

Grenada

**Climate Smart Agriculture and Rural Enterprise Programme
Supervision Report**

Mission Dates: 04/09/2023 - 13/09/2023

Document Date: 21/11/2023

Project No. 2000001475

Report No. 6636-GD

Latin America and the Caribbean
Programme Management Department

Abbreviations and Acronyms

AF	Adaptation Fund
APL	Assessment of Prior Learning
AWPB	Annual Work Plan and Budget
BDS	Business Development Services
BNTF	Basic Needs Trust Fund
CARDI	Caribbean Agricultural Research and Development Institute
CDB	Caribbean Development Bank
CEI	Call for Expression of Interest
CFTDI	Caribbean Fisheries Training and Development Institute
CIAT	International Centre for Tropical Agriculture
CSA	Climate Smart Agriculture
CSF	Climate Smart Fisheries
CVQ	Caribbean Vocational Qualifications
EA	Extension Assistant
EBD	Enterprise and Business Development
ET	Entrepreneurship Training
FEO	Fisheries Extension Officer
FM	SAEP Finance Manager
FP	Focal Person
GIDC	Grenada Investment Development Corporation
GNTA	Grenada National Training Agency
HH	Household
IICA	Inter-american Institute for Cooperation on Agriculture
M&EO	SAEP Monitoring and Evaluation Officer
MA	SAEP Marketing Assistant
MCREFF	Ministry of Climate Resilience, Environment, Fisheries and Forestry
MCPMA	Ministry of Carriacou and Petit Martinique Affairs
MCREFF	Ministry of Climate Resilience, Environment, Fisheries and Forestry
MIS	Management Information System
MOAL	Ministry of Agriculture and Lands
MOAL UC	Ministry of Agriculture and Lands Unit Coordinator
MOF	Ministry of Finance
MOU	Memorandum of Understanding
NEWLO	New Life Organization
NVQ	National Vocational Qualifications
PIM	Programme Implementation Manual
PM	SAEP Programme Manager
PMU	SAEP Programme Management Unit
PO	SAEP Procurement Officer
PS	Permanent Secretary
PSC	Programme Steering Committee
SAEP	Climate Smart Agriculture and Rural Enterprise Programme
TA	SAEP Technical Assistant
TAMCC	TA Marryshow Community College
UC	Unit Coordinator
VST	Vocational Skills Training

A. Project Overview

Region:	Latin America and the Caribbean	Project at Risk Status:	Not at risk
Country:	Grenada	Environmental and Social Category:	Moderate
Project Name:	Climate Smart Agriculture and Rural Enterprise Programme	Climate Risk Classification:	Moderate
Project ID:	2000001475	Executing Institution:	Ministry of Finance
Project Type:	Agricultural Development	Implementing Institutions:	Ministry of Finance
CPM:	Paolo Silveri		
Project Director:	not available yet		
Project Area:	not available yet		

Approval Date:	23/12/2017	Last audit receipt:	29/09/2023
Signing Date:	16/01/2018	Date of Last SIS Mission:	13/09/2023
Entry into Force Date:	16/01/2018	Number of SIS Missions:	11
Available for Disbursement Date:	20/06/2018	Number of extensions:	0
First Disbursement Date:	22/06/2018	Effectiveness lag:	1 month
MTR Date:	19/09/2022		
Original Completion Date:	31/03/2024		
Current Completion Date:	31/03/2024		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	IFAD	\$3,990,000
	IFAD	\$2,410,000
Domestic Financing breakdown	Beneficiaries	\$270,000
	Grenada Investment Development Corporation	\$330,000
	National Government	\$2,000,000
Co-financing breakdown,	Caribbean Development Bank	\$5,000,000
Project total financing:		\$14,000,000

Current Mission

Mission Dates: 04/09/2023 - 13/09/2023

Days in the field: 8

Mission composition: Mr Paolo Silveri, Country Director and Team leader; Mr Gaetan Tanet, Programme Officer; Mr Robert Delve, IFAD Lead Agronomist; Ms Andrijana Nestorovic, IFAD Gender and Social Inclusion Officer; Mr Armando Cortez Tellez, IFAD Financer Officer; Mr Dhia Ben Halima, IFAD Senior Regional Procurement Officer, Mr Gianluca Gondolini, Environment & Climate Specialist, IFAD consultant and, Ms Maria Sisto, Rural Development specialist and IFAD consultant. The members of the team that participated remotely includes Ms Martina Improta, M&E Consultant. Mr Malcolm Wallace, Programme Coordinator for SAEP of the Caribbean Development Bank (CDB) joined the mission.

Field sites visited: Parishes of St George's, St John, St Andrews, St Patrick, St David and Carriacou.

B. Overall Assessment

Key SIS Indicator #1	∅	Rating	Key SIS Indicator #2	∅	Rating
Likelihood of Achieving the Development Objective		4.35	Assessment of the Overall Implementation Performance		4.0

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

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

Relevance		5
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C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

1. A Supervision Mission (SM) was carried out by the International Fund for Agriculture Development (IFAD) in collaboration with the Caribbean Development Bank (CDB) from August 28 to September 12, 2023, to analyse the progress of the Climate Smart Agriculture and Rural Enterprise Programme (SAEP) in Grenada. The mission's objectives were to review the overall progress towards attaining the Programmes' objectives and goals, the potential for scaling up some of the project activities and the exit strategy for the different interventions. The mission also allowed for discussion between IFAD and the Government of Grenada (GoG) regarding the forthcoming Adaptation Fund (AF) project facilitated and supervised by IFAD and to be presented to the AF board in March 2024.
2. The mission met with the Minister of Finance Honourable Dennis Cornwall; Minister of Economic Development, Planning, Tourism, ICT and the Creative Economy, Honourable Lennox Andrews; Minister of Agriculture, Cooperatives, Fisheries and Lands Senator Adrian Thomas; acting Permanent Secretary (PS) of the Ministry of Economic Development, Planning, Tourism, ICT and the Creative Economy, Mr. Isaac Bhagwan; the PS of the Ministry of Finance, Mr Michael Sylvester; the PS of the Ministry of Agriculture, Cooperatives, Fisheries and Lands, Mr. Aaron Francois; the PS of the Ministry of Climate Resilience, the Environment, and Renewable Energy, Ms. Merima Jessamy; the Head of the Economic and Sustainable Development and Planning of the Ministry of Finance (MOF), Mr. Mervyn Haynes and his staff; the Chair of the Programme Steering Committee (PSC), Dr. Curlan Gilchrist, and the members of the PSC; the Senior Vice President of Grenada Investment and Development Corporation (GIDC) and Vice President for the Business Development Centre, Ms Khesha Mitchell, and the Project Coordinator, Ms Shievllyn Noel, of the GIDC; and the Programme Management Team (PMT). The mission is grateful for the useful exchange in the different plenary and bilateral meetings.
3. The mission had the opportunity to meet with numerous project beneficiaries through field visits that were organized by the Programme Management Unit (PMU) in the 6 parishes of the island of Grenada. These visits covered both components, the Enterprise and Business Development (EBD) and the Climate Smart Agriculture (CSA), with an overall of 28 beneficiaries (14 M, 14 F) met, as well as the gender equality activities where 9 beneficiaries were met.

Key Mission Agreements and Conclusions

4. The Programme Management Team (PMT) continued to work along the lines agreed in the last mission. All staff focused on delivering grants, which has proven more challenging than expected. Progress was verified in both components: the overall outreach has increased by 61%, reaching 46% of SAEP's original target. The EBD component is likely to reach almost all its targets, in some cases exceeding them. The CSA component is likely to reach between 50% and 90% of its targets at completion.
5. Had the current status been achieved one year ago, the project would have attained all its targets and outcomes at completion. However, the time left is very tight for concluding some of the activities^[1]. The PMT is giving priority to grant implementation; in the best-case scenario, all approved grants will be disbursed before completion^[2]. The timeline does not ensure that grant recipients will receive enough technical support to make an efficient use of the grant. Hence, the exit strategy with implementing partners is key for ensuring the consolidation of project benefits. The Grenada Investment Development Corporation (GIDC), the Ministry of Agriculture, Cooperatives Fisheries and Lands (MOACFL) and the Ministry of Carriacou and Petite Martinique Affairs (MCPMA) have expressed their commitment to sustain services after completion. This discussion is taking place at the right time, as the Government of Grenada (GoG) is preparing its budget for 2024 and the various project partners have committed to allocate funds for technical services to SAEP's beneficiaries after project closure.
6. The reporting of outcome level Indicators is hampered by the delays. A limited number of grants are completed^[3], and the timeframe does not allow for reaching the full benefits of the intervention (increased resilience, yields, production, sales, access to new markets, employment). The infrastructure works^[4] financed by the Caribbean Development Bank (CDB) are in progress, yet only two of the roads will be completed by March 31st, 2024, so that CDB has agreed to grant an extension^[5]. The mission recommends documenting the impact on beneficiaries at all levels, eliciting lessons that could guide the upscaling of project activities.
7. Programme management has been performing regularly, in spite the position of the Programme Manager (PM) is formally vacant. The Acting PM is effectively leading the PMT without a formal appointment. The mission recommends regularizing the situation through a formal communication to IFAD, avoiding starting a recruitment process at this point in time. The PMT shows significant progress in engaging women beneficiaries and in promoting gender equality at all levels.
8. The GoG expressed interest in requesting an extension to the SAEP implementation period, since the COVID19 pandemic affected both the execution of activities and the conditions for achieving expected impacts.^[6] IFAD started the design of the Adaptation Fund-financed project proposal at the time of the mission^[7]. It is likely that there will be a gap between SAEP's closing and the AF project launching. Since G-REP, IFAD has significantly invested over time in training national staff for core services in project implementation. The strong competition for qualified human resources among projects implies that the vast majority of the SAEP staff would no longer be available, if the time gap between both projects were significantly long. While the attainment of the expected impact on SAEP's beneficiaries at the current closing date is not likely to happen, the mission considers that a one-year extension would (1) contribute to a full achievement of SAEP's development goals; (2) bridge the gap ensuring a smooth transition from, SAEP to the AF project; and (3) match the CDB's extended implementation period, building synergies between all sources of financing. The extension would also pave the way for a restructuring of the LogFrame, allowing

the project to modify the way to report on the infrastructure activities, which are under CDB's direct supervision. This modification will additionally impact the overall outreach of the project.

9. [\[1\]](#) Particularly taking into consideration procurement process timeframe.
10. [\[2\]](#) All investment would have been procured and delivered to beneficiaries.
11. [\[3\]](#) Approximately 40% of Business Grants and 20% of CSA grants.
12. [\[4\]](#) The allocated budget forecasted for roads is not enough due to price increases. The CDB will consequently re-discuss priorities with government, as well as the potential allocation of additional funds. The procurement for design and supervision of works for the irrigation subcomponent is ongoing. It is expected that it will target the rehabilitation of four (4) infrastructures in Carriacou^[4] and enhance five (5) irrigation systems in Grenada, routing the water through gravity fed distribution networks^[4]. Beneficiaries of these irrigation works have not been estimated as yet.
13. [\[5\]](#) Until December 2024, in which CDB considers that the works planned with the current budget will be completed.
14. [\[6\]](#) The CSA component ceased operations in the field for over one year. The economic environment was not enabling for new employments or starting-up a business, since the country is highly dependent on tourism, which stopped completely in 2020 and never recovered to pre-pandemic levels.
15. [\[7\]](#) The concept note was approved by the AF Board on March 2023.

D. Overview and Project Progress

16. SAEP's total outreach is currently at 46% of the overall target set at design, although it represents 76% of the expected target **excluding** infrastructure that is only starting works and has drastically reduced the original estimate^[1]. The increase in beneficiaries in 2023 represents half of cumulative number of beneficiaries at the end of 2022. This is mostly explained by the increase in beneficiaries of CSA training and awareness activities in the Climate Smart Agriculture (CSA) component that doubled in 2023 regarding the cumulative target achieved at the end of 2022. Thus the CSA component, that was lagging behind in terms of targets, made a significant contribution for Programme's progress in the current year. In spite of this remarkable step forward, however, the level of impact on beneficiaries expected at design would require additional time of technical handholding to materialize.
17. **Enterprise and Business Development Component (EBD)**
18. The **Vocational Skills Training (VST)** activities have been completed providing Level 2 CVQ certification to 401^[2] youth (218 female). At the outcome level, service providers informed that 142 youth got employed after graduation, which represents 42% of the overall Vocational Skills Training cohort.^[3]
19. The **Entrepreneurship Training** was completed before the MTR, reaching the target of 500 youth (332 female), so that GIDC has been focusing on the implementation of Grants. A total of 353 **First Push (FP)** grants have been approved and 314 are under disbursement^[4]. Regarding the **Business Grants (BG)**, 129 have been approved, 100 contracts have been signed and 93 have started disbursements^[5]. GIDC plans on completing all disbursements for FP at the end of September and for BG by year end.
20. Progress made since the last mission is significant, particularly for BGs. Many beneficiaries visited by the mission already received most of the materials and need to complete the installation of equipment or building of structures, in many cases with no issues that may trigger delays. The procurement is still challenging: the mission could observe that, in some cases, the delivery of goods is still pending, while full payment was already processed^[6]. Delivery is uncertain due to lack of supply in the island and, in some cases, requires claiming to suppliers for quality issues. These delays may affect similar initiatives in the future, preventing full implementation of all approved grants in the first quarter 2024. The mission recommends to closely follow up and take action to complete grants as planned.
21. The Project Coordinator and Business Development Officers (BDOs) would conduct two visits to grant recipients: a first visit for monitoring purposes; and a final visit, where the information on impact is gathered. At present, all BDOs have completed approximately half of the final visits for the FP and need to conduct both visits for the BGs. Each BDO is developing a work plan to complete the visits in due time. The main risk lies on having grants under implementation at completion. IFAD guidelines require that all activities must be completed before the project completion date, meaning that final visits and rendering of accounts for completed grants should be finalized by March 31st, 2024. The mission recommends to closely monitor and take remedial action, if necessary^[7], ensuring that no disbursed funds are pending implementation at completion, unless these expenses were financed by counterpart funds.
22. With the current timeframe, most projects would receive very little technical handholding before project completion. The field visits showed that some beneficiaries are ready to implement their business successfully, once all items are delivered; while others require technical orientation to improve their production, business or marketing skills. Some young entrepreneurs try to fill the gaps using YouTube videos to learn or improve their processes or fill knowledge gaps, while others are not so proactive. The mission recommends identifying grant recipients with business, marketing or technical gaps and providing additional technical assistance and training to ensure success –particularly for agricultural projects that have received very limited technical support.
23. The total amount of **savings** through implementing online modalities in the Entrepreneurship Training is currently estimated at

USD 174,000. GIDC is proposing to use these funds to increase the number of grants and for technical assistance to grant projects under implementation. GIDC indicated they foresee no problem in completing the grants before the closing date[8]. They can provide technical support from their own resources, but the funds for financing grants are scarce, so this proposal is making the most efficient use of SAEP's and GIDC's resources. A total of USD 145,000 would allow to complete the target of 120 business grants set at design[9] and to finance 18 additional business grants to start-ups. The mission recommends avoiding raising expectations on beneficiaries whose initiatives might not be completed in due time.

24. The proposed use of savings would mean a change in targets and allocated funds to each type of activity, so that the current Memorandum of Understanding (MOU) must be amended. Following IFAD procurement guidelines, the amended document should be a Memorandum of Agreement (MOA).
25. A total of 250 adults with **existing businesses** registered for receiving training and support. GIDC has started implementation and plans to cover several topics[10] with a new approach. Five facilitators have been hired; the training in virtual platforms took place between April and June 2023. A follow up phase currently ongoing, consists of trainers providing handholding to each beneficiary according to their needs. The mission endorses this approach. A total of 13 start-ups have participated in this training. The mission could verify that most beneficiaries require technical assistance or refreshment training[11], so this handholding should cover those start-ups at risk of not being able to become sustainable in the medium term.
26. Beneficiaries are being included in the GIDC overall client's database to ensure the **exit strategy**. The Seamount Training and Outreach Centre refurbished through the project will operate regularly. The GIDC indicated that it is likely that not all the BDOs will be absorbed but the centre will be properly staffed. The mission recommends that this exit strategy be stated in a written agreement with the PMU.
27. **Climate Smart Agriculture Component (CSA)**
28. There has been good progress in this component since the last mission, with active implementation of the CSA Action Plan and an audit of the CSA grant program, to provide efficient follow-up to the first and second Call grants. Progress since the May 2023 ISM is detailed below.
29. Cumulative progress to August 2023 in **CSA Awareness and Training activities** show that 1,879 beneficiaries (938 female) received community awareness trainings, more than doubling the cumulative target at the end of 2023. Recent trainings were on drought, livestock, nursery management, sea moss production, silage production and record keeping. There is a plan to complete the training balance of 339 before project completion; these would include a proposed collaboration with several partners.[12] In October 2023, in collaboration with NIS and the Eastern Caribbean Central Bank (ECCB), a proposed activity for school children on financial literacy with a focus on agriculture is due to take place. Additionally, in collaboration with the United Nations Development Program (UNDP), a new training on sustainable backyard farming was held in June 2023, where 35 participants received seedlings (tomato, lettuce, cabbages and peppers) for improving nutrition security. This training (sustainable backyard farming) will continue during the last quarter. Extension Assistants (EAs) attended the training and will provide support to these beneficiaries.
30. The coverage with **Extension Services** reached 515 (174 female) beneficiaries in 2023, increasing by 17% regarding the cumulative number reached at the end of 2022. Most of the field work focused on the implementation of grants. The implementation of **CSA Demonstration models** remains delayed, with no progress on the fisheries Fish Aggregation Device (FAD) completion or on the hydroponics or climate smart small livestock housing. The selection criteria for these models were reviewed. The next step is the evaluation and selection of the beneficiaries for the various models identified. The proposed start date is October 2023, with a projected completion date of March 2024. The MOU with UNDP for the Limlair Livestock model is also delayed, currently at the stage of a revised MoU being prepared for no-objection. The drawings were received, pending receipt of the Bill of Quantities (BOQ) and documentation. The next course of action is receipt of technical documentation and subsequent submission to procurement for processing. The proposed start-up of this activity is within the last quarter with a projected completion date of February 2024. UNDP has indicated that they received an extension of 18 months (May of 2025), therefore they will be able to provide the necessary oversight to ensure completion of this activity.
31. The training and awareness to school children in partnership with the 4H Council and Girl Guides and Boy Scouts included various activities. The **CSA 4H Community Awareness** activities focused on Nutrition. Six sessions on Nutrition (126 - 89F/37M) were conducted with the Grenada Food and Nutrition Council (GFNC). During the period 10-28 July 2023, an additional 23 students (19 female) were part of the GFNC summer program "Curious Little Hands in the Kitchen" (CLHK). The second call for the **4H School Garden Competition** received only one new proposal. Subsequently, it was decided to proceed with the activity and three schools form the first call. Procurement has proposed to begin purchasing the items in September at the start of the new school term. Quotations are being reviewed and evaluated to start the procurement process. The **CSA 4H Model** are in its preparation stages. The project has decided to support two shade house demos for schools. The drawings have been reviewed by the Project Engineer and other technical documents including specifications and BOQs, and the call for contractors to be issued by procurement will start by the end of September.
32. Regarding the implementation of **CSA grants**, out of the 121 approved grants, only 26 are completed (18 from the 1st call and 8 from the 2nd). An extensive audit was conducted to provide support to finalisation of all remaining grants. Three of the remaining 96 grants are on hold, pending further review, while 71 can be completed by project completion in March 2024. Given the pace of implementation to date, this objective still seems rather ambitious. The mission recommends that, given the short time left for the execution of all activities, if the contract cannot be awarded by the end of 2023 with a definite completion date before the end of March 2024, the implementation of outstanding grants should not continue.
33. Regarding **Marketing** activities, most of the Marketing Officer time was taken up supporting the CSA grant audit. In addition, this conducted six financial management trainings for 134 beneficiaries (54F/80M) and conducted site visits to 18 beneficiaries and 7 GIDC agriculture grant beneficiaries. Activities managing the Facebook marketing page and providing daily support to

beneficiaries looking for markets - and to buyers looking for produce - continued.

34. Regarding the impact of the CSA component, the 2022 Thematic Outcome Survey Report conducted in 2022 surveyed 88 beneficiaries (35F/53M). Some of the key results are:
 - 68 percent saw an EA/FA at least once a month;
 - 25 percent were very satisfied with the project, while others were less happy as they were still waiting for completion of their CSA grants;
 - 18 of the 32 people keeping livestock adopted improved practices, though no quantification of benefits in terms of changes in production or income were given since joining the project;
 - Adoption of CSA practices was very high at >80% for those that received training, though no quantification of benefits in terms of changes in production or income were given since joining the project.
35. The **Infrastructure** subcomponent, financed by the CDB achieved some significant milestones in 2023. One of the farm access roads started construction and another one is starting at the end of September; the procurement of the irrigation consultant/firm will be finalized in October; and the work of the Community Development Practitioner is completed. **The CDB has granted an extension to the implementation period until December 2024 for completing all interventions.**
36. Two of the rural roads under Lot 1 show progress. The Granton road (Lot 1C) is 30% complete – construction was delayed due to poor weather conditions; however measures are being taken to expedite construction during the 4th quarter 2023; the contract for the Clozier road (Lot 1B) has been awarded and is due to start in September. The Palmiste road (Lot 1A) will be funded by the GoG. The resources previously assigned to the Palmiste road will be reallocated to Lots 2 and 3. The GoG will provide CDB with an official communication regarding Lot 1A by the end of September 2023. Roads under Lot 1 are expected to be completed in the second quarter 2024.
37. The scope of rural roads included in Lots 2 and 3 has been reduced to 7 roads due to budgetary constraints - 2 in Carriacou and 5 in Grenada from the 9 originally identified. The final drawings are pending discussion with the GoG regarding the allocation of additional resources.
38. The progress in irrigation infrastructure relates to the procurement of the design and supervision consultant/firm, currently underway, and it is expected that implementation will start in November 2023. There are four project sites identified in Carriacou: rehabilitation of Limlair Pond, Belair Pond, Dumfries Well and Dumfries Cistern. The proposed works in Grenada include the routing of water through gravity fed distribution network in selected irrigations schemes: The proposed sites based on previous analysis/outputs using the AGRI tool are La Poterie and Conference in St Andrews; Hope Vale in St George; Chambord in St Patrick; and La Sagesse in St David. The GoG will prioritize two or three sites for intervention based on resource availability.
39. **Programme management** has been performing regularly, in spite the position of the Programme Manager being formally vacant. The Acting Programme Manager (PM Ag) appointed by the GoG has been leading the PMT and its progress in project implementation. At this point, there is no benefit in launching a procurement process for this position. The mission recommends regularizing the situation through a formal communication of appointment and complete the project with the current management arrangements. The PMT shows significant commitment as well as progress in engaging women beneficiaries in the various project activities and in promoting gender equality at all levels, involving different stakeholders that will increase and replicate SAEP's gender approach. The Programme has opened a sub-office in St Patrick, one of the poorest areas of Grenada, aiming at promoting contact and feedback from beneficiaries.
40. Procurement activities are hampered by the constraints of a small island with limited number of suppliers and where the vast majority of goods are imported. Better coordination between the technical staff and the Procurement Unit could contribute to expedite the processes. The suppliers' current practices that cause uncertainty in delivery and are not in line with best practices should be addressed by the PMT together with the implementing partners, building synergies to move forward.

Actions	Responsibility	Deadline	Status
GIDC MOU Amendment Submit a proposal for the amended MOA for IFAD's NO	GIDC/PMT	October 15/ 2023	Agreed
EBD Exit Strategy Document the exit strategy for providing business development services to start-ups	GIDC/PMT	October 15/ 2023	Agreed
CSA Planning Critically review all activities and only continue with those that can be 100% guaranteed to be completed before project closure in March 2024	CSA Coordinator/ Marketing Officer	October 15/ 2023	Agreed

Project impacts		December	
Conduct case study analysis to quantify benefits of CSA grant recipients	CSA Coordinator	31 st /2023	Agreed

41. [\[1\]](#) SAEP's original target was 7,500 direct beneficiaries, out of which 3,000 would be benefitted through road rehabilitation. The target for the EBD component and the IFAD financed activities of the CSA component are 4,500 individuals directly receiving services from the project (13,500 total beneficiaries). A total of 3,422 persons have received direct support from the project (excluding infrastructure that is only starting implementation of works). See Effectiveness for details.
42. [\[2\]](#) 337 (180 female) through Vocational Skills Training and 64 (26 female) through Assessment of Prior Learning.
43. [\[3\]](#) The total job placement could be higher as updates from service providers are not currently available as the corresponding MOUs expired. The PMT is still making efforts for increasing employment, as the Job and Gender Awareness Fair conducted in January 2023 in collaboration with the Skills for Youth Employment Programme (SKYE) financed by UKAID.
44. [\[4\]](#) Around 97% of FP grants and 40% of BG completed disbursements. Nonetheless, this does not mean that the equipment or structures are in place and used. Some require the beneficiary to make its contribution (like land clearing, purchase of materials or assemble the structure or equipment already provided).
45. [\[5\]](#) The GIDC team will have a clear picture when completing all visits to beneficiaries before year end. According to the data, a small share of the BGs have completed disbursements. The monitoring visit will verify that they are in full operation.
46. [\[6\]](#) Most suppliers demand full payment to place the order, as they have to import the item and they need the payment upfront, which is not a good practice in procurement. The issue was discussed with the PMT and GIDC in order to address the issue jointly, because the same applies to CSA grants and it is a generalized practice in Grenada. If the upfront payment is not done, the supplier would not place the order to import the goods.
47. [\[7\]](#) In example, providing additional support from GIDC regular staff.
48. [\[8\]](#) GIDC has indicated that the Business Grant Committee is providing approvals to expedite the process and the team is confident on meeting deadlines.
49. [\[9\]](#) The original allocation in the MOU is not enough for financing 120 BG due to groups that increase the average amount estimated at design.
50. [\[10\]](#) Topics include record keeping, cash flow management payroll administration, risk management, adopting innovation in business, increasing sales and accessing markets, converting business operations online, export readiness, and costing and pricing.
51. [\[11\]](#) Particularly in record keeping.
52. [\[12\]](#) Such as the National Insurance Scheme (NIS), the Grenada Industrial Development Corporation (GIDC) and other institutions.

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness

Rating: 4

Previous rating: 4

Justification of rating

53. With 75% of the main outputs physical targets met and with 6 months of implementation remaining (unless the extension is granted), the mission considers that SAEP will fulfil its outcomes and objectives, at least those relative to Component 1 on Business Development.

Log-Frame Analysis & Main Issues of Effectiveness

54. In terms of outreach, as of end of August 2023, SAEP provided services to 3,422 beneficiaries, accounting for 46% of the original appraisal target. However, due to a reduction in scope of the infrastructure component implemented by CDB, the mission in coordination with the PMT, is currently reviewing the possibility to revise the outreach 1 target. The final outreach will depend on the approval to the extension request submitted by the GoG.
55. At outcome level, component 1, with a strong focus on youth, aimed at supporting beneficiaries to access the job market, through skills improvement or business development activities leading them to start their own business. As of August 2023, 293 SAEP

beneficiaries are employed (73% achievement rate). It however has not been possible to measure the number of enterprises consolidated, which is the other outcome for component 1. Typically, at least one year is needed to assess profit and employee number growth, especially for start-ups. However, most of the grants have only recently been disbursed. Nevertheless, with 81% of grants disbursed and 86% of the enterprises receiving business development services, the mission considers that there is a strong possibility of achieving this outcome by project completion.

56. The implementation progress has been slower for component 2 activities, impacting the overall outcome achievement. Component 2 aims at increasing the sustainability and productivity of smallholder farmers through trainings, extension services, marketing support, grant financing for investing on CSA practices, irrigation and roads rehabilitation. Currently, only 24 farmers are estimated to have improved access to markets thanks to the road construction, against an appraisal target of 3,000 farmers. Consistently with the lower rate of implementation of road renovation, and similarly to what exposed above, the mission proposes to revise the original target due to the reduction of the kilometres of roads rehabilitated. The new target would consist of 400 households. No rigorous data has been collected for households reporting an increase in production, but figures from the brief outcome study (which did not use the COI methodology) implemented last year suggested that 40% of the 64 interviewees that cultivate crops had an increase in production despite several challenges (lack of water, pests and diseases) that affect production. As the implementation of grants is showing a steady pace, and assuming that at least 92 CSA grants have been completed or have started disbursements, it is likely that the outcome will be partially achieved.
57. At output level, SAEP has reached cumulative 75% of his targets, 93% for component 1 and 68% for component 2 (see AWPB section for more detail).

Development Focus

Targeting and Outreach

Rating: 5

Previous rating: 5

Justification of rating

58. The Programme reaches out to the intended target groups. The PMT, Implementing Partners and Service Providers have been strictly applying the agreed targeting criteria reflected in the respective MOUs to select potential beneficiaries for each intervention. The overall target for the direct beneficiaries is currently being reviewed at 4,900, with a reduction of the infrastructure beneficiaries. The Project applies direct targeting prioritizing women and young people, and within these groups, prioritizes youth who are unemployed or underemployed and single women heading households. The Project reports reaching 66% of women through the first component and approximately 34% of women through the second component.

Main issues

59. SAEP applies the following criteria i) head of households is single, ii) more than the national average of persons in households (more than 3), iii) one adult within the household is unemployed; iv) one adult in the household does not have secondary education. It applies specific social inclusion mechanisms, recognizing multiple barriers to participation, aiming at benefiting and empowering the most vulnerable groups (see beneficiary participation). The engagement of beneficiaries is mainly done through field officers that apply the criteria and is later reviewed by the M&E Unit.
60. The M&E system in the field is organized in such a way that it assures community outreach, collective and individual participation. Information from the field is mainstreamed in all reporting lines. This means that there are weekly meetings with the field officers and the technical coordinators and quarterly meetings between the PMT and the extension/fisheries assistants. Community development officer, BDOs and field officers, engage one to one with the beneficiaries and encourage open dialogue. The data flows from field officers to the technical coordinators within the PMT and from the technical coordinators to the SAEP M&E officer. The mobilization instruments used are social media, such as Facebook, Instagram, and radio, door to door. Pamphlets are used as well to communicate project objectives. Local stakeholders also play an active role in informing the beneficiaries about the project.
61. Enterprise Business Development (EBD) Component has an overall progress of 92% (i).1.1 youth receiving employment skills training, out of 400 young people 337 have been received certificates through training and 64 through assessment of prior learning , 100% of progress (ii) 1.2 youth receiving Entrepreneurship Training, reports 100% of target achieved, (iii) youth starting-ups business access grant financing, end year target 400, has reached 323, 81% so far and is planning on providing 138 business grants (exceeding the target of 120).
62. Climate Smart Agriculture (CSA) Component shows limited and partial achievement of targets. It reports overall progress against targets of 68% desegregated as follows: (i) 2.1 beneficiaries receiving training on CC and CSA practices, end target set at 2,200, current status achieved 1,879, progress 85 % progress; (ii) 2.2 beneficiaries receiving extension services, end target set at 1,200 current status achieved, 515, 43% progress; (iii) 2.3 beneficiaries receiving grant financing for CSA initiatives, end target set at 120, current status achieved 113 approved grants, progress 94% (approved) no of back yard gardens, end target set at 60, 8 approved, progress 13%; (iv) 2.04 roads rehabilitated (km), end target set at 30 at design, 1 ongoing and 1 to start in September.

Gender equality & women's participation

Rating: 5

Previous rating: 4

Justification of rating

63. SAEP shows significant commitment as well as progress in engaging women beneficiaries, implementing gender trainings with both women and men (Community Equity and Empowerment Sessions applied through 5 interactive sessions targeting 544 beneficiaries, both women and men) where the social norms, gender concepts, roles and power dynamics are discussed and challenged, and culturally acceptable agreements are reached among participants. These notable efforts are part of SAEPs

gender mainstreaming strategy structured in the MOU with the Ministry of Social Development – Gender Affairs and Family Bureau. The EBD Component, focusing on Economic empowerment, has been particularly successful, reporting a significant participation of women beneficiaries (66%), surpassing the targets set at the design (60% female participation), while the CSA component reports 34% of women beneficiaries.

Main issues

64. The main objective of the MOU with the Gender Affairs Bureau consists of building the capacity of rural communities and associated stakeholders in gender equality. It will promote the implementation of operational measures to ensure gender equitable participation, through technical capacity building of facilitators, inter-institutional focal points and SAEP beneficiaries in **gender equality, human rights, CSA, and gender related issues**. The mission met with nine (9) beneficiaries from the CSA component (overall 34% female beneficiaries), who participated in the gender awareness training. This meeting gave an opportunity to engage in dialogue and listen to beneficiaries voicing their views related to gender roles, cultural dynamics, as well as different technical aspects and implementation challenges they face. During this session the beneficiaries agreed that “it’s all about balance and agreements”.
65. SAEP prioritizes giving opportunities to women at the institutional level, and this is reflected in the fact that the majority of staff of the PMT are women including key technical positions (Finance Manager, M&E Specialist, Technical Coordinator, and Procurement Officer), 60% of the extension officers are women, 75% of BDOs are women and the Community Development Practitioner is a woman. Regarding the institutional arrangements, the project assigns a Gender Focal point role to the Technical Coordinator as well as specific financial resources through its Partnership with the Ministry of Social Development - Gender Affairs Bureau. The data collected and presented by the M&E system is desegregated by sex and age.
66. **Intrahousehold redistribution of workloads** has been reported as a result of using more efficient equipment received through the grants for agro-processing as well as for fish processing (e.g. stove, freezer, manufacturing tools, high capacity blender and mixer, etc.) part of the first component. This has allowed women to increase their production dedicating the same time. As expressed by the PMU, “It is fair to say that the production increases and their time is saved”. The project by design is not targeting rural organizations, hence it is not reporting the participation of women in leadership positions in rural organizations.
67. The GIDC, main implementing partner for the first component, has undergone a training in gender analysis for rural development, planning and mainstreaming, together with representatives from the PMU and 15 other inter-institutional focal points holding senior planning positions. The training sessions were organized and implemented by the University of West Indies, as part of SAEP’s gender mainstreaming strategy structured in the MOU with the GAB (above mentioned). This partnership is considered as innovative and aims at giving visibility to the efforts for reducing gender inequalities in the rural area, as well as assuring sustainability. The Gender Focal Points are part of an **Inter-Ministerial Council for Gender Focal Points, a planning body established by the Ministry of Social Development, Housing and Community Empowerment**. The Council’s objective is to promote gender equality, equity, social justice and sustainable development in Grenada. The Gender Affairs Bureau has designed and piloted its training manual **Empowering Gender Equality : A Guide for Facilitators** to assure it is adapted to the rural contexts, needs and culture on various levels, such as with the Ministry of Youth, with the SAEP PMT as well as with the beneficiaries. The focal points are provided with knowledge and necessary tools to incorporate gender analysis into development planning and policymaking. SAEP has also recently implemented a Gender and SI study with the beneficiaries and the mission encourages the team to share the results with the Council for Gender Focal Points, IP, and Service Providers as well as with the field officers, emphasizing the lessons learned.

Agreed Action	Responsibility	Agreed Date
Present the results of the Gender and SI Study Share the results of the Gender and SI Study.	M&E Officer	10/2023
MOU Implementation with the Gender Affairs Bureau Accelerate the implementation of the MOU with the Gender Affairs Bureau and finalize all the training with the beneficiaries as well as SAEP team including the Extension officers and BDO officers.	Technical Coordinator/ Gender Focal Point	12/2023
Share good practices of the University of West Indies collaboration Give visibility to the good practice of collaborating with the University of West Indies, so that it is documented and applied in the AF proposal	Technical Coordinator/Gender Focal point	12/2023

Agricultural Productivity

Rating: 3

Previous rating: 3

Justification of rating

68. There has been little progress in completing CSA activities and impact and outcome data has not been collected, analysed or reported. Therefore, the rating remains the same. A Thematic Outcome survey was conducted in 2022 but the data collected was not analysed and presented in relation to the COI indicators on increased production and increased income. Only data on adoption of technologies as a result of SAEP is available. The COI survey is under procurement and will allow measuring increase in production and income.

Main issues

69. The continued slow progress in completion of project activities continues to affect data collection and outcome analysis. Few households have completed their CSA grants and none of the demonstration farms have been completed. This means that households have not had time to see (and report) on the benefits of the project interventions. The dissemination of knowledge will be carried out through the implementation of a demonstration model in livestock management in Limlair, in collaboration with UNDP, as well as 2 additional demonstration models in schools before completion, both supported by technical assistance from the respective line ministries.

Nutrition	Rating: N/A	Previous rating: 4
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Justification of rating

70. .

Main issues

Adaptation to Climate Change	Rating: 4	Previous rating: 4
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Justification of rating

71. The SM acknowledged the improved and steady pace of implementation of the CSA component since the MTR. Dedicated efforts have been devoted to meet the awareness-raising and training targets and support the implementation of CSA practices through its field services. Additional progress was made in the allocation and implementation of the 121 approved CSA grants, of which 26 have been completed. The field visits and interactions with beneficiaries confirmed the relevance and benefits of actual adaptive technologies with projected contribution to livelihoods' resilience-building. Work on sensitization and knowledge dissemination has been documented in the project website with good testimonials of adaptation benefits. However, despite the good outlook and potential for achieving significant adaptation benefits, the delayed implementation of the CSA grants, preventing their likely full completion and adaptive benefits assessment by the project completion date, along with implementation of off-farm water infrastructure, justified maintaining the previous rating.

Main issues

72. The Project aims at improving the adaptive capacity of individual smallholders (short-cycle vegetables, fruit trees, and small ruminants, poultry fresh and processed fish) and family-run micro and small enterprises and does embed specific resilience-building and climate-proofing interventions in its design. Indeed, the two main operational components are closely intertwined and aim at sustainably improving smallholders' livelihoods and resilience by accessing new jobs starting up/ consolidating businesses and adopting CSA practices.
73. While the specifically focused Climate Change adaptation within the CSA component, implementation shows evidence that both components have indeed promoted such resilience-building approach. This is evidenced in the field through the increased awareness of rural populations about heightened exposure and vulnerability of climate change hazards and practical knowledge on climate adaptation and resilience-building measures across the agricultural landscapes. The supervision mission could note that beneficiary farmers have been sensitized /trained through various approaches including trainings and advises from extension services. The adaptive practices and technologies are promoted through the CSA grants and includes appropriate solutions to conserve natural resources and improve agricultural productivity in a changing climate. This includes composting, conservation agriculture practices, agroforestry/agroecology techniques, slope farming among others. The EBD activities were indeed oriented towards agricultural businesses in a bigger way than what was expected at design, and many businesses adopted adaptation practices (solar panels, CSA practices, energy saving equipment, small-scale water-saving irrigation systems etc.). The project website represents a good communication tool to showcase experiences and results from the beneficiary's perspective.
74. Since the MTR, significant progress has been made on the awareness-raising and training activities planned under the CSA component with achievement of 85% of end-target. Instead, CSA and market extension support continued at a slow pace and at the time of the SM was of respectively 43% and 50%. Similar delays are faced for the implementation of CSA demonstration models and CSA 4H models, which hamper the progress in extension and training in CSA practices. A total of 121 grants have been approved but completion rate remained relatively low (21%) raising concerns regarding completing implementation and evaluation of outcomes by the end of March next year. The challenge discussed with the RDU is to ensure completion of the majority of CSA grants by the project completion date. Mitigation actions considered would entail increased support and monitoring and amendment/cancellation of some grants to avoid ineligible expenses and allow effective evaluation of the completed grants.
75. In relation to rural infrastructure development (Subcomponent 2.4), provisions have been made to integrate climate-proofing considerations along with environmental and social safeguards compliance into the design of the interventions. The feasibility studies of rural roads and rainwater harvesting ponds includes specifications of overflow or drainage in case of extreme weather events. Nonetheless, the physical execution of adaptive infrastructure is lagging behind schedule, mainly due to delays in the feasibility studies. In particular, the off-farm water infrastructure interventions are still at feasibility assessment stage. CDB has granted an extension to this subcomponent until December 2024.
76. On the other hand, the implementation and full achievement of the expected outcomes is constrained by a number of limiting

factors. For example, the approach to target individual farmers instead of groups has limitations for the replication and dissemination of good agricultural practices, limiting the benefit-sharing and increasing the climate vulnerability of productive assets. The delayed implementation of off-farm climate-proofing investments (rural roads and rainwater harvesting and distribution systems) prevented linkages with on-farm water-related interventions. The limited number of CSA grants implemented has reduced the interest in engaging in project activities; possibly, the timely implementation and simplification of procedures to access grants would have maintained the engagement and commitment towards this financial instrument. The lack of timely and simple financing instruments could be a key factor for hampering the uptake of CSA technologies although smallholder producers have demonstrated knowledge and interest to adopt CSA practices.

77. Other externalities such as the economic impact of the war in Ukraine, the sourcing and price increase of project inputs that are 80% imported, the post-pandemics recovery, and increased impacts of climate change hazards have repercussions on the future adaptation benefits conveyed by the project interventions.
78. Due to the long-standing partnership with the GoG, successful experiences and lessons learned over previous projects have been taken into account for the design of SAEP. Likewise, SAEP will contribute to the systematization and learning process for the design of the forthcoming project proposal to be submitted to the Adaptation Fund. As such, quali-quantitative documentation on adoption and dissemination of good adaptation technologies and approaches will provide evidence-based knowledge for the successful design of the new proposal with the intention to promote scaling up of successful interventions.
79. Despite the fact that the climate vulnerability assessment has been cancelled, a better integration between the various infrastructure and technologies interventions, for example prioritizing the parishes that are more exposed to climate change hazards, could add value to enhancing and consolidating the resilience of rural livelihoods and reduce environmental footprint of SAEP.

Agreed Action	Responsibility	Agreed Date
<p>Document experiences and lessons learned on uptake of good adaptive practices and technologies</p> <p>Elaborate case studies to document the dissemination of good adaptation practices outlining quantitative and qualitative benefits Integrate information about lessons learned and experiences in the AF project proposal</p>	CSA Coordinator and M&E Officer	10/2023
<p>Review and accelerate the implementation of the CSA plan and grants</p> <p>Update status of implementation of CSA plan ensuring that all targets are met by project completion. In particular, review projections for CSA grants and amend those grants that won't be completed by project completion date to avoid incurring in ineligible expenses by the project. Update the project work plan and add trainings and support extension to farmers and fishers to meet project targets</p>	CSA Coordinator	10/2023

b. Sustainability and Scaling up

Institutions and Policy Engagement	Rating: N/A	Previous rating: 5
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Justification of rating

80. The project design did not have a specific focus on policy engagement, it mainly aimed at institutional strengthening of the line ministries or agencies providing services to rural poor. As such, the Programme financed the establishment of a training and outreach centre for business development services outside of the metropolitan area of St Georges. Nonetheless, the implementation of the project gave way to another significant change in the policy and institutional framework for supporting rural poor, the creation of the Rural Development Unit within the MOF, as a specialized body for implementing rural development projects. The project is also contributing to gender mainstreaming across the GOG by strengthening the Gender Committee.

Main issues

81. IFAD championed bringing entrepreneurship training and business development services to rural areas of Grenada. GIDC had been providing these services in St Georges since its creation, with limited coverage to rural population. The previous IFAD financed project, the Market Access and Rural Enterprise Development Programme (MAREP), engaged GIDC in a first experience of collaboration that was deepened in SAEP based on the lessons learned. The main objective was to provide specialized technical support to businesses of rural poor. The refurbishment of the Seamount Training and Outreach Centre in St Marks is a milestone in terms of making these services readily available in rural areas.
82. The creation of the Rural Development Unit was not envisaged at design, it was a decision of the GOG to build synergies among projects that have similar objectives and similar target group. It includes the SAEP and the Basic Need Trust Fund (BNTF), financed by the Caribbean Development Bank (CDB) that provides basic social infrastructure to rural communities. The creation of the RDU cannot be attributed to the project, although the fact that the SAEP focused on the same target population as the BNTF aiming at strengthening rural poor's economic activities, provided the basis for building synergies and more efficiency in core services for implementation of rural poverty alleviation initiatives. The creation of the RDU increased the relevance of rural development projects and became the locus for the implementation of similar initiatives such as output 3 of the Eastern

Caribbean Enhanced Direct Access (EDA) Project FP061 financed by GCF and implemented by UNDP, aiming at increasing resilience at community level to climate impacts through tangible adaptation benefits. The RDU is responsible for selecting the projects through a small competitive grants facility and for implementing the projects. The Ministry of Tourism, Civil Aviation, Climate Resilience and the Environment, acting on behalf of the GOG, signed a letter of agreement with the RDU for the implementation of the EDA Project. These investments will target public infrastructure that will improve the resilience of rural poor to climate impacts, thus contributing to improve the livelihoods of rural communities and, particularly of SAEP's beneficiaries' livelihoods.

83. The MOU with the Gender Department of the Ministry of Social and Community Development, Housing and Gender includes the training of the members of the Inter-Ministerial Council for Gender Focal Points established by the Ministry. Each ministry and statutory bodies appoints a focal point for this Council, which is responsible for implementing the Gender Equality Policy and Action Plan (GEPAP). SAEP will train these focal points, thus contributing to mainstreaming gender equality in the plans, programmes and policies of all areas of the GOG.

Partnership-building	Rating: 5	Previous rating: 5
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Justification of rating

84. The Programme continued collaborating with various national institutions, many of them not considered in traditional rural development projects. The collaboration has promoted new approaches to rural development and has strengthened the main partners through capacity building and hiring of new staff. The collaboration with similar projects or specialized institutions has built synergies and made an efficient use of resources.

Main issues

85. There are numerous examples of successful partnership building. The most traditional partners in rural development projects in Grenada, the MOALF and the Ministry of Carriacou and Petite Martinique Affairs, are responsible for extension and technical support to farmers and fishers. This is a Two-way collaboration: the ministries second staff and the Programme builds their capacity in a range of areas (Climate Change, adaptation, CSA practices, agricultural/fisheries technology, extension methodologies, gender, nutrition, etc.). SAEP proceeded into recruiting new staff, training them and ensuring that they will be absorbed by the ministries at completion. The innovative features in this collaboration and coordination consists of the training in Nutrition through the Grenada Food and Nutrition Council from the MOALF providing training on nutrition to school children linked to the 4H Council and Girl Guides and Boy Scouts. The Programme will also finance two shade houses in schools to provide practical knowledge to children on CC and adaptation. These interventions are addressing adaptation to CC, and human development, in the long run.
86. There is a plan to collaborate with various institutions in the training and awareness raising activities. The training in the coming months will be delivered in collaboration with the National Insurance Scheme (NIS), Grenada Industrial Development Corporation (GIDC) and other institutions. In October 2023, in collaboration with NIS and the Eastern Caribbean Central Bank (ECCB), a proposed activity for school children on financial literacy with a focus on agriculture is due to take place. Additionally, in collaboration with United Nations Development Program (UNDP), a new training on sustainable backyard farming was held in June 2023, when 35 participants received seedlings (tomato, lettuce, cabbages and peppers) for improving nutrition security. This training (sustainable backyard farming) will continue during the last quarter. EAs attended the training and will provide support to these beneficiaries.
87. The collaboration with GIDC is bringing business development services to rural areas. The fact that around 40% of start-ups are engaged in farming, agri-business or agro-processing shows that these activities are the most important ones for rural poor. The Programme is promoting a new approach to these activities in Grenada based on entrepreneurship and focused on youth, contributing to revitalizing rural communities and changing the stereotype of farming and fishing as non-profitable and "back-breaking".
88. The collaboration with UNDP in developing a demonstration model in Carriacou, each partner providing part of the budget and its specific expertise, is another example of collaboration that builds synergies and avoids duplication.
89. The collaboration with the Gender Affairs Bureau for promoting gender equality, has also brought benefits to both parties: the Gender Department did not have the funds for training the focal points and the PMT did not have the expertise to train its staff and implementing partners. The partnership allows for both stakeholders to attain their targets in a successful manner.
90. It is also important to emphasize that all these partnerships will ensure sustainability to the intervention, as these are the permanent institutions in Grenada providing support services in their respective areas of expertise to rural poor.

Human and Social Capital and Empowerment	Rating: 5	Previous rating: 4
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Justification of rating

91. SAEP is promoting capacity building on employment skills focused on young men and women (VST targeting 400 youth). At the time of the mission the Programme is reporting a total number of 337 youth completing VST and 64 receiving certificates through APL, fully reaching the target of 400 beneficiaries. GIDC reached the full target of training 500 youth in entrepreneurship. The CSA component made a great step forward by providing training and awareness on CC and CSA practices to 996 beneficiaries in 2023, more than doubling cumulative achievement until 2022 and reaching a total of 1,879 beneficiaries cumulatively, which represents 85% of the overall target. Extension and Marketing support have reached 515 and 202 beneficiaries respectively, which represent 43% and 50% of their targets. The Programme also implemented training in nutrition and gender in the period

under review.

Main issues

92. The Programme is fostering a comprehensive capacity building programme through its two components: the EBD focusing on supporting youth to get vocational skills and establish start-ups with training, technical support and investments; and the CSA aiming at building resilience to CC and variability in farmers, fishers and communities through training, awareness, extension and investments. The SAEP had a longer preparation period than expected; it was behind targets before the pandemic and the last years further compromised the pace of implementation. Although overall progress is delayed, the project is mostly on target and making a significant contribution to strengthening human capital and building capacities of young men and women through VST, ET and business development, as well as of CSA farmers and fishers through training activities on CC and CSA practices and, extension services and marketing support.
93. SAEP held systematizations of experiences for VST Batch 1 and Batch 2, as well as for all ET Batches, in order to evaluate the training processes by receiving feedback from beneficiaries about their experiences. Regarding VST, the systematization studies show that most participants consider the training effective and useful, and that they helped them develop new skills and knowledge. On the other hand, they identified as main challenges the limited access to materials, tools and equipment required for technical training; the location of training facility and the demanding nature of the training (time and duration). Young people interviewed during the mission, shared that in general Grenadian rural youth immediate need to get employment hinder their chances for continuing the training, meaning that they have to drop-out as they access an income opportunity. Although it is a valid complaint, the length and requirements of the courses cannot be changed by the project if the objective is to attain a level 2 NVQ or CVQ certificate, which in some cases resulted in drastic decisions to ensure completion of training. It is worth mentioning that many of these activities were implemented in the COVID19 pandemic on virtual modalities, with additional difficulties for accessing Internet or a suitable device. Regarding ET, the systematization studies show that most participants consider the training as meaningful and satisfactory. They report obstacles in their participation due to the length and intensity of the ET training, while some "need to attend the immediate need and provide income for the family". They also indicate they would need further support for submitting grant proposals. Young beneficiaries that do not have prior experience in business need intense handholding for developing a grant proposal and during the first year of implementation of their projects.
94. It is well noted that SAEP also benefits school age children through its partnership with the 4H Council and the Girl Guides and Boy Scouts, organizing summer programmes focusing on nutrition and CC and adaptation. In the period the focus was on nutrition with the GFNC Programme "Curious Little Hands in the Kitchen" (CLHK).
95. It is expected that progress in the implementation of grants in both components should foster empowerment, building capacity for developing their own proposal, preparing forms, plans, getting quotations, opening a bank account, making payments, etc. The mission highlighted that the beneficiaries visited in the field were satisfied with the marketing trainings and were very clear in what needed to be strengthened in order to further improve their businesses (season and off-season farming, rain water harvesting, competition vs collective approach etc). Following a recommendation of IFAD's missions, the Marketing Officer organized a training on Financial Management that was highly appreciated by farmers, as it focused on production cost calculation. During the field visits, the beneficiaries also voiced specific requests related to the AF proposal and areas they consider could be built on.
96. In a complementary manner the mission noted that capacity building organized through the MOUs with the Gender Affairs Bureau for the gender focal points and SAEP beneficiaries is of high academic quality and consulted on various levels to assure the cultural adaptation aspect.

Quality of Project Target Group Engagement and Feedback

Rating: 4

Previous rating: 4

Justification of rating

97. The Stakeholder Engagement Plan is 97% completed and maps out the engagement mechanisms already used by the Project. The Grievance Redress Mechanism (GRM) with simple steps and options to receive the complaint through, letter, mail, or phone (acknowledge and review, timely response, resolve, communicate and close out) is 100% designed and in place. Most of the engagement mechanisms are regularly applied, such as in community meetings, one on one meetings, open dialogues, sharing of life experiences and success stories by community leaders and role models. The project has opened a sub-office in Sauteurs, St Patricks, one of the poorest rural areas, to facilitate communication and feedback with beneficiaries. Beneficiaries have a representative at the Project Steering Committee that meets regularly.

Main issues

98. There is ongoing progress in the presentation of the GRM by the Community Development Practitioner to the beneficiaries', including sharing of the formats, explications on how to present a complaint, practical training on filling in the form with the beneficiaries, and providing options to communicate by phone. At present, there has been no official complains, which is also related to the local culture that "perceives the written complain as some form a punishment". SAEP reports the use of social inclusion mechanisms to facilitate the participation of women and youth, such as: i) community outreach; ii) constant dialogue and motivation to women as well as men for participation through sharing of experiences by community champions success stories; iii) childcare allowances, iv) transportation allowances; v) meal provided during the trainings and when necessary, adjustment of schedule and vi) coordination between the extensionists and the MOALF in order to provide support for women farmers when necessary in their mobilization to the field. However, the procurement issues in grants (delayed delivery) have also contributed to a certain level of dissatisfaction by beneficiaries and can contribute to dropouts of the programme, therefore a more structured engagement would be necessary.

99. Some issues related to youth dropping out of training identified by M&E assessment studies, have been addressed by the PMU with motivational videos and communication. **Community champions, as an effective tool for motivation and targeting** is identified as a lesson learned from implementation. Most young people are targeted through the first component. The mission observed with satisfaction that there are different tools used to mainstream and measure the quality of participation. For example, the **SAEP Gender and Social Inclusion, study** (see gender) will provide insightful data on how to assure quality and impact. The study assesses the services offered to both women and man beneficiaries of the Programme, to determine their overall quality of experience, including challenges faced and to assess the affirmative actions developed and implemented through the implementing partners and service providers. The study applies collective and participatory methodologies such as focus groups, women and youth groups, farm visits, and stakeholder meetings. The Gender Affairs Bureau has tested its training manual Empowering **Gender Equality : A Guide for Facilitators** to assure it is adapted to the local needs and culture, on various level, with the Ministry of Youth, with the PMT as well as with the beneficiaries. The University of West Indies, that provided training on gender, applies tools to assess the knowledge of the trainees (16 inter-institutional gender focal points) as for e.g.: media assignment and group project presentation.
100. All activities gather beneficiaries' feedback in implementation. In some cases, the issues are immediately addressed through the field officers and in other cases the suggestions, comments are channelled to the PMU or senior management of Implementing Partners. Beneficiaries participate in the planning workshops for the AWPB and in the PSC meetings.

Agreed Action	Responsibility	Agreed Date
Finalize the Stakeholder Engagement Plan (SEP) Finalize the Stakeholder Engagement Plan	Technical Coordinator/ Gender Focal Point	10/2023
Document the lessons learned related to youth Document lessons learned related to youth participation and assure it is taken in consideration by the AF new proposal.	Technical Coordinator/Gender Focal Point	12/2023
Documente the complaints methods Informal communication and dialogue where the beneficiaries might present complaints should also be formally documented and followed up on by the team (e.g. extension officers' report to the coordinators).	M&E Unit	12/2023

Responsiveness of Service Providers

Rating: 5

Previous rating: 4

Justification of rating

101. The quality of services is generally rated as good by beneficiaries. The EBD service providers have attained targets as expected and in some cases they are planning to surpass targets. The MOALF and MCPMA still undergo shortage of staff but the EA and FA have focused on SAEP's beneficiaries, particularly on grant implementation. Business development services and extension support are provided on a one-on-one basis and tailored to the needs of the beneficiary. Some service providers are fully empowered of the SAEP work plan and the continuity of services is assured. GIDC is making an efficient use of the budget to attain the overall goals and objectives of the project. The feedback from beneficiaries in the assessment of trainings was taken into account to take remedial action as needed.

Main issues

102. SAEP has already completed the training stage in the EBD component. VST service providers attained the overall target of 400 youth certified with Level 2 CVQ. NEWLO and TAMCC achieved over 95% of the target set at the MOU. GNTA finally achieved 65% of the MOU target.
103. GIDC provided Entrepreneurship Training to 500 youth (100% of target) and the type of needs expressed by trainees led to engaging a counsellor to deal with personal issues that were affecting their attendance to training.
104. The implementation of online modalities generated saving that will be mostly used to increase the number of Business Grants, thus increasing the impact of the intervention. The total target would be increased from 120 to 138 business grants. GIDC explained that they can provide handholding and training, but grant funds for start-ups are scarce. GIDC has proven an efficient and committed service provider and the mission considers that this is an efficient use of SAEP's resources. At present, GIDC is adding SAEP's beneficiaries to their own clients' database to ensure continuity of technical support and training.
105. Field staff of both components are focused on grant processing and delivery. Grants in both components are processed individually according to the beneficiary specific request. This approach slows down the procurement process but ensures that the investments meet the expressed needs of beneficiaries. The field staff attached to the MOALF and MCPMA are currently focused on SAEP's beneficiaries. Their MOUs have expired, and the mission recommends to sign an amendment letters stating the parties' responsibilities until and after closure, with the arrangements for the Exit Strategy.
106. The Programme contracted the University of West Indies in order to provide training on Gender for focal points of the different public institutions. The training was rated as of excellent quality by participants and by the PMT.

Agreed Action	Responsibility	Agreed Date
MOUs with MOALF and MCPMA Sign amendment letters with MOALF and MCPMA until closure including exit strategy.	PM/TC	10/2023

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

Justification of rating

107. SAEP is designed to benefit environment and sustainable management of natural resources ensuring compliance with the social, environmental and climate safeguards. The shift to adapted and sustainable rural livelihoods would be promoted through the widespread dissemination of environmentally friendly and climate-smart agricultural practices. Since MTR, progress has been observed in terms of dissemination of environmentally friendly practices. Unfortunately, the scale of dissemination of sustainable and resilient farming, livestock systems and fishery support is still limited due to the implementation delays of CSA component and the fragmentation of environmental-positive activities to fully manifest and demonstrate the project expected outcomes and impact.

Main issues

108. Besides improving the resilience of livelihoods, the project is designed to contribute positively to environment and natural resources. The interventions promote agrobiodiversity, soil and water conservation, among other environmental benefits. Good agricultural practices are embedded in the integrated crop management adopted by target farmers and agro-processing businesses with examples of organic production. Moreover, the mission could appreciate the level of engagement of youth and women farmers, particularly on the uptake of agroecology practices, as well as the leadership skills of others in testing and disseminating organic techniques for vegetable production. Other beneficiaries promoted agroforestry techniques and slope farming with important environmental benefits (mostly soil fertility and water conservation). ENRM aspects are well integrated in the training materials, which are used for technical assistance and extension/advisory support to individual producers and micro enterprises. Training includes modules for sustainable NRM management, and practices for improved productivity and waste disposal.

109. The gains of the interventions have been confirmed during the field visits and from interaction with the project beneficiaries. The efforts made by farmers assisted by the project is manifested in the quality of farming models implemented whereby several good agricultural practices are implemented such as agro-ecology, agroforestry, conservation agriculture, slope farming (one of the most challenging farming technique in Grenada), mulching, composting, integrated crop management, among others to deliver important environmental benefits. In the case of livestock production, attention is devoted to the selection of adapted breeds and waste disposal. For the fishery sector, efforts are focused to food safety and hygiene and safe processing to meet environmental safeguards.

110. The main concern is about the delayed implementation of the component 2 and fragmentation of environmentally-friendly activities given that individual smallholders are targeted (and not groups or farmer organizations) and randomly scattered across the country. This fragmentation of micro-interventions localised in small plots reduces the aggregation impacts particularly important for restoration and connectivity purposes, and improved natural resource management of productive landscapes intertwined in natural ecosystems. Despite CSA grants and water infrastructure integrate environmental and social considerations, the physical implementation is subject to lengthy administrative and technical requirements that delay at some point the realization, either for the development of the feasibility study or the design or for the grant selection or for the import of equipment and materials. The implementation of some of the main works and interventions is now delegated to the last semester of project lifespan which raises concern about their full achievement. Some strategies to improve the pace of implementation have been discussed with the RDU, including acceleration of CSA grants and extension support, more targeted landscape-focused interventions. On the latter point, the new AF project would build on lessons learned from SAEP and embed a stronger focus on “ridge to reef ecosystem based adaptation” approaches. Although the value of the actual and projected interventions over ENRM is undeniable, the ultimate environmental benefits remain to be evaluated. As a long-term process, such actions will need to be monitored in a more distant future, while a potential extension, as well as the upcoming AF project, could strengthen the interventions results and impacts.

Agreed Action	Responsibility	Agreed Date
Complete planned interventions and document the uptake and scaling up of good ENRM practices and technologies Plan to meet end project targets for ENRM/eco-friendly related activities and document their dissemination and adoption.	CSA Coordinator and M&E Officer	10/2023

Exit Strategy **Rating: 5** **Previous rating: 5**

Justification of rating

111. The exit strategy was well established at design and consists of involving local implementing partners for providing technical services to beneficiaries. These permanent institutions are strengthened throughout SAEP’s implementation for improving the quality of services. The GIDC has spread out its services to rural areas and will continue operations from the Seamount Training

and Outreach Centre. The client's database is being updated with SAEP's beneficiaries. The EAs and FAs hired by the project will be absorbed by the line ministries, thus ensuring the continuity of services. The mission was assured that since the 2024 budget development is ongoing, provisions would be made accordingly. The mission recommends developing simple written agreements with the implementing partners stating the responsibilities after closure

Main issues

- 112. The Programme made possible that rural population access business development services through the refurbishment of the Seamoon Training and Outreach Centre. GIDC has expressed its intention to continue running the centre on regular basis, probably not absorbing all the BDOs that are currently working with SAEP, but ensuring the Centre will be duly staffed and equipped. The information on beneficiaries is being uploaded to the GIDC clients' database as a preparatory measure to ensure continuity of services after completion.
- 113. The GOG is currently developing the 2024 public budget. The mission had discussions with the MOALF to ensure that provisions are made to absorb the field staff hired by the project. Both, the MOALF and the MCPMA, undergo a significant shortage of staff due to the retirement of senior officers, so that the incorporation of trained field officers –either through the return of seconded staff or the absorption of hired staff- will support the ministries to sustain their services meeting high quality standards.
- 114. The responsibilities of the partners regarding this exit strategy should be documented. Current MOUs do not include stipulations after project closing. The mission recommends signing simple written agreements that will guide the transition to the post-completion stage.

Agreed Action	Responsibility	Agreed Date
Written agreements with implementing partners Sign letters of agreement or include specific stipulations in the amendment letters to MOUs with implementing partners stating the responsibilities after project closing.	PM/TC/GIDC/MOALF/MCPMA	12/2023

Potential for Scaling-up **Rating: 5** **Previous rating: 4**

Justification of rating

- 115. The concept note submitted to the Adaptation Fund was approved in March 2023. The subsequent project design started at the time of the supervision and the results and lessons learned will be taken into account. The GOG considers IFAD as a trusted partner and has also requested IFAD's support to submit an EoI for GEF financing that has been selected to proceed.

Main issues

- 116. The AF approved the Concept Note in the Board meeting held last March. The design process for the project started at the time of the supervision mission analysing the main lessons learned from SAEP's implementation. The future project will focus on upscaling the best practices in adaptation to CC, promoting the adoption of CSA practices by groups and individual farmers and climate smart investments in public infrastructure. The total cost will be USD 10 million.
- 117. The Ministry of Mobilisation, Implementation and Transformation contacted IFAD as a trusted partner for developing an EOI to be submitted to the GEF Food Systems Integrated Program by September 8, 2023. The proposal submitted consisted in the promotion of integrated and resilient ecosystem approaches through the cocoa value chain with a total cost of USD 4 million. This approach is complementary to the AF proposal and promotes resilience within broader food agro-ecological practices focusing on a specific value chain that is well established in Grenada accessing local and international markets. The proposal has been approved to proceed to the concept note stage.
- 118. The timeline for these new projects indicates that there could be a gap between SAEP's closing and the new funding coming on stream. A first draft of the design document of the AF project would be available by the end of the year (November), aiming at submission to the March 2024 Board meeting. If the process has no delays, the gap between SAEP's closure would be very short, although it would be too optimistic to plan based on this scenario. It is likely that the preparatory activities could take as much as one year, meaning that the first disbursement would be ready by mid-2025.
- 119. The combined operation would have a total cost of approximately USD 15 million considering the counterpart funds and would be supervised by IFAD as accredited entity. This new project allows to capitalize on the experience and lessons learned through the implementation of G-REP, MAREP and SAEP, as well as benefit from the huge investment in capacity building along these years that has created a cadre of qualified human resources in core services for project implementation.

c. Project Management

Quality of Project Management **Rating: 5** **Previous rating: 4**

Justification of rating

- 120. The PMU is fully committed to SAEP's goals and objectives, monitoring execution against LF indicators in an efficient manner. The position of the PM is not formally filled, but the Deputy PM appointed by the GOG following a MTR recommendation is

actually leading the technical team, taking the responsibilities of the PM. Appropriate action was taken in this period to address delays and advance implementation. The PM position is paid by counterpart funds and the mission recommends the GOG to formally validate the situation to provide the current “acting” PM full credentials to access all IFAD systems as required. The GOG appointed the SAEP PSC Chair and members, which are now regularly functioning with a representative of SAEP’s beneficiary. The PSC meets regularly and fulfils its role of overall guidance.

Main issues

- 121. The GOG terminated the contract from the previous PM in February and has not made an official communication to IFAD on the appointment of the new PM. Presently, the former Deputy PM is acting as PM. The transition has been smooth, and he is leading implementation fully supported by the PMU. Since the PM position is fully paid by counterpart funds, the GOG can appoint this position according to its procedures. At this point in time, it seems that launching a recruitment process would not be conducive or efficient to complete all activities by March 31st, 2024. The mission discussed the issue with the GOG and it was agreed that the current Ag PM would be formally appointed and communicated to IFAD to regularize the situation. The management has been reactive to take appropriate measures to advance the implementation of the CSA component (i.e. engage the Marketing Officer for supporting the CSA Coordinator in the grant processing, conduct an audit to provide efficient follow-up to grant implementation).
- 122. The appointment of new senior officials in the GOG was completed in the first quarter 2023, allowing the SAEP PSC to become operational. It has been meeting regularly providing guidance to execution. The mission could see that the body is fully involved in the project’s strategic guidance, with representation of the public and private sector fully acquainted with IFAD previous projects, as well as a presentative of the beneficiaries. The new GOG decided to separate the PSCs of the two projects housed at the Rural Development Unit, decision that the mission endorses because it means a specific representation of stakeholders for each project, as well as ensures a representative of SAEP’s beneficiaries in the PSC.
- 123. A sub-office was established in Sauteurs, parish of St Patricks –one of the poorest parishes in the North of the country-, where EAs and FAs are located, closer to the target population and with better conditions to focus on SAEP’s beneficiaries.

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
Regularize appointment of the PM position Formally communicate IFAD the appointment of the SAEP PM	MOF / MED PS	10/2023

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

Justification of rating

- 124. SAEP remains actively engaged in Knowledge Management and Communication through various initiatives related to communication through online platforms, systematization of experiences, thematic studies and thematic conferences. KM activities are included and budgeted for in the AWPB but the project has not developed a KM plan (relying however on a comprehensive communication plan).

Main issues

- 125. SAEP maintains its online presence effectively. The KM officer manages the project website and maintains presence on various social media platforms such as Facebook, Instagram, YouTube, and LinkedIn. These regular updates ensure the visibility of project activities to a broad audience. Another aspect of the project’s efforts in Knowledge Management (KM) involves promoting the businesses of beneficiaries who have received initial financing from SAEP through the project’s social media platforms, thereby increasing their exposure. Up to date, the project has produced 21 videos, documenting the stories of SAEP beneficiaries but also other awareness videos such as promotion of COVID-19 vaccinations and nutritious sensitive recipes.
- 126. During 2023, SAEP has also organized two online thematic conferences in collaboration with MOALF, MCPMA, MOSD, GDB which focused on applying a gender lens to the socio-economic effects of COVID-19. The conferences were featured on GIS and MCPMA pages and thousands of viewers connected.
- 127. Up to this point, KM efforts remain primarily focused on Component 1, and on nutrition activities for Component 2. The work on CSA systematization remains pending, especially because the team has encountered challenges to encourage farmer participation in group sessions without incentives. As we approach the project’s conclusion, the mission recommends documenting stories of beneficiaries that have participated in awareness training and received CSA grants, with the objective of identifying drivers of what has worked and what not and lessons learned around production, technology adoption, sales, and engagement with SAEP marketing activities.
- 128. In terms of studies, the Gender and Social Inclusion study was finalized and will be presented on the first week of October. Upcoming activities include addressing the pending CSA Systematization and develop a strategy for the dissemination of COI survey results.

Agreed Action	Responsibility	Agreed Date
Farmers' engagement strategy Develop strategy to engage farmers in systematization exercise for Component 2	SAEP KM Officer	10/2023
Present the results of the Gender and SI Study Present the results of the Gender and SI Study	M&E officer	10/2023

Value for Money

Rating: 3

Previous rating: 3

Justification of rating

129. The EFA conducted at MTR concluded that the IFAD investment would yield positive results if at least 100 Business Grants and 90 CSA grants are effectively implemented. Given the current progress in these activities, it is likely that these targets will be achieved before completion. Even though the full benefits of these investments would be realized after completion, the mission considers that the conditions for a profitability scenario set at the MTR are met. The infrastructure intervention was restructured given the steep increase in road construction costs. The targets were revised and an irrigation component, directly promoting the increase in agricultural production has been included. It is expected that this change would add to the profitability of the project as a whole.

Main issues

130. Delays and price increases constitute the main factors affecting the value for money.

131. Currently there are 93 Business grants under disbursement at a pace of implementation that may surpass the original 120 target before completion. A total of 26 CSA grants are fully completed and 71 are under disbursement at a stage that the mission considers will be completed by the end of March 2024. Given that the full delivery of investments will be completed close to SAEP's completion date, the timeframe does not allow to realize the full benefits of the project before closure in all beneficiaries' investments. It is likely that some of them will reach a mature stage that should yield the expected benefits, while others would be in initial stages and the gains would start to realize one or two years after. Preliminary analysis indicate that the investments are profitable as they mainly target improvements in the production systems that reduce vulnerability to CC and increases the quality of the products. The marketing support and training received should also translate in new markets and higher prices (production for the dry season to gain from scarcity in the market).

132. The infrastructure intervention has only started. The rise in construction costs indicated that the project is no longer profitable as expected if the cost of roads is included in the EFA analysis. Nonetheless, this subcomponent has been restructured by CDB to include irrigation works whose beneficiaries have not been estimated as yet. These irrigation works include at least 4 works in Carriacou (rehabilitation of Limlair Pond, Belair Pond, Dumfries Well and Dumfries Cistern, all primarily benefiting livestock farmers) and 2-3 sites in Grenada according to the availability of resources (selected from the preliminary identified systems in La Poterie and Conference in St Andrews; Hope Vale in St George; Chambord in St Patrick; and La Sagesse in St David, mostly for cash crops and fruit trees).

133. As mentioned in many areas, documenting and systematizing the experience of completed grants will provide some insights on the value for money of the project at completion, in spite the overall benefits would not be realized by that date.

Coherence between AWPB and Implementation

Rating: 3

Previous rating: 3

Justification of rating

134. The 2023 AWPB was approved in July 2023. As of 15 August 2023, financial execution against AWPB 2023 amounted to USD 1,114,640 (35%), with a total annual physical achievement at 52%, which signals an improvement compared to last year performance, but remains below the 60% threshold for moderately satisfactory, also considering financial execution as of December 2022, which stood at 44%. SAEP will need to accelerate its implementation progress, particularly for component 2, to achieve a satisfactory level of AWPB execution by the end of the fiscal year, which is set at 70%.

AWPB Inputs and Outputs Review and Implementation Progress

135. In terms of financial execution, as of August 2023, the three components reached a similar execution rate, with component 1 on Enterprise Business development (EBD) at 37%, component 2 on Climate Smart Agriculture at 36% and component 3 on Project Management at 31%. Since MTR, the cumulative financial execution rate for the three components have progressed as follows: component 1 has increased from 61% to 73%, component 2 has moved from 11% to 19% and component 3 from 51% to 64%.

136. Physical execution for component 1 was 63%, while physical execution of component 2 registered an acceleration compared to the last supervision and stood at 49%. The yearly progress on EBD activities is outlined below. VST training for youth and entrepreneurial training activities were completed last year, the first with an 84% and the second with 100% execution rate against appraisal targets. In 2023, 44 First Push grants were disbursed, against a target of 125 (reaching a cumulative progress of 78%), and 66 Business Grants were disbursed against a target of 120. Finally, 216 enterprises received business development services (80% of the annual target) reaching 86% of progress against the appraisal target.

137. Under component 2, the acceleration was driven mainly by the awareness training subcomponent, under which 996 people were exposed to technologies, climate change and smart-agriculture trainings, leading to an annual 75% achievement rate for this indicator. Slower progress was made on farmers' trainings in production practices, that reached only 10% of the AWPB 2023 target (43% overall) and on the trainings on income generating activities that reached 18% of the annual target (51% of the cumulative). In terms of CSA adaptation and climate smart invested projects, 92 have been implemented this year (18 completed and 74 under implementation) against a target of 113. All the 8 backyard garden projects that were planned for 2023 were disbursed. The road infrastructure subcomponent implementation is also lagging behind, with works on only one road initiated up to the mission date.

138. Table: AWPB 2023 financial execution against yearly targets.

Component	AWPB 2023 Actual Expenditure		
	Jan 1- Aug 15 '23		
	USD	USD	%
1. Enterprise Business Development (EBD)	1 330 192	494 654	37%
2. Climate Smart Agriculture (CSA)	1 197 664	425 922	36%
3. Programme Management and Planning	628 429	194 063	31%
Total	3 156 285	1 114 639	35%
Performance of M&E System	Rating: 4	Previous rating: 4	

Justification of rating

139. The PMU has staff and budget in place to execute most of the M&E activities. The staff is adequately trained and proficient in M&E fundamentals and data management. The project has an M&E plan that was developed in 2019. Output data is collected and collated periodically, and the team produces quarterly, half year and yearly reports. Most output indicators in the logical framework (especially for component 1) are reported, and output-level and outreach indicators are disaggregated by sex and age of beneficiaries. However, challenges persist in registering farmers under component 2. Despite the efforts to streamline and reduce the length of the intake forms for farmers, difficulties in registering those who receive assistance remain. On the other hand, M&E aspects requiring attention and currently encountering challenges relate mainly to outcome reporting.

M&E System Review

140. The M&E system consists of beneficiary intake forms (registration forms) administered through KoboToolbox. These forms are administered, compiled, reviewed, and approved by officers, coordinators, and the M&E Specialist, respectively. The data from intake forms is stored in the cloud (SharePoint) in different Excel files organized by component and subcomponents, unfortunately lacking a unified system. SharePoint data are linked to PowerBi, but this visualization tool is not regularly used.

141. Within SAEP, M&E is regarded as a management function: implementation aligns with the AWPB and documented instances demonstrate how M&E findings have directly impacted implementation, such as in the case of the training assessment. During the mission, the M&E Specialist was introduced to the concept of theory of change that will be reconstructed and used to facilitate the project's evaluation.

142. In terms of outcome reporting, the project did not conduct a COI midterm survey due, among other things, to financial constraints and to a waiver received from IFAD since it was designed prior to 2017. Instead, a brief survey^[1] on 100 beneficiaries from Component 2 (with an 88% response rate) was finalized in March 2023. On a positive note, the project has started working on the endline COI survey, by preparing the TORs which were revised by IFAD M&E Specialist and are awaiting final IFAD NO.

143. Under component 1, other hurdles remain in measuring both outcome indicators. Specifically, the employment indicator is collected by following-up with beneficiaries that graduated from the VST training. The information was reported by service providers, but the MOUs expired in 2022, which makes difficult to contact trainees. Also, some registered individuals remain unreachable due to changes in contact information. To overcome these challenges the PMU organized a job fair in 2023 in collaboration with the Skye Project inviting all trainees to update the data but not many showed up. Data has not yet been reported for the other outcome indicator *Number of enterprises created/consolidated* since it is considered that is too early to assess whether the enterprises supported have consolidated their businesses.

144. Regarding the entrepreneurship subcomponent, it was noted that GIDC does not employ the digitalized intake forms for

beneficiaries' registration. Instead, their process involves printing the form and completing it on paper in collaboration with grantees during the visit. In a second stage, the assistant transfers the data to the tablet, which goes into SAEP's M&E system, while not all the information is registered in the GIDC database, as is not required. The mission considers that not using the tablet is an inefficient and time-consuming process and encourages the BDOs to use the digital intake form to improve this process.

145. Component 2 lacks reporting on its outcomes of increase in production and adoption of sustainable and climate smart practices observed in farmers that participated in project activities. The only information available on this component is anecdotal stories from the field and the results from the small outcome survey whose sample is not representative. Finally, the mission also observes a lack of data on the share of vulnerable households increasing their income, which is one of the project's development objectives and will be measured through the COI survey.
146. SAEP has recently received updated information from CDB regarding the proposed irrigation and road works under the infrastructure subcomponent, indicating a reduction in scope on the road-related activities compared to project's initial design. This change will lead to a revision in relevant indicators targets.
147. [1](#) The survey conducted did not follow the COI methodology, therefore it could not be considered to report on COI outcome indicators.

Agreed Action	Responsibility	Agreed Date
GIDC data collection GIDC starts using the online intake forms	GIDC and SAEP M&E Specialist	10/2023
COI endline survey Grant NO for endline COI survey	IFAD	10/2023
SAEP Theory of Change (TOC) Reconstruct the TOC of the project	SAEP M&E Specialist	12/2023

Social, Environment, and Climate Standards requirements **Rating: 4** **Previous rating: 3**

Justification of rating

148. SAEP is categorized as moderate risk. The EBD and CSA components include socially inclusive and eco-friendly activities that provide adaptation benefits and strengthen resilience of rural livelihoods. Since MTR, ESMPs have been produced and the mitigation measures are integrated across project interventions in particular for infrastructural investments. Moreover, the call for proposals include a specific section on social and environmental safeguards and approval of business and CSA grants is based on their compliance. The Grievance Redress Mechanism, structured under a series of sequential communication steps, is operational and has been published in the project website and advertised in all project premises and sites. Monitoring and documentation of mitigation measures elicited in the ESMP remains a key priority for effective risk management.

SECAP Review

149. The Environmental and Social Management Plan (ESMP) developed in 2022, represents the overarching reference framework to implement mitigation measures against social, environmental and climate risks; activities under each component have been screened and appropriate mitigation measures were identified with its corresponding financial resources. As such the ESMP is aligned with both IFAD and CDB's requirements in terms of safeguards including the development of rural infrastructure whereby specific assessments and mitigation measures are in place for each structural intervention (rural roads and water supply systems). Risk assessment requirements and identification of appropriate mitigation measures are also included in the call for proposals of EBD and CSA grants.
150. To better support the ESMP monitoring and implementation, the PMU planned to recruit a dedicated project assessment consultant in support of the M&E team. The TORs were developed in June 2023 and funds for his/her recruitment have been allocated in the 2023 AWPB. The specific tasks of the consultant would be to monitor the compliance of CSA Grants and EBD Business Grants in alignment with the ESMP; review and validate small structures built under the program to ensure that compliance with the approved design/scope; and recommend adjustments/improvements required to ensure compliance with the ESMP.
151. SAEP has been increasing the pace of implementation since the last MTR with more field activities involving implementation of technologies, infrastructure and small-scale equipment. That would require a strict and regular monitoring of safeguards compliance and implementation mitigation measures in the various subsectors and intervention developments. For example, with the expansion of livestock production, more attention would be required to the disposal of organic waste and food safety. Similarly, with fishery processing, issues related to licensing on food manipulation and hygiene requirements for private businesses would need to be duly documented. In case of cropping systems, due compliance with use and manipulation of chemicals would also be carefully assessed upon. In case of new farming developments, issues related to land clearing and biodiversity protection shall also be considered. Although the quantitative and qualitative impacts to date on environment and

natural resources are small and punctual, regular sampled assessment of each subproject should be constantly followed upon until and beyond project implementation. That would also require a consistent exit strategy on ESMP implementation to ensure sustained social, environmental and climate benefits as envisaged in the project framework.

152. The project has established a formal feedback mechanism to respond to queries and information requests on calls for proposals and bids. The Stakeholder Engagement Plan is 97% completed and maps out the engagement mechanisms already used by the Project. To enhance interactions, monitoring visits are undertaken on a regular basis by the M&E and the Community Development Practitioner (CDP) of the project to customize exchanges with beneficiaries. This communication channel facilitates the delivery of verbal feedback on project achievements and shortcomings, to better respond to the cultural way of interaction of rural communities in the country.
153. To date, no complaints have been received through GRM. However, grievance and complaints have been received on a verbal manner during field visits and exchanges with beneficiaries. Complaints and grievances need to be better recorded and documented.

Agreed Action	Responsibility	Agreed Date
Recruit the project assessment consultant (ESMP) The TOR have been developed, revised and approved by the PMU. Publish vacancy announcement and contract a consultant who will also support training and awareness-raising on social and environmental safeguards	Project Manager	10/2023
Include funds for implementation of ESMP mitigation measures Ensure adequate financial resources are allocated in AWPB 2023/2024 for ESMP mitigation measures	Project Manager and ESMP consultant	10/2023
Monitor the implementation of the ESMP mitigation measures Document cases of non-compliance or non-application of the mitigation measures defined in the ESMP	ESMP consultant	10/2023
Document verbal feedback received Include in the M&E reports, the verbal feedback received by beneficiaries	M&E Officer and CDP	10/2023

d. Financial Management & Execution

Acceptable Disbursement Rate	Rating: 4.0	Previous rating: 3
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Justification of rating

154. Automated rating based on IFAD disbursement data

Main issues

155. The project is in its 5th year of implementation and its disbursement rate is 100% of approved financing of USD 3,990,000 for loan 2000002172 and 51% of the total approved financing of USD 6,400,000 for 2000002533. To date, there have been no extensions to the project.
156. The disbursement rate is reflective of the pace of project implementation, which was relatively slow at the start of the project but has improved after the Covid pandemic. Operationally, there are no notable issues related to the project's flow of funds, which would affect the timely preparation, approval and submission of withdrawal applications or the approval and disbursement of funds, both at the financier level and the project level. The project had experienced a delay in the recruitment of the accounting officer, a change of the deputy programme manager and procurement issues which have partially slowed down the project's financial execution.

Fiduciary aspects

Quality of Financial Management	Rating: 5	Previous rating: 5
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Justification of rating

157. The qualification remains at 5. The financial management of the project is adequate. The increase of work – due to internal (resignation and subsequent recruitment of the accountant) and external reasons (fortnight payments required from the government)- meant delays in the preparation of reports and payments, but this has been a temporary issue that was addressed. Currently, the team is adequately staffed, adequate internal procedures are set in place and the team is providing the financial information in a timely and adequate manner. The project is also adequately supervising the financial expenses incurred by the co-implementing partner (GIDC).

Main issues

158. An accountant resigned in 2021 and since in the island it is difficult to find competent candidates, the project was understaffed until beginning 2023, which was not an issue for most of the time as workload was reasonable. However, in 2023 operations increased and this impacted the work efficiency of the team. With regards to budgeting, government funds were provided when requested and the latest AWPB was approved with significant delay. This resulted in a temporary suspension of disbursements, which afterwards was timely addressed. Concerning flow of funds, the project experienced difficulties obtaining counterparts funds from beneficiaries (many of them still largely impacted by a slowdown of tourism – main economic sector in the country). In addition, the increased workload and complexity of procurement activities (e.g., procurement of imported goods) has significantly impacted the completion of grants and subsequently the flow of funds to the beneficiaries. The financial manual has been recently updated. While there is no internal audit function within the Ministry, the internal control functions are satisfactory in ensuring the integrity of the transactions and financial operations. Invoicing and payments continue to be processed via the Government's SmartStream System and each payment transaction requires dual authorization from the Ministry of Finance and the Accountant General Department.
159. The mission recognizes the continued use of QuickBooks Accounting Software within the project for recording and reporting on financial transactions. Based on a review of the reporting outputs, the accounting software and its simplicity remain satisfactory in meeting the needs of the project. The project continues to effectively use the budgeting and reporting tools within the accounting software to monitor financial activity, analyse variances and prepare the financial reports required for internal use and to meet external reporting requirements.

Agreed Action	Responsibility	Agreed Date
Preparation for closure of business plans Identify an internal cut of date for the final disbursements to ongoing business plans. Project team to brief all implementing partners on the eligibility requirements to ensure no funds are implemented past completion date.	Carlene Sandy Lewis, Programme Accountant	12/2023
Develop synergies between the work of procurement and finance 1) Assigning a code to each item to be procured and making sure that this is clearly shown in the purchase orders.	Project	02/2024
Strengthen the process of identification of beneficiaries 2) Require the inclusion of ID copies or other identification documents from beneficiaries all along the grant process.	Project	02/2024
Assets and exit plan Prepare an Exit Plan, including the transfer of acquired assets to the respective authority.	Project	02/2024
Preparation for closure of grants Identify an internal cut of date for the final disbursements to ongoing grants, including co-implementing partners. In addition, the project team will maintain frequent communication with all implementing partners on the eligibility requirements to ensure no funds are implemented past completion date.	Project	02/2024

Quality and Timeliness of Audit **Rating: 3** **Previous rating: 4**

Justification of rating

160. Automatic rating caused by delay in the audit submission

Counterparts Funds **Rating: 4** **Previous rating: 5**

Justification of rating

161. Counterpart contributions for 2023, until June 30, 2023, totalled USD 0.12M, representing 53% of the budgeted allocation for the year USD 0.2M. Cumulatively, until June 30, 2023, total counterpart contributions to the project amounted to USD 1.77M representing 23% of the total budgeted allocation of USD 7.6M for the whole duration of the project and for all counterparts (CDB, GIDC, GOG and beneficiaries).

Main issues

162. There are currently no issues that would hinder the efficient flow of funds. Counterpart funds and funding from the CDB are disbursed upon request from the project, including adequate systematically the tax exemptions. The CDB has already extended

its funding agreement in order to meet its infrastructure targets. However, the in-kind contributions from beneficiaries are still not yet recorded in the reporting systems.

Compliance with Loan Covenants	Rating: 4	Previous rating: 4
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Justification of rating

163. The Programme is compliant with most Loan Covenants. At present the Programme Steering Committee is not operating due to the recent change in Government. The GOG agreed to appoint the PSC immediately to ensure there is no delay in the approval of the AWPB for the next cycle.

Main issues

164. A new Government took office following the elections held in June 23. The previous PSC Chair resigned immediately and the new Government started the appointment of senior rank officers in the different Ministries, as well as in the different Committees. At present the project is being supported by the Permanent Secretary of the Ministry of Finance and the Minister and Permanent Secretary of the Ministry of Economic Development, Planning, Tourism, ITC, Creative Economy, Agriculture and Lands, Fisheries & Co-operatives. This ensures proper guidance and alignment with GOG policies, yet the involvement of other stakeholders participating in the PSC is limited. The PMU is keeping direct lines of communication and coordination with implementing partners and main stakeholders.

Procurement

Procurement	Rating: 4	Previous rating: 4
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Justification of rating

165. Based on the procurement activities reviewed and the discussions with the PMU, the overall procurement is moderately satisfactory. The project needs to improve procurement planning as with 7 months to project completion to go it is important for the planned procurement activities to start as planned. The PP needs to be used as a planning tool and the project needs to proactively prepare the documents needed to start the procurement activity in order to start it on time. Record retention needs to be reinforced for the project to have procurement files of quality for future audits (IFAD General Conditions for Agricultural Development Financing require that borrowers/recipients retain documents and records for IFAD review at any time within 10 years of bid or contract completion). With increased procurement knowledge the procurement has shown improvements in the areas of Processes and Procedures from Prequalification/Shortlisting to receipt of bids/proposals and of Processes and Procedures for Evaluation and Contract Award.

Procurement Review

166. Procurement Strategy / Procurement Planning Process (3)

167. The 2023 PP of SAEP has been approved on July 18, 2023 when it should be approved before the beginning of the year. No updates or upgrades have been done. The activities listed are based on the knowledge acquired by the procurement team since the beginning of the project. The procurement team participates actively in the elaboration of the AWPB and works collaboratively with the technical team on the feasibility to implement it through procurement. The PP follows the Excel IFAD's template and has started to use the OPEN system for the newest activities. Some activities in the Excel file have the wrong Procurement method (SAEP.CS.09 COI study listed as ICS instead of QCBS – This has been changed in the OPEN procurement plan yet to be approved). It has been noted that the PP obtained NO from IFAD in spite of these errors. Apart from the procurement activities related to the CSA grant, most activities will start in the coming weeks and ToRs and specifications from the technical teams are needed to be provided to procurement in order to stick to the planned implementation. Activities are consistent with the Financing Agreement and the Project Procurement Arrangements. Actuals are not updated in the PP and it is advised to use the PP as an implementation tool in order to avoid delays in the procurement activities. Only one activity is in SSS and it is justified, it obtained NO from IFAD (Training by the University of the West Indies). Call for proposals are listed in the PP but not the MOA with GIDC. Moreover, procurement activities of GIDC and Business grants RFPs are not listed in the PP. The procurement activities for each grant are managed in Excel files and have been shared for review. The procurement plan activities are in line with the 2023 AWPB and it is noted that consulting services and non-consulting services are well classified. IFAD's No Objection Tracking and Utility System (NOTUS) is still not in use in SAEP but OPEN will be used in Q4 for procurement NO. The Q4 2023 activities have been approved in OPEN and are ready for implementation.

168. Processes and Procedures from Prequalification/Shortlisting to receipt of bids/proposals (4)

169. SAEP uses the national procurement framework which is consistent with IFAD Project Procurement Guidelines. The PMU uses formal procurement requisitions to start the procurement process with the inclusion of ToRs and technical specifications. In the case of grants the purchase requisition is replaced by the signed grant agreement and the proof of beneficiary's payment of its contribution. A sample of 12 procurement files (USD 197K) were reviewed and ad-hoc verification of 6 GIDC beneficiaries' procurement files was carried out. For goods, the project has only been using so far the Shopping method: 3 quotations are received, and 14 days are given to receive the offers. For consultancy activities, evaluation criteria are not mentioned, but the REOI procedure is constantly followed for ICS. In all reviewed cases, the procurement team has shown that it has looked for maximized competition in spite of the supply difficulties on the island. No N.O. is requested from IFAD for renewal of contracts for SAEP employees even though these are SSS. Some activities at early stage of procurement implementation did not follow the prior review process (Engines). This was corrected during the mission.

170. Processes and Procedures for Evaluation and Contract Award (4)

171. Processes and Procedures are consistent and comply with national procurement regulations and laws, as well as with IFAD Procurement Guidelines and Handbook. The number of evaluation committee members follow IFAD regulations, including at least 1 member with the technical knowledge (Usually 3 members and procurement as secretary). The evaluation process is strictly followed but in the case of consulting activities, evaluations are not always signed by the evaluator and do not show consistency. The signed Declaration of Confidentiality and Impartiality were not included. In one case from 2021 (SCS/60 - Provision of Local Training in HACCP, Fish Handling, Sea-moss Cultivation and Processing of Fish and Sea-moss), evaluation was done mixing different specialties. The procurement officer recognized the difficulties at the time due to lack of procurement capacity, but evaluation gradually improved since 2021. All contracts were present in the reviewed files and were signed by both parties. No evidence of forbidden practice has been found or suspected in these activities.

172. Contract Management and Administration and CMT data accuracy and timeliness (4)

173. The project keeps updated 2 contract registers: The CMT and an Excel version, the CMT is updated monthly but is missing the information of the WA that is required. In the CMT, the procurement method is sometimes incorrect (SCS/102 showing as CQS instead of ICS). MOAs are not included in the CMT and contracts signed by GIDC do not appear neither. Grants agreements for both CSA and Business Grants are not included in the CMT. In various cases, the NO numbers for SSS activities are not filled.

174. For Grants activities, the PMU has developed an Excel file to do the follow up on procurement activities. This document is well done but needs to be kept updated.

175. For contract management, in the reviewed files the contracts were signed by both parties but did not consistently include provisions regarding SECAP, SH/SEA. There is no self-declaration forms of IFAD standard contracts in the reviewed files. Only new procurement activities using IFAD templates have them. SAEP does not allow for advance payment but GIDC does and does not request any advance payment guarantee.

176. Record Retention (3)

177. Procurement files are kept orderly in drawers, have the contract code for ease of retrieval. Electronic copies are available but not for all files. Electronic files are saved on the government server. Inside the files, there is no order hence making it difficult to find the information, the documents available in the file do not show consistency. Purchase requisitions are present. Evaluations are not signed by all evaluators, NOs are not included. For SAEP, purchase requisitions are sometimes missing, for both GIDC and SAEP there are no proof of delivery of goods nor proof of payments to the supplier. Signed self-certifications are absent. It is important to have these files complete as IFAD General Conditions for Agricultural Development Financing require that borrowers/recipients retain documents and records for IFAD review at any time within 10 years of bid or contract completion.

e. Key SIS Indicators

Likelihood of Achieving the Development Objective	Rating: 4.35	Previous rating: 4.04
Assessment of the Overall Implementation Performance	Rating: 4.0	Previous rating: 3.92

F. Agreed Actions

<i>Agreed Action</i>	<i>Responsibility</i>	<i>Agreed Date</i>
Development Effectiveness		
Present the results of the Gender and SI Study Share the results of the Gender and SI Study.	M&E Officer	10/2023
Document experiences and lessons learned on uptake of good adaptive practices and technologies Elaborate case studies to document the dissemination of good adaptation practices outlining quantitative and qualitative benefits Integrate information about lessons learned and experiences in the AF project proposal	CSA Coordinator and M&E Officer	10/2023

<p>Review and accelerate the implementation of the CSA plan and grants</p> <p>Update status of implementation of CSA plan ensuring that all targets are met by project completion. In particular, review projections for CSA grants and amend those grants that won't be completed by project completion date to avoid incurring in ineligible expenses by the project. Update the project work plan and add trainings and support extension to farmers and fishers to meet project targets</p>	CSA Coordinator	10/2023
<p>MOU Implementation with the Gender Affairs Bureau</p> <p>Accelerate the implementation of the MOU with the Gender Affairs Bureau and finalize all the training with the beneficiaries as well as SAEP team including the Extension officers and BDO officers.</p>	Technical Coordinator/ Gender Focal Point	12/2023
<p>Share good practices of the University of West Indies collaboration</p> <p>Give visibility to the good practice of collaborating with the University of West Indies, so that it is documented and applied in the AF proposal</p>	Technical Coordinator/Gender Focal point	12/2023
Sustainability and Scaling up		
<p>MOUs with MOALF and MCPMA</p> <p>Sign amendment letters with MOALF and MCPMA until closure including exit strategy.</p>	PM/TC	10/2023
<p>Complete planned interventions and document the uptake and scaling up of good ENRM practices and technologies</p> <p>Plan to meet end project targets for ENRM/eco-friendly related activities and document their dissemination and adoption.</p>	CSA Coordinator and M&E Officer	10/2023
<p>Finalize the Stakeholder Engagement Plan (SEP)</p> <p>Finalize the Stakeholder Engagement Plan</p>	Technical Coordinator/ Gender Focal Point	10/2023
<p>Document the lessons learned related to youth</p> <p>Document lessons learned related to youth participation and assure it is taken in consideration by the AF new proposal.</p>	Technical Coordinator/Gender Focal Point	12/2023
<p>Documente the complaints methods</p> <p>Informal communication and dialogue where the beneficiaries might present complaints should also be formally documented and followed up on by the team (e.g. extension officers' report to the coordinators).</p>	M&E Unit	12/2023
<p>Written agreements with implementing partners</p> <p>Sign letters of agreement or include specific stipulations in the amendment letters to MOUs with implementing partners stating the responsibilities after project closing.</p>	PM/TC/GIDC/MOALF/MCPMA	12/2023
Project Management		
<p>Recruit the project assessment consultant (ESMP)</p> <p>The TOR have been developed, revised and approved by the PMU. Publish vacancy announcement and contract a consultant who will also support training and awareness-raising on social and environmental safeguards</p>	Project Manager	10/2023

<p>Include funds for implementation of ESMP mitigation measures</p> <p>Ensure adequate financial resources are allocated in AWPB 2023/2024 for ESMP mitigation measures</p>	Project Manager and ESMP consultant	10/2023
<p>Monitor the implementation of the ESMP mitigation measures</p> <p>Document cases of non-compliance or non-application of the mitigation measures defined in the ESMP</p>	ESMP consultant	10/2023
<p>Farmers' engagement strategy</p> <p>Develop strategy to engage farmers in systematization exercise for Component 2</p>	SAEP KM Officer	10/2023
<p>GIDC data collection</p> <p>GIDC starts using the online intake forms</p>	GIDC and SAEP M&E Specialist	10/2023
<p>COI endline survey</p> <p>Grant NO for endline COI survey</p>	IFAD	10/2023
<p>Document verbal feedback received</p> <p>Include in the M&E reports, the verbal feedback received by beneficiaries</p>	M&E Officer and CDP	10/2023
<p>Regularize appointment of the PM position</p> <p>Formally communicate IFAD the appointment of the SAEP PM</p>	MOF / MED PS	10/2023
<p>Present the results of the Gender and SI Study</p> <p>Present the results of the Gender and SI Study</p>	M&E officer	10/2023
<p>SAEP Theory of Change (TOC)</p> <p>Reconstruct the TOC of the project</p>	SAEP M&E Specialist	12/2023
Financial Management & Execution		
<p>Preparation for closure of business plans</p> <p>Identify an internal cut of date for the final disbursements to ongoing business plans. Project team to brief all implementing partners on the eligibility requirements to ensure no funds are implemented past completion date.</p>	Carlene Sandy Lewis, Programme Accountant	12/2023
<p>Develop synergies between the work of procurement and finance</p> <p>1) Assigning a code to each item to be procured and making sure that this is clearly shown in the purchase orders.</p>	Project	02/2024
<p>Strengthen the process of identification of beneficiaries</p> <p>2) Require the inclusion of ID copies or other identification documents from beneficiaries all along the grant process.</p>	Project	02/2024
<p>Assets and exit plan</p> <p>Prepare an Exit Plan, including the transfer of acquired assets to the respective authority.</p>	Project	02/2024

<p>Preparation for closure of grants</p> <p>Identify an internal cut of date for the final disbursements to ongoing grants, including co-implementing partners. In addition, the project team will maintain frequent communication with all implementing partners on the eligibility requirements to ensure no funds are implemented past completion date.</p>	Project	02/2024
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**Climate Smart Agriculture and Rural Enterprise Programme
Supervision Report**

: Logical Framework

Mission Dates: 04/09/2023 - 13/09/2023

Document Date: 21/11/2023

Project No. 2000001475

Report No. 6636-GD

Latin America and the Caribbean
Programme Management Department

Climate Smart Agriculture and Rural Enterprise Programme

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	
Outreach	1.b Estimated corresponding total number of households members							Programme M&E system	annually	M&E Unit - PMU	
	Household members	0	9 600	22 500	3 573	10 266	45.627				
	1.a Corresponding number of households reached							Programme M&E system	annually	M&E Unit - PMU	
	Households	0	3 200	7 500	1 191	3 422	45.6				
	1 Persons receiving services promoted or supported by the project							Programme M&E system	annually	M&E Unit - PMU	
	Males	0	1 600	3 750	534	1 622	43.3				
	Females	0	1 600	3 750	657	1 800	48				
	Young	0	2 400	5 625	375	1 610	28.6				
Total number of persons receiving services	0	3 200	7 500	1 191	3 422	45.6					
Project Goal Contribute to the reduction of rural poverty and vulnerability of men/women in rural communities in GOG	Number of indigent, poor and vulnerable HHs increasing their assets by more than 10%							Baseline and final impact survey	At start and completion	M&E Unit - PMU	A 1: Reasonable growth in the economy. A 2: There are no natural disasters, such as hurricanes.
	Households	0	1 500	4 500	0	0	0				
Development Objective Project beneficiaries improve their livelihoods and resilience by accessing new jobs, starting-up /consolidating businesses and adopting CSA practices	N HHs reporting an increase of at least 10% of income (by sex and age of HH head)							Baseline and final impact survey	At start and completion	M&E Unit - PMU	A 1: Reasonable growth in the economy. A 2: There are no natural disasters, such as hurricanes
	Households	0	1 500	4 500	0	0	0				
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices										
	Total number of household members	0			0	0					
	Households	0	200	500	0	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		
	2.2.1 New jobs created							Baseline and final impact survey	At start and completion	M&E Unit - PMU		
	New jobs	0	150	400	18	293	73.3					
Outcome Component 1: Enterprise and BD - Start up and new enterprises in rural areas are supported through capacity building, technical services and financing	N of enterprises created/consolidated							Programme M&E system Employment/national records	annually	M&E Unit - PMU	A 3: Focus on self-employment and youth is a successful strategy A 4: Technical support services are provided to enterprises in an efficient manner	
		Enterprises	0	40	120	0	0					0
Output Outputs 1.1: Youth receive employment skill training	N of youth (by sex, age) receiving VST							Programme M&E system - Reports of NTA GIDC	Semi-annually	M&E Unit - PMU	A 3: Focus on self-employment and youth is a successful strategy A 4: Technical support services are provided to enterprises in an efficient manner.	
		Young	0	250	400	0	337					84.25
		Not Young				0	0					
		Males				0	157					
		Females				0	180					
	N of youth (by sex, age) receiving APL											
		Males				0	26					
		Females				0	38					
	Young				0	64						
Output Outputs 1.2 Start-ups receive technical support services for business development	N of people (by sex, age) receiving technical support services.							Programme M&E system - Reports of NTA GIDC	Semi-annually	M&E Unit - PMU	A 3: Focus on self-employment and youth is a successful strategy A 4: Technical support services are provided to enterprises in an efficient manner.	
		Females				0	332					
		Males				0	168					
		Young				0	500					
		People	0	300	500	0	500					100
		Not Young				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	
Output 1.3 Youth start-up businesses access grant financing	N of youth (by sex) accessing Youth Business Grant Fund							Programme M&E system - Reports of NTA GIDC	Semi-annually	M&E Unit - PMU	A 3: Focus on self-employment and youth is a successful strategy A 4: Technical support services are provided to enterprises in an efficient manner.
	Females				17	242					
	Youth	0	250	400	24	364	91				
	Males				7	122					
Output 1.4 Start-ups and new enterprises supported with capacity building and technical services	2.1.1 Rural enterprises accessing business development services										A 3: Focus on self-employment and youth is a successful strategy A 4: Technical support services are provided to enterprises in an efficient manner.
	Rural enterprises	0	80	270	216	231	85.556				
Outcome Component 2: CSA - Farmers have increased access to CSA practices	1.2.4 Households reporting an increase in production										A 5: Rural communities are aware of the challenges related to CC A 6: Services are provided to farmers in an efficient and well-coordinated way
	Total number of household members	0			0	0					
	Women-headed households				0	0					
	Households	0		400	0	0	0				
	2.2.6 Households reporting improved physical access to markets, processing and storage facilities										
	Households reporting improved physical access to markets	0		3 000	24	24	0.8				

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
Output 2.1 Farmers, MOA extensionists and vulnerable people in poor rural communities receive training on CC and CSA practices	N of people (by sex, age) trained in innovative technologies, smart agriculture and CC							Programme M&E system MoA Reports Service Providers MoW	Semi-annually	M&E unit - PMU	A 5: Rural communities are aware of the challenges related to CC A 6: Services are provided to farmers in an efficient and well-coordinated way
	Females				520	938					
	Males				476	941					
	Young				388	660					
	Not Young				608	1 219					
	People	0	700	2 200	996	1 879	85.409				
Output 2.2 Farmers receive extension services on CSA practices and on improving marketing links	1.1.4 Persons trained in production practices and/or technologies										A 5: Rural communities are aware of the challenges related to CC A 6: Services are provided to farmers in an efficient and well-coordinated way
	Men trained in crop	0		605	37	234	38.678				
	Women trained in crop	0		495	12	158	31.919				
	Young people trained in crop	0		360	17	109	30.278				
	Men trained in fishery	0		80	22	107	133.75				
	Women trained in fishery	0		20	4	16	80				
	Total persons trained in crop	0		1 100	49	392	35.636				
	Total persons trained in fishery	0		100	26	123	123				
	2.1.2 Persons trained in income-generating activities or business management										
	Males				21	131					
	Females				17	71					
	Young				4	58					
	Persons trained in IGAs or BM (total)	0	200	400	38	202	50.5				

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	
Output 2.3 Individual farmers and/or groups receive grant financing for CSA initiatives	N of adaptation and climate smart investment projects financed through CSA Grant Fund							Programme M&E system MoA Reports Service Providers MOW	Semi-annually	M&E unit - PMU	A 5: Rural communities are aware of the challenges related to CC A 6: Services are provided to farmers in an efficient and well-coordinated way
	adaptation and climate smart investment projects	0	60	120	8	113	94.167				
	backyard gardens financed through the COVID relief initiative							Programme M&E system MoA Reports Service Providers MOW	Semi-annually	M&E unit - PMU	
	backyard gardens	0	20	60	0	8	13.3				
	Backyard gardens financed through the CSA grant fund										
	backyard gardens				0	0					
Output 2.4 Rural roads rehabilitated to improve and/or maintain access to markets	N of rural roads rehabilitated in the project area							Programme M&E system MoA Reports Service Providers MOW	Semi-annually	M&E unit - PMU	A 5: Rural communities are aware of the challenges related to CC A 6: Services are provided to farmers in an efficient and well-coordinated way
	rural roads rehabilitated	0	10	30	0	0	0				

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Climate Smart Agriculture and Rural Enterprise Programme

Supervision Report

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

Mission Dates: 04/09/2023 - 13/09/2023

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Project No. 2000001475

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Latin America and the Caribbean
Programme Management Department

Appendix :

Financial: Actual financial performance by financier;
by component

Table 2A: Financial performance by financier - as of June 2023

Financier	Appraisal (USD '000)	Disbursements (USD '000)	Per cent disbursed
IFAD loan 200002172	3 990.00	3 946.67	99%
IFAD loan 2000002533	2 410.00	1 057.98	44%
CDB	5 000.00	507.40	10%
Government	2 000.00	1 412.76	71%
GIDC	330.00	91.93	28%
Beneficiaries	270.00	43.51	16%
Total	14 000.00	7 060.25	50%

Note - Original allocation under CDB loan at design was USD 3.0 M. Further to negotiation, allocation was increased to USD 5.0 M as reflected in the FA Agreement dated 28-Feb-19

Table 2B: Financial performance by financier by component (USD '000) - as at June 30, 2023																					
Component	IFAD loan no. 2000002172			IFAD loan no. 2000002533			CDB			Government			GIDC			Beneficiaries			Total		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
1- Enterprise Business Development	1 702.00	2 663.39	1.56	1 844.00	136.58	0.07	-	-	-	113.00	-	0%	330.00	92.08	28%	153.00	19.94	-	4 142.00	2 911.99	70%
2- Climate Smart Agriculture	1 932.00	591.38	0.31	195.00	125.94	0.65	5 000.00	270.44	5%	266.00	224.28	84%	-	-	-	117.00	12.16	-	7 510.00	1 224.20	16%
3- Programme Management Unit	356.00	257.09	0.72	371.00	49.42	0.13	-	-	-	1 621.00	1 158.83	71%	-	-	-	-	-	-	2 348.00	1 465.34	62%
TOTAL	3 990.00	3 511.86	0.88	2 410.00	311.94	0.13	5 000.00	270.44	5%	2 000.00	1 383.11	69%	330.00	92.08	28%	270.00	32.10	-	14 000.00	5 601.53	40%

Table 2C: IFAD loan 2000002172 disbursements (SDR, as at 30 June 2023)

Category	Category description	Original Allocation	Revised Allocation	Used	W/A pending	Balance	Per cent used
I	Vehicles, Equipment & Materials	140 000		70 442		69 558	50%
II	2-Grants	1 440 000		960 018		479 982	67%
III	Consultancies, Training & TA	2 280 000		2 351 571		(71 571)	103%
IV	Salaries & operating cost	130 000		129 830		170	100%
V	Conventions					-	
VI	Works					-	
	Unallocated					-	
	Initial deposit					-	
	Total	3 990 000		3 511 861		478 139	88%

Table 2C: IFAD loan 2000002533 disbursements (SDR, as at 30 June 2023)

Category	Category description	Original Allocation	Revised Allocation	Used	W/A pending	Balance	Per cent used
I	Vehicles, Equipment & Materials	5 000				5 000	0%
II	2-Grants	739 000		-		739 000	0%
III	Consultancies, Training & TA	1 236 000		295 877		940 123	24%
IV	Salaries & operating cost	190 000		16 071		173 929	8%
V	Conventions	-				-	
VI	Works					-	
	Unallocated	240 000				240 000	0%
	Initial deposit					-	
	Total	2 410 000		311 947		2 098 053	13%

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Climate Smart Agriculture and Rural Enterprise Programme Supervision Report

Appendix 2: Physical progress measured against AWP&B

Mission Dates: 04/09/2023 - 13/09/2023

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Latin America and the Caribbean
Programme Management Department

Appendix 2: Physical progress measured against AWP&B

Period: 01/01/2023 to 30/8/2023

Component/Outcome <i>Sub-component or Output</i>	Indicator	Unit	AWP&B 2023	Actual 2023	%	Cumulative Actual	Appraisal Target	%
Outreach								
	Number of persons receiving services promoted or supported by the Programme	Persons	2358	1191	51%	3422	7 500	46%
	Corresponding number of households reached	Households	2358	1191	51%	3422	7 500	46%
	Corresponding total number of household members	Persons	7074	3579	51%	10 266	22 500	46%
Goal: Contribute to the reduction of rural poverty and vulnerability of men/women in rural communities in GOG	Number of indigent, poor and vulnerable HHs increasing their assets by more than 10%	Households	-	0	-	0	60%	0
	N HHs reporting an increase of at least 10% of income (by sex and age of HH head)	Households	-	0	-	0	4 500	0
Development Objective: Project beneficiaries improve their livelihoods and resilience by accessing new jobs, starting-up /consolidating businesses and adopting CSA practices	[CI 3.2.2]: Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices	Households	-	0	-	0	500	0
	[CI 2.2.1]: New jobs created (by sex, age, and employed/selfemployed)	Jobs #	241	18	7%	293	400	73%
Component 1 - Enterprise Business Development								
Outcome: Enterprise and BD - Start up and new enterprises in rural areas are supported through capacity building, technical services and financing	No. of enterprises created/consolidated	Enterprises	-	-	0	0	120	0

	<i>Sub-components / Output</i>	N of youth (by sex, age) receiving VST	Persons	0	0	0%	337	400	84%
1.1	Youth receive employment skill	N of youth (by sex, age) receiving APL	Persons	0	0	0%	64	-	-
		Total youth trained (VST+APL)	Persons	0	0	0%	401	400	100%
1.2	Start-ups receive technical support services for business development	N of people (by sex, age) receiving technical support services.	Persons	0	0	0%	500	500	100%
1.3	Youth start-up businesses access grant financing	N of youth (by sex) accessing Youth Business Grant Fund (First Push)**	Persons	125	44	35%	312	400	78%
		N of Business Grants disbursed***	Grants	120	66	55%	67	-	-
1.4	Start-ups and new enterprises supported with capacity building and technical services	[CI 2.1.1] Rural enterprises accessing business development services	Enterprises	270	216	80%	231	270	86%
Component 2 - Climate Smart Agriculture (CSA)									
		[CI 1.2.4] Households reporting an increase in production	Households	0	0	0%	0	400	0%
	Outcome: CSA - Farmers have increased access to CSA practices	[CI 2.2.6] Households reporting improved physical access to markets, processing and storage facilities	Households	0	24	-	24	3000	1%
	<i>Sub-components / Output</i>								
2.1	Farmers, MOA extensionists and vulnerable people in poor rural communities receive training on CC and CSA practices	N of people (by sex, age) trained in innovative technologies, smart agriculture and CC	Persons	1328	996	75%	1879	2200	85%

2.2 Farmers receive extension services on CSA practices and on improving marketing links	[CI 1.1.4] Persons trained in production practices and/or technologies	Persons	760	75	10%	515	1200	43%
	[CI 2.1.2] Persons trained in income-generating activities or business management	Persons	234	41	18%	202	400	51%
2.3 Individual farmers and/or groups receive grant financing for CSA initiatives	N of adaptation and climate smart investment projects financed through CSA Grant Fund**	CSA subprojects	113	92	81%	92	113	81%
	Backyard gardens financed through the COVID relief initiative	Gardens #	0	0	0%	8	60	13%
	Backyard gardens financed through the CSA grant fund	Gardens #	8	8	100%	0	0	0%
2.4 Rural roads rehabilitated to improve and/or maintain access to markets	N of rural roads rehabilitated in the project area	Roads #	12	1	8%	1	30	3%

Notes: **These figures differs from the ones reported in the logframe, because the logframe reports the approved grants/investments while the AWPB the disbursed

*** This indicator is included only in the AWPB and not in the logframe to avoid double counting, as the Business Grants recipients are the same ones that receive the First Push Grant

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Appendix 3: Compliance with legal covenants: status of implementation

Mission Dates: 04/09/2023 - 13/09/2023

Document Date: 21/11/2023

Project No. 2000001475

Report No. 6636-GD

Latin America and the Caribbean
Programme Management Department

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 4.05, section 11.10(b)	Ensure Public auditors start and complete the final audit.	Public auditors must timely start working in the final audit and submit it before the closing date of the project.	August 2024	None
Schedule 4, para 7	AWPB modified with ESMP mitigation measures to be submitted to the Fund, for its review and comments	Finalize the AWPB and send it to IFAD for revision	31 October 2023	None

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Appendix 7: Integrated Project Risk Matrix (IPRM)

Mission Dates: 04/09/2023 - 13/09/2023

Document Date: 21/11/2023

Project No. 2000001475

Report No. 6636-GD

Latin America and the Caribbean
Programme Management Department

Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	Moderate	Moderate
<i>Political Commitment</i>	<i>Low</i>	<i>Low</i>
<i>Governance</i>	<i>Low</i>	<i>Low</i>
<i>Macroeconomic</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Fragility and Security</i>	<i>Moderate</i>	<i>Moderate</i>
Sector Strategies and Policies	Low	Low
<i>Policy alignment</i>	<i>Low</i>	<i>Low</i>
<i>Policy Development and Implementation</i>	<i>Low</i>	<i>Low</i>
Environment and Climate Context	Substantial	Moderate
<i>Project vulnerability to environmental conditions</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project vulnerability to climate change impacts</i>	<i>High</i>	<i>Moderate</i>
Project Scope	Moderate	Low
<i>Project Relevance</i>	<i>Moderate</i>	<i>Low</i>
<i>Technical Soundness</i>	<i>Moderate</i>	<i>Low</i>
Institutional Capacity for Implementation and Sustainability	Moderate	Moderate
<i>Implementation Arrangements</i>	<i>Moderate</i>	<i>Low</i>
<i>Monitoring and Evaluation Arrangements</i>	<i>Moderate</i>	<i>Moderate</i>
Project Financial Management	Moderate	Moderate
<i>Project Organization and Staffing</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Budgeting</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Project Funds Flow/Disbursement Arrangements</i>	<i>Moderate</i>	<i>Low</i>
<i>Project Internal Controls</i>	<i>Moderate</i>	<i>Low</i>
<i>Project Accounting and Financial Reporting</i>	<i>Low</i>	<i>Low</i>
<i>Project External Audit</i>	<i>Moderate</i>	<i>Moderate</i>
Project Procurement	Moderate	Low
<i>Legal and Regulatory Framework</i>	<i>Moderate</i>	<i>Low</i>
<i>Accountability and Transparency</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Capability in Public Procurement</i>	<i>Low</i>	<i>Low</i>
<i>Public Procurement Processes</i>	<i>Low</i>	<i>Low</i>
Environment, Social and Climate Impact	Moderate	Low
<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>No risk envisaged - not applicable</i>
<i>Indigenous People</i>		<i>No risk envisaged - not applicable</i>
<i>Labour and Working Conditions</i>	<i>Moderate</i>	<i>Low</i>
<i>Community Health and Safety</i>	<i>Moderate</i>	<i>Low</i>
<i>Physical and Economic Resettlement</i>		<i>No risk envisaged - not applicable</i>
<i>Greenhouse Gas Emissions</i>	<i>Moderate</i>	<i>Low</i>

Risk Category / Subcategory	Inherent risk	Residual risk
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>Substantial</i>	<i>Low</i>
Stakeholders	Moderate	Moderate
<i>Stakeholder Engagement/Coordination</i>	<i>Moderate</i>	<i>Moderate</i>
<i>Stakeholder Grievances</i>	<i>Low</i>	<i>Low</i>
Overall	Moderate	Moderate

Country Context	Moderate	Moderate
Political Commitment	Low	Low
<p>Risk:</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 is low. SAEP is aligned with the priorities of the new government.</p>	Low	Low
<p>Mitigations:</p> <p>Maintain a fluid dialogue with the project and country authorities so to make sure that project priorities remain high in the political agenda.</p>		
Governance	Low	Low
<p>Risk:</p> <p>The risk related to governance is low. governance failures at country level are not foreseen and in case these materialize it doesn't seem they will affect project implementation</p>	Low	Low
<p>Mitigations:</p> <p>Continue monitoring country developments and together with progress from the project so to take action in case a shock related to governance materializes.</p>		
Macroeconomic	Substantial	Moderate
<p>Risk:</p> <p>The vulnerability of the country to external shocks, particularly to fluctuations of the touristic in-flows that could reduce the demand for the businesses promoted by the Programme. In particular the COVID-19 pandemic has decreased the arrivals of international tourists highly affecting the country economy. This may reduce the government budgetary support to the project causing further delay to project implementation.</p>	Substantial	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> - SAEP will promote small businesses linked to agriculture, agro-processing and related services that have the capacity to supply the domestic market (as supported by the MoA through the campaign "Eat local, buy local"). - Higher yields and quality control will be supported in order to gain competitiveness against imported products, adopting a business approach to become a reliable supplier. - High quality technical support services will contribute to increase competitiveness and instill entrepreneurship drive. 		
Fragility and Security	Moderate	Moderate

<p>Risk:</p> <p>The country is vulnerable to climate shocks. increased temperatures and more erratic rainfall patterns could affect production gains achieved during programme implementation and cause production losses.</p>	Moderate	Moderate
<p>Mitigations:</p> <ul style="list-style-type: none"> - Different CSA practices and technologies will be tested and fostered to improve resilience. - Access to local markets by smallholders will be improved, in order to provide an economic incentive for CSA adoption and develop food processing capacity and skills. 		
Sector Strategies and Policies	Low	Low
Policy alignment	Low	Low
<p>Risk:</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 is low. The Programme is aligned with the top priorities of the Government of Grenada, fostering employment creation, particularly for youth, and Climate Smart Agriculture, to improve income levels and the resilience of farmers to CC and variability. SAEP is also strongly aligned with IFAD's policies, particularly with the IFAD Strategic Framework 2016-2025.</p>	Low	Low
<p>Mitigations:</p> <p>Maintain a fluid dialogue with the project and country authorities so to make sure that project priorities remain high in the political agenda.</p>		
Policy Development and Implementation	Low	Low
<p>Risk:</p> <p>The risk that the country's strategies and policies governing the rural and agricultural sector lack a sound evidence base and are not representative of rural peoples' organizations views is low.</p>	Low	Low
<p>Mitigations:</p> <p>Maintain a fluid dialogue with the project and country authorities so to make sure that project priorities remain high in the political agenda.</p>		
Environment and Climate Context	Substantial	Moderate
Project vulnerability to environmental conditions	Moderate	Moderate
<p>Risk:</p> <p>The risk that existing or possible future environmental conditions or extreme events (e.g. earthquake, volcano eruption, land erosion, salinity, siltation etc.) 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>	Moderate	Moderate
<p>Mitigations:</p> <p>Climate change mitigation actions as listed below encompass all potential environment risks.</p>		
Project vulnerability to climate change impacts	High	Moderate

<p>Risk:</p> <p>The risk that existing or possible future climate variability and/or extreme climatic events 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. As a Small Island Developing State in the Caribbean, Grenada is highly exposed to climate change and its effects, with IFAD target population being the most vulnerable</p>	High	Moderate
<p>Mitigations:</p> <p>The project is designed to promote climate smart agricultural practices to enhance the resilience of smallholder farmers. Details on the Climate Smart Agricultural practices promoted are available in the SECAP and in the PDR</p>		
<p>Project Scope</p>	Moderate	Low
<p>Project Relevance</p>	Moderate	Low
<p>Risk:</p> <p>The risk that the objectives and interventions of the project are not sufficiently relevant or responsive to the needs and priorities of the intended target group throughout the project's lifespan is low.</p>	Moderate	Low
<p>Mitigations:</p> <p>The quality and timeliness of programme services would also constitute a mitigation measure for reducing the risk or low youth participation (one of the main risk), as young men and women require fast and effective responses</p>		
<p>Risk:</p> <p>The risk that the objectives and interventions of the project are not sufficiently relevant or responsive to the needs and priorities of the intended target group throughout the project's lifespan is moderate. A social risk lies in the gender unbalance that could result if males, particularly young men, are not willing to participate in the Programme's activities, especially when promoting farming activities.</p>	Moderate	Low
<p>Mitigations:</p> <p>The quality and timeliness of programme services would also constitute a mitigation measure for reducing the risk or low youth participation (one of the main risk), as young men and women require fast and effective responses</p>		
<p>Risk:</p> <p>The risk that the objectives and interventions of the project are not sufficiently relevant or responsive to the needs and priorities of the intended target group throughout the project's lifespan is moderate. A social risk lies in the gender unbalance that could result if males, particularly young men, are not willing to participate in the Programme's activities, especially when promoting farming activities.</p>	Moderate	Low
<p>Mitigations:</p> <p>The quality and timeliness of programme services would also constitute a mitigation measure for reducing the risk or low youth participation (one of the main risk), as young men and women require fast and effective responses</p>		

<p>Risk:</p> <p>The risk that the objectives and interventions of the project are not sufficiently relevant or responsive to the needs and priorities of the intended target group throughout the project's lifespan is moderate. A social risk lies in the gender unbalance that could result if males, particularly young men, are not willing to participate in the Programme's activities, especially when promoting farming activities.</p>	Moderate	Low
<p>Mitigations:</p> <p>The quality and timeliness of programme services would also constitute a mitigation measure for reducing the risk or low youth participation (one of the main risk), as young men and women require fast and effective responses</p>		
<p>Technical Soundness</p>	Moderate	Low
<p>Risk:</p> <p>Since the Programme is promoting agriculture, another social risk lies in the capacity to counteract the youth's lack of interest to be involved in farming activities.</p>	Moderate	Low
<p>Mitigations:</p> <ul style="list-style-type: none"> - The SAEP will only promote profitable activities, so that economic opportunities could arise in the farming or non-farming sector. - The Programme will also showcase success stories and work with the children in primary and secondary school through the 4H activities to revert the negative perception on agriculture, so that unemployed youth would take advantage of available opportunities wherever they may arise 		
<p>Risk:</p> <p>Since the Programme is promoting agriculture, another social risk lies in the capacity to counteract the youth's lack of interest to be involved in farming activities.</p>	Moderate	Low
<p>Mitigations:</p> <ul style="list-style-type: none"> - The SAEP will only promote profitable activities, so that economic opportunities could arise in the farming or non-farming sector. - The Programme will also showcase success stories and work with the children in primary and secondary school through the 4H activities to revert the negative perception on agriculture, so that unemployed youth would take advantage of available opportunities wherever they may arise. 		
<p>Institutional Capacity for Implementation and Sustainability</p>	Moderate	Moderate
<p>Implementation Arrangements</p>	Moderate	Low
<p>Risk:</p> <p>Institutional risks are linked to the capacity of service providers to target the right beneficiaries and to provide quality and timely support to them.</p>	Moderate	Low
<p>Mitigations:</p> <p>SAEP will implement a number of mitigation measures: roles and responsibilities of the PMU and the institutional partners will be clear, vesting full implementation responsibility in the service providers; institutional partners will participate in planning and will include activities and targets in their own work-plans; contractual arrangements will be based on performance; payments will be approved and processed according to progress reports; and, beneficiaries will be involved in monitoring the quality of the services at various levels. The Programme will take an additional step and will support the key implementing partners to improve and/or expand their support services.</p>		

Monitoring and Evaluation Arrangements	Moderate	Moderate
<p>Risk:</p> <p>The risk that the project executing agency's M&E processes and systems are weak or inefficient, resulting in a limited ability to monitor, validate, analyse and communicate results is moderate. There have been some staffing issues related to the M&E capacity. Now this seems to be resolved.</p>	Moderate	Moderate
<p>Mitigations:</p> <p>continue supporting project staff, especially newcomers, in understanding the project characteristics and IFAD's policies in relation to M&E</p>		
Project Financial Management	Moderate	Moderate
Project Organization and Staffing	Moderate	Moderate
<p>Risk:</p> <p>The structure of the finance unit (1 Finance Manager and 2 Accounting Clerks) is adequate. One member resigned in 2021 and was only recruited in 2023. Expected increase in the level of activities affected the proper functioning of the unit.</p>	Moderate	Moderate
<p>Mitigations:</p> <p>1.- Develop a long roster of candidates that could be hired for key positions (e.g., Finance managers, accountants, extension officers, engineers) 2.- Include a traineeship program to form young professionals so they can eventually be incorporated in the project or temporarily support in case of staff departure.</p>		
Project Budgeting	Moderate	Moderate
<p>Risk:</p> <p>Budget utilization remains relatively low, representing 54% of total approved loan financing (IFAD). This has been a result of the relatively slow start, which has been exacerbated by the Covid pandemic as well as the change of project coordinator.</p>	Moderate	Moderate
<p>Mitigations:</p> <p>Avoid using an approach based on commitments: activities not completed should not be carried over from the previous AWPBs per default. 1) It is advisable to implement monthly meetings between Finance Officer and Project Director on main financial issues and monitoring of progress against AWPB. 2) Reinforce procurement officer link to AWPB and cash flow.</p>		
Project Funds Flow/Disbursement Arrangements	Moderate	Low
<p>Risk:</p> <p>There are currently no financial issues that would hinder the efficient flow of funds.* Counterpart funds and funding from the CDB are disbursed upon request from the project. The main issue hindering the flow of funds seems to be procurement (availability and import of goods). Record of counterpart funds from beneficiaries is not yet fully recorded (cash reported in reports and in-kind contributions recorded).</p>	Moderate	Low
<p>Mitigations:</p> <p>1) In-kind register of contributions. 2) Speed-up processes between finance and procurement. 3) Set-up and comply with a grant chronogram, that includes hard deadlines for the approval, procurement, delivery/construction of goods, as well as setting up a buffer to record timely rendering of grants. 4) Prepare an Exit Plan, including the transfer of acquired assets.</p>		

Project Internal Controls	Moderate	Low
<p>Risk:</p> <p>Between the Government Treasury (MOF) and the finance unit, there is controls and segregation of duties to ensure the integrity of financial transactions. Payments are made by the treasury with sufficient authorization and supporting documentation. Yes. Files are in order but there are some issues like:</p> <p>1) No ID copies of beneficiaries are included 2) Items procured and purchased for beneficiaries are not adequately coded.</p>	Moderate	Low
<p>Mitigations:</p> <p>1) Require the inclusion of ID copies or other identification documents from beneficiaries all along the grant process. 2) Items procured and purchased for beneficiaries are not adequately coded.</p>		
Project Accounting and Financial Reporting	Low	Low
<p>Risk:</p> <p>Risks related to the quality of accounting and financial reporting are low. The financial staff is competent and the respective IT systems in place are adequate to meet the needs of the project and the reporting requirements of all stakeholders.</p>	Low	Low
<p>Mitigations:</p> <p>None</p>		
Project External Audit	Moderate	Moderate
<p>Risk:</p> <p>2021 last audit report was prepared and submitted five days after the deadline and last audit has still not been submitted. The project cited health reasons on the part of the auditing staff as the reason for the delay for 2021, for 2022 it was argued that change of government policies (fortnight payments), lack of an accountant clerk and increase workload caused the delay. The quality of the audit is satisfactory and there were no material discrepancies reported in the management letter.</p>	Moderate	Moderate
<p>Mitigations:</p> <p>Ensure adequate communication with external audit so they plan accordingly their audits.</p>		
Project Procurement	Moderate	Low
Legal and Regulatory Framework	Moderate	Low
<p>Risk:</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>Country procurement law and regulations exist, but not the manual. No standard bidding documents (SBD) exist in Grenada. The bidding documents are developing under MoF guidance, but they are not finalized. In this sense, international bidding documents in use are basically the ones in use in the WB and IDB. In 2015 Public Procurement and Disposal of Public Property Regulations has been published. Generally speaking, this Regulation is aligned with multilateral banks procurement regulation and provisions.</p>	Moderate	Low
<p>Mitigations:</p> <p>The Project must use (as reference) IFAD regulatory framework on procurement which has been shared with Project Unit.</p>		

Accountability and Transparency	Moderate	Moderate
<p>Risk:</p> <p>The country's Public Procurement Authority it is established to be both the supervisor of the process and the body responsible for actual procurement. The OECD recommendation is that the body in charge of supervising procurement, collecting information about the procurement methods used, contracts for goods and services awarded, and enforcing compliance with procurement rules, should not itself have any responsibility for actual procurements.</p>	Moderate	Moderate
<p>Mitigations:</p> <p>The Project must establish in the PIM procedures for complaints management during the procurement process. Concerning the no existence of a 2-tiered system to handle complaints, the Project must ensure to provide prompt responses to the involved parties and follow up and make recommendations to ensure that complaints are dealt by the Review Commission.</p>		
Capability in Public Procurement	Low	Low
<p>Risk:</p> <p>SAEP's procurement unit is composed by a Procurement Officer (PO) and procurement Assistant. The unite shows good knowledge in local procurement procedure as well as in donor funded projects procedures' procurement. Furthermore, the unit has demonstrated efficiency and transparency.</p>	Low	Low
<p>Mitigations:</p> <p>Training on IFAD Procurement regulatory framework will be delivered during the project life cycle to ensure compliance with IFAD project procurement guidelines.</p>		
Public Procurement Processes	Low	Low
<p>Risk:</p> <p>SAEP project is using the Procurement National System that has a complete set of rules and regulation that starting from 2007 and updated in 2015, Those have been substantially harmonized with the international best practices (with the help of IBD and WB). Nevertheless, it lacks SBD as well as local procurement methods consistent with IFAD's</p>	Low	Low
<p>Mitigations:</p> <p>The Project must follow IFAD's Procurement Handbook and IFAD's SBD will be used; indeed, the LtB indicates that when the local norms are not in line with IFAD's, the Projects must use IFAD's.</p>		
Environment, Social and Climate Impact	Moderate	Low
Biodiversity Conservation	Moderate	Low
<p>Risk:</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>Mitigations:</p> <p>The project does not work in protected areas or areas of high biodiversity significance and does not promote expansion of activities into such areas</p>		
Resource Efficiency and Pollution Prevention	Moderate	Low

Risk: 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.	Moderate	Low
Mitigations: Potential pollution risks have been identified and avoidance/mitigation measures have been included in the environmental and social management plan ESMP.		
Cultural Heritage		No risk envisaged - not applicable
The project does not work in areas considered of cultural significance		
Indigenous People		No risk envisaged - not applicable
The project does not work with people who self-identify as indigenous or are considered indigenous by the Government of Grenada		
Labour and Working Conditions	Moderate	Low
Risk: 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.	Moderate	Low
Mitigations: The project stipulates that on farm labour does not involve employment of children in violation of national and international laws and agreements.		
Community Health and Safety	Moderate	Low
Risk: 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.	Moderate	Low
Mitigations: The project ESMP ensures that agrochemical application plan is based on soil test (to avoid overuse) and that discharge of agrochemicals is acceptable		
Physical and Economic Resettlement		No risk envisaged - not applicable
No physical or economic resettlement is envisioned in the project		
Greenhouse Gas Emissions	Moderate	Low
Risk: The risk that the project may significantly increase greenhouse gas emissions and thereby contribute to anthropogenic climate change.	Moderate	Low

<p>Mitigations:</p> <p>The promotion of climate smart agriculture includes the installation of renewable energy, the use of organic pesticides and fertilizers, and the establishment of diversified agroforestry production systems, all of which reduce CO2 emissions</p>		
<p>Vulnerability of target populations and ecosystems to climate variability and hazards</p>	Substantial	Low
<p>Risk:</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>	Substantial	Low
<p>Mitigations:</p> <p>Given the high exposure and vulnerability of Grenada to climate change, smallholder farming is inherently under risk, hence the project climate risk rating. However the climate smart practices promoted by the project will enhance stakeholder's resilience and are designed to reduce farmer's vulnerability. Hence, the transition to climate resilient agriculture significantly reduces this risk</p>		
<p>Stakeholders</p>	Moderate	Moderate
<p>Stakeholder Engagement/Coordination</p>	Moderate	Moderate
<p>Risk:</p> <p>The risk for the Programme not to reach the most vulnerable sectors of the target population (the unemployed single mothers and youth at risk of juvenile delinquency not being able to come forward to benefit from the Programme's opportunities).</p>	Moderate	Moderate
<p>Mitigations:</p> <p>The PMU will monitor the participation of beneficiaries by sex and age, taking affirmative actions when necessary to correct unbalances, so that the risk would decrease along implementation. Youth and gender participation could be promoted through the type of activities and training provided and through the communication strategy for disseminating the Programme's opportunities.</p>		
<p>Stakeholder Grievances</p>	Low	Low
<p>Risk:</p> <p>The risk that the project has ineffective grievance/complaint redress processes (including with respect to allegations of non-compliance with IFAD's standards on fraud, corruption, or SEA) is low. The project embed these policies as well the national regulations.</p>	Low	Low
<p>Mitigations:</p> <p>continue monitoring project implementation would avoid any risk related to fraud, corruption and SEA.</p>		