just released it funds for the necessary procurement process to be undertaken.

163. It is recommended that the Annual procurement plan should be prepared early enough by the PSU and forward same to IFAD for No objection; this will curb the delays in initiating procurement activities at the beginning of each fiscal year.

### 164. Bid Document and Evaluation Process

165. Bid Processes and procedures are mostly consistent with IFAD Procurement Guidelines and Handbook. Bid documents reviewed were adequate, Evaluation process: The Programme appoints an evaluation committee to conduct bid evaluation for all procurement packages. Evaluation is done across three steps - Preliminary Examination, Technical Evaluation, and Financial Evaluation. IFAD No Objection" is sought for all prior review contracts, and copies of No Objection" are kept on file.

### 166. Records Keeping, documentation and filing:

167. All files requested for the review were made available by the Procurement Specialist where he keeps both hard and electronic versions of all Procurement documents. Filing and records keeping are satisfactory and is recommended that this positive gesture should be maintain and if possible improved.

### 168. Contract Management and Administration:

169. The review indicates that all contracts signed under the period are moderately satisfactory where all mile stones enshrine in the signed contract are followed, including delivery notes, certificates of completion, reports, and payment terms. However, there were some consulting services where minutes of contract negotiation were not on file, example the Entrepreneurship training & Mentorship for the Beneficiaries of the Youth Based Matching Grant The mission also noted the following gaps in the contract management Tools where some contracts signed have not been uploaded and registered in the CMT.

170. The mission also noted the following gaps in the contract management Tools where some contracts signed have not been uploaded and registered in the CMT.

171. Review of issues identified in the previous procurement supervision and aide-mémoire and of Procurement, related issues identified in project audit report(s)

Action	Responsibility	Deadline	Current Status	Remarks/Update
<p><b>Follow up with AFD with regards to funding for the following contracts</b></p> <p>Follow up with AFD with regards to funding for the following contracts</p> <ul style="list-style-type: none"> <li>Irrigation Planning, FS&amp;DD and Supervision, Tidal Irrigation Consolidation, New Tidal Irrigation, Wet-Season Valley Water Control, Causeway to Access Rice Farm, Cascaded Dikes, Micro-Catchments Runoff Harvesting Dykes</li> <li>Users Consultation, Technical Study, Design and Construction Supervision (Market Infrastructure)</li> <li>1 300ha Tidal Irrigation Consolidation, 200ha Wet-Season Valley Water Control</li> <li>Cascaded Dykes, 800ha Micro-Catchments Runoffs Control Dykes, 20km Causeway</li> <li>Construction to Access Rice Farms</li> <li>Rehabilitation of four Marketplaces (each 1 000 m2 area)</li> </ul>	NSC	11/2022	AFD just released funding and procurement process underway.	NSC should follow up with the other donor (GCF and GEF) who are yet to fulfil their obligation.

Agreed Action	Responsibility	Agreed Date
<p><b>Procurement plans</b></p> <p>(i) Procurement plans for the project should be updated to reflect the current actual procurement activities undertaken; (ii) Also the 2024 Procurement plan should be prepared early enough (November ending of 2023) and submitted to IFAD for its No objection. This will help curb delays in initiating procurement activities at the beginning of the year</p>	PSU	11/2023
<p><b>Commitment from other Developing Partners (ADF, GCF, GEF)</b></p> <p>There is the need for other developing partner to honour their obligation for funding for activities that have been captured into the AWPB and Procurement plan. This will help curb delays in initiating procurement activities.</p>	NSC/PSU	11/2023
<p><b>Budgeting</b></p> <p>It is recommended that much efforts should be undertaken in market research to have realistic budget to prepare the Annual work plan and Budget, this will help curb situation where actual procurement transactions budgeted for increase by 140.25 percent. This recommendation should be factored into the 2024 AWPB and procurement Plan</p>	PSU	12/2023
<p><b>Contract Management Tool</b></p> <p>The Contract management Tool (CMT) should be constantly updated to register all contracts signed under the projects. The project should also use IFAD contract payment monitoring form to record all milestone payments. There is the need to have minutes of contract negotiation which is well documented and signed especially consulting services .</p>	PSU	

**e. Key SIS Indicators**

Likelihood of Achieving the Development Objective	Rating: 3.84	Previous rating: 3.8
Assessment of the Overall Implementation Performance	Rating: 4.08	Previous rating: 4.08

**F. Agreed Actions**

Agreed Action	Responsibility	Agreed Date
<b>Development Effectiveness</b>		
<p><b>MoU with NaNa</b></p> <p>Finalize the MoU with NaNa</p>	PD	11/2023
<p><b>TORS for Nutrition Action Plan</b></p> <p>Send the TORS for non-objection to IFAD</p>	PD	11/2023
<p><b>Log-frame Analysis</b></p> <p>In preparation for the mid-term review, undertake an assessment of midterm targets for key indicators (outreach, yields, incomes, land development, etc)</p>	PMEO/PD	12/2023

<b>Nutrition</b> Finalize arrangements for updating nutrition data in the project logframe	PMEO/PD	12/2023
<b>New Gardens and rice infrastructure</b> Prioritize the development of new gardens and rice infrastructure development to ensure that achievement of the key targeted results of ROOTS under the 2024 AWPB	PD	12/2023
<b>Social Inclusion Officer</b> Hire a consultant while the position is filled (as soon as possible)	PD	12/2023
<b>Nutrition Indicators</b> Work with Nana to develop nutrition Indicators based on the available data	M/E Officer	12/2023
<b>Youth Inclusion</b> Partner with the Gambia Youth Chamber of Commerce to undertake a youth sensitization drive	SIO/PD	01/2024
<b>PwD inclusion</b> Identify a strategic partner to support PwD participation in ROOTS implementation	SIO	01/2024
<b>Water management in the FFS</b> Integrate practices for better water irrigation management in the FFS curriculum to strengthen the capacities of smallholder farmers	WRME	01/2024
<b>LDN and SLM in the FFS</b> Incorporate LDN and SLM concepts in the FFS curriculum for a better integration of GEF requirements in the FFS	WRME	01/2024
<b>Nutrition Action Plan</b> Develop a nutrition action plan with technical guidance from IFAD nutrition colleagues, and NaNA, and agree on the budget to implement the identified activities.	SIO	02/2024
<b>GALS</b> Introduce new GALS tools and modules through launch of participatory gender reviews and mainstreaming phases	SIO	03/2024
<b>GALS Consolidation</b> Moving forward, ensure that GALS is implemented in all new intervention sites (especially for new gardens and rice infrastructure development)	SIO	
<b>PwD</b> Increase targeting of Persons with Disabilities	SIO	
<b>Foreword Planning</b> Better Plan GALS introduction to time it with new sites intervention	SIO	
<b>Smart agriculture</b> building capacity of producers on climate-smart and improved production. practices through the farmer field schools	Head component 1	
<b>Input support</b> Preparing the land and ensuring timely input distribution ahead of the upcoming season.	Head component 1	
<b>Solving water problems</b> Provide capacity-building opportunities for beneficiaries in efficient water usage.	Head Infrastructure	
<b>Sustainability and Scaling up</b>		
<b>Exit Strategy Development</b> Recruit consultant/consulting firm to develop coherent exit strategy	PD	11/2023
<b>Update GALS Manual</b> Introduce new tools and steps towards mainstreaming GALS	SIO	01/2024
<b>Integration of Agroforestry in the gardens</b> Promote agro ecological practices within the vegetable gardens, including live fencing by targeting trees with great nutritional and economic values, in WCR, LRR and NBR	Component 1 Specialist/ / CC&NRMO	02/2024

<b>Rolling out of exit strategy</b> Roll out the exit strategy during the first quarter of 2024. Ensure that resources are allocated for this in the 2024 AWPB	PM&EO/PD	02/2024
<b>Feedback and grievance mechanism</b> Project to develop a standard feedback and grievance to ensure better reporting of rifts between the project and beneficiaries	PD	03/2024
<b>Additional Financing (AF) resources to fill the gap</b> Use part of the AF resources dedicated to vegetable gardens to promote agro ecological practices, targeting trees with great nutritional and economic values in URR and CRR.	Component 1 Specialist / CC&NRMO	04/2024
<b>Women empowerment</b> Support women's capacity on secretarial responsibilities to ensure better representation of their views	PSU	
<b>Market Access</b> Create a link between vegetable gardens beneficiaries and the private sector.	BDOP/GCCI	
<b>Stakeholder involvement</b> Inform in the timely manner all ministries involved in the implementation of the project for their participation in the supervision missions	PD	
<b>Access to financing</b> Engage potential partners such as banks or MIF who are present in rural areas. Strengthen GCC's presence in rural areas.	BDOP/GCCI	
<b>Commitment from other Developing Partners (ADF, GCF, GEF)</b> There is the need for other developing partner to honour their obligation for funding for activities that have been captured into the AWPB and Procurement plan. This will help curb delays in initiating procurement activities.	NSC/PSU	
<b>Monitoring the performance of service provider</b> There is the need for constant monitoring of the performance of all service provider in the catchment areas within the five Regions of the project.	PSU	
<b>Project Management</b>		
<b>Fast track implementation of 2023 AWPB</b> Identify key activities for Q3 and expedite their implementation. Each component head should submit a list of key activities with specific implementation timelines to PD by the end of October 2023	SCSAO/BDO/PD	11/2023
<b>M&amp;E Dashboard Management</b> Transfer of dashboard management to the M&EO to ensure real-time display of relevant project information	PM&EO	11/2023
<b>Log-frame Revision</b> Initiate revision of the project log-frame in light of the significant implementation delays, additional nutrition data needs and evolution of budget mobilization	PM&EO	12/2023
<b>SECAP required studies</b> Develop the Grievance Redress Mechanism, the Stakeholder Engagement Plan, and the Detailed Climate Risk Analysis	CCNRMO	12/2023
<b>Assessment of AWPB implementation</b> Undertake systematically quarterly assessments of progress in the implementation of the AWPB with the view of identifying and addressing major bottlenecks.	PM&EO/PSU	
<b>Assessment the performance of IPs</b> Initiate a mechanism for assessing the performance of IPs and take appropriate measures to ensure timely implementation of planned activities	PM&EO/SCSAO/BDO	
<b>Reporting timelines</b> Ensure that progress reports are submitted as per targeted reporting timelines	PM&EO	
<b>Involvement of the Department of Forestry</b> Invite the Department of Forestry in all upcoming missions (ISM, Supervision and MTR) and better engaged them in the project activities.	CCNRMO	
<b>Financial Management &amp; Execution</b>		

<p><b>Draft in-kind contribution booklet with the support of a consultant</b></p> <p>Draft in-kind contribution booklet with the support of a consultant and include beneficiary and government in-kind contribution in 2022 AWPB prior to submission to IFAD for No Objection.</p>	FM & Project Director	12/2022
<p><b>Ensure that for RPSF 2 all activities and delivering goods of RPSF Grant before the new completion date.</b></p> <p>Ensure that for RPSF 2 all activities and delivering goods of RPSF Grant before the new completion date.</p>	Director	12/2022
<p><b>Prioritize the renovation of the Office space</b></p> <p>Prioritize the renovation of the Office space on a case-by-case basis for all regions and finalize the renovation by end of Quarter 1, 2022 at the latest. The mission recommends using information from the already existing assessment and moving with a clear plan for the renovation</p>	MoA	12/2022
<p><b>Designate a Task Force led by the PS, the CPCU, and the PSU to monitor carefully the implementation of the renovation</b></p> <p>Designate a Task Force led by the PS, the CPCU, and the PSU to monitor carefully the implementation of the renovation. The Task Force may also identify alternative solutions on a case-by-case basis in regions where spaces are made available by closed projects for example. The Task Force led by the PS should immediately organize a field visit to better assess the suitability of the spaces &amp; prepare the renovation action plan.</p>	MoA	12/2022
<p><b>To evaluate the rental value of the buildings given to the project and to add it to the Government contribution.</b></p> <p>To evaluate the rental value of the buildings given to the project and to add it to the Government contribution.</p>	FM& Project Director	12/2022
<p><b>To unlock the smooth running of the operations progressively</b></p> <p>To unlock the smooth running of the operations progressively, for IFAD to update the LTB and request the project to open a Dalasi account at a commercial bank</p>	MoA, PSU	12/2022
<p><b>Additional training on TOMPRO with English speaker</b></p> <p>TOMPRO should be optimised by additional settings. Finance staff must be more conversant with TOMPRO. Additional training by an English speaker is required.</p>	FM & Director	12/2022
<p><b>In-Kind contribution</b></p> <p>Value and account for in-kind contributions as captured in annex 1.</p>	Resp. Components/FC	12/2022
<p><b>FC's clearance of FM &amp; Fiduciary in contract agreement</b></p> <p>The project should update its financial manual to include a formal process including the review and clearance by the Finance Manager of financial and fiduciary aspects in contract agreements with executing partners and any other contract.</p>	FC/PD	12/2022
<p><b>Improve quality of cash forecast</b></p> <p>To improve the quality of the cash forecast which will be critical in IFAD upcoming report-based disbursement for fund request, the mission recommend for the Project Director to support the finance team by personally sending out the email request regarding activity forecast and emphasizing to the technical staff during team meetings the importance of providing to the finance team quarterly activity forecasts updated monthly to reflect the reality of expected implementation activities.</p>	FC/PD	12/2022
<p><b>DSA management</b></p> <p>The mission recommends for the project to use the rates published by the Government for local and international travel to ensure alignment with the country system.</p>	PD/FC	12/2022
<p><b>Vehicle and fuel management</b></p> <p>The mission recommend the following: i) the Project Director to write a memo providing the rational guiding this practice and seek IFAD's feedback approving or not this practice; ii) if approved, the project should put in place a control mechanism ensuring that vehicles and related fuel are being used with the framework agreed with IFAD.</p>	PD	12/2022
<p><b>Electronic Archiving</b></p> <p>The Mission recommends putting in place an electronic archiving system for all the project' documentation (with the best option being a central one) to avoid risk of fire, and deterioration including back-up system to cope with the requirement of IFAD to keep files for 10 years. Also, to reduce cost, the mission recommends the use of interns in all functional areas to support the implementation of this initiative.</p>	PD/FC/ALL FUNCTIONAL MANAGERS	12/2022
<p><b>Organization and Staffing – Recruitment of a replacement Accountant</b></p> <p>Speed up the recruitment of a replacement Accountant (Position vacant since January 2022). Supervision mission - October 2021.</p>	Project Coordinator	12/2022
<p><b>Budgeting – timeframe for the preparation, the review and the submission of the draft AWPB to IFAD</b></p> <p>Detail in the FM Manual a timeframe of the different activities and the roles of each stakeholder related to the preparation, the review and the submission of the draft AWPB to IFAD within the contractual deadline.</p>	Financial Controller and Project Director	12/2022

<p><b>Funds flow and disbursement arrangements – In-kind contribution</b></p> <p>Finalize the guidelines for the costing of the in-kind contributions from the GoG and beneficiaries (Support mission – February 2022).</p> <p>Seek consultation from auditor and agree on the recognition and measurement criteria, supporting documentation, financial reporting relating.</p>		12/2022
<p><b>Internal controls – Implementation of agreed actions</b></p> <p>Implement these previous agreed actions:  i) Use the DSA rates indicated in the Finance and Administration Manual  ii) Ensure that the Finance and administrative assistant submit to the Financial Controller and the Project Director for review a monthly report on the vehicle mileage and fuel issued</p> <p>Supervision Mission – October 2021</p>	Financial Controller and Project Director	12/2022
<p><b>Internal controls – Financial controls</b></p> <p>Include the following improvements in the FM Manual being revised or enforce the application of the control:</p> <ul style="list-style-type: none"> <li>- Outline in the FM Manual detailed procedures related to the tasks to be performed, in complement to the financial rules.</li> <li>- After payment stamp invoices with "PAID".</li> <li>- Include payment conditions in each purchase order.</li> <li>- Ensure that each purchase order is signed by the vendor.</li> <li>- Document the delegation of authority from the Project Director to the staff approving goods delivered or services rendered is not systematically documented.</li> <li>- Record the funds advanced to implementing parties as "receivables" until receiving supporting documents of their utilization</li> <li>- Collect and submit to IFAD the transactions supporting documents not received by the mission.</li> <li>- As required by the Financing agreement, in the MoU with implementing partners, define roles, responsibilities and duties with regard to financial management, accounting and reporting.</li> </ul>	Financial Controller and Project Director	12/2022
<p><b>Internal controls – Internal auditor to be recruited</b></p> <p>Speed up the recruitment of a replacement Internal Auditor (Position vacant since May 2021).</p>	Project Director	12/2022
<p><b>Accounting and financial reporting – Scope of the audited financial statements</b></p> <p>For the audit 2022, include the scope of agreed upon procedures and require a report on factual findings, in line with the Handbook for financial report and auditing.</p>	Financial Controller	12/2022
<p><b>Organization and Staffing – Assessment of the consistency of FM staff and FM activities</b></p> <p>Continually assess that the FM staff (number and qualification) is adequate to undertake the FM works, considering upcoming effectiveness of co-financings.</p>	Financial Controller and Project Director	03/2023
<p><b>Accounting recognition of beneficiaries' in-kind contribution</b></p> <p>Proceed with the recognition in the project's accounting system of the beneficiaries' in-kind contribution pertaining to the activities already implemented by the project.</p>	FC/Component Managers	06/2023
<p><b>Finalize financial procedures for recognition of beneficiaries' in-kind contribution</b></p> <p>Finalize the drafting of the financial procedures governing the identification, collect and accounting recognition of beneficiaries' in-kind contribution and submit to IFAD's non-objection for their incorporation in the project's financial procedures manual.</p>	FM/Component Managers	06/2023
<p><b>FM role with IFAD</b></p> <p>Recognize the Financial controller's role as the focal point of the project with IFAD's FMD with regard to all financial management information requests and requirements.</p>	Project Director/CD	06/2023
<p><b>Finalize contracting of FM remaining staff</b></p> <p>Finalize contracting process for the appointment of the replacement accountant and internal auditor.</p>	MoA/CD	06/2023
<p><b>Proceed with the reallocation of the IFAD 11 grant and loan</b></p> <p>Proceed with the reallocation of the IFAD 11 grant and loan financial instruments in order to fund the salary expenditure category currently overdrawn by over 1000% and avoid to have the withdrawal application to be submitted with Q2-23's IFRs be rejected by IFAD.</p>	PD/FC/CD	06/2023
<p><b>Ensure quarterly auditing of IFRs</b></p> <p>Take the necessary dispositions to ensure that adequate arrangements with the National Audit Office are in place to meet IFAD's new requirement to have IFRs audited on a quarterly basis by external auditors.</p>	PD/MoA/MoF	06/2023
<p><b>Complete automation of IFR</b></p> <p>Proceed with the contracting of a Tompro consultant in order to timely implement the automation of the IFRs in Tompro as required by IFAD's FMD new directives.</p>	FC/PM/PD	07/2023



<p><b>The project management should ensure that implementing partners are well monitored when selecting beneficiaries (H)</b></p> <p>The project management should ensure that implementing partners are well monitored when selecting beneficiaries. Immediate action should be taken to ensure that the cash is banked.</p>	FM	08/2023
<p><b>The regional coordinating office should liaise with the farmers in ensuring that these assets are labelled for control purposes (M)</b></p> <p>The regional coordinating office should liaise with the farmers in ensuring that these assets are labelled for control purposes (M) Action tbe taken by PM Tags could be considered in the future for better visibility of equipment support to beneficiaries.</p>	CDKMCO	08/2023
<p><b>The project management should liaise with the contractor to check where the problem lies and correct it without delay (M)</b></p> <p>The project management should liaise with the contractor to check where the problem lies and correct it without delay (M) Action tbe taken by PM Work with the contractor to ensure adequate water supply at all times, and with the beneficiaries to maintain the irrigation system, and minimise wastage</p>	Water Resources Management Officer	08/2023
<p><b>The regional coordinating office should liaise with the farmers in ensuring that these assets are labelled for control purposes (M)</b></p> <p>The regional coordinating office should liaise with the farmers in ensuring that these assets are labelled for control purposes (M). Action tbe taken by PM Tags could be considered in the future for better visibility of equipment support to beneficiaries</p>	CDKMCO	08/2023
<p><b>The regional coordinating unit should liaise with the farmers to ensure that this problem is resolved (M)</b></p> <p>The regional coordinating unit should liaise with the farmers to ensure that this problem is resolved (M). Action tbe taken by PM Will be addressed with contractor</p>	Water Resources Management Officer	08/2023
<p><b>The project management should engage the contractor to normalise the situation immediately (H)</b></p> <p>The project management should engage the contractor to normalise the situation immediately (H). Action tbe taken by PM Work with the contractor to ensure the problem is resolved</p>	Water Resources Management Officer	08/2023
<p><b>Complete update of financial manual</b></p> <p>Proceed with the update of the project's financial manual and ensure that are reflected the new IFAD's report-based disbursement (IFR) as well any change resulting from the implementation of the newly or to be signed GCF, AFD and GEF financing agreements</p>	Finance Manager/Project Director	09/2023
<p><b>The project management should endeavour to be remitting NPF contributions to the SSHFC on time (H)</b></p> <p>The project management should endeavour to be remitting National Provident Fund (NPF) contributions to the Social Security and Housing Finance Corporation (SSHFC) on time. Auditor's Further Comment Management should do a follow-up on the issue with the SSHFC for a waiver. Action tbe taken by PM Follow up with SSHFC to waive penalty charges. Follow up with MoFEA and MoA to secure adequate GLF funds in a timely manner</p>	PD	09/2023
<p><b>Management should ensure that relevant withholding taxes are deducted and remitted to the Gambia Revenue Authority accordingly (H)</b></p> <p>Management should ensure that relevant withholding taxes are deducted and remitted to the Gambia Revenue Authority accordingly (H). Auditor's Further Comment Management should ensure that withholding taxes are recovered from the affected contractors and suppliers.</p>	FM	09/2023
<p><b>In future, management should ensure that schedule of payments in the Contract Agreement is followed (H)</b></p> <p>In future, management should ensure that schedule of payments in the Contract Agreement is followed (H). Auditor's Further Comment Going forward, full payment to suppliers or service providers should be made when it is confirmed that goods have been received or service has been rendered. Action tbe taken by PM NAO is being engaged for the training to still go ahead. Otherwise, SMD will be requested to refund the funds.</p>	PD/FM	09/2023

<p><b>The project management should ensure that the contractor completes all the remaining works and that the facilities are handed over to the relevant communities (H)</b></p> <p>The project management should ensure that the contractor completes all the remaining works and that the facilities are handed over to the relevant communities (H).</p> <p>Action tbe taken by PM Implement delay charges (already being done), agreement made on new completion date by mid-July and addendum signed to that effect.</p>	Procurement Manager (PM)	09/2023
<p><b>Submission of the 2024 AWPB</b></p> <p>The project must submit the 2024 project AWPB no later than sixty (60) days before the beginning Year.</p>	PD	11/2023
<p><b>Submission of the Interim Financial report</b></p> <p>The project to prepare and submit the Q3/2023 IFR on time.</p>	PMU Finance Officer	11/2023
<p><b>Procurement plans</b></p> <p>(i) Procurement plans for the project should be updated to reflect the current actual procurement activities undertaken; (ii) Also the 2024 Procurement plan should be prepared early enough (November ending of 2023) and submitted to IFAD for its No objection .This will help curb delays in initiating procurement activities at the beginning of the year</p>	PSU	11/2023
<p><b>Commitment from other Developing Partners (ADF, GCF, GEF)</b></p> <p>There is the need for other developing partner to honour their obligation for funding for activities that have been captured into the AWPB and Procurement plan. This will help curb delays in initiating procurement activities.</p>	NSC/PSU	11/2023
<p><b>Reallocation of funds across categories</b></p> <p>Prepare a request for reallocation funds to the salaries and allowances category, and other category which has a higher disbursed rate and based on the Project needs.</p>	Finance Controller a.i., Project Director	11/2023
<p><b>Recruitment of the Finance Controller</b></p> <p>Proceed with immediate the recruitment of the Finance Controller</p>	MOA, Project Director	11/2023
<p><b>Internal Audit Plan and Risk Register</b></p> <p>Implementation of the internal audit plan and finalisation of the risk register for immediate implementation.</p>	Internal Auditor, Project Director	11/2023
<p><b>Payment without contracts or purchase order</b></p> <p>Officers in charge of components should ensure that proper commitment document is place before the start of any activities under their responsibilities (consultants/individuals, services providers, etc.). Any payment that cannot be made using petty cash should have a contract of PO in place before the start of the services or delivery of goods.</p>	SCSAO, BDO, Finance Controller a.i.	11/2023
<p><b>AWPB 2024</b></p> <p>The project to fast-track the preparation of the AWPB and obtain no objection before the year ends.</p>	Project Director	11/2023
<p><b>Liquidation of cash advance to staff</b></p> <p>Staff to return the money advanced for activities if unspent as soon as the purpose for which it was granted has been served. Cash advance for activities should be managed by FM staff that will go in field for payment and prepare the relevant supporting documents for liquidation</p>	Finance Controller a.i., Project Director	11/2023
<p><b>Finance Controller Project Director</b></p> <p>Finance Controller and Internal auditor to review the financial clauses of contracts and PO.</p>	Finance Controller a.i., Project Director	11/2023
<p><b>Financial clauses in contracts</b></p> <p>Finance Controller and Internal auditor to review the financial clauses of contracts and PO.</p>	Finance Controller a.i., Project Director	11/2023
<p><b>Development of Project Oversight Tracker</b></p> <p>Develop and implement a mechanism to track and follow up on all recommendations from all sources and for all aspects of the project, such as IFAD missions, external audit reports, internal reports, and others.</p>	Internal Auditor, Finance Controller a.i., Project Director	11/2023
<p><b>Personal Record</b></p> <p>Ensure that staff record files are comprehensive and a checklist is developed as a HR tool for the project.</p>	Administrative Officer, Project Director	11/2023
<p><b>Budgeting</b></p> <p>It is recommended that much efforts should be undertaken in market research to have realistic budget to prepare the Annual work plan and Budget, this will help curb situation where actual procurement transactions budgeted for increase by 140.25 percent. This recommendation should be factored into the 2024 AWPB and procurement Plan</p>	PSU	12/2023

<p><b>The project management should ensure that immediate action is taken to deliver these furniture to their locations (H)</b></p> <p>The project management should ensure that immediate action is taken to deliver these furniture to their locations (H)</p> <p>Auditor's Further Comment Project management should continue to engage the Ministry on this issue so that it can be resolved.</p> <p>Action tbe taken by PM Continue to engage MoA / DoA to provide the requisite office space or utilise the furniture for other purposes where feasible.</p>	PD	12/2023
<p><b>Cash projections for Project disbursement</b></p> <p>The project to prepare a realistic cash projection for IFR preparation and disbursement project.</p>	Finance Controller a.i., Project Director	12/2023
<p><b>Beneficiaries Contributions</b></p> <p>The project to fast track the procedures related to in-kind contribution in order to record the value of the land transferred for the project purposes.</p>	Project Director, Finance Controller a.i.	12/2023
<p><b>Low Government contributions</b></p> <p>The project should engage with officials at the Ministry of Agriculture and Ministry of Finance to increase the budget allocation and release the effective amount.</p>	Project Director	12/2023
<p><b>Government in-kind contributions</b></p> <p>The project to evaluation and record the Government in-kind contributions as part of the counterpart funds.</p>	Project Director, Finance Controller a.i.	12/2023
<p><b>Recording of beneficiary's in-kind contributions</b></p> <p>Finalize the process for the valuation and land record the amount as part of the beneficiary's contributions.</p>	Project Director, Finance Controller a.i.	12/2023
<p><b>Issuing delivery receipts to the beneficiaries to attest the distribution of goods and services to them.</b></p> <p>Issuing delivery receipts to the beneficiaries to attest the distribution of goods and services to them.</p>	FM & Director	
<p><b>Ensure timely submission of AWPB</b></p> <p>The project management team and the Ministry of Agriculture as the government's project oversight agency should ensure that are in place, the adequate arrangements and processes enabling the timely planning, review, approval and submission of the AWPB to IFAD no later than sixty (60) days before the start of the fiscal year, as required by IFAD procedures. The agreed arrangements and processes must also be incorporated in the financial procedures manual of the project.</p>	Project Director/MoA	
<p><b>Involve FM in final review &amp; vetting of AWPB</b></p> <p>Involve the Finance Controller along with the Monitoring &amp; Evaluation manager and the Procurement manager with the final AWPB consolidation and review before its final review and approval by the project management unit and the steering committee - in order to ensure the accuracy and coherence of: i) the AWPB with the procurement plan and ii) between financial and physical information reported by the M &amp; E..</p>	Project Director	
<p><b>The project management should ensure that maintenance service is carried out on these asset immediately as it is long overdue (H)</b></p> <p>The project management should ensure that maintenance service is carried out on these asset immediately as it is long overdue (H).</p> <p>Action tbe taken by PM Action already taken by replacing the desktops with laptops</p>	PD	
<p><b>The project management should liaise with relevant authorities when undertaking such procurements to ensure it is certified before delivering to the beneficiaries (H)</b></p> <p>The project management should liaise with relevant authorities when undertaking such procurements to ensure it is certified before delivering to the beneficiaries.</p> <p>Auditor's Further Comment We will take up the issue with Department of Livestock in our subsequent audit.</p> <p>Action tbe taken by PM A final round of verification will be included in the process next time, prior to supply to beneficiaries</p>	PD	
<p><b>Contract Management Tool</b></p> <p>The Contract management Tool (CMT) should be constantly updated to register all contracts signed under the projects. The project should also use IFAD contract payment monitoring form to record all milestone payments. There is the need to have minutes of contract negotiation which is well documented and signed especially consulting services .</p>	PSU	

<p><b>Payment Supporting documents</b></p> <p>Each payment request submitted should be properly supported by relevant documents. The staff in charge of the activity is responsible to ensure that sufficient supporting documents are provided before payment is made</p>	Finance Controller	
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**Gambia (The)**

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**Resilience of Organizations for Transformative Smallholder Agriculture Project  
Supervision Report**

**: Logical Framework**

Mission Dates: 8/10/2023 to 21/10/2023

Document Date: 21/11/2023

Project No. 2000001065

Report No. 6682-GM

West and Central Africa Division  
Programme Management Department



## Resilience of Organizations for Transformative Smallholder Agriculture Project

### Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
<b>Outreach ROOTS</b>	1.b Estimated corresponding total number of households members							Progress Report	Baseline, Mid-term	Completion PSU	80% Women 20% men. A 25% of young people targeted. Average per HH 9. Stable political and macro-economic environment.
	Household members		270 000	360 000		16 680	4.633				
	1.a Corresponding number of households reached							Progress Report	Baseline, Mid-term	Completion PSU	
	Women-headed households	0	4 800	6 400		448	7				
	Non-women-headed households		25 200	33 600		1 637	4.9				
	1 Persons receiving services promoted or supported by the project							Progress Report	Baseline, Mid-term	Completion PSU	
	Males		4 000	8 000		426	5.3				
	Females		16 000	32 000		1 659	5.2				
	Young		5 000	10 000		975	9.8				
	Indigenous people					11					
Total number of persons receiving services		20 000	40 000		2 085	5.2					
<b>Project Goal</b> To improve food security, nutrition and smallholder farmers' resilience to climate change in The Gambia	Targeted households with improved food security							Survey	Baseline, Mid-term, Completion	GoTG, IFAD	Stable political and macro-economic environment.
	targeted households	0	25	50							
	People with greater resilience including people with Disabilities							Survey	Baseline, Mid-term, Completion	GoTG, IFAD	
	People with greater resilience - men	0	4 000	8 000							
	People with greater resilience - women	0	16 000	32 000							
	People with greater resilience - young	0	5 000	10 000							

Results Hierarchy	Indicators						Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency		Responsibility
<b>Development Objective</b> To increase agricultural productivity and access to markets for enhanced food security, nutrition and resilience of family farms and farmers organizations	Households reporting an improved access to markets and a 30% income increase							Survey	Baseline, Mid-term	Completion, PSU	Stable political and macro-economic environment. No major natural disaster affects the Project Area
	Households with improved access to market	0	25	50							
	Yields							Progress report	Annual	PSU	
	Rice, non-SRI, tidal	1 600	3 600	3 600							
	Tomatoes	9 600	12 600	12 600							
	Onions	14 400	19 800	19 800							
	% of ROOTS supported beneficiaries (smallholder farmers, processors and marketers) that have increased their real agricultural income (by average 25%)							Progress reports	Annual	PSU	
	Women		40	80							
	Men		10	20							
	Disabled		5	10							
	Young people		15	25							
	% Reduction in the prevalence of child malnutrition (stunting, wasting, underweight)							Baseline, SM reports Impact Survey. PCR	Annual	PSU	
	stunting		5	10							
	wasting		10	20							
	underweight		15	30							
	1.2.8 Women reporting minimum dietary diversity (MDDW)							COI, MDDW methodology	baseline, mid term, completion	UGP, prestataire	
	Women (%)	0	25	50							
Women (number)	0	16 000	32 000								
Households (%)	0	25	50								
Households (number)	0	16 000	32 000								
Household members	0	144 000	288 000								



Results Hierarchy	Indicators						Means of Verification			Assumptions		
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency		Responsibility	
<b>Outcome</b> 1. Environmentally sustainable, climate-resilient and nutrition sensitive technologies and practices are adopted by beneficiaries Environmentally sustainable, climate-resilient and nutrition sensitive technologies and practices are adopted by beneficiaries	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices							COI survey	baseline, mid term, completion	UGP, prestataire	No major natural disaster affects the Project Area	
	Total number of household members	0	10 000	30 000								
	Households	0	30	75								
	3.2.1 Greenhouse gas emissions (CO2) avoided and/or sequestered						Ex Act	annually	UGP			
	Number of tons	0		-136 475								
	3.2.3 Households reporting a significant reduction in the time spent for collecting water or fuel											
	Households											
Households												
Total household members												
<b>Output</b> 1.1 Natural resources are sustainably managed for rice and vegetable production	3.1.4 Land brought under climate-resilient practices						M&E system	annually	UGP	1 st indic Suitable construction companies available Timely procurement 2nd indic Sufficient gardens meeting upgrading criteria Interested groups manage to secure their contribution		
	Hectares of land	0	3 000	5 900		0					0	
	Upgraded women-led vegetable gardens (consolidated and new)						Progress Report	Bi Annual	PSU			
Womoen-led vegetable gardens	0	20	40									
<b>Output</b> 1.2 Access to agricultural services is improved	1.1.4 Persons trained in production practices and/or technologies						Progress Report	Bi annual	PSU	1st indic Existing capacity to deliver FFS 2nd indic Availability of inputs 3rd indic Interested youth manage to secure their equity contribution 3rd indic Quality business plans are prepared		
	Men trained in crop	0	2 628	4 610		75					1.627	
	Women trained in crop	0	10 511	18 440		311					1.687	
	Young people trained in crop	0	1 441	5 763		155					2.69	
	Total persons trained in crop	0	13 139	23 050		436					1.892	
Persons with Disabilities trained in production practices and/or technologies												

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
	PWD trained	0	1 314	2 305							
	1.1.3 Rural producers accessing production inputs and/or technological packages							Progress Report	Bi annual	PSU	
	Males	0	1 200	2 000		42	2.1				
	Females	0	4 800	8 000		1 166	14.6				
	Young	0	1 500	2 500		732	29.3				
	Total rural producers	0	6 000	10 000		1 208	12.1				
	Jobs created (100% youth-led agricultural service businesses )							Review Committee reports	Annual	PSU BDO	
	Jobs	0	200	480							
	1.1.8 Households provided with targeted support to improve their nutrition							M&E system	annually	PSU	
	Total persons participating	0	3 000	7 000		386	5.5				
	Males	0	600	1 400		75	5.4				
	Females	0	2 400	5 600		311	5.6				
	Household members benefitted	0				0					
	<b>Outcome</b> 2. Inclusive commercial partnerships between FOs and buyers (through the public-private producers' partnerships/4Ps) are established	2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities							Progress Report	Annual	PSU BDO
Number of POs		0	40	60							
Women in leadership position											
<b>Output</b> 2.1 Women- and youth-based FOs are equipped with the knowledge and bargaining power to enter into inclusive and sustainable 4Ps	Effective agricultural value chain interaction platforms (AVIPs)							Progress report	Bi annual	PSU, WARF	1st indic Interest of value-chains stakeholders to join VC platforms 2nd indic Suitable construction companies available and timely procurement
	Value chain platforms	0	12	12							
	2.1.6 Market, processing or storage facilities constructed or rehabilitated							Progress Report	Bi Annual	PSU, NACOFAG	
	Total number of facilities	0	6	12		0	0				
Market facilities constructed/rehabilitated	0	2	4		0	0					

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
	Processing facilities constructed/rehabilitated	0	2	4		0	0				
	Storage facilities constructed/rehabilitated	0	2	4		0	0				
<b>Output</b> 2.2 Viable and sustainable 4P business plans are designed and financed	SMEs engaged in 4Ps							Review Committee reports	Annual	PSU BOD	Interested businesses manage to secure their contribution 4P partnerships effectively established
	SME	0	10	20							
	YLE	0	6	12							
	Number of agricultural policy reforms and investment plans										
	Agricultural policy reforms and investment plans	0	2	4							

## Gambia (The)

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### **Resilience of Organizations for Transformative Smallholder Agriculture Project Supervision Report**

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

Mission Dates: 8/10/2023 to 21/10/2023  
Document Date: 21/11/2023  
Project No. 2000001065  
Report No. 6682-GM

West and Central Africa Division  
Programme Management Department



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

Table 2A: Financial performance by financier

Financier	Appraisal (USD '000)	Disbursements (USD '000)	Per cent disbursed
IFAD loan – 2000003235	4 255.00	2 222.34	52.23%
IFAD grant – 2000003232	17 020.00	11 584.16	68.06%
IFAD Additional Grants RPSF - 2000003518	265.73	265.73	100.00%
IFAD Additional Grants RPSF - 2000003870	324.58	324.58	100.00%
AFD – 2000004229	7 600.00	920.00	12.11%
GEF – 2000004378	4 708.58	729.79	15.50%
CGF financing	4 980.00	-	0.00%
Government Counterfund	5 412.00	935.294	17.28%
Beneficiaries	4 933.00	69.09	1.40%
<b>Total</b>	<b>49 498.88</b>	<b>17 050.98</b>	<b>34.45%</b>

Table 2B: Financial performance by financier by component (USD '000)

Component	IFAD loan - 2000003235			IFAD grant - 2000003232			AFD - 2000004229			GEF - 2000004378		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
Component 1	1 559.00	966.57	62%	9 383	5 454	58%	7600.00	-	0%	4 708.58	635.73	14%
Component 2	1 871.00	293.80	16%	3 951	1 709	43%	-	-	0%	-	-	0%
Component 3	824.00	961.98	117%	3 682	4 421	120%	-	-	0%	-	94.06	-
<b>Total</b>	<b>4 254.00</b>	<b>2 222.34</b>	<b>52%</b>	<b>17 016.00</b>	<b>11 584.16</b>	<b>68%</b>	<b>7600.00</b>	<b>920.00</b>	<b>12%</b>	<b>4 708.58</b>	<b>729.79</b>	<b>15%</b>

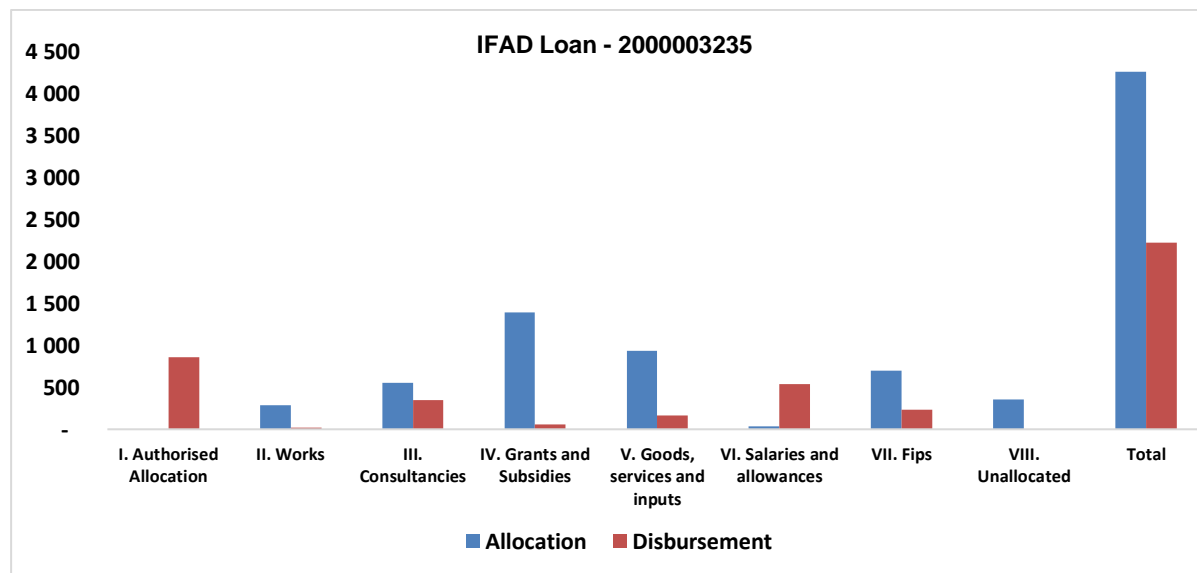
Table 2B (continuous)

Component	Government - Contributions			Beneficiaries			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
Component 1	4 458.00	935.29	-	2 289	69	-	29 998	8 981	30%
Component 2	789.00	-	-	3 960	-	-	10 571	2 003	19%
Component 3	165.00	-	-	-	-	-	4 671	5 477	117%
<b>Total</b>	<b>5 412.00</b>	<b>935.29</b>	<b>17%</b>	<b>6 249.00</b>	<b>69.09</b>	<b>1%</b>	<b>45 239.58</b>	<b>16 460.68</b>	<b>36%</b>

**Table 2C: IFAD Loan 2000003235 disbursements (USD, as at 30.09.2023)**

Category	Category description	Original Allocation	Disbursement	Balance	Per cent disbursed
I	Authorised Allocation	-	861	(861)	-
II	Works	290	22	268	8%
III	Consultancies	550	345	205	63%
IV	Grants and Subsidies	1 390	60	1 330	4%
V	Goods, Services and Inputs	935	166	769	18%
VI	Salaries and Allowances	35	535	(500)	1529%
VII	FIPS	700	233	467	33%
VIII	Unallocated	355	-	355	0%
<b>Total</b>		<b>4 255</b>	<b>2 222</b>	<b>2 033</b>	<b>52%</b>

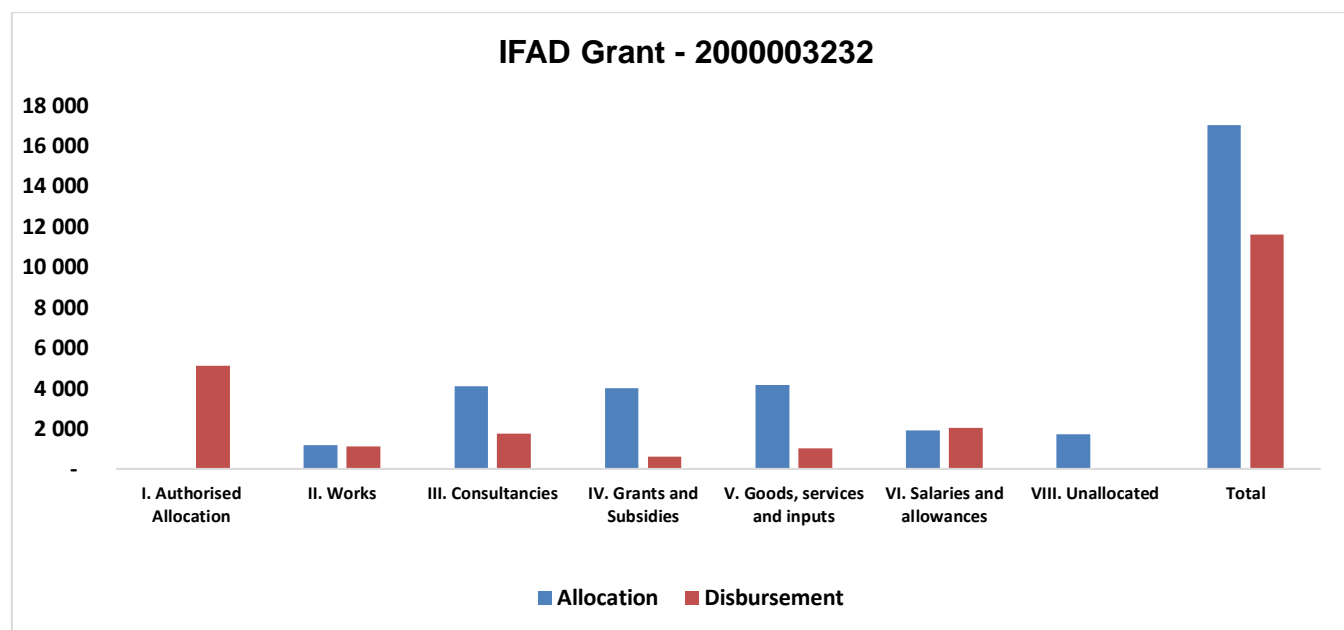
**Figure 1: IFAD Loan 2000003235 disbursement, comparisons between original and revised allocations and actual disbursement**



**Table 2C: IFAD Grant 2000003232 disbursements (USD, as at 30.09.2023)**

Category	Category description	Original Allocation	Disbursement	Balance	Per cent disbursed
I	Authorised Allocation	-	5 106	(5 106)	-
II	Works	1 160	1 097	63	95%
III	Consultancies	4 100	1 741	2 359	42%
IV	Grants and Subsidies	4 010	597	3 413	15%
V	Goods, Services and Inputs	4 150	1 005	3 145	24%
VI	Salaries and Allowances	1 900	2 038	(138)	107%
VIII	Unallocated	1 700	-	1 700	0%
	<b>Total</b>	<b>17 020</b>	<b>11 584</b>	<b>5 436</b>	<b>68%</b>

**Figure 2: IFAD Grant 2000003232 disbursement, comparisons between original and revised allocations and actual disbursement**





## **Gambia (The)**

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### **Resilience of Organizations for Transformative Smallholder Agriculture Project Supervision Report**

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

Mission Dates: 8/10/2023 to 21/10/2023

Document Date: 21/11/2023

Project No. 2000001065

Report No. 6682-GM

West and Central Africa Division  
Programme Management Department



**A. Appendix 2: Physical progress measured against AWP&B**

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
<b>COMPONENT 1</b>							<b>1,992,552.00</b>	<b>21.22</b>
<b>SUBCOMPONENT 1.1</b>								
<b>A. Infrastructure development and management for resilient rice cultivation</b>								
<b>1. Water resources monitoring</b>						<b>4.3</b>	<b>3748.67</b>	<b>1.28</b>
Renovate Groundwater Observation Stations & Networks	6	set	6	30,000.00	0	0	0	0
Renovate River Flow Data Collection Stations & Networks	8	set	8	40,000.00	0	0	0	0
Support Water Resources Management Database & MIS	1	set	1	150,000.00	0	0	0	0
Establish New surface Water Gauging Station and Networks /c	2	set	2	16,000.00	0	0	0	0
Establish New Groundwater Data Collection Networks	5	set	5	50,000.00	0	0	0	0
Gauging stations inventory and gap study consultancy (for supervision of works)	1	Study	1	5,000.00	1	100	3748.67	74.97
<b>Subtotal</b>				<b>291,000.00</b>			3748.67	
<b>2. FS&amp;DD, Supervision/Quality Management, TAs &amp; Capacity Development</b>						<b>5</b>	<b>71,974.47</b>	<b>16.22</b>
Irrigation Planning, FS&DD and Supervision (reconnaissance and site identification)	130	Lumpsum	100	50,000.00	10	10	9974.55	19.95
Tidal Irrigation Consolidation /h	1,300	Ha	650	13,000.00	0	0	0	0
New Tidal Irrigation /i (pump irrigation consolidation)	2,800	Ha	1,064	155,344.00	0	0	0	0
Wet-Season Valley Water Control Cascaded Dykes /j	200	Ha	40	4,800.00	0	0	0	0
Micro-Catchments Runoff Harvesting Dykes /k	800	Ha	320	25,600.00	0	0	0	0

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
International Technical Assistance (ITA) /o	24	Month	6	120,000.00	4	66.67	61,999.92	51.67
Third Party Quality Enhancement and Control Entity /p	1	Lumpsum	1	75,000.00	0	0	0	0
<b>Subtotal</b>				<b>443,744.00</b>		<b>5</b>	<b>71,974.47</b>	<b>16.22</b>
GCF/FSDD: Construction and rehabilitation of 25 water points (reservoirs, ponds, well and boreholes) for farming and to cover 14286 Km of transhumance pathways (Consultant)	25	Number	25	51,428.57	0	0	0	0
<b>Subtotal</b>				<b>51,428.57</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3. Infrastructure Development</b>								
Tidal Irrigation Consolidation	1 300	Ha	650	260,000.00	0	0	0	0
New Tidal Irrigation (pump irrigation consolidation URR)	200	Ha	1,064	1,241,688.00	0	0	0	0
Wet-Season Valley Water Control Cascaded Dykes	800	Ha	40	40,000.00	0	0	0	0
Micro-Catchments Runoffs Control Dykes	20	Km	320	192,000.00	0	0	0	0
<b>Subtotal</b>				<b>1,733,688.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>4. Sustainable Forest and Land Management (SFLM)</b>								
<b>a. Community Agroforestry</b>								
Community Institution Building	1400	Ha	350	22,750.00	0	0	0	0
Survey, Mapping, Management Plans	1400	Ha	350	63,000.00	0	0	0	0
Planting Material	1400	Ha	350	93,100.00	0	0	0	0
Cash for Work	1400	Ha	350	175,000.00	0	0	0	0
<b>Subtotal</b>				<b>363,850.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>b. GCF Agroforestry</b>								
Selection of watersheds and sensitisation of community	4,000	Ha	20	10,000.00	0	0	0	0

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
members earmarked for transplanting								
Promote integration of agroforestry into farming systems	4,000	Ha	20	12,000.00	0	0	0	0
<b>Subtotal</b>				<b>22,000.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>c. Mangrove Restoration</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Planting Material	1,300	Ha	300	79,950.00	0	0	0	0
Other Materials	1,300	Ha	300	37,500.00	0	0	0	0
Transport Materials to Site	1,300	Ha	300	112,500.00	0	0	0	0
Cash for work	1,300	Ha	300	150,000.00	0	0	0	0
<b>Subtotal</b>				<b>379,950.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>B. Market-oriented Integrated Vegetable Gardens</b>								
<b>2. Financing New Vegetable Gardens</b>								
<b>a. Identification of Potential Sites</b>						<b>0.9</b>	<b>66.61</b>	<b>0.27</b>
Technical Assistance - Deskwork and Field Visits (site verification and reconnaissance by PSU & RCU)	1	Lumpsum	1	10,000.00	0.8	80	0	0
Community Consultations	30	Session	15	15,000.00	15	100	66.61	0.44
<b>Subtotal</b>				<b>25,000.00</b>			<b>66.61</b>	<b>0.27</b>
<b>b. Promotion/Awareness Raising</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Regional Radio Campaigns		Campaigns	12	1,200.00	0	0	0	0
Regional Promotional Sessions	20	Session	10	7,500.00	0	0	0	0
<b>Subtotal</b>				<b>8,700.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3. Implementation Support</b>								
International Technical Assistance (ITA)	24	Months	6	120,000.00	0	0	0	0
Third Party Quality Enhancement and Control Firm /z	1	Lumpsum	1	75,000.00	0	0	0	0

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
<b>Subtotal</b>				<b>195,000.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Field Equipment for PSU and Field Staff	1	Lumpsum	1	15,000.00	0.7	70	0	0
FSDD for upgrading existing vegetable gardens	1	Lumpsum	1	96,000.00	1	100	186,619.03	194.39
Upgrading of Existing Gardens (20 existing gardens)	40	Garden	20	140,000.00		10	252,501.71	180.36
Rehabilitation works on the gaps identified in the six gardens	0	Garden	6	60,000.00	0	0	0	0
Construction of compost chamber	0	Garden	17	85,000.00	5	29.4	0	0
Completion of incomplete gardens (Nema)	17	Garden	11	2,200,000.00	0	0	0	0
Input Support (Seeds &Tools) Ploughing and Demarcation for the gardens	20	Garden	11	70,400.00	0	0	0	0
Input Support (Seeds &Tools) for 20 existing Gardens	20	Garden	20	100,000.00	0	0	0	0
<b>Subtotal</b>				<b>2,766,400.00</b>				
<b>Total sub-component 1.1</b>				<b>6,270,760.57</b>			<b>503,195</b>	<b>8.02</b>
<b>SUBCOMPONENT 1.2</b>								
<b>1. FFS Module Development</b>								
Review and validation AP/FFS Training Module Development (DLS)	1	Modules	1	8,000.00	0	0	0	0
FFS Training Module Development Gambia College /Universities (printing)	1	Copies	75	1,725.00	0	0	0	0
FFS DoA Pre and In-Service Training Module Development Veg, Rice (printing)	1	Copies	75	1,725.00	0	0	0	0
<b>Subtotal</b>				<b>11,450.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>3. Training</b>								
DLS Facilitators Training	65	Number	12	14,400.00	0	0	0	0
DoA Facilitators Training (including ROOTS FAs)	65	Trained	32	38,400.00	0	0	0	0

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
Farmers Facilitators Individuals Training (GAP, IPM, Processing (veg 6 garden))	509	Trained	72	36,000.00	0	0	0	0
<b>Subtotal</b>				<b>88,800.00</b>	0	0	<b>0</b>	0
<b>4. FFS</b>								<b>3</b>
FFS - Hort/Drip (Veg) (consider alternatives to Zai and Half Moon)	2,038	FFS	26	26,000.00	6	23.08	1,590.63	6.12
FFS Nutrition (Biofortified crops)		FFS (Biofortified crops)	6	20,004.00	0	0 -	0	0
FFS - SRI (Rice)		FFS	7	7,000.00	26.00	371.4	0	0
<b>Subtotal</b>				<b>53,004.00</b>			1,590.65	0
<b>5. Logistical Support</b>						<b>100</b>		<b>81.37</b>
Vehicles	6	Number	2	109,900.00	2	100.00	61,424.83	55.89
Motorcycles	65	Number	52	326,560.00	52	100.00	344,890.71	105.61
Bicycles	509	Number	250	129,375.00	250	100.00	56,120.28	43.38
<b>Subtotal</b>				<b>565,835.00</b>			<b>460,435.82</b>	<b>81.37</b>
<b>6. Technical Assistance PLAR</b>								<b>4.08</b>
International Technical assistance	4	Month	3	60,000.00	0	0	3,414.08	5.69
DoA Facilitator Training	1	Session	1	15,000.00	0	0	0	-
PLAR Training Field Costs	141	Site	5	1,750.00	0	0	0	-
PLAR Farmers Facilitators Training	140	Individual	20	7,000.00	0	0	0	-
<b>Subtotal</b>				<b>83,750.00</b>			<b>3,414.08</b>	
<b>7. Technical Assistance PV&amp;CBSS</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>







Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
a. Capacity Development for Rice Cooperative Societies at Village/Cluster Level	6	Number	0.5	10,000.00	0	0	0	0
b. Capacity development for kafoos		Number	6	20,520.00	0	0	0	0
c. Service provider (women kafoo)		Number	6	3,600.00	0	0	0	0
<b>Subtotal</b>				<b>34,120.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>2. Improving Access to Finance</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>d. Customized Financial Education to Target Group</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Adapting Training Modules and Delivery Methods to Target Group	20	Days	20	15,000.00	0	0	0	0
Training of Trainers	15	Days	15	11,250.00	0	0	0	0
Supervision of the First Training Sessions and Streamlining Delivery Methods	15	Days	15	11,250.00	0	0	0	0
Training and Sensitization Workshop Targeting ROOTS Organized Group	250	Session	50	12,500.00	0	0	0	0
On-going Sensitization and Reminders through Various Communication Tools and Channels	5	Lumpsum	1	10,000.00	0	0	0	0
<b>Sub-Total</b>				<b>60,000.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>d. Subsidized Input Supply For Irrigated Tidal Rice /i</b>								
Year 1 Subsidy (Dry Season)	4,100	Ha	1,195	99,782.50	<b>1,120</b>	<b>93.72</b>	<b>152,506.12</b>	<b>152.84</b>
Year 1 Subsidy (Wet Season)	4,100	Ha	950	522,975.00	<b>794.68</b>	<b>83.65</b>	<b>459,251.88</b>	<b>87.82</b>
<b>e. Subsidized Input Supply For rainfed Tidal Zone Rice /j</b>				-				
Year 1 Subsidy	800	Ha	297	130,086.00	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
<b>Subtotal</b>			<b>2,442</b>	<b>752,843.50</b>	<b>1914.68</b>	<b>78.5</b>	<b>611,758</b>	<b>81.25</b>
<b>II.Recurrent cost</b>								
<b>FFS Logistical/ Mobility support</b>					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
FFS Vehicle O&M		Monthly Lumpsum	12	12,000.00	9.00	75	13,342.38	111.19
FFS Motorcylcle O&M		Yearly lumpsum	65	65,000.00	48.75	75	16,855.94	25.93
<b>Subtotal</b>				<b>77,000.00</b>			30,198.32	39.2
<b>Total sub-component 1.2</b>				<b>3,121,183.50</b>		<b>39,72</b>	<b>1,489,357</b>	<b>47,72</b>
<b>Total Component 1</b>				<b>9,391,944.07</b>			<b>1,992,552.00</b>	<b>21.22</b>
<b>COMPONENT 2</b>							<b>289,130</b>	<b>10.69</b>
<b>SUBCOMPONENT 2.1</b>							<b>131,100</b>	<b>20.19</b>
<b>1. Agricultural Value Chain Interaction Platforms (AVIPs)</b>						<b>30</b>	<b>35,508.44</b>	<b>17.80</b>
Establishment of AVIP at selected local/regional markets	24	AVIP	9	90,000.00	3.00	33.33	8,530.39	9.48
Operationalization of 4P brokering	12	AVIP	12	96,000.00	3.00	25.00	26,978.05	28.10
Communication and Visibility	54	Months	9	13,500.00	-	-	0	-
<b>Sub-total</b>				<b>199,500.00</b>			<b>35,508.44</b>	<b>17.80</b>
<b>2. Value Chain Development Intelligence and Enabling Environment</b>						<b>18</b>	<b>31,089.22</b>	<b>18.65</b>
ICT Technical Support	8	Package	2	30,000.00	1	50	6,735.62	22.45
Cloud Based Server Operation	72	Month	12	3,840.00	9	75	1,412.71	36.79

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
Service Provider Operating the MIS	1	Service Provider	1	23,000.00	1	100	3289.62	14.30
Smartphone	1	Number	21	7,969.50	0	0	0	0
Awareness Raising on MIS Service and Use	1,500	Radio program	220	31,900.00	66	30	10,943.49	34.31
Market Information Facilitators Training	60	Workshop	20	40,000.00	4	20	8,593.42	21.48
Sustainability Study/Exit Strategy	1	Study	1	20,000.00	114.36	0.57	114.36	0.57
Support to Planning Service Department MoA	4	Quarterly	4	10,000.00	0	0	0	0
<b>Sub-total</b>				<b>166,709.50</b>			<b>31,089.22</b>	<b>18.65</b>
<b>1. NACOFAG Institutional Strengthening</b>						<b>75</b>	<b>28,498.92</b>	<b>58.16</b>
Capacity Development for Board Members	18	Pers	10	20,000.00	10	100	13,699.56	68.50
Capacity Development for NACOFAG Technical Secretariat (including contract farming, marketing, 4Ps)	4	Pers	3	9,000.00	0	0	0	0
Capacity Development for Field Officers and Managers	18	Pers	12	12,000.00	12	100	4,860.36	40.50
Annual Audit	2	Number	2	8,000.00	2.00	100	9,939	124.24
<b>Sub-total</b>	2			<b>49,000.00</b>			<b>28,498.92</b>	<b>58.16</b>
<b>4. Strengthening the Association of Food Processors (AFP)</b>						<b>30</b>	<b>13,839.5</b>	<b>10.16</b>
Institutional Support and Strengthening (Governance Structure, Digital Literacy, office equipments and annual congress)	5	Number	1.50	33,000.00	1	66.66	12712.78	38.52
Processing center (MG Financing)	1	Number	1.00	53,200.00	1	0	0	0

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
Specialized Training ( Packaging & Labelling, Food Safety & Quality)	4	Number	40.00	30,000.00	0	0	0	0
Annual Food Fair (organization)	5	Number	1.00	20,000.00	1	100	1,126.72	5.63
<b>Sub-Total</b>				<b>136,200.00</b>			<b>13,839.5</b>	<b>10.16</b>
<b>2. Strengthening the National Rice Farmers Association (NRFA)</b>								
Setting Up NRFA's Secretariat	1	Number	1.00	7,000.00			0	0
NRFA's Governance Structure Development at all Levels	1	Number	1.00	12,000.00			12,681.47	105.68
<b>Sub-Total</b>				<b>19,000.00</b>			<b>12,681.47</b>	<b>66.74</b>
<b>3. Establishment of the National Vegetable Growers Association (NVGA)</b>								
Setting Up NVGA's Secretariat	1	Number	1.00	7,000.00	0	-	0	-
NVGA's Governance Structure Development at all Levels	1	Number	1.00	12,000.00	0	-	0	-
Capacity Development for NVGA Members on marketing	3	Session	60.00	60,000.00	26,499.60	44.17	26,499.60	44.17
<b>Sub-Total</b>				<b>79,000.00</b>	<b>26499.6</b>	<b>33.54</b>	<b>26,499.6</b>	<b>33.54</b>
<b>Total sub-component 2.1</b>				<b>649,409.50</b>			<b>131,100</b>	<b>20.19</b>
<b>SUBCOMPONENT 2.2</b>								
<b>1. Support to GCCI</b>								
International Technical Assistance	4	Month	1.00	20,000.00	1.00	100.00	23,677.04	118.39
Study Tour in the Sub-Region /a	1	Trip	1.00	15,000.00	0	0	2,113.97	14.09
Contribution to Staffing Costs	12	Personal	2.00	24,000.00	2.00	100.00	24,000	100
<b>Sub- Total</b>				<b>59,000.00</b>			<b>49,791.01</b>	<b>84.39</b>
<b>2. Promotion/Awareness Raising</b>								
National TV Campaigns and information session	4	Campaign	1.00	2,500.00	1	100	2,500	100.00

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
Regional Radio Campaigns	20	Campaign	6.00	6,000.00	6	100	6,000	100.00
<b>Sub- Total</b>				<b>8,500.00</b>		100	8,500.00	100
<b>3. Supporting 4P Arrangements</b>						<b>100</b>	<b>10,000.00</b>	<b>76.92</b>
4P Trade Fairs /c	8	Session	2.00	10,000.00	2	100	10,000	100
Information Sessions /d	20	Session	6.00	3,000.00	6	100	3,000	100
<b>Sub- Total</b>				<b>13,000.00</b>			13,000.00	100
<b>4. Business Plan Preparation</b>						<b>0</b>		<b>0</b>
SMEs	30	Plan	8.00	8,000.00	0	0	0	0
Farmers' Organizations (FOs)	170	Plan	12.00	12,000.00	0	0	0	0
<b>Sub- Total</b>				<b>20,000.00</b>	0	0	<b>0</b>	<b>0</b>
<b>4P Challenge Business (Review Committee)</b>								
Sensitization and awareness raising	4	Campaign	3.00	6,000.00	0	0	0	0
Review Committee Meeting	4	Session	1.00	6,500.00	0	0	0	0
Allowance for Participation of Applicants	120	Application	1.00	12,000.00	0	0	0	0
<b>Sub- Total</b>				<b>24,500.00</b>	0	0	<b>0</b>	<b>0</b>
<b>2. MG Financing</b>							<b>73,681.98</b>	<b>3.92</b>
SMEs	16	Business	2.00	400,000.00	0	0	0	0
Green SMEs	4	Business	2.00	500,000.00	0	0	0	0
Farmers' Organizations (FOs)	45	Business	3.00	150,000.00	0	0	0	0
Farmers' Organizations (FOs) (cold storage facilities)	15	Business	6.00	480,000.00	0	0	0	0
ongoing cold storage Facility			3.00	211,500.00	0	0	0	0
Cold Storage Feasibility Studies and Supervision	1	Lump sum	1.00	100,000.00	0	0	73,681.98	73.68
Input Support (Certified vegetable seed) and Weighing scales		Number	480.00	36,000.00	0	0	0	0
<b>Sub- Total</b>				<b>1,877,500.00</b>	0	0	<b>73,681.98</b>	<b>3.92</b>

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
<b>Post investment Management</b>								
Study visit for cold storage beneficiaries	4	Number	2.00	24,000.00	0	0	0	0
Training of cold storage management committee	4	Number	3.00	30,000.00	0	0	0	0
<b>Sub- Total</b>				<b>54,000.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
					<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total sub-component 2.2</b>				<b>2,056,500.00</b>			<b>158,030</b>	<b>7.77</b>
<b>Total Component 2</b>				<b>2,705,909.50</b>			<b>289.130</b>	<b>10.69</b>
<b>COMPONENT 3</b>								
<b>B. Support to Steering Committees</b>							<b>9,748.81</b>	<b>27.08</b>
Support to Project Steering Committee (PSC)	12	Meeting	3.00	12,000.00	2.00	66.67	7,310.77	60.92
Support to Technical Advisory Committee (TAC)	60	Meeting	12.00	24,000.00	6.00	0.72	2,438.04	10.16
<b>Sub- Total</b>				<b>36,000.00</b>			<b>9,748.81</b>	<b>27.08</b>
<b>C. Coordination and Awareness</b>								
National Launch	5	Lumpsum	2.33	35,000.01	0	0	0	0
Regional Launch & Inception Workshop	30	Number	14.50	29,000.00	0	0	0	0
Workplan & Budget Preparation	30	Number	1.00	15,000.00	0	0	0	0
Sub-regional Launch – GCF	30	Number	2.00	6,000.00	0	0	0	0
<b>Sub- Total</b>				<b>85,000.01</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>D. Training of PSU Staff</b>							<b>56,271.81</b>	<b>125.05</b>
Gender and Social Inclusion Training	3	Lumpsum	1.00	5,000.00	0	0	0	0
Other General Training (Project Management + Consultancy support services (human resource	6	Number	1.00	40,000.00	1.00		56,271.81	140.68

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
management, procurement support, M&E, preparation of ToR, etc.)								
<b>Sub- Total</b>				<b>45,000.00</b>			<b>56,271.81</b>	125.05
<b>E. Gender Action Learning System (GALS) implementation</b>							<b>73,373.9</b>	48.91
Development of Grievance Redress Mechanism Strategy		Lumpsum	1	10,000.00	0	0	0	0
Nutrition Action Plan				10,000.00	0	0	0	0
Training, Follow-up Support and Monitoring	5	Lumpsum	1.00	30,000.00	1	100	21,416.19	71.38
Training manuals	1	Lumpsum	1.00	5,200.00	1	100	1,801.51	34.64
Functional Literacy and Numeracy Training	6	Lumpsum	1.00	65,000.00	1	100	43,312.16	66.63
National Learning Exchange	2	Workshop	1.00	9,000.00	1	100	6,553.24	72.81
Technical Backstopping Consultant	7	Man-Month	2.00	20,000.00	0	0	290.80	1.45
Certification of Participants, Facilitators and project staff		Pers	1.00	800.00	0	0	0	0
<b>Sub- Total</b>				<b>150,000.00</b>			<b>73,373.9</b>	48.91
<b>F. Project Management and Implementation Support</b>							<b>384,525.98</b>	122.04
International Technical Assistance for 4P Implementation /e	1	Lumpsum	1.00	250,000.00	0.75	75	<b>372,750.00</b>	<b>149.1</b>
Formulation of ROOTS Exit/Sustainability Strategy	1	Lumpsum	1.00	15,000.00	0	0	94.98	0.63
Implementation of targeting Strategy	1	Lumpsum	1.00	50,000.00	0.75	75	<b>11,681.46</b>	<b>23.36</b>
<b>Sub- Total</b>				<b>315,000.00</b>			<b>384,525.98</b>	122.04
<b>G. Mobility Support</b>								
3 (4WD) Pickup Vehicles	3	Number	4.00	219,800.00	1	25	30,712.42	13.97



Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
<b>Sub- Total</b>				<b>219,800.00</b>	0	0	<b>30,712.42</b>	13.97
<b>H. Knowledge Management and Communication</b>							<b>63,901.84</b>	44.1
Annual Consultative Forum	18	Number	1.00	15,000.00	-	-	0	0
Thematic Learning Forum /j	18	Number	5.00	5,000.00	2	40	1,717.07	34.3
Exchange Visits and Travel	6	Pers (#)	1.00	45,000.00	1	100	27,533.12	61.2
Implementation of Communication Strategy /a	3	lumpsum	1.00	60,000.00	0.75	75	22,932.99	38.2
Implementation of Knowledge Management Strategy	4	lumpsum	1.00	20,000.00	0.75	75	11,718.66	58.6
<b>Sub- Total</b>				<b>145,000.00</b>			<b>63,901.84</b>	44.1
<b>I. Monitoring and Evaluation</b>							<b>6,109.38</b>	<b>11.75</b>
Training on Program in Rural M&E (PRIME)/Other relevant Training	1	Lumpsum	1.00	4,000.00	0	0	0	0.0
Planning, M&E Training for PSU Staff	5	Lumpsum	0	0		0		
Planning, M&E Training for ROOTS Implementing Partners	5	Lumpsum	1.00	8,000.00	0	0	0	0.0
Support to CPCU M&E Technical Working Group /k	6	Lumpsum	1.00	2,000.00	0	0	0	0.0
Outcome Survey	4	Lumpsum	1.00	15,000.00	0.2	20	2,209.38	14.7
Third Party Monitoring	1	Lumpsum	1.00	5,000.00	1	100	0	0.0
MDD-W Minimum Dietary Diversity HH Survey	1	survey	1.00	10,000.00	0	0	0	0.0
Development of Nutrition Indicators	1	session	1.00	2,000.00	0	0	0	0.0
Webhosting for the M&E-MIS database/applications	6	Quarter	4.00	5,980.00	3	75	3,900	65.2
<b>Sub- Total</b>				<b>51,980.00</b>			6109.38	11.75
<b>J. Office Equipment</b>						<b>77,40%</b>	<b>44,776.00</b>	<b>56.67</b>

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
Equipment/furniture for ROOTS Headquarters and Regional Coordination Units	1	Lumpsum	1.00	26,450.00			44,776.00	169.29
Laptops for PSU staff	1	Number	7.00	12,075.00	0	0	0	0
Communications Equipment	1	Lumpsum	1.00	40,485.00	0	0	0	0
<b>Sub- Total</b>				<b>79,010.00</b>	<b>44,776.00</b>	56.6713	<b>44,776.00</b>	56.67
<b>K. Support to Policy Dialogue and SSTC</b>						<b>50</b>	<b>21,117.98</b>	<b>150.84</b>
Other Studies to Inform Policy Dialogue around the Rice and Vegetable VC	3	Study	0	0	0	0	0	0
Policy Dialogue Round-Tables	3	Workshop	4.00	14,000.00	3	75	21,117.98	150.84
<b>Sub- Total</b>				<b>14,000.00</b>			21,117.98	150.84
<b>L. ESM Implementation</b>							<b>16,033.68</b>	<b>21.38</b>
ESM Implementation	4	Lumpsum	1.00	50,000.00	1	100	6,454.04	12.91
SECAP Training			1	5,000.00	1.00	100.00	9,579.64	191.59
Detail Climate Risk Analysis			1	20,000.00	0	0	0	0
<b>Sub- Total</b>				<b>75,000.00</b>			<b>16,033.68</b>	<b>21.38</b>
<b>Staff Costs</b>							<b>586,471.28</b>	<b>59.34</b>
Management staff	72	Month	12	226,189.85	6.8	56	108,676.18	48.05
Technical staff	72	Month	12	576,044.60	9	75	373,722.50	64.88
Support staff	72	Month	12	186,135.15	9	75	100,290.93	53.88
<b>Sub- Total</b>	72	Month	<b>12</b>	<b>988,369.60</b>			<b>586,471.28</b>	<b>59.34</b>
Responsibility allowances for Staff	72	Month	6	43,800.00	0	0	0	0
<b>Sub- Total</b>				<b>43,800.00</b>	0	0	<b>0</b>	0
<b>D. Operating Costs</b>								
Field missions		Lumpsum	1.00	35,000.00			21,414.88	53.54
IFAD missions		Lumpsum	1.00	30,000.00			4,072.25	13.57

Activities	Project Target (PDR)	Budget			Achievements			
		Units	Annual (Quantity)	Total cost HT (USD)	Quantities achieved	% Achievement	Disbursement	% Disbursement
			2023		sept-23			
Office O&M at ROOTS HQ		Lumpsum	1.00	84,870.00			58,990.58	69.51
Office O&M at RCU level		Lumpsum	1.00	43,575.00			24,936.00	57.23
Vehicles O&M		Lumpsum	1.00	178,450.00			64,508.91	36.150
International Travel		Lumpsum	1.00	70,000.00			52,904.29	75.58
Web hosting for the Finance & Accounting System (TOMPRO)		Annual	1.00	5,750.00	1	100	5,750.00	100
Medical insurance cover for PSU staff		Annual	1.00	109,725.00	.75	75	71,209.74	64.9
Insurance for office Equipment		Lumpsum	1.00	2,500.00	0	0	0	0
Recruitment of Staff		Lumpsum	1.00	10,000.00	1	100	7,791.75	77.9
Institutional Strengthening		Lumpsum	1.00	50,000.00			23,670.03	47.34
TOMPRO system set-up		Lumpsum	1.00	26,275.00	1	100	10497.85	39.95
TOMPRO system license		Number	3.00	900.00	1	100	708.72	78.75
Operational costs iro other EEs for Components 1&3		Annual	0.50	5,000.00	0	0	0	0
<b>Sub- Total</b>				<b>652,045.00</b>			<b>328,408.49</b>	<b>50.37</b>
<b>Total Component 3</b>				<b>2 900 004.61</b>			<b>1,633,653</b>	<b>56.33</b>
<b>Total ROOTS Project</b>				<b>14,997,858.18</b>			<b>3,915,335</b>	<b>26.11</b>

## **Gambia (The)**

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### **Resilience of Organizations for Transformative Smallholder Agriculture Project Supervision Report**

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

Mission Dates: 8/10/2023 to 21/10/2023

Document Date: 21/11/2023

Project No. 2000001065

Report No. 6682-GM

West and Central Africa Division  
Programme Management Department



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

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
<b>Section 4.01</b>	Upon the entry into force of a Financing Agreement, the Fund shall open a Loan Account and/or a Grant Account denominated in the Denomination Currency in the name of the Borrower/Recipient and credit the principal amount of the Loan and/or the amount of the Grant, respectively thereto.	Upon the entry into force of the FA	Compliant	Done
<b>Section 4.02</b>	Withdrawals from the Loan and Grant Accounts	On a continuous basis	Compliant	Done
<b>Section 7.05</b>	Procurement of goods, works and services carried out in accordance with the procedures laid down in Schedule 3	Continuous	Compliant	Done
<b>Section 7.10</b>	Insurance of vehicles, equipment and civil works financed from the loan proceeds to be consistent with sound commercial practice.	Annually and on continuous basis	Done	All vehicles and motorcycles insured, full coverage.
<b>Section 9.03 (b)</b>	Audit report submitted to IFAD.	For the period January 1, 2022, to December 31, 2022	June 30 2023	FY 2022 Audit report received on June 30, 2023.
<b>Section 8.03</b>	Progress reports to be submitted to IFAD on a quarterly basis.	1 <sup>st</sup> quarter: January to march 2023. 2 <sup>nd</sup> quarter April to June 2023	Done	The IFR Quarter 2 was submitted with says.
<b>Schedule 7.01 (b) (ii)</b>	AWPB to be submitted to the Fund, for its review and comments	No later than sixty (60) days before the beginning of the relevant Project Year	Compliant	The first version was approved in December 2023
<b>Schedule 8.03 (b)</b>	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.	TBD	TBD	The date of the MTR is not fixed and there may be need to shift it by one-year due to delay in starting-up the project and also because of impact of the Covid-19
<b>Schedule 11.01</b>	Project to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures	Continuous	Compliant	Done

## **Gambia (The)**

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### **Resilience of Organizations for Transformative Smallholder Agriculture Project Supervision Report**

#### **Appendix 7: Integrated Project Risk Matrix (IPRM)**

Mission Dates: 8/10/2023 to 21/10/2023

Document Date: 21/11/2023

Project No. 2000001065

Report No. 6682-GM

West and Central Africa Division  
Programme Management Department





## Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
<b>Country Context</b>	<b>High</b>	<b>Substantial</b>
<i>Political Commitment</i>	<i>High</i>	<i>Substantial</i>
<i>Governance</i>	<i>High</i>	<i>Moderate</i>
<i>Macroeconomic</i>	<i>High</i>	<i>Substantial</i>
<i>Fragility and Security</i>	<i>High</i>	<i>Moderate</i>
<b>Sector Strategies and Policies</b>	<b>Substantial</b>	<b>Moderate</b>
<i>Policy alignment</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Policy Development and Implementation</i>	<i>Substantial</i>	<i>Moderate</i>
<b>Environment and Climate Context</b>	<b>High</b>	<b>Substantial</b>
<i>Project vulnerability to environmental conditions</i>	<i>High</i>	<i>Substantial</i>
<i>Project vulnerability to climate change impacts</i>	<i>High</i>	<i>Substantial</i>
<b>Project Scope</b>	<b>Substantial</b>	<b>Low</b>
<i>Project Relevance</i>	<i>Substantial</i>	<i>Low</i>
<i>Technical Soundness</i>	<i>Moderate</i>	<i>Low</i>
<b>Institutional Capacity for Implementation and Sustainability</b>	<b>High</b>	<b>Substantial</b>
<i>Implementation Arrangements</i>	<i>High</i>	<i>Substantial</i>
<i>Monitoring and Evaluation Arrangements</i>	<i>Substantial</i>	<i>Moderate</i>
<b>Project Financial Management</b>	<b>Moderate</b>	<b>Low</b>
<i>Project Organization and Staffing</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Project Budgeting</i>	<i>Moderate</i>	<i>Low</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Moderate</i>	<i>Low</i>
<i>Project Internal Controls</i>	<i>High</i>	<i>Moderate</i>
<i>Project Accounting and Financial Reporting</i>	<i>Moderate</i>	<i>Low</i>
<i>Project External Audit</i>	<i>Moderate</i>	<i>Low</i>
<b>Project Procurement</b>	<b>Substantial</b>	<b>Moderate</b>
<i>Legal and Regulatory Framework</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Accountability and Transparency</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Capability in Public Procurement</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Public Procurement Processes</i>	<i>Substantial</i>	<i>Moderate</i>
<b>Environment, Social and Climate Impact</b>	<b>Moderate</b>	<b>Low</b>
<i>Biodiversity Conservation</i>	<i>Moderate</i>	<i>Low</i>
<i>Resource Efficiency and Pollution Prevention</i>	<i>Moderate</i>	<i>Low</i>
<i>Cultural Heritage</i>	<i>Low</i>	<i>Low</i>
<i>Indigenous People</i>	<i>Low</i>	<i>Low</i>
<i>Labour and Working Conditions</i>	<i>Low</i>	<i>Low</i>
<i>Community Health and Safety</i>	<i>Moderate</i>	<i>Low</i>
<i>Physical and Economic Resettlement</i>	<i>Moderate</i>	<i>Low</i>
<i>Greenhouse Gas Emissions</i>	<i>Moderate</i>	<i>Low</i>
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>Moderate</i>	<i>Moderate</i>

<b>Risk Category / Subcategory</b>	<b>Inherent risk</b>	<b>Residual risk</b>
<b>Stakeholders</b>	<b>Substantial</b>	<b>Moderate</b>
<i>Stakeholder Engagement/Coordination</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Stakeholder Grievances</i>	<i>Substantial</i>	<i>Moderate</i>
<b>Overall</b>	<b>Substantial</b>	<b>Moderate</b>

<b>Country Context</b>	<b>High</b>	<b>Substantial</b>
<b>Political Commitment</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>The risk that a country's political developments result in delays or the potential reversal of key political decisions and commitments (including approval and implementation of laws and regulations, and timely counterpart funding) that underpin the project's success. This includes upcoming elections, impending changes in government, high political instability/turnover/uncertainty, and/or changing political priorities.</p>	High	Substantial
<p><b>Mitigations:</b></p> <p>Strong coordination problems between ministries and continuous government reforms. IFAD has to develop close collaboration with ministries involved in programme implementation to strengthen the project institutions for an enhanced coordination. The IFAD Resilience and stimulus mechanism has to be enforced in order minimize effects of unexpected problems on smallholder farmers</p>		
<b>Governance</b>	<b>High</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The risk that the country exhibits governance failures that may undermine project implementation and achievement of project development objectives. This includes lack of or weak: political checks and balances; public auditing systems; transparent information on government rules, regulations, and decisions; standards to prevent fraud and corruption; quality and transparency of allocation of resources for rural development.</p>	High	Moderate
<p><b>Mitigations:</b></p> <p>Despite the improvements of current leaders in governance and accountability, lack of strong institutions and legal instruments in the country undermine the emergence of high standards to prevent fraud and corruption. In addition, the country is a vulnerable country to disasters due to its geographical location and stage in development. Located within the Sahel belt exposes The Gambia to harsh climates, which make it difficult to grow crops and sustain infrastructure stable enough to withstand the extreme weather conditions. Hazards and associated risks are prevalent in The Gambia because of the limited resources and capacity to prepare and respond to them.</p> <p>The project will undertake a mapping exercise to highlight the risks associated with climate change, environmental issues and infrastructure sustainability in The Gambia, with the intention of then providing important and necessary data for an effective response.</p>		
<b>Macroeconomic</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>The risk that macroeconomic policies, such as monetary, fiscal, debt management/sustainability, and trade policies are not robust, are unsustainable, and/or are vulnerable to domestic or external shocks (e.g. resulting in high inflation, low foreign exchange reserves, large fiscal deficits, debt distress), undermining government capacity to mobilize counterpart funding, and significantly impacting market dynamics of value chains, including market prices and profit margins for project target groups.</p>	High	Substantial

<p><b>Mitigations:</b></p> <p>Debt restructuring, mobilization of financing, obtaining high-level governmental support, avoid disadvantageous exchange rate as well integrate risk into budgeting process and engage GoTG to ensure availability of counterpart funds.</p>		
<p><b>Fragility and Security</b></p>	<b>High</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The risk that the country is vulnerable to natural and man-made shocks including civil unrest, conflict, and/or weak governance structures and institutions.</p>	High	Moderate
<p><b>Mitigations:</b></p> <p>The Gambia's economic growth stood at 6% in 2019 (IMF), led by tourism and agriculture. The country suffered from the bankruptcy of the company Thomas Cook (UK) which affected the in-flow of tourists and from erratic rainfall that lowered the agricultural output. According to the updated IMF forecasts from 14 April 2020, due to the outbreak of the COVID-19, GDP growth is expected to slow down to 2.5% in 2020 and pick up to 6.5% in 2021, subject to the post-pandemic global economic recovery.</p> <p>Anticipated economic vulnerabilities in the aftermath of COVID-19, recession and mass unemployment threaten to further complicate the country's fragility and security. IFAD will continue engagement and support Government's bold steps at the policy level to foster economic diversification, by refocusing economic growth towards the agriculture sector as well as private sector development.</p>		
<p><b>Sector Strategies and Policies</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Policy alignment</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The risk that a country's strategies and policies governing the rural and agricultural sector are not sufficiently pro-poor and/or aligned with IFAD priorities (e.g. on land, environment, climate, gender, indigenous peoples, nutrition, youth, private sector engagement), undermining project implementation and the achievement of project development objectives.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Policy-relevant knowledge products based on project evidence, promoting inclusive policy dialogue, integrating perspectives of different stakeholders, proper coordination between different stakeholders, building institutional capacities. Promoting effective governance mechanisms with appropriate incentives for implementation, building institutional capacities.</p>		
<p><b>Policy Development and Implementation</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The risk that the country's strategies and policies governing the rural and agricultural sector lack a sound evidence base, are not representative of rural peoples' organizations views, are not adequately resourced or supported by legal/regulatory frameworks, and/or are unsustainable, undermining project implementation and the achievement of project development objectives</p> <p>IFAD engagement with UNCT in policy coherence and leading important technical working group. Constant communication with implementing agency, UNCT, others IFIs, RBA and project beneficiaries</p>	Substantial	Moderate

<p><b>Mitigations:</b></p> <p>The risk that the implementation of the developed National Agricultural Development Plan (2018-2021) do not have solid foundation and impacted by political interference and affect IFAD operation</p> <p>IFAD engagement with UNCT in policy coherence and leading important technical working group. Constant communication with implementing agency, UNCT, others IFIs, RBA and project beneficiaries.</p>		
<b>Environment and Climate Context</b>	<b>High</b>	<b>Substantial</b>
<b>Project vulnerability to environmental conditions</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>The risk that existing or possible future environmental conditions such river pollution, salinity, land degradation and desertification may have significant adverse impacts on food and nutrition security, agricultural productivity, access to markets, value chains, infrastructure, and/or the incidence of pests and diseases, resulting in increased vulnerability or deterioration of target populations' livelihoods and ecosystems.</p>	High	Substantial
<p><b>Mitigations:</b></p> <p>ROOT is about to start implementation. Updates will be done as we move on in implementation. For investments in small-scale irrigation, no infrastructure investments will be made before the local authorities confirm the beneficiaries' land and water user rights. The site or scheme-specific environment and social assessment will consider the ability of downstream users to use water, as well as, any environmental flows required to maintain the integrity of the freshwater ecosystem.</p>		
<b>Project vulnerability to climate change impacts</b>	<b>High</b>	<b>Substantial</b>
<p><b>Risk:</b></p> <p>The country is highly vulnerable to impact of climate change (droughts, salinity, floods). projections estimate and increase between 1.5 to 2 degree by 2080, this will have negative consequences on yield, food security and nutrition.</p>	High	Substantial
<p><b>Mitigations:</b></p> <p>ROOTS will promote an inclusive climate resilient, low emission approach to smallholder agriculture. ROOTS will support the building and scaling up of resilience and adaptive capacity of farmers' organizations, including youth and women's organizations, cooperatives and Small Medium Enterprise (SMEs), agricultural and water resource management practices, water infrastructures (micro-catchments runoff control dykes, causeways) and irrigation systems with renewable energy.</p>		
<b>Project Scope</b>	<b>Substantial</b>	<b>Low</b>
<b>Project Relevance</b>	<b>Substantial</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The risk that the objectives and interventions of the project are not well aligned with national development or IFAD priorities, and/or are not sufficiently relevant or responsive to the needs and priorities of the intended target group throughout the project's lifespan.</p>	Substantial	Low

<p><b>Mitigations:</b></p> <p>As a scaling up of the previous IFAD funded NEMA project, the risk of the project goals, area of intervention, co financing arrangement are less responsive to the needs and priorities of the intended target groups as they become mature, leading to decrease of relevance throughout the project's lifespan.</p> <p>Various support and supervision missions will access the needed of reallocation of resources if not relevant any more for certain categories of activities and target groups.</p>		
<p><b>Technical Soundness</b></p>	<p><b>Moderate</b></p>	<p><b>Low</b></p>
<p><b>Risk:</b></p> <p>The risk that technical design factors, such as over-complexity, over/insufficient-ambition or innovativeness, inadequate incorporation of lessons learned and best practices, weak economic, social inclusion and environmental sustainability rationale, weak analytic underpinnings (including because such may not be available), or overly rigid design, may undermine project implementation and achievement of project development objectives.</p>	<p>Moderate</p>	<p>Low</p>
<p><b>Mitigations:</b></p> <p>Given that the project focuses on climate resilient productivity enhancement and value chain development rather than being an emergency relief project, the new project must be demand rather than supply driven and work with those groups who will make modest contributions to investments. IFAD has vast experience and evidence of good practices and approaches in Sudan the Gambia (and other countries in the region) on climate change vulnerabilities, water and land management and poverty drivers among small crop farmers, that the project design will build on.</p>		
<p><b>Institutional Capacity for Implementation and Sustainability</b></p>	<p><b>High</b></p>	<p><b>Substantial</b></p>
<p><b>Implementation Arrangements</b></p>	<p><b>High</b></p>	<p><b>Substantial</b></p>
<p><b>Risk:</b></p> <p>The risk that the project executing agency does not have adequate resources, processes and/or systems to manage the project effectively towards achievement of envisaged project development objectives. In fact Gambia is coming out of 2 decades of dictatorship, high interference of Government in project management which has left the country with low/limited and skilled technical capacity to coordinate/support implementation in effective manner.</p>	<p>High</p>	<p>Substantial</p>
<p><b>Mitigations:</b></p> <p>The M&amp;E system will be enforced by facility the monitoring the implementation at the regional level regional coordinators and field assistant. A digital stand alone application will be developed to ensure that we have accurate data in the M&amp;E system and the indicators</p>		
<p><b>Monitoring and Evaluation Arrangements</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>The risk that the project executing agency's monitoring and evaluation processes and systems are weak or ineffective, resulting in limited capacity to monitor, validate, analyse and communicate results, learn lessons and adjust implementation to seize opportunities and take timely corrective action.</p>	<p>Substantial</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>Designing an M&amp;E digital stand-alone application. Consideration of the Core Outcomes indicators. Correct examination of data provided during the implementation</p>		

<b>Project Financial Management</b>	<b>Moderate</b>	<b>Low</b>
<b>Project Organization and Staffing</b>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The FM department at the PSU (Central level) has three staff (Clerk, Administrative Assistant and Financial Controller). The position of the Accountant has been vacant since January 2022 and an Accountant Consultant has been recruited. The recruitment for PSU vacant position is being conducted by the MoA and is at the candidates' evaluation step.</p> <p>There is no FM staff at the regional level, at the Regional Coordination Units (6 RCUs).</p> <p>Considering the upcoming starting of the activities (75 % of funds are for Works) financed under the AFD Grant (Signed on May 2022), the FM team might be overloaded.</p> <p>Concerning the anti-corruption policy, a training was conducted in April 2021, documents were distributed to the staff, information on the "Top 10 fraud and corruption red flags" are displayed at the PSU conference room, "IFAD anti-corruption policy" is included in the contracts with third-parties and in the Finance and Administrative Procedures Manual with the related link to the IFAD system.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>MoA to speed the recruitment of a new accountant.</p> <p>Continually assess the consistency between the FM team (number and qualification) and the FM works depending on the effectiveness of the co-financings.</p>		
<b>Project Budgeting</b>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The Finance and Administrative Procedures Manual does not include a detailed timeframe of the different activities related to the preparation, the review and the submission of the AWPB to IFAD. For 2022, the AWPB was submitted to IFAD for no-objection with 88 days delays (28 January 2022).</p> <p>The budget is recorded in the accounting software. An analysis of planned vs actual expenses is done on a weekly basis to allow for corrective actions in a timely manner.</p> <p>The budget is executed as planned. As at 31 August 2022, the IFAD, GoG and RPSF budget execution is 78 % (2.7 out of 3.5 million USD).</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>Detail in the Finance and Administrative Procedures Manual a timeframe of the different activities related to the preparation, the review and the submission of the AWPB to IFAD.</p>		
<b>Project Funds Flow/Disbursement Arrangements</b>	<b>Moderate</b>	<b>Low</b>

<p><b>Risk:</b></p> <p>Concerning IFAD financing, the combination of the authorized allocation to the DA (\$400,000 for the Loan and \$1,600,000 for the Grant) and the timeliness of DA replenishment make enough funds available for the Project to pay for the executed activities.</p> <p>From July 2022, the procedures for the advance withdrawal disbursement method have been change and henceforth withdrawal application accompanied by Interim Financial Reports (IFRs)</p> <p>The mission reminded the FM team that upcoming withdrawal application should be accompanied by Interim Financial Reports (IFRs) and by relevant forms and supporting documents, as indicated in the Paragraph 12 of the revised LTB – July 2022. The PSU is being supported by the FMD team on the new IFR template.</p> <p>The Government contribution, provisionally estimated at USD 5.4 million USD in the form of tax exemption) is mobilized at 15%, as at 31 August 2022.</p> <p>The Government is providing additional contribution (not required by the financial agreement) in the form of cash and in-kind (office, external audit). The PSU must obtain IFAD agreement on the said methodology.</p> <p>The PSU is preparing a methodology for the measurement of the in-kind contributions it is receiving from the Government and will receive from the beneficiaries.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>Finalize the in-kind contribution methodology measurement and submit it to IFAD for No-Objection.</p> <p>Seek consultation from auditors (National Audit Office” and agree on the recognition and measurement criteria, supporting documentation, financial reporting relating to in-kind contributions.</p>		
<p><b>Project Internal Controls</b></p>	<b>High</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The PSU is revising the Finance and Administrative Procedures Manual (the last version is date February 2022). The Manual present rules to be applied but did not outlines detail procedures and guidance for FM activities (including financial control): mission, asset, payment, accounting...</p> <p>The PSU has adequate segregation of duties in place. For each transaction, i) a staff prepares an “Expression of needs form”, ii) the request is review by the Head of Component, the Financial controller and authorized by the Project Director.</p> <p>Delegation of authority from the Project Director to the staff approving goods delivered or services rendered is not systematically documented.</p> <p>The Finance and Administrative Assistant, on a monthly basis, review the mileage and fuel issued. However the review is not oversight by the Financial controller and the Project Director to certify that vehicles are dedicated solely to Project use, as required by the Financing agreement.</p> <p>For international travel, the daily subsistence allowance rate is in line with the UN rates.</p> <p>The recruitment of a replacement for the Internal auditor position, as for other PSU vacant positions, is being conducted by the MoA and the process is at the candidates evaluation step according to the PSU.</p>	High	Moderate

<p><b>Mitigations:</b></p> <p>Detail in the Finance and Administrative Procedures Manual the procedures and the guidance for each FM activities: mission, asset, payment, accounting...</p> <p>Document and file out the delegation of authority from the Project Director to the staff approving goods delivered or services rendered is not systematically documented.</p> <p>Ensure that the Finance and administrative assistant submit to the Financial Controller and the Project Director for review a monthly report on the vehicle mileage and fuel issued.</p> <p>Use the DSA rates indicated in the Finance and Administration Manual.</p> <p>MoA to speed up the recruitment of a new Internal auditor.</p>		
<p><b>Project Accounting and Financial Reporting</b></p>	<p><b>Moderate</b></p>	<p><b>Low</b></p>
<p><b>Risk:</b></p> <p>The accounting software is efficient in managing projects, the accrual basis accounting is applied.</p> <p>Financial reports are automatically generated.</p> <p>The PSU has engaged the accounting software consultant to set up the new IFR template within the software.</p> <p>The financial report shows the actual vs budget and AWPB execution rate.</p> <p>As at 31 August 2022, the bookkeeping of the financial transactions are up to date.</p> <p>The recruitment process by the MoA for the position of the Accountant, vacant for 9 months (since January), is at the candidates' evaluation step. An Accountant consultant has been recruited.</p>	<p>Moderate</p>	<p>Low</p>
<p><b>Mitigations:</b></p> <p>MoA to speed the recruitment of a new accountant.</p>		
<p><b>Project External Audit</b></p>	<p><b>Moderate</b></p>	<p><b>Low</b></p>
<p><b>Risk:</b></p> <p>The External audit was conducted by the National Audit Office of the Gambia, in accordance with International Standards of Supreme Audit Institutions (ISSAIs). The audit 2021 has been submitted on time and the opinion was unqualified.</p> <p>The terms of reference of the audit 2021 did not include a scope of agreed upon procedures and require a report on factual findings, in line with the Handbook for financial report and auditing.</p>	<p>Moderate</p>	<p>Low</p>
<p><b>Mitigations:</b></p> <p>Include in the terms of reference of the audit 2022 the scope of agreed upon procedures and require a report on factual findings, in line with the Handbook for financial report and auditing</p>		
<p><b>Project Procurement</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Legal and Regulatory Framework</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>The risk that the Borrower's regulatory and institutional capacity and practices (including compliance with the laws) are inadequate to conduct the procurement in a manner that optimizes value for money with integrity.</p>	<p>Substantial</p>	<p>Moderate</p>



<p><b>Mitigations:</b></p> <p>The Gambia updated its legal and regulatory framework with the establishment of Public Utilities Regulatory Authority and the Public Procurement Authority, with the aim of modernizing its public procurement system). However, inadequate arrangements for oversight to safeguard the integrity of project procurement and contract execution, as well as limited institutional capacity and inadequate practices (including compliance with the laws) at the Executing Agency level, do not foster an environment for a conduct of procurement by the Project in a manner that optimizes value for money with integrity.</p> <p>ROOTS PSU compliance with existing legal and regulatory framework by building its capacity and improving its practices in public procurement. ROOTS engagement with implementing partner to decentralize part of the project management units for effective monitoring of activities and their evaluation in terms of impacting the targets</p>		
<p><b>Accountability and Transparency</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>The risk that accountability, transparency and oversight arrangements (including the handling of complaints regarding, for example, SH/SEA and fraud and corruption) are inadequate to safeguard the integrity of project procurement and contract execution, leading to the unintended use of funds, misprocurement, SH/SEA, and/or execution of project procurements outside of the required time, cost and quality requirements.</p>	<p>Moderate</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>The risk that no established and clear procurement complaints management system in the country, no specific independent and competent local authority responsible for investigating allegations.</p> <p>Strengthened review of the submitted cases to ensure full compliance and transparency; All tenders to mandatorily include IFAD's provisions on Preventing Corruption and Fraud Policy and eligibility of winners to be verified against the cross-debarment of the other IFIs.</p>		
<p><b>Capability in Public Procurement</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>The risk that the implementing agency does not have sound processes, procedures, systems and personnel in place for the administration, supervision and management of contracts resulting in adverse impacts to the development outcomes of the project.</p>	<p>Substantial</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>Elaboration of procurement guidelines and manual double IFAD guidelines for Procurement and anti corruption. Setting up of NOTUS and Contracts monitoring platform within the project</p>		
<p><b>Public Procurement Processes</b></p>	<p><b>Substantial</b></p>	<p><b>Moderate</b></p>
<p><b>Risk:</b></p> <p>The risk that procurement processes and market structures (methods, planning, bidding, contract award and contract management) are inefficient and/or anti-competitive, resulting in the misuse of project funds or sub-optimal implementation of the project and achievement of its objectives.</p>	<p>Substantial</p>	<p>Moderate</p>
<p><b>Mitigations:</b></p> <p>Elaboration of procurement guidelines and manual double IFAD guidelines for Procurement and anti corruption. Setting up of NOTUS and Contracts monitoring platform within the project</p>		

<b>Environment, Social and Climate Impact</b>	<b>Moderate</b>	<b>Low</b>
<b><i>Biodiversity Conservation</i></b>	<b><i>Moderate</i></b>	<b><i>Low</i></b>
<p><b>Risk:</b></p> <p>The risk that the project may cause significant threats to or the loss of biodiversity, availability of diversified nutritious food, ecosystems and ecosystem services, territories of the indigenous peoples, or the unsustainable use/production of living natural resources.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>There is a possibility that clearing land for agriculture, deforestation for household energy, setting up irrigation schemes will result in loss of biodiversity, ecosystems and ecosystem services, or the unsustainable use/production of living natural resources.</p> <p>The infrastructure development will be micro and small-scale in non-sensitive locations. Agricultural intensification will be promoted as opposed to expansion as well as agroforestry. The learning in the FFS is based on understanding agro-ecological principles, enhancing ecosystem services and using natural resources in a sustainable manner and soil conservation are thematic areas that will be explored and worked on.</p>		
<b><i>Resource Efficiency and Pollution Prevention</i></b>	<b><i>Moderate</i></b>	<b><i>Low</i></b>
<p><b>Risk:</b></p> <p>The risk that the project may cause significant pollution to air, water, and land, and inefficient use of finite resources that may threaten people, ecosystem services and the environment at the local, regional, and global levels.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>The use of agrochemicals may contribute to soil and water (surface and groundwater) eutrophication and contamination with hazardous pollutants threatening people, ecosystem services and the environment at the local levels.</p> <p>Measures, such as improved water management, safe handling of agrochemicals and waste management, will be promoted through the FFSs. The project will promote Integrated Pest Management methodologies, which are based on ecological understanding guides learning on pests to minimise pesticide use and maximise natural control.</p>		
<b><i>Cultural Heritage</i></b>	<b><i>Low</i></b>	<b><i>Low</i></b>
<p><b>Risk:</b></p> <p>The risk that the project may cause significant cultural or physical resource degradation, including threats to or the loss of resources of historical, religious or cultural significance.</p>	Low	Low
<p><b>Mitigations:</b></p> <p>So far, The ROOTS as well as the IFAD previous operations do not present a threat to resources of historical, religious or cultural significance.</p>		
<b><i>Indigenous People</i></b>	<b><i>Low</i></b>	<b><i>Low</i></b>
<p><b>Risk:</b></p> <p>The risk that the project may cause significant adverse physical, social, or economic impacts on indigenous peoples, or in threats to or the loss of resources of historical or cultural significance to them.</p>	Low	Low

<p><b>Mitigations:</b></p> <p>No risk has been identified so far. Updates by will be provided by PSU as the implementation goes on</p>		
<p><b>Labour and Working Conditions</b></p>	<b>Low</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The risk that the project may cause exploitative labour practices (e.g. forced or child labour), gender based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the project, including third parties and primary suppliers.</p>	Low	Low
<p><b>Mitigations:</b></p> <p>The risk that the project may result in abusive labour practices ( for example child labour), gender-based violence, discriminatory and unsafe/unhealthy working conditions for those employed specifically for the project, including third parties and major suppliers.</p>		
<p><b>Community Health and Safety</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The risk that the project may cause significant adverse impacts on the physical, mental, nutritional or social health/safety status of an individual, group, or population, including as a result of gender based violence.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>The risk that without proper training of beneficiaries on the proper use of agrochemicals and pesticides, an overuse could contaminate water and affect community health and safety</p> <p>Training on proper use of agrochemicals and pesticides will be conducted for the project extension workers as well as for groups of farmers around farmer field schools (FFS). ROOTS will support promotion of intensive agricultural practices involving use of agrochemicals and pesticides.</p>		
<p><b>Physical and Economic Resettlement</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The risk that the project may cause significant adverse physical, social, cultural or economic impacts, especially for marginalized groups, from land acquisition, and involuntary loss of land, assets, access to assets, income sources, or means of livelihoods.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>The risk that the project may have a significant negative physical, social, cultural or economic impact, particularly on vulnerable groups, as a result of land acquisition and involuntary loss of land, assets, access to assets, sources of income or livelihoods.</p> <p>Constant communication of the PSU with the community members and local authorities in the implementation areas</p>		
<p><b>Greenhouse Gas Emissions</b></p>	<b>Moderate</b>	<b>Low</b>
<p><b>Risk:</b></p> <p>The risk that the project may significantly increase greenhouse gas emissions and thereby contribute to anthropogenic climate change.</p>	Moderate	Low

<p><b>Mitigations:</b></p> <p>Further updates will be provided in implementation period. For now, Overall, the carbon balance results are positive, with ROOTS's activities leading to a total reduction in CO2 emissions of 136,475 tons over a period of 20 years starting from project implementation. Per year, the mitigation potential is roughly 6,824 tons of CO2-e. This will contribute to reducing</p>		
<p><b>Vulnerability of target populations and ecosystems to climate variability and hazards</b></p>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The risk that the project may significantly increase the exposure or vulnerability of target populations' livelihoods, ecosystems, economic assets or infrastructure to climate variability and hazards.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>GEF funding will help to better address climate change adaptation by facilitating the use of solar renewable energy from production to storage and processing, and the promotion of sustainable natural resource management techniques.</p>		
<p><b>Stakeholders</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Stakeholder Engagement/Coordination</b></p>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The risk that relevant stakeholders are not identified, and/or of inadequate/insufficient information disclosure, consultation/coordination with and buy-in from stakeholders on project objectives, delivery of interventions and promotion of sound environmental and social practices (e.g. with government, project target groups, civil society organizations, implementing partners, private sector, including financial intermediaries), resulting in misunderstandings or opposition by stakeholders, or duplication/inconsistencies between partners working in the same target area that may undermine project implementation and achievement of project development objectives.</p>	Moderate	Moderate
<p><b>Mitigations:</b></p> <p>Community and intercommunity participatory land use mapping and planning, negotiation and agreements on user rights backed up by a conflict resolution mechanism. Will be monitored as the implementation advanced</p>		
<p><b>Stakeholder Grievances</b></p>	<b>Substantial</b>	<b>Moderate</b>
<p><b>Risk:</b></p> <p>The risk that the project has ineffective grievance/complaint redress processes (including with respect to allegations of non-compliance with IFAD's E,S,C standards, fraud, corruption, or SEA), leading to unaddressed stakeholder complaints that may undermine project implementation and achievement of project development objectives.</p>	Substantial	Moderate

**Mitigations:**

The risk that allegations of fraud and corruption, sexual exploitation and abuse will not be received, limiting the potential of proactive engagement and feedback from key stakeholders on enhancing the Project's relevance, ownership, impact and sustainability.

As part of capacity building on how to set up and operate inclusive and accessible grievance redress mechanisms, special emphasis will be put on the following two elements: (i) information about the existence and functioning of such mechanisms should be readily available to all stakeholders, with special attention to raising the level of understanding of more vulnerable segments of communities served, e.g. by providing clear and understandable information on how to channel grievances, and processes and timelines for handling and responding to grievances submitted; (ii) information regarding whistle-blower protection measures, and confidential reporting channels should be widely accessible in order to receive and address grievances appropriately, including allegations of fraud and corruption, and sexual exploitation and abuse.