

Sierra Leone

Agricultural Value Chain Development Project

Supervision Report

Mission Dates: 11 September to 24 October 2023

Document Date: 12/12/2023

Project No. 2000001544

Report No. 6706-SL

West and Central Africa Division
Programme Management Department

Abbreviations and Acronyms

ABC	Agribusiness Centre
AED	Agriculture Engineering Department of the MAF
AF	Adaptation Fund
AVDP	Agriculture Value Chain Development Project
AWPB	Annual Work Plan and Budget
BES	Block Extension Supervisor
EIA	Environmental Impact Assessment
EPA	Environmental Protection Agency
ESMF	Environmental and Social Management Framework
ESMP	Environmental and Social Management Plan
FBO	Farmer Based Organization
FFS	Farmer Field School
GALS	Gender Action Learning System
GoSL	Government of Sierra Leone
GYTNU	Gender, Youth, Targeting and Nutrition Unit
Ha	Hectare
HH	Household
IVS	Inland Valley Swamp
km	Kilometer
M&E	Monitoring and Evaluation
MAF	Ministry of Agriculture and Forestry
MoFED	Ministry of Finance and Economic Development
MoU	Memorandum of Understanding
MSP	Multi Stakeholder Platform
MTR	Mid Term Review
ODK	Open Data Kit
PMU	Project Management Unit
PwDs	Persons with disabilities
RPSF	Rapid Poor Stimulus Facility
RFCIP	Rural Finance and Community Improvement Programme
SCP-GAFSP	Smallholder Commercialization Programme - Global Agriculture and Food Security Programme
SECAP	Social Environmental and Climate Change Procedures
SLARI	Sierra Leone Agricultural Research Institute
SLL	Leone
TBI	Tony Blair Institute
WA	Withdrawal Application
YC	Youth Contractor

A. Project Overview

Region:	West and Central Africa Division	Project at Risk Status:	Potential problem
Country:	Sierra Leone	Environmental and Social Category:	Substantial
Project Name:	Agricultural Value Chain Development Project	Climate Risk Classification:	Moderate
Project ID:	2000001544	Executing Institution:	Ministry for Agriculture, Forestry & Food Security
Project Type:	Agricultural Development	Implementing Institutions:	Ministry for Agriculture, Forestry & Food Security
CPM:	Pascaline Barankeba		
Project Director:	Monica Kwame-Greene		
Project Area:			

Approval Date:	08/12/2018	Last audit receipt:	11/07/2023
Signing Date:	09/06/2018	Date of Last SIS Mission:	24/10/2023
Entry into Force Date:	16/07/2019	Number of SIS Missions:	7
Available for Disbursement Date:	06/12/2019	Number of extensions:	0
First Disbursement Date:	10/12/2019	Effectiveness lag:	7 months
MTR Date:	28/02/2022		
Original Completion Date:	30/09/2025		
Current Completion Date:	30/09/2025		
Financial Closure:	not available yet		

Project total financing

IFAD Financing breakdown	Debt Sustainability Framework	\$3,327,943
	Debt Sustainability Framework	\$5,894,000
	IFAD	\$20,805,000
	IFAD	\$5,894,000
	IFAD	\$8,997,772
	Debt Sustainability Framework	\$7,695,000
Domestic Financing breakdown	Private sector local	\$1,424,000
	Beneficiaries additional financing	\$1,986,000
	National Government (add)	\$6,416,000
	National Government	\$8,084,000
	Beneficiaries	\$1,350,000
Co-financing breakdown,	To be determined	\$5,015,977
	OPEC Fund for International Development	\$15,000,000
	Rural Poor Stimulus Facility	\$517,647
	Adaptation Fund	\$9,140,023
	Rural Poor Stimulus Facility	\$632,293
Project total financing:		\$102,179,655

Current Mission

Mission Dates:	11 September to 24 October 2023
Days in the field:	12 days

Mission composition: Mr. Robert Delve, Lead Global Technical Advisor and Agronomist
Mr. Joseph Brima, CPO and M&E
Mr. Sami Ouechtati, Rural infrastructure expert (IVS, boreholes and mechanics)
Mr. Daniel Pasos, Procurement Expert
Mr. Uke Praise Climate Smart Agriculture Specialist
Ms. Neloum Koumtingue , Financial Management Speciality
Mr. Theophilus Larbi, Agribusiness Specialist
Ms Neloum Koumtingue, Financial Management specialist/consultant
Ms Yvonne Agoya –Gender and Social Inclusion Expert

Field sites visited: (Bo, Pujehun, Moyamba), Eastern (Kenema and Kailahun), Northern (Falaba, Bombali and Koinadugu) and North-Western (Port Loko) Sierra Leone.

B. Overall Assessment

Key SIS Indicator #1	∅	Rating	Key SIS Indicator #2	∅	Rating
Likelihood of Achieving the Development Objective		3.88	Assessment of the Overall Implementation Performance		3.67

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

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

Relevance	5
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C. Mission Objectives and Key Conclusions

Background and Main Objective of the Mission

1. During the ISM in December 2022, an agreement was reached with the Ministry of Agriculture and Food Security (MAFS) to postpone the annual SM from March to September 11-23, 2023. This decision was taken to agree on a specific date, especially for the key staff and consultants who had prior engagements. The mission was conducted entirely in-Country. The primary mission objectives were to: (i) assess the overall progress of implementation since the MTR in March-April 2022; (ii) evaluate the follow-up on recommendations made during the MTR and ISM missions in 2022; (iii) assess the performance and quality of the financial management and control systems; (iv) assess the overall coordination and management of the project and (v) review the performance of partnerships and linkages with implementing partners.
2. The mission made courtesy calls to the Ministry of Agriculture and Food security (MAFS), the Ministry of Finance and Economic Development (MoFEDED), and to the AVDP project implementation partners: the Environmental Protection Agency (EPA), the Sierra Leone Agriculture Research Institute (SLARI) and the Sierra Leone Meteorological Department in Freetown before travelling to Bo, where the AVDP PMU is based. From September 13-16, three teams (IVS, agronomy, value chains) accompanied by finance, social inclusion, M&E and the Country Director visited field sites in Southern (Bo, Pujehun, Moyamba), Eastern (Kenema and Kailahun), Northern (Falaba, Bombali and Koinadugu) and North-Western (Port Loko). They met with beneficiaries, service providers and implementing partners. The mission shared its key findings and recommendations and the PMU at a technical wrap-up on 21 September 2023. A formal virtual mission wrap-up meeting was held in Freetown with the technical representatives of the MAF, MoFED and implementing partners.

Key Mission Agreements and Conclusions

1. **3. Overall:** The project has made some good progress on some components especially on oil palm, cocoa and vegetable value chains with the achievement of 100% of the targets. However, the mission noted the slow implementation progress especially on the IVS (30% of 1200 ha target) and previous mission recommendations except the office/staff restructuring agreed at MTR and in filling vacancies in key staff positions (e.g. Project Manager, Finance Manager, M and E Manager and Procurement Officer). Project staff have received training in the new procurement system OPEN and in calculation of beneficiary contribution. At 2022-year end AWPB financial expenditure was 65 per cent and as of end of August 2023 AWPB financial expenditure was 17 per cent, with 20 per cent in unpaid commitments. Slow implementation progress of the IVS and infrastructure activities is due to different factors: changes in project staff, changes in IVS from contract to community management, delay in the OFID funding and caution to avoid ineligible expenditures with mixing IFAD and OFID funding sources. The OFID funds were declared effective from July 6th, 2023, and the bank account opening is now in process. Many activities are advanced in terms of planning and preparation of ToR and contracting documents etc in readiness of the OFID funds.
2. 4. The key mission recommendations, some of which remain the same as in previous MTR and ISM missions are as follows:
 - Conduct the planning of all project activities in a timely manner, allowing for all procurement and design stages. For example, infrastructure investments need to start the year before physical works are set to begin. Therefore, IVS and roads planned for 2024 require initial planning and procurement costs to be included in the 2023 AWPB. This was not done in the 2022 or 2023 as suggested in previous missions.
 - Documentation of activities, outputs and particularly outcomes continue to be weak. There is no quantitative data presented in the narrative report provided to the mission, LogFrame outreach numbers are incorrect and M&E procedures for data collection are not in place. They are poorly designed and rely too much on outsourcing data collection and analysis.
 - Start the AWPB process earlier in the year to allow for the length of the process and ensure approval in December of the preceding year. Initiating the process in September is too late for a December NSC approval. To ensure a NSC meeting in December, the MoA and MoFED should agree the date now. Delay in approving the AWPB before the end of the year will result in staff not being paid in January and/or February, and no field activities will occur in two of the key dry months, seriously impacting AVDP program delivery.
 - To expedite the infrastructure works to be co-financed with OFID (loan now effective), AVDP can utilize up to the 23 per cent IFAD financing for infrastructure for all activities from design, construction and supervision.
3. 5. With two years remaining until completion and 2.5 years until closure, the project needs to revise the WPB for the remainder of the project, reducing targets to what can be 100 per cent guaranteed to be completed and paid for before completion, and calculate the amount of unspent funds. Since AVDP cannot spend all of the funds available before completion, several options are available:
 - Reallocate funds to activities that can be completed in the next two years.
 - Determine if the OFID-funded activities are extended or not, or under a separate agreement with OFID.
 - Request a no-cost extension of 1-2 years, contingent upon significantly improved financial and physical progress against the 2024 AWPB being observed in the 2024 ISM and SM reviews.
 - Close the project at its natural completion date in March 2026 and proceed with a partial cancellation of unspent funds and recommitment of these funds to a new project in the country.
4. 6. Overall, project management and coordination need to be addressed to ensure that the project progresses towards achieving its development objective. While there have been improvements in some areas like the management of project finances and procurement procedures, there have been delays in timely field implementation and this remains a key area for improvement. Further delays in addressing this key issue will put the project as a whole at risk.

D. Overview and Project Progress

A. Overview and Project Progress

5. **Component 1: Climate-resilient and climate-smart agricultural production**
6. **Subcomponent 1.1: Support for smallholder rice production and productivity**
7. **7. Development of IVS (Batch 1, 1200 ha):** The mission visited several IVS sites in different stages of development. The quality of the IVS development works varied from moderately satisfactory in few sites, to unsatisfactory in most of the sites, mainly due to non-compliance with the technical specifications. IVS water structures were often not well maintained, with canals/drains full of vegetation/weeds and bunds partially destroyed. Some sites had cultivated rice even though the IVS development works were not fully completed. Certain sites appeared to be abandoned by the beneficiary communities due to incomplete development works, lack of rice seeds and inputs, and unavailability of community members who had to seek alternative livelihoods. The mission also noted that land lease agreements in most IVS sites visited were unclear regarding the land lease fees to be paid to the landowners.
8. **8. The two-year contracts of 26 Service Providers (SPs) for development of 1,200 ha of IVS ended on 31 May 2023 and all the SPs have left the sites.** A preliminary assessment found that only 368 ha of IVS (31% of Batch 1 Target, 8% of the overall project Target) were fully developed, while work on the remaining 832 ha (69%) have stopped at various levels of development, with the land clearing phase generally well advanced or completed while earthworks phase (i.e. the construction of head bund, peripheral bunds and canals, main drain, etc.) lagged behind. This situation was due to: i) inadequate planning and delayed procurement of hand tools and ii) underperformance, limited technical and financial capacity of the contracted SPs. An assessment of physical and financial progress found that many payments to SPs were higher than the work measured. AVDP and MAFS should review and account for all SP contracts and recover any funds due to the project.
9. **9. Development of IVS (Batch 2, 900 ha):** This activity is delayed. Ninety (90) IVS sites have been identified, and beneficiaries profiled in 7 Districts. Community engagements have been held with beneficiary communities to orient them on the community approach implementation, as well as the roles and responsibilities of the various players. The recruitment process of 18 IVS technicians is ongoing. Each IVS technician will be responsible for supporting at least five communities to develop their respective IVS. The project has already procured 18 motorbikes for future IVS technicians and 90 sets of hand tools. Designs for the 90 IVS sites are in progress, along with data collection to determine the flow rate of the water sources at the respective sites, which will inform the IVS designs.
10. **10. The project is advised to prioritize the completion of the works in Batch 1 sites (832 ha) through the community approach implementation, and an adequate number of IVS technicians should be hired accordingly.** The project should take advantage of the ongoing recruitment process of 18 technicians for Batch 2 to hire 26 IVS technicians to assist batch 1 communities in completing the development of their respective IVS sites. The project should ensure that IVS technicians to be hired are well committed to be based close to the cluster of IVS sites assigned. The project is strongly encouraged to strengthen partnership with the MAFS/AED to support IVS development, in addition to the oversight and coaching of the IVS technicians. Furthermore, it is strongly advised that IVS development works, either for batch 1 or batch 2, should take full advantage of the upcoming dry season and start no later than November/December 2023, and that any necessary reallocation within the 2023 AWPB should be made accordingly, considering the inclusion of adequate provisions for IVS technician salaries, procurement of additional motorbikes as needed, etc.
11. **11. Establishment of Earth Dams and Fish Farms:** The project targets the establishment of 20 earth dams to support irrigation activities in the IVSs, especially during the dry season. The establishment of earth dams is contingent on the economic viability assessment of 4 pilot earth dams constructed by former RCPRP project in 2014, which is now completed, and it concluded that the RCPRP investment on Earth Dams was economically viable. However, up to date, very little progress has been observed, and 5 suitable sites have been selected, while the respective designs are still in progress. Although of small size, the design and construction of earth dams should be treated carefully to avoid failure risk and minimize potential environmental and social negative impacts. The mission notes that the design carried out by the PMU is missing an Environmental and Social Management Plan.
12. **12. Establishment of Bore Holes:** The project targets the construction of 50 solar powered bore holes irrigation schemes to support vegetable production, especially during the dry season. 10 sites are planned to be developed in 2023 for which, however, the project is still at invitation-to-bids stage.
13. **13. Establishment and Cultivation of 5 ha Model Climate Smart IVS:** The project is supporting the establishment and cultivation of 5 ha model Climate Smart IVS farm. An IVS site has been identified in Wonde Chiefdom in Bo District. The design of the climate smart IVS site is in progress and is taking into consideration canal lining option.
14. **14. Rice production:** The legacy rice producers continue to receive support from AVDP and are supported by the existing MAF frontline extension staff through the FFS. The second batch of 50 legacy IVS Associations are currently undergoing their first cycle of FFS. The first batch of new IVS 88 FFS (covering 1,200 ha IVS 2022 target) have completed its first cycle and are currently undergoing its second cycle to graduate before the end of 2023.
15. **15. Fertilizer rate in FFS demonstrations:** The FFS demonstration fertilizer plot uses the MAFS recommended 300 kg/ha of fertilizer. Previous missions recommended discontinuing this practice and using a range of fertilizer rates (e.g., 0, 25, 50, 75 and 100 per cent) to evaluate rice response to smaller applications of fertilizer and to analyses what is an affordable investment for poor households. Ideally, soil sampling and analysis should be conducted in advance, but this is not critical and should not delay

the suggested changes in the FFS demo design,

16. **16. Data collection:** A rice yield study was conducted in February 2023 on all 88 FFS demonstration plots. Each demonstration had three plots – farmer practice, improved planting without fertilizer and improved planting techniques with full government recommended fertilizer rate (300 kg/ha). Data shows significant differences between the three treatments, with farmer practice yielding the lowest and with fertilizer yielding the highest yields. The data was systematically analyzed using the MAFS Total Package for Rice methodology, but the data was not statistically analyzed to determine if the effects of the three treatments effects were significantly different from each other. A simple average is not enough to draw conclusions. The final report recommended conducting a cost-benefit analysis (CBA) for the three treatments, which had also been recommended in previous missions. The CBA should evaluate the best return on farmer investment in terms of time and cash investment for the three options, particularly given the current high fertilizer prices.
17. **Subcomponent 1.2: Support for tree crop production and productivity**
18. **17. Establishment of Cocoa Seed Gardens at SLARI:** The mission found that the 10 Ha in Pendembu were well planted, gap filled and well managed. It did not visit the 5ha in Kpuwabu.
19. **18. Cocoa plantation establishment:** 3,000 Ha (100 per cent of target to date) have been outplanted. The establishment of community nurseries, supported by 200 trained youth contractors, is on-going and the remaining project target of 3,000 Ha will be outplanted in 2024. This is supported by 100 cocoa FFS groups.
20. **19. Oil palm plantation establishment:** All 5,000 ha (100 per cent of project target) have been outplanted. This is supported by 166 oil palms FFS groups.
21. **20. Data collection:** In field sites visited, the cocoa and oil palm planted in 2021 have started producing fruits, albeit in small volumes. The project urgently needs to: (i) complete a sampling and data collection protocol to monitor yields from the established plantations and (ii) complete the Annual Outcome Survey (AOS) to IFAD standards so that impact data can be collected, capturing increases in production, increases in household income and changes in minimum dietary diversity etc.
22. **21. Market linkages:** The project supported linking groups to established traders. However, no value chain activities that could add value to the crop have been developed. More details on options for these two value chains will be developed in the sub-component 2.1.
23. **Subcomponent 1.3 – Support to smallholder vegetable and tuber production**
24. 22. The pending issue of re-categorization between line items, where sub-Component 1.3 was charged for AF activities in 2021 and 2022 and became overspent, is resolved, and a full season of activities completed. In 2023, 80 groups cultivating 200 ha of bulb onions will be established. 20 groups with 20 ha of tomatoes and 30 groups with 30ha of hot pepper have been established and the tomato harvest is on-going. Therefore, no data is available yet.
25. 23. In close collaboration with Sierra Leone Agricultural Research Institute (SLARI), the project should explore the vegetable seed production model by groups of farmers with seed demonstrations by linking them to other research to supply seed for multiplication, which will be produced as certified seed and sold to scheme members or to cooperatives. In addition, a feasibility study of vegetables greenhouse agriculture, with a clear post-harvest lost strategy, would be conducted for the vegetable greenhouse pilot to increase the vegetable production and productivity in during the dry and rainy season.
26. **Component 2: Agricultural market development**
27. **Subcomponent 2.1: Market access**
28. In an effort to create linkages with producers, the project carried out a profiling of the bug/key players in the country, including input dealers, aggregators and processors, with the objective of establishing multi-stakeholder platforms. The mapping revealed that the country has 145 input dealers, 198 processors and 146 transporters of agricultural products.
29. The multi-stakeholder platforms, two in total, organised and supported by the project, serve as a strong entry point for the market linkage creation. However, more support is needed to make these farmers groups in Cocoa, rice, oil palm and vegetables more business oriented. This includes increasing their leadership capacity and financial capital through the matching grant proposed since project inception. The project should also support the development or strengthening of the agriculture business centre as proposed in the project design.
30. **24. Cocoa value chain:** Generally, Cocoa marketing in Sierra Leone is organised through local agents of cocoa Cooperatives and local buying agents (LBAs) who aggregate and sell to exporters. The main considerations for trade are the quality of cocoa beans and quantities offered for sale. Most Cooperatives and LBAs are registered under Fairtrade and deal in organic and conventional cocoa. The Cooperatives and LBAs conduct further drying, grading, packaging and transport to the exporters in Freetown, who export to international buyers. The smallholders supported by the project can integrate into the existing markets (vertical integration) through improvements in the quantity and quality of cocoa beans, as well as reducing their production cost and minimising field and post-harvest losses. Through the matching grant, the mission therefore recommended that AVDP should

support the FBOs with fermentation boxes, solar or raised drying platforms, tarpaulins, hand-held moisture meters, and other facilities to improve product quality.

31. **25. *il Palm value chain*:** The tenera variety is preferred for its oil content and thus as a major raw material for production of crude palm oil (CPO) and palm kernel oil (PKO). The project supports smallholder farmers to sell the fruits to large off-takers like Gold Tree, who process the fruits into CPO and CPKO. There is also small-scale processing by farmer cooperatives. The CPO is sold to aggregators in identified markets where prices are determined by the going market demand and supply dynamics. There are no set quality standards for the local market trade. To facilitate the quality of the farmer and cooperative level processing of the fruits, through the matching grant approach, the AVDP should consider the support of improved processing equipment (boiler, digester, extractor, etc.) as “common user facility” (CUF) for clusters of FBOs/Cooperatives. The initiative to link farmers to Gold Tree Company should be pursued.
32. **26. *Rice value chain*:** Rice (Nerica and ROK 34), is primarily grown in inland valley swamps (IVS). Farmers process rice at the household level using rudimentary methods and processes, leading to poor quality products (broken grains, high foreign materials, including stones, etc.) and post-harvest losses. Farmers also sell rice as paddy to local processors, and pricing of locally produced rice is determined and influenced by the market forces. To better integrate into the rice supply chain, it is essential to enhance farmers’ capacities in increasing production (yield) and improving product quality. The mission recommended that the project conducts a market analysis, and using the matching grant approach, supports farmers, cooperatives/ processors in processing, parboiling, package tools and equipment. Apart from local markets, the project should devise strategies and action plan to promote rice consumption under the school feeding programme, targeting niche markets/institutions such as Prisons Service, the Police Service, restaurants, hotels (in market analysis), etc.
33. **27. *Vegetable value chain*** (Tomatoes, Onions, hot pepper): Vegetable production is typically, women-dominated activity, involving both the production and marketing. The F1 mungal tomato variety known for its longer shelf, is preferred by consumers. These vegetables are primarily sold in Freetown, Bo, Makeni and other cities, with some traders selling to off-takers in Guinea. Tomatoes are packaged in 42 kg units and sold for US\$30 in-country and US\$60 to Guinean traders, while other vegetables are sold on the local markets. Traders/aggregators buy from the farm gates and transport them to Freetown and other cities, where they have wholesale off-takers in the marketing centres who then retail. Prices are determined by market forces and fluctuates with the seasons. Marketing of onions is similarly done as for hot pepper and tomatoes. For hot pepper and tomatoes, there is potential to add value through drying and producing powdered/ground pepper and tomato paste recommended that the AVDP conducts a product development survey and analysis before proceeding on such a venture.
34. **Subcomponent 2.2: Climate-resilient rural infrastructure**
35. **28. *Construction/Rehabilitation of farm tracks*:** This activity is still delayed with no achievements to date. This is mainly due to the delay in the release of OFID funds which are now expected to become available soon. Nevertheless, preparatory activities for the rehabilitation of 75 Km of Farm Tracks have been concluded, including the identification and selection of the farm tracks in priority production areas. The procurement process to hire a consulting firm for the design and works supervision has just been concluded.
36. **29. *Construction/Rehabilitation of feeder roads*:** As OFID funds are expected to be available soon, the project should initiate the identification process of all the feeder roads targeted for rehabilitation. This should be followed by the procurement of a consulting firm for the design and works supervision of the first batch. The identification process should involve a desk assessment of GIS maps and Satellite/Google earth images depicting all targeted production sites, markets, main roads, etc., followed by field visits. To avoid potential delays related to the approval of 2024 AWPB and PP, and similarly to farm tracks, this activity should ideally commence before the end of 2023, ensuring necessary reallocation of adequate funds within the 2023 AWPB, especially for the identification process that requires field visits. The project is encouraged to seek support from the Sierra Leone Road Authority (SLRA) through an MoU for roads design review and works supervision.
37. **30. *Construction of crossings*:** Two (2) sites (2023 Target) have been identified and designed, including the preparation of BoQs and Bidding documents. Once IFAD NO is granted, the project plans to launch the procurement process for the construction works.
38. **31. *Rehabilitation of Warehouses*:** For the 16 warehouses previously identified for rehabilitation in collaboration with MAF, no progress has been made during the reporting period. The project is advised to include this delayed activity (which is 92% financed by the AF) in 2024 AWPB and PP.
39. **32. *MAF offices and BES compounds*:** During the reporting period, no progress has been made regarding the construction of 2 MAF offices (in Falaba and Karene) and 5 BES Facilities with superstructure at various completion stages. Construction works have been suspended due to unavailability of OFID funds. As OFID funds are expected to become available soon, and considering that more than 2 years ago, the contractors were requested to stop the work, the project is encouraged to re-engage those contractors expressing interest and availability to assess and complete the remaining works. There is a possibility to reasonably negotiate the contracts’ values based on a thorough review of the priced bill of quantities.
40. **33. *Water Points*:** In order to improve access to drinking water for targeted communities and support their resilience, the project plans to construct 15 water points in 2023. Up to date, potential communities/sites have been assessed and selected. Drawings and Bidding documents have been prepared, and bid opening is foreseen in early October 2023. The project is advised to conduct the work (drilling of wells) during the driest months of the year to ensure that the drilled depth is adequate, and water is available all year round

Agreed Action	Responsibility	Agreed Date
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<p>Future planning</p> <p>Review implementation progress and revise final targets assuming a September 2025 and September 2027 (two-year extension) closure date.</p>	PMT	12/2023
<p>Partnership with MAF/AED</p> <p>Strengthen partnership with the MAFS/AED through the establishment of an MoU to provide necessary technical support in terms of IVS development, coaching and oversight of the IVS technicians, development of water control structures layouts, etc.</p>	IVS Specialist MAFS/AED	12/2023
<p>Development of IVS (Batch 1 and Batch 2)</p> <p>Ensure that IVS development works start no later than November/December 2023 to take full advantage of the dry season, and that any necessary reallocation within the 2023 AWPB should be made accordingly to consider including adequate provisions for IVS technician salaries, procurement of additional motorbikes and rammers as needed,</p>	IVS Specialist Finance Officer Procurement Officer	12/2023
<p>IVS Development Planning in the 2024 AWPB</p> <p>Ensure timely planning for the 2024 IVS related activities and ensure that adequate provisions for the development of both IVS batches 1 and 2 are well captured in the 2024 AWPB and PP, as well as for the preparatory activities for the implementation of Batch 3.</p>	IVS Specialist	12/2023
<p>Market linkages</p> <p>Market linkages to off-takes, processes, buyers need to be developed for the vegetable value chain</p>	Agribusiness Specialist	12/2023
<p>FBOs/Cooperative capacity building</p> <p>Revise FFS module to include entrepreneurial/business skills development aspects</p>	Agribusiness/Technical Director/FFS Specialist	12/2023
<p>Market integration</p> <p>Define with each FBO/Cooperatives, the product of interest to be promoted</p>	Agribusiness Specialist/Technical Director	12/2023
<p>Equipment</p> <p>Provide parboiling equipment as part of the processing equipment to rice FBOs to improve quality</p>	Technical Director/Agribusiness Specialist	12/2023
<p>Feeder Roads Identification and Design</p> <p>Start the identification and procurement for the feeder roads design ideally before the end of 2023 and ensure that necessary reallocation within the 2023 AWPB is made accordingly to support the identification process requiring field visits.</p>	PMU/PM PMU/Civil Engineer	12/2023
<p>MAF offices and BES compounds</p> <p>As soon as OFID funds are available, and assuming that the contractors were requested to stop the work, re-engage interested contractors to assess and complete the remaining works, with the possibility to reasonably negotiate contracts' values based on a thorough review of the priced bill of quantities. Ensure that adequate provisions are included in 2024 AWPB and PP.</p>	Civil Engineer Procurement Officer	12/2023
<p>Data collection</p> <p>Develop an M and E plan for output and outcome data collection</p>	PMT	01/2024

<p>2024 AWPB process and 2024-2025 WPB</p> <p>Develop and have the 2024 AWPB approved</p>	PMT	01/2024
<p>Development of IVS - Batch 1 Expired Contract</p> <p>Account for the expired contracts and recover any funds due to the project. In case of difficulties, seek support from the MAF legal office as needed.</p>	IVS Specialist Finance Officer	01/2024
<p>Recruitment of IVS Technicians</p> <p>Accelerate the recruitment of IVS technicians and expand the process to cover the implementation of both IVS batches (1 and 2). Ensure that IVS technicians to be hired are well committed to be based close to the cluster of IVS sites assigned. In case the number of suitable candidates is not enough, priority should be given to complete the implementation of batch 1 sites first, before proceeding with batch 2.</p>	IVS Specialist Procurement Officer	01/2024
<p>Land Lease Agreements</p> <p>Update the land lease Form to clearly indicate land lease fees to be paid to the landowner(s) independently whether it is in cash, in kind or in percentage. Ensure that land lease agreements are signed before starting the IVS development works.</p>	IVS Specialist	01/2024
<p>Establishment of Earth Dams</p> <p>Complete Earth dams designs with an adequate Environmental and Social Management Plans and seek for technical assistance as needed</p>	Civil Engineer IVS Specialist	01/2024
<p>FFS demo</p> <p>Redesign the FFS demonstration plots to use lower rates of fertilizer</p>	Technical Director	01/2024
<p>FFS Data analysis.</p> <p>Statistically analyze the data to compare three treatment yield responses and conduct CBA to determine affordability of investment</p>	Technical Director	01/2024
<p>Signing of MoU</p> <p>Sign the MOU with SLARI and key University to explore the vegetable seed production model by the groups of farmers with a seed demonstration</p>	Agribusiness Specialist	01/2024
<p>Chain monitoring and evaluation</p> <p>Conduct quarterly monitoring, evaluation and (early) impact assessment of the value chain marketing interventions (especially for rice and vegetables)</p>	Agribusiness/M&E Specialists	01/2024
<p>Partnership for business development</p> <p>Define the governance/operational structure of the multi-stakeholder platform (MSP)</p>	Agribusiness Specialist/ Technical Director/MAF	01/2024
<p>Brokers</p> <p>Identify a neutral broker of the MSP for gradual exit of AVDP</p>	Agribusiness Specialist/MAF	01/2024
<p>Farm tracks (Batch 1, 75 Km)</p> <p>Start the procurement procedure for the construction of 75 km farm tracks so that work can ideally be conducted during the dry season and ensure that adequate provisions are well captured in the 2024 AWPB.</p>	Civil Engineer Procurement Officer	01/2024

<p>Water Points</p> <p>Plan the work in such a way wells drilling should ideally be conducted during the driest month of the year to ensure that the drilled depth is adequate, and water is available all year round.</p>	Civil Engineer	01/2024
<p>Feasibility study</p> <p>Conduct a feasibility study of vegetables greenhouse agriculture with a clear post-harvest lost strategy</p>	Agribusiness Specialist	02/2024
<p>Feeder Roads – Establishment of MoU with SLRA</p> <p>Through the establishment of an MoU, seek the SLRA support in terms of roads design review, bid evaluation, supervision of the construction/rehabilitation works, etc.</p>	Civil Engineer	02/2024
<p>Market linkages</p> <p>Identify large agribusinesses and establish market linkage partnerships with FBOs/Cooperatives and establish MoUs (e.g. Gold Tree).</p>	Agribusiness Specialist	03/2024
<p>Reallocate funds.</p> <p>Based on above, reallocate unspent funds (if needed) to other project activities that are moving well</p>	PMT	06/2024
<p>Batch 3 of IVS Development</p> <p>screen/prioritize Batch 3 IVS sites (900 ha) according to the criteria identified at MTR, so that work can start at the beginning of the next dry season (November/December 2024).</p>	IVS Specialist	06/2024
<p>Business plans</p> <p>Support the development of business plan for FBOs/Cooperatives needed for the matching grant</p>	Agribusiness Specialist	06/2024
<p>Audit</p> <p>Conduct the audit of FBOs/Cooperatives targeted to be integrated into the CPO and PKO value chains.</p>	Agribusiness Specialist/Technical Director	06/2024
<p>Survey</p> <p>Conduct product development survey for processing hot pepper into dried and ground products (to address postharvest losses) making)</p>	Agribusiness Specialist	06/2024
<p>M and E</p> <p>Ensure seasonal data is collected that captures date on, e.g. yields, seedling survival, adoption, profitability, sales, links to private sector etc. Disaggregate by location, year, sex and age.</p>	Technical Director and Agribusiness Specialist	12/2024

E. Project implementation

a. Development Effectiveness

Effectiveness and Developmental Focus

Effectiveness

Rating: 4

Previous rating: 4

Justification of rating

34. Despite the challenges in the project management and slowness on some sub-components, such as the IVS and

41. infrastructure, the project's effectiveness is rated as moderately satisfactory, as the project is on track to reach the development outcomes in relation to improve livelihoods, food security and climate change resilience of rural farming households as well as increased incomes for smallholder farmers through the promotion of agriculture as a business. The project has made good progress on the achievement of the indicators, both at outreach and output levels. At outreach level, the project has achieved about 43 percent of the original number of people (253,700) and 42 percent of households (43,000 households) to be reached. Gender disaggregated data shows that 73 percent of beneficiaries reached are women headed households, while 29 percent non-women headed households. Over 100 percent (26513) achievement has been recorded on the indicator (25,791) on income levels for beneficiaries. Good progress is being made on the tree crops and vegetables sub-components with about 75% (tree crops) and 72% (vegetable) achieved. Moreover, the capacity of key institutions (EPA, SLARI & Metrological Agency) has been strengthened playing the role of implementing partners (84%).

42. .

Log-Frame Analysis & Main Issues of Effectiveness

43. 35. In order to fully meet the targets as set out in the logframe before completion, AVDP should double their effort to speed up implementation. More importantly, the project should speed up the conduct of the annual outcome survey to obtain relevant data to update progress made on the outcome indicators.
44. 36. After a long period of human resource gap following the resignation of the former M&E manager, the project M&E unit is now fully capacitated with the required personnel to carry out the daily functions with 5 staff (3 M&E personnel and a GIS specialist). However, the required equipment, such as GPS (15 pieces), is needed for both AVDP staff and MAF district M&E officers (from the division of planning) for mapping the sites of the various interventions, the yield, the location of boreholes and water points as well as the earth dams. Additionally, the M&E plan and some key tools (30 tablets) are needed for collecting the disaggregated data and improve the project M&E system.
45. 37. Planning and budget for field – there is an existing M&E plan which has not been updated since the MTR. The project risks losing the opportunity to gather the relevant data to determine progress made on achievement of indicators.
46. 38. Resources constraint - The mission did not observe any resource constraint for the year under review as the project had budgeted for enough funds in the AWPB to execute all the targeted activities for 2023. However, the disbursement rate remains low in 2023 (17% in August 2023) although the project had recorded a good budget execution rate in 2022 (around 95). This trend will have a negative impact on the overall disbursement of the project since inception.
47. 39. M&E – The resignation of the former M&E manager and the none update of the M&E plan created a gap in terms of continuing to obtain the relevant data to provide a clear picture on progress made towards the achievement of indicators. Even though the project has not been able to conduct any full-fledged outcome survey in line with IFAD guidelines, but they are in the process of mobilising a firm to commence work.

Agreed Action	Responsibility	Agreed Date
M&E Plan An M&E plan urgently needs to be updated	AVDP M&E Unit	12/2023
Budget allocation Enough time and budget to be allocated and M&E unit allowed to carry out data collection unhindered.	PMT	12/2023

Development Focus

Targeting and Outreach

Rating: 4

Previous rating: 4

Justification of rating

48. 40. AVDP outreach is at 110,130 beneficiaries achieving 43% of the original target of 253,700 people. Beneficiaries are involved in six value chains, IVS and other promoted activities, in the intended target areas. There is evident inclusion of all the target groups and persons with disabilities. Targeting is largely done in compliance with the targeting strategy developed to guide the process. The M&E system performs moderately, even though recommendations from the last mission have not been addressed.

Main issues

49. 41. AVDP has cumulatively reached 19,299 households (9,718 women-headed households) corresponding to 110,130 beneficiaries, of which 54% Female and 57% youth (24% male, 32% female). The project's original target was 40 percent women and 40 percent youth. AVDP has enhanced youth inclusion through the hiring of youth contractors in FFS and IVS. In each FFS there are 2 female and 2 male contractors, in IVS, 1 female and 1 male contractor.
50. 42. The Rural Poor Stimulus Facility (RPSF) was a special facility designed to cushion the impact of COVID -19 on rural farmers, particularly women. The RPSF previously supported 250 PwDs, however the project's support on PWD inclusion was not clear. As recommended in the last mission, a mapping of PwDs should have been undertaken in order to provide effective support and monitor the impact. However, this was not done, among other recommendations which include capacity building on the

knowledge level and staff capacity related to ongoing target and M&E and regular refreshers for the field staff on targeting and progress report. This was attributed to a lack of budget for these activities.

51. 43. As observed during the mission, there is a lack of cohesion and coordination between the GYTNU Unit and M&E. This is reflected in the quality of data collected and reported and activities that have yet to be conducted due to lack of resources and coordination in field activities. The M&E system has capacity to put more effort into data collection, monitoring and reporting on all target groups as well as PwDs. Data should be continuously collected, monitored, analysed and disseminated in a disaggregated and timely manner.
52. 44. The Project has the capacity to enhance beneficiary participation through the promotion and intensification of planned interventions which had been foreseen such as nutrition sensitive activities targeting women, Youth and PwDs focused activities.

Agreed Action	Responsibility	Agreed Date
Budget Budget allocation to targeting activities including capacity building and mapping of PwDs	GYTNU Officer	12/2023
M&E Strengthen M&E systems in data collection, analysis and reporting; Consistently report data disaggregated by sex-age	M & E	12/2023

Gender equality & women's participation

Rating: 4

Previous rating: 4

Justification of rating

53. 45. The project has achieved 53% women participation exceeding the target. On- farm training on GALS has just been rolled out and 1,000 households out of a target of 6,800 households, have benefited from on- farm training on GALS, FALS, Nutrition/ child labour and Gender Based Violence (GBV). These beneficiaries were from the Oil palm and Cocoa Value chains and IVS. However, the 2020-2022 beneficiaries from the oil palm and Cocoa FFS as well as those supported by the RPSF and PwDs did not benefit from GALS and Nutrition training. 81 staff (17 female and 64 male) from AVDP and Ministry of Agriculture have received GALS and gender training.

Main issues

54. 46. The majority of beneficiaries visited expressed their satisfaction with the project although various requests were made for the provision of additional seeds, linkages to the market, boreholes, green houses and farm inputs. These beneficiaries are from new groups which are due to receive the training recently approved. women's representation in leadership positions in the FFS as chairladies and secretaries was observed. Decision making in some instances is done with consensus among group members or members of the executive.
55. 47. Some groups have systems in place to share the workload, such as labour groups created within the tree crops FFS groups, to work on each member's farm in a rotating manner. This is also complemented by a food for work arrangement in which the labour-intensive work is done by the male members while the women contribute and prepare food. However, in one instance in Sendumei Farmers Association, the men only participated in certain activities for which they were compensated in cash while the women undertook the less intensive but unpaid work of clearing the stumps and grass at the IVS site in Kenema District.
56. 48. Taking part in vegetable production and having a source of income has economically empowered the majority of female farmers and improved their livelihoods. They are now in a position to pay the school fees for their children, to buy school supplies, improve the household diet which has contributed to a reduction of children's illnesses. Cases of GBV are also reported to have decreased due to reduced economic stress as women also contribute to the household income.
57. 49. However, it was evident that gender sensitization is necessary and will be addressed through GALS training. This will result in improved household cohesion, enhanced economic empowerment, reduced and balanced workload and equality within the household and community.
58. 50. Activities such as GALS training have been hampered by excessive delays in the procurement process. Moreover, for the former champions to conduct ToT, they had to form a firm (AGALS-SL) in order to be hired as consultants to conduct this activity. Previously, a Memorandum of Agreement (MoA) was only necessary enabling the process to be less time consuming. The methodology, which relies on a cascade/ replication model, needs constant monitoring and follow-up to measure impact and ensure sustainability. Therefore, it is imperative that the contract should be on retainer and the consultancy to be on a need basis.
59. 51. The project, has a sound strategy and action plan however this is not reflected in implementation as key activities have been unnecessarily delayed. The M&E system also needs to be strengthened as reporting of disaggregated data is not consistent and poses a challenge in effectively evaluating the participation of beneficiaries in the promoted interventions.
60. 52. The following activities, which are in various stages of the procurement process are to be conducted before the end of the year: hiring of the consultancy firm to conduct on-farm training on GALS for AVDP vegetable beneficiaries in the North West and Northern regions (Port Loko, Koinadugu and Falaba) comprising of 130 vegetable groups, which targets 3,900 households; the

cost and printing of GALS manual (for oil palm, Cocoa and IVS) for 250 FFS; printing of 135 GALS/Nutrition manuals for the vegetable beneficiaries; assorted stationery for the GALS training to vegetable groups targeting 3900 beneficiaries; an exchange visit to ROOTS Gambia project on Knowledge sharing on GALS and vegetable production.

Agreed Action	Responsibility	Agreed Date
Retainer contract Have the consultancy with AGALS- SL on retainer to support GALS on a need basis, to avoid repetitive procurement process	GYTNU Officer and Procurement Officer	01/2024
GALS Training GALS and Nutrition training to the 2020-2022 Oil Palm, Cocoa, RPSF and PwDs vegetable groups	GYTNU Officer	02/2024

Agricultural Productivity **Rating: 3** **Previous rating: 5**

Justification of rating

- 61. 53. AVDP collects seasonal yield data for rice and vegetable crops through independent evaluations not linked to the AOS process. It would be good to combine these data collection processes. All 88 rice FFS were sampled in 2023 and results showed yield increases in the following order: farmer practice improved agronomic practices (seedling nursery, correct spacing and correct water management and improved agronomic practices plus fertiliser. As mentioned in Section D this FFS approach needs revising, as does the data analysis.
- 54. The rating is downgraded as no data on vegetable production, or cocoa and oil-palm was collected as advised in previous missions, despite all these crops producing yields in 2023. The same goes for the lack of data collection from the CSA demonstration plots.

Main issues

- 62. 55. As per previous missions, data collection needs to be formalised better through the ODK M&E system and Annual Outcome Surveys need to be developed and implemented. Future data collection needs to be based on a larger sample size, where statistical analysis can be conducted to separate differences between treatments. Therefore, the previous mission recommendation is repeated here – ‘the agronomist needs to work with M&E to develop a robust seasonal and Annual Outcome Survey data collection process, and agree which data is collected by season, by year etc for annual and tree crops. For activities with multiple locations a suitable sampling framework should be developed.

Nutrition **Rating: 4** **Previous rating: 4**

Justification of rating

- 63. 56. Nutrition activities have been conducted however some are pending due to a delayed procurement process and or lack of a budget to cater solely for nutrition education related activities. Additionally, fish farming has not yet been promoted as it is reliant on the construction of Earth dams which is yet to be done. Vegetable production, which is primarily done by women is implemented in most of the project locations and contributing significantly to the nutritional status of the communities, particularly women and children. The last mission’s recommendations have also not been addressed and this has affected the project implementation especially of the nutrition education activities.

Main issues

- 64. 56. Among the planned activities for 2023, the following have been accomplished: 900 farmers have been supported through cultivation of 30 hectares of hot pepper, 600 farmers have benefitted from the cultivation of 20 hectares of tomatoes and are in the process of harvesting and marketing. The procurement process for the printing of nutrition manual for distribution, is ongoing for the next FFS trainings on GALS and Nutrition.
- 65. 57. The planned Minimum Dietary Diversity of Women (MDD-W) assessment is undergoing the procurement process. Despite the last mission’s recommendation on allocation of funds, this activity is to be covered by the GALS budget.
- 66. 58. However, some activities have been hindered by the procurement process, which has resulted in delays in the implementation of key activities such as the MDD-W. It should also be noted that as per that last mission’s recommendation, funds should have been allocated to Nutrition activities. This would enable the promotion of nutrition education, ideally through FFS and GALS training (as nutrition manual/ action plan is embedded in the GALS manual). This would include topics on Diet diversification, awareness raising and promotion of food safety, nutritious diets, sanitation etc. As these are also reflected in the developed action plan, they are not reflected in implementation.
- 67. 59. Promotion of other crops have been previously promoted such as cassava and Orange fleshed Sweet Potatoes. These have been proven to be beneficial for consumption and commercial produce and should continue to be promoted in the project.
- 68. 60. Beneficiaries from other IFAD projects have notably been able to consume these crops in a variety of ways. This has led to development and knowledge on diverse and nutritious recipes which has also led to commercialization of products such as cakes, bread and flour. Additionally, pregnant women, children below 5 years old and lactating mothers have reportedly

benefitted from meals such as porridge, which could include cassava flour, groundnut and other ingredients and 3 meals a day.

- 69. 61. As noted from the visited beneficiaries, gaps are evident that can be exploited and are included in the nutrition manual which the project intends to address through FFS and GALS training. Case in point, beneficiaries visited in Muisaya and Koromasilaya tomato group communities in Falaba District, have home gardens in which they grow vegetables such as cassava leaves for own consumption. Some are involved in Rice farming but on a small scale for household consumption. These beneficiaries are yet to be aware of diet diversification, balanced diets and meals are consumed twice a day consisting of rice and vegetables.
- 70. 62. Some notable challenges being experienced include lack of access to seeds, fertilizer scarcity, lack of access to markets for produce such as tomatoes, insects, and lack of water source in some areas.
- 71. 63. With an elaborate Nutrition plan and activities that are yet to be conducted, it is imperative that Nutrition is considered as a stand-alone activity. This will ensure that funds are allocated, and resources channelled to the planned activities, and this should reflect in the subsequent AWPBs.

Agreed Action	Responsibility	Agreed Date
Budget Allocation of funds to nutrition education and related activities.	GYTNU Officer	01/2024

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

Justification of rating

- 72. 64. A review of the implementation of MTR and Implementation support mission recommendations for 2022 and the implementation of the planned activities in the 2023 AWPB, shows that the project has made progress with regards to adaptation to climate change. The farmer field schools are ongoing, and the farmers are expected to graduate in November 2023. 60% of Rice seedlings and other inputs have been distributed for 600ha IVS activity. 1500ha of cocoa have been planted and intercropped with timber and nitrogen fixing trees. Contracts have been awarded for 10ha of model cocoa climate smart farms in Kenema and Pujehun districts due to be completed in December 2023. 5000ha of oil palm have been out planted and farmers were supported with other early maturing crops to sustain them while awaiting the maturity of the oil palm farms. Adaptation to climate change interventions are well articulated and targeted 50-75% of interventions identified in the project documents are being implemented as planned with some operational shortcomings, including the use of resources (both human and financial). 64. The project still maintains the promotion of organic cocoa farming, and this has been widely adopted by the farmers. A total of 9500ha have been developed under climate-resilient practices compared to 1562 in the previous year. From the farm’s visits, it appeared that the farmers are adopting good agricultural practices which will continue to build their adaptive capacity to the shocks of climate change. However, AVDP has missed the opportunity to significantly advance adaptation to climate change with delays in procurement for activities like the earth dams, farm tracks, and operationalizing the MoAs signed with the EPA and other strategic partners.

Main issues

- 73. 65. AVDP is rated high in terms of climate risk. While Climate change is mainstreamed across the project both in AVDP and Adaptation Fund, component 1 of AVDP is focused on climate resilient and smart agricultural production with emphasis on support to smallholder rice production, support to tree crops and support to smallholder vegetable production. From the implementation of the 2023 AWPB, the project has made progress in some areas while lagging in others. There has been a significant shortfall in the establishment of borehole sites and earth dams compared to the project's target. The procurement of materials for hydrometric surveys is complete, but the establishment of fish farms is on hold due to the delay in establishing the earth dams. A site for a 5ha model Climate Smart IVS has been chosen, and preliminary studies are underway. For the rehabilitation of 1,200ha of IVS, 368ha has been fully developed, with the remaining area at various stages. A community approach is being adopted for future IVS rehabilitation, and seed rice has been distributed for cultivation. Youth contractors have been selected for both stipend payments and training, although payment has not commenced yet. Monthly technical supervision has been paid for five out of the 11 budgeted months, and transportation of IVS inputs is 60% complete. A new batch of 900ha IVS is being developed through community approaches. In the area of tree crop cultivation, Cocoa and Oil Palm activities are progressing well. Cocoa farms have been outplanted and intercropped, and the nursery establishment is underway. Training of youth contractors is planned, and consultancy fees for survival rate assessments are being organized. In the oil palm sector, farms have been outplanted and are benefiting farmers, with intercropping activities also supported. For vegetable farming, groups have been selected for onion cultivation, and land preparation is in progress. Hot pepper and tomatoes have been cultivated, with harvesting and transplanting ongoing. On-farm training is planned for the near future. Various trainings have also been conducted in agribusiness themes, and road condition surveys have been completed for farm tracks. Finally, various activities have been initiated to strengthen environmental protection and meteorological departments, including the signing of MOAs and needs assessments. Training on climate change and adaptation issues has also been conducted for staff. However, some elements, like water points and construction of structures, are still in the planning or approval stages. From the physical visits to the field during the mission in Kenema and BO, and the assessment of the AWPB against the activities already implemented, the project has had mixed success. It shows promise in certain areas like tree crop cultivation but falls short in essential aspects like water resource development and community engagement in IVS activities.

Agreed Action	Responsibility	Agreed Date
Youth empowerment Empower the youth contractors to supply weekly updates on various data points to the Climate change adaptation specialist to complement the M&E climate change adaptation	PMU	01/2024
organic inputs Organic inputs like compost should be applied in the clonal garden to support the growth of the crops	PMU	01/2024
Release of funds Release funds due to strategic partners like EPA and SLARI	PMU	01/2024
Implementation of AF Implementation of the AF should be strictly guided by the budget in the funding proposal and not subject to reduction in scale or budget	PMU	01/2024
Recruitment Recruit a Climate Change Adaptation Specialist for 6months to drive the implementation process	PMU	01/2024

b. Sustainability and Scaling up

Institutions and Policy Engagement

Rating: 4

Previous rating: 4

Justification of rating

74. 66. From institutional level, AVDP has continued to work closely with the government entities, particularly those supporting implementation. The Environment Protection Agency (EPA) provides overall guidance for compliance with the environmental safeguards, while Meteorological Agency ensures weather data is collected and disseminated to farmers. Crops and Engineering divisions within the Ministry of Agriculture are providing technical supervision to implantation of IVS rehabilitation and the FFS. Apart from the Ministry of Finance that has a stator role on the project, the above-mentioned government entities are the most relevant entities to the activities implemented by AVDP. The Agricultural Research Institute (SLARI) is managing the cocoa clonal gardens in southern part of the country. More efforts is being made to engage with the development partners such as WFP and private sector entities such Lion Mountain for synergies and collaboration. Whereas these engagements have not necessarily translated into policy dialogue at least for now, there is the possibility that lessons from such engagements can provoke policy discussions at a later time. There are no records of policy engagement by the project, both national and subnational levels.

Main issues

75. 67. The work with the crops and engineering divisions of the Ministry of Agriculture needs to be improved upon. The mission observed that their support to implementation is not adding much value, especially to the IVS rehabilitation. Work on the IVS can potentially be accelerated if there is strong MoA between AVDP and the Engineering division of the Ministry. The existing MoA has too many loosed ends, thus commitment from the division fall short of expectation.

Agreed Action	Responsibility	Agreed Date
Revision of MoA The current MoAs with various divisions of the Ministry of Agriculture need to be revised to: 1. Monthly workplan, with concrete deliverables 2. Measures to ensure deliverables are achieved within record time. 3. Reporting lines clearly defined – preferably reporting to AVDP management	PMU	12/2023

Partnership-building

Rating: 4

Previous rating: 3

Justification of rating

76. 68. The project continues to strengthen the partnership with the various research (SRLARI), environmental (EPA) institutions that provided technical assistance towards its results achievement. Moreover, the project organised joint visits between IFAD and WFP PIU for an exchange of experience in the IVS rehabilitation. The community approach promoted by the WFP was deemed

useful. In addition, the project is in the process of developing a partnership strategy for leveraging those partnerships towards its goals and objectives. However, even though there is a plethora of potential partners in the country, AVDP partnership drive for other institutions especially the private sector, the SME's and cooperatives is still relatively slow to strengthen the marketing linkages. Since AVDP barely has 2,5 years before completion, it is highly essential to finalise and implement the partnership strategy towards its goals and objectives.

Main issues

77. 69. Beyond working with development partners, and government ministries, departments and agencies, it is even more crucial that AVDP endeavours to explore partnership opportunities with the private sector. Partnership between members of the value chain platform (who are all private sector entities) and the project should be the ideal product of such initiative, but this was not observed during the mission. as it has always been recommended in past missions and has not been followed, AVDP needs to have a partnership strategy, with key action points and targets for each years.

Agreed Action	Responsibility	Agreed Date
Partnership Strategy Develop a partnership strategy, with a clear action plan and targets for each. The action plan should indicate profiles of private sector entities and other development partners as targets to be reached within the year. The action should be clear on what the project expects to achieve from the partnership	AVDP Technical Director	12/2023

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

Justification of rating

78. 70. AVDP is satisfactorily promoting the human and social capacity of beneficiaries through FFS, where they receive project support in the form of trainings, farm inputs such as vegetable seeds and fertilizer and access to land through lease. Through these groups, beneficiaries have created labour groups that have seen the reduction and ease of labour-intensive farm work. Beneficiaries have reported an improvement in their livelihoods, as they have income from commercializing farm produce due to an increase in production, the ability to pay school fees and purchase school supplies and the consumption of 3 balanced meals a day as opposed to one or two meals which has also reduced children's illnesses. There has been a marginal improvement in leadership roles played by women and youth, particularly in the FBOs.

Main issues

79. 71. There is a need to reinforce the project's support in form of trainings on nutrition, business skills and linkages to markets. Key activities such as GALS/FALS/ Nutrition training (to the new groups formed) and construction of IVS are yet to be conducted which could further enhance engagement in the project and sustainability of the interventions. New FFS groups will be trained on GALS, Financial Learning System (FALS) and Nutrition training which will be conducted by the former GALS champions as ToTs. It has been observed that there is need to build the capacity of beneficiaries in terms of awareness on their rights and agreements on the land leases, access to credit, linkages to market for farm produce business skills in terms of pricing and marketing of produce and negotiation skills.

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

Justification of rating

80. 72. AVDP targeting strategy is socially inclusive as evidently all target groups as well as Persons with Disabilities are involved in the project. However, apart from inclusion in the project, the extent of participation of PwDs cannot be ascertained. A mapping exercise is yet to be conducted which will seek to inform the project on the number of PwDs in the project and to develop specific strategies to ensure they equally get opportunities to take part in project activities within their different capacities. The hiring of youth contractors within the IVS is enhancing youth engagement in the project although there are opportunities along the various value chains that can be taken advantage of. The project has developed a comprehensive Grievance redress mechanism and the rollout process will ensure it is disseminated to beneficiaries. Currently, beneficiaries rely on their local chief/administration to solve disputes although no conflicts have so far been reported in relation to AVDP activities. It is expected that the rollout will change that. The M&E system also needs to ensure it captures and reports on the feedback process

Main issues

81. 73. The project has developed a comprehensive Grievance redress mechanism and the rollout process will ensure it is disseminated to beneficiaries. Currently, beneficiaries rely on their local chief/administration to solve disputes although no conflicts have so far been reported in relation to AVDP activities. It is expected that the rollout will change that. The M&E system also needs to ensure it captures and reports on the feedback process

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

Justification of rating

73. AVDP is getting collaboration from various service providers. Services provided to the tree sub-component, environmental

82. and climate resilience activities and other input suppliers are regarded as meeting the needs of the beneficiaries. The quality of services is varied with more than half considered to be of poor quality and the services provided under certain sub-components and activities only partially respond to the needs of the project beneficiaries. For instance, the two-years IVS Development contracts expired on 31 May 2023, and the overall achievement was only 31% and none of the sites have been fully developed. The project is taking action by changing the IVS development approach, from service providers to community based. The completed value chain studies are quite general and do not include enough details on how and where smallholder farmers can engage in the VC and where AVDP can support them.

Main issues

83. 75. Most of the SPs in charge of the IVS development, although recruited using competitive bidding, lack experience and capacity (technical, financial, equipment, and human resources) and this heavily contributed to the low achievements up to date in addition to the relatively poor quality of the partially developed IVSs.
84. 76. The oil-palm and cocoa value chain studies have been completed but they are still too focused on a general assessment of the industry and do not include enough details on how and where smallholders can engage in the VC and where AVDP can support them. The revised studies did not include the previous mission suggestions to focus on market channels, value addition and profitability. For all six value chains (oil-palm, cocoa, rice, onion, tomato and hot pepper) from soil to consumption identification of affordable investments needs to be conducted where households and groups can add value and increase their income and profits

Environment and Natural Resource Management	Rating: 4	Previous rating: 4
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Justification of rating

85. 77. Although AVDP remains a Category B project, environment and NRM has improved in the AF compared to initial conditions. The project continues to demonstrate a good understanding of Good Agronomic Practices with emphasis on the controlled use of inorganic fertilizer in rice production and the promotion of organic cocoa production. The farms and IVS visited have been well developed to avoid issues like erosion and flooding in the IVS. As the project activities gradually phase out of the production phase, the project should start considering introduction of waste valorization and alternative energy systems including rice husk briquettes, steam parboilers, and biodigester to create alternative to fuelwood and improved processing hygiene. Overall, the training on GAP and agrochemicals management, use of improved cultivars/seedlings, and FFS training have improved yield. They also promote exploitation of livelihood opportunities in sustainable E&NRM practices for the youth.

Main issues

86. 78. The focus on institutional strengthening through memorandums of understanding with the EPA and the Meteorological Department is promising for long-term sustainability. However, the delay in the full implementation of this activity continues to affect the progress of the project. The partnership with EPA and MET is supposed to implement activities focused on the dissemination of climate information and capacity building to manage environmental issues. The ESMP is currently under monitored as stipulated in the funding proposal, hence the need to increase the number of times farming sites should be visited to avoid triggering safeguard issues. The approach used in implementing the agroforestry aspect of the project promotes the use of cover crops and nitrogen fixing plants which not only reduce erosion but also reduce the need for the application of inorganic fertilizers.

Exit Strategy	Rating: 4	Previous rating: 3
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Justification of rating

87. 79. The project is rated moderately satisfactory. The project provides the capacity building of the small farmers though the FFS in sustainably increasing productivity and incomes as well as adapting to climate change in the cocoa, oil palm and vegetable value chain. Even though there is no consolidated draft exit strategy, the project is well on the way to gather inputs from various stakeholders relevant to the project. A number of consultations have been held with key government Ministries, Departments and Agencies. Moreover, strengthening the capacities of beneficiaries through the FFS, institutional support and partnership with government institutions strengthen the ownership and capacities required for a good exit strategy and the sustainability of the project's achievements. The process of developing the strategy has just started, with the procurement action. The mission strongly recommends the inclusion of critical stakeholders in the course of developing the strategy as this will lend credence to the document and assures monitoring of its implementation at all levels – national and subnational.

Main issues

88. 80. AVDP must endeavour to develop the exit strategy before the end of 2023, without which, the project transition and exits are likely to be more haphazard and sustainability will be threatened. The strategy must clearly define the step-by-step processes and procedures that the project will go through as it gradually comes to a close without leaving behind any traces of shocks.

Agreed Action	Responsibility	Agreed Date
Develop exit strategy. The project to speedily mobilise the key stakeholders for technical discussions that will feed into the draft strategy	AVDP PMU	12/2023

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

Justification of rating

89. 81. About four years into implementation, the tree sub-component is the most proven activity that has a potential for scaling-up. By the end of the project, the seed garden will be producing improved quality cocoa seeds for farmers to plant. There is the potential for seed garden to be scaled up to continue to produce F1 generation seeds. Government can leverage on the existing investment in the cocoa and oil palm and lessons learnt from implementation to develop a comprehensive plan for cocoa and oil palm belts. Boreholes and dams will greatly improve on vegetable production even after project closure. The boreholes will create both opportunity for farmers to expand on their areas under cultivation and in the process increase crop yield.

Main issues

90. 82. The potential to expand investment in the other sub-components is not certain, because of the slow pace of implementation. It is currently not clear whether or not activities from the other sub-components such as the boreholes, dams, IVS, roads will be completed before project closure. There is therefore little opportunity to learn and use the knowledge to scale-up these interventions. In order to scale-up AVDP interventions after closure, activities must be institutionalised into the normative work of the Ministry of Agriculture, and the latter should have the right capacity to adopt the innovative ideas.

Agreed Action	Responsibility	Agreed Date
Institutionalisation Develop a plan for the institutionalisation of project activities. The plan should indicate the activities and corresponding Ministry personnel and their respective roles in implementation. Additionally, the plan should be clear on how the innovations will be adopted by the Ministry.	MAF/AVDP	12/2023

c. Project Management

Quality of Project Management **Rating: 3** **Previous rating: 3**

Justification of rating

91. 83. The project is rated moderately unsatisfactory. Part of the reasons for the overall delays in implementation is the late approval of the AWPBs and the lack of the M&E system in the project. In addition, the project has a National Steering Committee that is charged with the responsibility of reviewing AWPBs, prior to submission to IFAD for no objection. The project has been experiencing major delays in the AWPB approval by the NSC as the approval process take sometimes longer time than necessary.

92. 84. In addition, the PMU has insufficient pro-activeness in responding to emerging challenges such as internal conflicts linked to the PIU restructuring. The project, especially the PIU leaders need to stay alert in managing the PIU and mitigating any PIU risk including the staff demotivation, lack of performance and engagement in order to keep the project on track for achieving its development objectives.

Main issues

93. 85. To catch up with delays in implementation, AVDP needs to pay a lot of attention to prior planning. The AWPBs had never been approved on time to allow early implementation of activities in the coming year. Ideally, AWPBs must be prepared and cleared by IFAD in December, but this has not been the case. The mission observed that AVDP internal planning processes for actual field implementation is also taking a toll on the time.

Agreed Action	Responsibility	Agreed Date
Surge support Provide short term (3 months) support to help with the planning and management of all activities for 3 months. The individual should ensure internal planning processes are streamlined and the relevant planning tools are elaborated, and staff taken through.	IFAD/MAFS	12/2023
Staff retreat Organise staff retreat for team building and cohesion.	Surge support	12/2023

Knowledge Management **Rating: 5** **Previous rating: 4**

Justification of rating

94. 87. The KM/Com unit continues to perform its duties in line with the KM/Com strategy and action plan earlier developed to cover the two operationally active projects within the portfolio. The understanding and distinction between KM and communication is clearly demonstrated by the KM/Coms officer. Since inception in 2019, the project developed 3 KM products, focussing on various thematic areas as described in the table below. 88. KM/Coms activities are regularly budgeted for in the AWPB, but mostly often reduced by the AVDP management. This has however improved over time as there is a gradual increment in allocation to execute KM/Com activities. AVDP interventions are visible on most of social media platforms such as YouTube, tweeter, WhatsApp and Facebook and there is evidence of a large following. The unit continues to maintain the visibility of the project through newsletters, brochures and calendars produced on quarterly basis.

Main issues

95. 87. As part of the MTR recommendations, the number of KM/Com staff has been reduced from 5 to 3 and each of the 2 regional offices has one staff, with the KM/Com supervisor that seats at the Headquarters. To be more efficient, the KM/Coms unit would require some level of upgrade of their equipment and in some cases additional equipment like laptops for ease of storage, transmission and editing of KM/Coms materials. The M&E unit reporting line, whether directly or indirectly is currently not clear as it stops on the technical director desk. The M&E should be delinked from the field officers, including the Technical Director's, they should report directly to the PM.

Value for Money **Rating: 3** **Previous rating: 4**

Justification of rating

96. 88. In 2022, the project has performed well with an annual disbursement rate of more than 90% even if on 31 August 2023, the total expenditures incurred amounted to USD 1.77 million (17%) of the execution of the AWPB. The total amount spent on recurring costs, including salaries & allowances and operating costs as of 31 August, is USD 0.66, which represents 37% of the actual costs borne for 2023.

Main issues

97. 89. The preparation of the 2023 AWPB was delayed and submission to IFAD was done on the 27 February 2023 which left 10 months to implement the annual activities. While waiting for the budget to be approved and not being able to execute, recurrent costs are being incurred. The project must ensure that efficiency in the use of resources is a core operational concern to be able to achieve VFM targets. The actual expenditure of the project since inception on IFAD funds amount to USD 15.98 million against a budget of USD 52.63 million, this represents 30%. With only 2,5 years left before the completion, AVDP needs to accelerate the execution.

Coherence between AWPB and Implementation **Rating: 3** **Previous rating: 3**

Justification of rating

98. 90. The implementation of the AWPB is moderately unsatisfactory. The disbursement rate is still low, 17% of the total amount budgeted in the 2023 AWPB at the end of August 2023. The mission did not observe the resource constraint for the year under review as the project had enough funds in the AWPB to execute all the targeted activities for 2023. This trend will negatively affect the overall disbursement and performance of the project since inception.

AWPB Inputs and Outputs Review and Implementation Progress

99. 91. The project had identified 35 main activities for 2023 and only 68% of those activities have been 100% completed and the majority are in component 3, where operational overhead costs are, mainly on salaries and DSAs. The operational costs account for 37% of the total budgeted amount for 2023 AWPB. Component 1.1.1 (rice production on IVS) of the 2023 AWPB has an average completion rate of 33% and with an average cumulative achievement of 13%. Component 1.1.2 (Tree crop) has an average completion rate of 100% and an average cumulative completion rate of 79%. Component 2.1.1 (market access) had an average completion rate of 62% and average cumulative completion rate of 30%. Component 2.1.2 (climate resilience) has an average completion rate of 29% and an average cumulative completion rate of 19%. Component 2.1.3 has an average

completion rate of 109% and an average cumulative completion rate of 84%. Component 3.1.1 has an average completion rate of 94% and an average cumulative completion rate of 81%.

100.92. With about 24 months left, only the tree crop sub-component (oil palm and cocoa) has nearly 100% completion rate and the vegetable component are on track. Other sub-components on IVS, water points and borehole are far behind schedule. The whole of component 2 has delivered far less than expected and this is negatively affecting the overall performance of the project. The mission highly recommends the possibility of reviewing the targets downwards, especially for the IVS, dams and roads after the next supervision mission if any performance is done.

101.93. A total of about USD14,449, of which USD 8,486,000 was IFAD funds and was budgeted for in 2023 AWPB and to date, only about 17% of that amount has been spent. Considering the amount of time left for the year to end, it is highly unlikely if the project will be able to spend all that amount without its non-cost extension. Procurement activities for most of the activities have just been initiated and it seems that it will not be completed in time. Some of the activities in the AWPB are not in a sequential order and does not consider the timing against the scope of the job.

Agreed Action	Responsibility	Agreed Date
Workplan and budget for 2024 and for the remaining years The project should prepare a realistic workplan and budget for 2024 and for the remaining years. In doing so, should consider reviewing the IVS and roads targets	PMU	01/2024

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

Justification of rating

102.96. This aspect is rated moderately satisfactory as the M&E unit is gradually being restored to carry out its normal functions and some data are available. A number of gaps had existed in the unit, and this adversely affected the functioning of the system,
 97. Human resources capacity: After a long period of human resource gap, following the resignation of the former M&E manager, the M&E unit has now been fully capacitated with the required personnel to carry out the daily functions. The unit comprised of 5 staff (3 M&E personnel and a GIS specialist). Staff have the relevant skills and knowledge to perform their duties, with a few limitations in terms of equipment. In order for the unit to be more efficient, some equipment such as GPS (15 pieces) are needed for both AVDP staff and MAF district M&E officers from the division of planning. The GPS are specifically required to support staff in the exercise of site mapping of the various interventions, yield mapping and the location of boreholes and water points and earth dams. Additionally, the unit needs tablets (30 pieces) for collection of data in the field. Training was conducted for AVDP staff on general M&E related issues, on an ad hoc basis, which has not added any value to the work of M&E unit. A formal training should therefore be conducted for all field staff on data collection.
 98. Planning and budget for fieldwork – there is an existing M&E plan that has not been updated since the departure of the last M&E manager one to two years ago. The unit maintains a monthly plan to guide their daily M&E activities. A 10 days' time allocation, with a budget is granted to each member every month. However, planned M&E activities have not been followed because of budget cuts by AVDP senior management. The project is at risk of losing the opportunity to gather the relevant data to determine progress made on achieving indicators.
 99. M&E unit role in providing guidance to AVDP management: The M&E has the potential to guide implementation by providing the relevant information for management decision, but they are mostly limited in performing this role, because they do not fully utilize time and financial resources dedicated to fulfilling that role.

M&E System Review

103.98. **M&E system Review:** The mission observed that the M&E unit lacks the tools and equipment to fully perform their functions. Additionally, AVDP management is not providing the support that the unit deserves. As a result, data availability to report on achievement of project indicators is a challenge. The unit needs to be supported to operationalise the recently developed dashboard for activity monitoring to go live. There is a lack of coordination between the role of the MAF M&E staff and those of the project as data collection mechanisms and dissemination is not clear.

Agreed Action	Responsibility	Agreed Date
M&E plan The unit should review the M&E for 2023 and onwards	M&E Unit	12/2023
Monitoring Dashboard Ensure the monitoring dashboard goes live so that real time data can be viewed by anyone and everywhere	M&E unit/AVDP Management	12/2023
Budget allocation M&E activities to be fully budgeted for in the AWPB, effective 2024 and management should ensure that the unit perform their duties as planned and budgeted for	M&E uni/AVDP Management	12/2023

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

104.99. AVDP is rated a 'Category B' in terms of environmental and social risks (with High social risk in some states) and High climate risk. This risk categorization remains. The key environmental, climate and social risks identified in the baseline project and the adaptation fund design include floods, droughts, erosion, deforestation, biodiversity loss, resource conflicts, and gender inequality; these are being progressively mitigated. The necessary guidelines and strategy documents are being implemented. While AVDP has a staff recruited to lead the implementation of climate change and environment activities, the project will need to recruit the services of a short-term consultant to provide a strong guide and expedite the implementation of these activities.

SECAP Review

105.100. **SECAP Review:** The SECAP and ESMF are strategic documents which guide the implementation of mainstreaming climate change in projects. It is also important that the project develops activity specific ESMPs for the earth dams. These documents will help the project avoid triggering safeguards and highlight the following issues: costs for site specific EMPs, risk transfer (insurance), support for conflict resolutions, health and safety, technical backstopping, sensitization, capacity building, policy dialogue and FFS training on CSA.

Agreed Action	Responsibility	Agreed Date
Activities Develop activity specific ESMPs for the Earth Dams and new IVS	PMU	12/2023
Partnerships Operationalize the partnerships to produce and disseminate climate information	PMU	01/2024

d. Financial Management & Execution**Acceptable Disbursement Rate****Rating: 3.0****Previous rating: 4****Justification of rating**

106. Automated rating based on IFAD disbursement data

Main issues

- The breakdown of IFAD funding disbursement is as follows: for Cycle 1 is: a) Original Loan 2000002587: USD 7 431 231 was disbursed against an allocated amount of USD 20 800 000. This makes a disbursement rate of 35.74%. b) Original Grant 2000002586: USD 5 294 476,22 was disbursed against an allocated amount of USD 5 900 000, which constitutes a disbursement rate of 89.74%. The disbursement for cycle 2 is c) Additional Loan 2000003095: USD 2 838 911,39 was disbursed against an allocated amount of USD 7 700 000. This constitutes a disbursement rate of 36.87%. d) Additional Grant 2000003094: USD 2 838 911,39 was disbursed against an allocated amount of USD 7 700 000, which constitutes a disbursement rate of 36.87%. The cycle 3 breakdown is: e) Additional Loan 2000004105: USD 457 416,67 was disbursed against an allocated amount of USD 9 000 000. This constitutes a disbursement rate of 5.08%. f) Additional Grant 2000004104: the total amount is USD 3 330 000, and no disbursement has been made thus far.
- The Financing Agreement between the Republic of Sierra Leone and the IFAD was signed in March 2020. This agreement was amended in November 2029 for an additional loan and an additional grant. The amendment Entry into Force date was 13 October 2020, the project completion date is 30 September 2025, and the financing closing date is set for 31 March 2026. The disbursement of IFAD funds overall (FI 2000002587, FI 2000002586, FI 2000003095, FI 2000003094, FI 2000004105, FI 2000004104) amounts to USD 21 316 512.67 against a total financing of USD 52 600 000, a disbursement rate of 40.53%. With two years left before the project is completed, this disbursement is rated moderately unsatisfactory.
- For the IFAD funding – cycle 1, there are budget overruns in categories: Equipment and materials by more than 275% and operating costs by 109%. This is the case for both the Grant and Loan.
- The Adaptation Funds were disbursed in an amount of USD 2 537 918.46 for a total amount of USD 9 140 023, which represents a rate of 27.77%. The agreement for the Adaptation Funds was signed on 27 March 2200 with a completion date of 30 September 2025.
- The completion date of the AVDP is 30 September 2025 and the remaining years of implementation (post- midterm) is 2.5 years of the 6-year implementation period.
- The Government counterpart financing for the project is in the amount of USD 1 900 000 to cover taxes and duties and other project implementation costs, including supervision.
- The total amount budgeted for the beneficiaries amounts to USD 2 698 140.99. As of the SM mission, no contribution was recorded. The beneficiary's contribution to the 2023 budget is USD 1 215 000.01.

Agreed Action	Responsibility	Agreed Date
Review of Staff Advances 3 months retirement limit. Consider reducing the staff advances retirement limit from three months to two	PC/FC/TD	01/2022
Improvement of Cash Flow Make arrangements for Access of the IFAD Cycle II and Adaptation Financing	IFAD/FC/PC	01/2022
Access available financing for Adaptation Fund Submit first Withdrawal Application in the ICP to access funds	Financial Controller	01/2022
Access available financing for IFAD Cycle II financing Initiate Bank Account Opening process and submit bank details to IFAD for funding activation.	Financial Controller	01/2022
Record future minor equipment for AVDP under Operating Expenses Record future minor equipment costs under category 5 'Operating costs' and plan the reallocation at the MTR as a whole exercise relating to all project goals and strategies at that time.	FO/FA	01/2022
Re-submission under category 4 of eligible rejected expenses due to over expenditure under budget category Re-submit WA15 rejected expenses under category 4	FO	01/2022
Financial progress report on RPSF1 Prepare a technical and financial report on RPSF1 as soon as expenses reach 75% of the advance	FO	01/2022
Elaborate WA for justification of initial advance under IFAD Cycle 2 Elaborate WA for justification of initial advance under IFAD Cycle 2	Financial Controller	04/2022
Budget overruns in categories. Project to proceed with the cost's reallocation before the justification of the pending AA of USD 375.283,42 is justified fully. This is to avoid increasing the overrun. Put in place a measure for all financing to avoid such situations in the future.	Finance Manager, Project Manager	12/2023
Improve quality of budgeting and budget control Set achievable targets and ensure proper monitoring of AWPB	Project Manager, Finance Manager	12/2023
Budgeting Process – timeframe for the preparation, the review and the submission of the draft AWPB to IFAD A timeframe of the different activities and each stakeholder's roles related to the preparation, review, and submission of the draft AWPB to IFAD within the contractual deadline are detailed in the PIM.	Project Manager	12/2023

Fiduciary aspects

Quality of Financial Management

Rating: 4

Previous rating: 4

Justification of rating

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

Main issues

- While the project has implemented most of the recommendations from the last supervision mission about the fiduciary aspects successfully, there is currently no mechanism in place to track and follow up on recommendations from other sources and on other aspects of the project.
- The current Project Implementation Manual (PIM) is outdated and requires revision to reflect the project's restructuring, Financial Management Department (FMD) reforms, and other pertinent changes within the project environment accurately. The PIM's Financial Management chapters should be detailed thoroughly and strengthened to enhance the project's internal control system. The PIM should present the workflow for each activity.
- The internal auditors from the Ministry of Agriculture conducted a comprehensive audit of the project in April 2023, which included site visits, and the reports provided are comprehensive. However, the exercise was conducted somewhat late. The audited period was for Y2022, the final report for the site visit was released in September 2023, which is rather late considering an internal audit's nature/scope. It is important for the internal auditors to visit the project regularly to help the managers identify areas that need improvement and ensure that they are addressed on time and keep the project staff aware of their responsibilities to improve the project's efficiency.
- With respect to the 2023 budget's performance, as of 31 August 2023, the execution rate in 2023 is 17%, commitments excluded. The 2023 budget's execution under IFAD financing overall is 22.75%. As of August 31, 2023, the budget should have been executed at least 60%. The project should FastTrack the activities' implementation, as only recurrent costs are being incurred, while programme activities are not following the same trend.
- The Interim Financial Report for Quarter 1 was submitted on time, on 09 May 2023. The automated IFR for Quarter 2 has not yet been submitted. The project faced some challenges in contracting the consultant to set up the automation.
- During the SOE review exercises, some areas of improvements were noted that the project should consider ensuring that IFAD funds are managed well and reach the beneficiaries:
 - The mission reviewed the bank charges for the period from January to August 2023 and noted that the bank charged approximately USD 19 000 which is considered high. The project should engage in discussion with the Bank to explore better options. The bank charges rate is linked directly to the volume of the activities. As of 31 August, the project has only executed 17% of the AWPB. When the 2023 planned activities are executed fully, the total bank charges will be very high.
 - The review of payment documents revealed that some supporting documents are missing. The missing documents are mostly kept by other units pending. The mission discussed with the Finance Manager and the importance that comprehensive support documents are kept for each payment was explained. The mission insisted that all missing documents from the selected SOE were provided and recommended that the same exercise is conducted for all payments made before the supervision date and going forward.
 - The personnel record files are missing important documents that are supposed to provide information on each staff member working for the project. The project must develop a checklist of all documents considered mandatory, such as personal information, employment history, performance evaluations, training records, contract, job applications if still available, emergency contact information, etc. This can be added to the PIM as the document is being revised. The project should check with local and national laws on personnel record keeping and ensure compliance with rules and regulations.

Agreed Action	Responsibility	Agreed Date
Reduction of equipment for effectiveness Hand over to MAF six out of the eleven vehicles inherited from SCP-GAFSP, pending further review at mid-term	PM/FC	11/2021
Recording of GoSL in-kind contributions Proceed with the valuation and recording of GoSL provided office space and generators	FC	12/2021
Staff contracts review and amendment Review the "one-month salary at end of year" included in the contracts to ensure alignment with SL Labor Law and amend contracts accordingly	MAF/PM/FC	12/2021
Cost Control Institute and Deepen Cost control to avoid budget overruns	PC/FC	01/2022
Fill temporary gap in Finance Department Hire a Consultant to fill the temporary gap in the Finance Department	Programme Manager	01/2022
Inter-fund Transfer Refrain from co-mingling of funds	Financial Controller	01/2022

Control of Accounting Software Regularly review all reports from TOMPRO to identify mistakes earlier and correct them	Financial Controller	01/2022
Segregation of duties Improve segregation of duties within the finance department	Financial Controller	01/2022
Statutory and Banking Regulations Comply with all statutory and banking regulations to avoid financial penalty	Financial Controller	01/2022
Recruitment of second Finance Accountant Proceed with immediate recruitment of a second Financial Assistant	MAF/ PM	01/2022
Retirement of staff advances Retire advances latest 2 working days after return from trip: remittance of due receipts and signed DSA distribution lists as well as remaining cash balance if any.	FC	01/2022
Better organization for field trip advances Organize and calculate field trip advances so that each staff is remitted only for his/her DSA and should report directly and solely on that.	FC	01/2022
Finance and Administrative Manual Update the PIM for the portion pertaining to Administrative and Finance procedures in order to come out with a fully detailed Administrative and Finance Manual, including recommendations from the previous and current missions	FC	01/2022
Budget input in accounting software Upload in TOMPRO the correct budget figures for the whole revised AWPB and for all budget lines.	FC	01/2022
Reimbursement to RFCIP Pay back the RFCIP funds	PM/FC	01/2022
Ineligible Expenditures. Reimburse the Project Designated account with the ineligible amount of 6 383.33 USD relating to severance pay	PM/FC	01/2022
Monthly pay-slips Issue monthly pay slips and send to all staff	FC	01/2022
Payment of allowances under MAF MoA Provide reports and certified for the work done before payment	MAF/PM/FC	01/2022
DA Reconciliation Provide details of line 7 form 104 for each DA reconciliation	FC	01/2022
Indicate check number in WA Journal reference should be the cheque number, to be initiated at the level of the bank journal	FC	01/2022

<p>Authorize Acting Finance Officer to sign on all the project bank accounts</p> <p>Bank signatories Authorize Acting Finance Officer to sign on all the project bank accounts.</p>	MAF/MoFED	04/2022
<p>Elaborate and submit justification WA on cycle 2 loan and grant</p> <p>Justification WA for IFAD cycle 2 Elaborate and submit justification WA on cycle 2 loan and grant.</p>	Financial Controller	05/2022
<p>Petty Cash</p> <p>The project must document the increase of the petty cash threshold and reflect this in the PIM.</p>	Finance Manager	10/2023
<p>Monthly Payslips</p> <p>The project must prepare and issue a monthly pay slip and send to all staff. This issue has been raised during the MTR.</p>	Finance Manager	10/2023
<p>Project financial record and Back-up System</p> <p>The project should consider the combination of external hard drives and cloud system for backing up for financial records.</p>	Finance Manager	10/2023
<p>E-learning Courses for AVDP Projects</p> <p>Staff Training on IFAD's anti-corruption policy. Financial Management e-learning course for Finance Team.</p>	Project Manager, Finance Manager	10/2023
<p>Development of Project Oversight Tracker</p> <p>Develop and implement a mechanism to track and follow up on all recommendations from all sources and for all aspects of the project, such as IFAD missions, external audit reports, internal reports, and others.</p>	Finance Manager, M&E, Project Manager	12/2023
<p>Revision of the PIM</p> <p>The project must revise the PIM to reflect the project's restructuring, Financial Management Department (FMD) reforms, etc. accurately. The Financial Management chapters in the PIM should be detailed thoroughly and strengthened to enhance the project's internal control system.</p>	Finance Manager, Technical Director, Project Manager	12/2023
<p>AVDP Internal Audit</p> <p>Discuss the internal audit plan for 2024, as this needs to be conducted on a quarterly basis at least. The 2024 plan needs to be submitted to IFAD. Internal auditors must ensure that IFAD recommendations are implemented as per the agreed time.</p>	Project Manager, Finance Manager	12/2023
<p>Bank Charges</p> <p>The project must engage in discussion with the bank to reduce the monthly bank charges or to look for better options to ensure efficiency in operations.</p>	Finance Manager	12/2023
<p>Missing supporting documentation</p> <p>The project must ensure that missing elements from the supporting documents are attached to all payment documents.</p>	Finance Manager	12/2023
<p>Personal Record</p> <p>Ensure that staff record files are comprehensive and a checklist is developed as a HR tool for the project.</p>	Finance Manager	12/2023

Re-assessment of project staffing needs at MTR	MAF/IFAD	
Re-assess project staffing needs at MTR		

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

Justification of rating

108. IFAD's assessment has rated the quality and timeliness of the audit work as "Moderately Satisfactory" with a score of 4 out of 6. The quality of the audit work was deemed acceptable, as it was performed overall in accordance with the audit terms of reference (TORs) except on the point that follows.

Main issues

109. The audit was performed by the country's national supreme audit institution known as Audit Service Sierra Leone (ASSL), on the basis of International Standards for Supreme Auditing Institutions (ISSAIs), which are deemed acceptable to IFAD.² The auditor expressed an Unqualified Opinion on the Financial Statements with however an emphasis of matter including an ongoing legal proceeding against the project, a payment debited in the wrong bank account and the fixed asset register not being update. IFAD's assessment has rated the quality and timeliness of the audit work as "Moderately Satisfactory" with a score of 4 out of 6. The quality of the audit work was deemed acceptable, as it was performed overall in accordance with the audit terms of reference (TORs) except on the point that follows. IFAD's evaluation considers that the auditor did not comply with the provisions of section 6. *Scope of agreed upon-procedures* of the TORs by failing to make a determination on the eligibility of the items noted below and reported in the management letter as not being in compliance with the eligibility requirements outlined in the financing agreement signed between IFAD and the Government of Sierra Leone: i) a payment of SLE 661 723 equivalent to USD 35 132.62 (see *note 3 – Legal proceedings*) made from IFAD financing to a contractor subsequent to a court decision unfavourable to the project without any evidence substantiating IFAD's approval authorizing this payment ; ii) the July 2022 net salary of SLE 11 998.94 equivalent to 1 197.50 paid to the Monitoring and evaluation officer who resigned effective 30 June 2022; iii) the contract value related to the rehabilitation and development of 1200 ha inland valley swamps (IVS) not completed by the service providers after the expiration of the IVS agreements; iv) part of the cost of fertilizers which were procured for a total amount of SLE 4 932 045 or USD 261 855, and which were one year later, either unaccounted for (SLE 132 210) or not distributed to beneficiaries (over 80%) ; v) part of the total payment of USD 14 031 made to 36 out of 50 IVS supervisors from the Agriculture Engineering Division (AED) of the Ministry of Agriculture (MAF), whom the work performed could not be evidenced to the auditor; vi) the cost of farming tools issued out of the MAF's Bo store, amounting to SLE 902 310 or USD 47 906 with no documentary evidence that they were distributed to beneficiaries; vii) payments totalling SLE 23 million or USD 1.2 million in relation to various implemented activities during the financial years 2021 and 2022, without adequate documentation such receipts, invoices, beneficiaries list etc. Furthermore, IFAD's assessment considers that it was the auditor's responsibility to ensure that the notes to the financial statements were complete and disclosed all necessary and relevant information for a fair presentation of the project's financial position that is not directly apparent from or included in the financial statements themselves.

110. IFAD's review considers the Management Letter documenting accounting and internal control issues identified by the auditor and including the project's management responses very informative. Furthermore, it provided update on the implementation status of recommendations from the previous years.

111. The key internal control and procurement compliance issues highlighted below require the project Management's attention and actions:

- Overspending on annual budget without evidence of IFAD's prior approval;
- Long outstanding unresolved bank errors and reconciliation items;
- Undue payment of salary to former employee;
- Fixed assets register not up-to-date;
- Procurement of fertilizers which is either missing or not distributed to beneficiaries;
- Evaluation and award of contracts using unjustified basis;
- Expiration of the related performance bonds before the completion date of the IVS works;
- Incompletion at the revised scheduled completion date of 31 December 2022 of 15 hectares (ha) of the cocoa clonal garden, which were being implemented by agencies of the Ministry of Agriculture – with no evidence that one the agency (SLARI-KFTCRC) had fulfilled the terms of the agreement.

Agreed Action	Responsibility	Agreed Date
Evidence of approval of budget overspending We recommend that the Project Manager and the Finance Manager submit the authority for the overspending for audit inspection within 15 days of receipt of this report.	Project Manager and Finance Manager	12/2023

<p>Resolve Long Outstanding Bank Reconciliation Items and Errors</p> <p>i. We recommend that disclosure of this is made in the draft financial statements by the Finance Manager within 15 days of receipt of this report. ii. We recommend that the Finance Manager notify the bank of these debit and credit errors for the necessary reversals to be made. Evidence of notification sent to the bank should be submitted within 15 days of receipt of this report.</p>	Finance Manager	12/2023
<p>Recovery of Salary Paid to a Former Staff</p> <p>We recommend that where applicable, the Finance Manager recover the amount from the former staff and evidence submitted for audit inspection within 15 days of receipt of this report. Additionally, duty of care should be exercised to avoid such loss of funds in the future.</p>	Finance Manager	12/2023
<p>Complete Missing Documents in Personnel Files</p> <p>The Finance Manager should update personnel files with the required documents within 15 days of receipt of this report. A similar exercise should also be done for staff files that were not captured by the sample.</p>	Finance Manager	12/2023
<p>Update fixed assets register</p> <p>We recommend that the Financial Accountant takes the following action;</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Fixed Assets Register Module in the TOMPRO software should be utilise to record assets owned and controlled by the Project, <input type="checkbox"/> Funding source used to procure/purchase the asset should be included in the non-current assets register, <input type="checkbox"/> The non-current assets register should be updated by taking the following actions; <ul style="list-style-type: none"> i. Unique registration numbers for motor vehicles and motorbikes should be recorded ii. The names of former staff to whom assets were assigned should be changed to the names of staff who are currently using these assets, iii. Names of staff to whom assets of the Project are assigned should be recorded, iv. The location of assets should be correctly recorded, v. Codes of assets should be recorded against the specific assets, vi. All assets not in the non-current assets register should be recorded with immediate effect. 	Financial Accountant/Finance Manager	12/2023
<p>Complete IVS Works Far From Completion</p> <p>Even though a different model for development and rehabilitation of IVS has been decided, that is to use the community driven approach, we recommend that the Technical Director and team conduct a holistic approach such as conducting training of trainers of farmers/beneficiaries on the design of IVS, share in time the design plan (actual pictures for easy understanding), distribute IVS tools well in time, provide close supervision, etc.</p>	Technical Director	12/2023
<p>Missing & Undistributed Procurement of Fertilisers and Seed Rice of Developed IVS</p> <p>We recommend the following;</p> <p>A. The Technical Director should hasten the new model for the development and rehabilitation of the IVS so that the fertilisers are distributed to the beneficiaries, The Finance Manager should engage the MAF storekeeper at the concerned districts to provide documentary evidence for the 117 bags of 50kg fertilisers not accounted.</p> <p>B. The Technical Director should ensure that the distribution of seed rice to the beneficiaries in the future be made timely in order to help them cultivate it on time with the objective of improving the yields.</p>	Technical Director/Finance Manager	12/2023

<p>Justify payment IVS Supervisors not substantiated</p> <p>We recommend for the Irrigation Engineer provide close supervision of IVS engineers in the future. Additionally, evidence of work done by the 36 out of the 50 engineers that received stipend from the Project be submitted within 15 of receipt of this report.</p>	Irrigation Engineer	12/2023
<p>Put in place Finding(s) Policy on Management of Stores not Unavailable</p> <p>We recommend for the development and use of stores management policy with immediate effect. Accountable documents (such as approved request and store issue voucher) for the goods issued out of the Bo MAF Store should be submitted for audit inspection within 15 of receipt of this report.</p>	Project Director/Finance Manager	12/2023
<p>Provide Adequate Supporting Documents for payments without</p> <p>The Acting Project Manager and the Financial Controller should ensure that the relevant supporting documents are forwarded to the Audit Service for verification. During FY2021 audit, supporting documents such as receipts, invoices, beneficiary lists, reports, etc were provided for payments totalling Le2,498,674,622 leaving a balance of Le23,000,000. The issue remained unresolved.</p>	Project Manager/Financial Controller	12/2023
<p>Use of the appropriate procurement method in the awarding of contracts</p> <p>We recommend that in the future, procurement of goods, works and services are done as the PPA 2016.</p>	Project Manager/Procurement manager	12/2023
<p>Ensure validity of performance securities</p> <p>We recommend that for service providers whose performance securities are still valid, the Project Manager should contact their banks for liquidation (forfeiture by the service provider). In the future, the Procurement Manager should ensure performance securities remain valid until after the contract completion dates.</p>	Procurement manager	12/2023
<p>Ensure completion of 15 ha cocoa garden</p> <p>The Technical Director should engage the SLARI-KFTCRC to have a revised timeline for the completion of the establishment of the 15ha as contracted. Evidence of the engagement should be submitted for audit inspection.</p>	Technical Director	12/2023

Counterparts Funds

Rating: 3

Previous rating: 5

Justification of rating

112. Counterpart funds are rated moderately unsatisfactory. The total contribution received from the Government since inception stands at USD 885 214.62 against the total agreed amount of USD 1 900 000, which represents 46.59% of the target. The Government contribution is very low, and this can jeopardize the project activities' execution. The Government has committed to contribute to the 2023 budget's implementation and to increase the allocation for the project going forward. The total amount budgeted for the beneficiaries amounts to USD 2 698 140.99. As of the SM mission, no contribution was recorded.

Main issues

113. The Government's contribution expected for the approved 2023 AWPB is USD 219 006. There are Only four months left until the end of 2023; however, no Government contributions have been received. The contribution recorded for Year 2022 amounts to USD 90.006.88 (SLE 1 000 000). At the end of the mission, the project confirmed that USD 82 820.01 (SLE 1 846 000) was received from the Government. This amount has not yet been recorded in the system. The GoSL in-kind contributions have not yet been recorded as the documentation and valuation process is not yet ready to be considered as evidence of the contributions. No contributions have been received from the beneficiaries or private sector to date. The beneficiaries' contributions have been partially documented in collaboration with MAF. Progress in completing the process is very slow, and has been pending since the last IFAD mission.

Agreed Action	Responsibility	Agreed Date
Budget for GoSL Counterpart funds Include budget for GoSL counterpart funds in the 2021 AWPB	PC/M&E	01/2022
Low Government counterpart contribution Engage officials at Ministry of Agriculture and Finance to increase budget quota in national budget allocation.	Programme Manager	01/2022
Revise In-kind contributions Remove Engineer's estimate from total in-kind contribution	Programme Manager	01/2022
Include a valuation specialist estimate for in-kind contribution Utilise estimate of a property valuator to provide cost of yearly rent for office space to be used as rent estimate.	Financial Controller	01/2022
Recording of GoSL in-kind contributions Proceed with the valuation and recording of GoSL provided office space and generators	FO	01/2022
Recording of beneficiaries' in-kind contributions Value and record beneficiaries' in-kind contributions when they occur	FO	01/2022
Low Government contributions The project should engage with officials at the Ministry of Agriculture and Ministry of Finance to increase the budget allocation and release the effective amount.	Project Manager	12/2023
Recording of GoSL in-kind contributions Record the Government in-kind contributions as part of the counterpart funds.	Finance Manager, Project Manager	12/2023
Recording of beneficiary's in-kind contributions Finalize the process of the tools for the valuation process and record the Government in-kind contributions.	Technical Director, Finance Manager, Project Manager	12/2023

Compliance with Loan Covenants

Rating: 4

Previous rating: 4

Justification of rating

114.122. The performance is rated moderately unsatisfactory due to the non-compliance with important covenants of the Financing Agreement. Non-compliance affects project implementation and by extension its achievement of development objective(s) and this violates IFAD's statutory requirements. The main issues are related to the Government contributions, the delay in the AWPB, the fact that the IFR has not been automated, and the Q2 IFR report was not submitted on time.

Main issues

115.123. The 2023 contributions have not yet been received and this might affect the implementation of the planned activities. The preparation of the 2023 AWPB was delayed and was submitted to IFAD on 27 February 2023. The automated interim financial report for Quarter 2 has not yet been submitted. The project failed to make arrangement to automate the IFR as required by IFAD

Agreed Action	Responsibility	Agreed Date
Submission of the Interim Financial report The project must submit the Q2 IFR. The project must automate the IFR's preparation and submit the Q3/2023 IFR (prepared under automated system).	Finance Manager Project Manager	12/2023
Submission of the 2024 AWPB The project must submit the 2024 project AWPB no later than sixty (60) days before the beginning Year	Project Manager	01/2024

Procurement

Procurement

Rating: 4

Previous rating: 4

Justification of rating

116.124. Since the approval of the Procurement Plan on 27 February 2023, the unit has signed 33 contracts valued at USD 3.1 million; awarded 4 contracts (yet to be signed) valued at USD 1.6 million; and 14 others, estimated at USD2.2 million, are at various stages of procurement processes. All contracts are up to date in the IFAD Client Portal (Contract Monitoring Tool). The IFAD standard procurement templates for bidding, evaluation, and contracts are used by the project. Documents have been electronically and manually filed with easy accessibility. CMT is not regularly updated; however, it was updated during the mission. A few contractors are unable to fulfil their contractual obligations, thus causing delays to meeting annual targets.

Procurement Review

117.125. **Procurement Plan:** Late approval of AWPB and Procurement Plan. The 2023 AWPB and Procurement Plan were approved on 27 February 2023. Delayed approval of AWPB and PP affects the delivery of project implementation.

118.126. **Requisitions:** Late submission of requisitions continues, and the process is further delayed by submission of requisitions without correct or adequate supporting documentation such as Statement of Requirements, Specifications of Goods, Bill of Quantities, and Drawings.

119.127. **Evaluation committees:** It is good practice that staff of MAFS are included in evaluation committees. However, the unavailability of MAFS HQ staff for evaluation of high value procurement sometimes delays the procurement processes.

120.128. **Contract management:** Technical staff who are assigned as contract managers for activities must be conversant with the contractual terms, (for example the deliverables and the contract end date), closely monitor and report on implementation progress, and inform the procurement unit if they perceive that the contractor cannot execute the contract by the contract end date for the necessary actions to be taken.

121.129. **Contract payments:** The AVDP commitments as of 20 September are (USD 2,192,762). Under the current terms of the contracts, suppliers will be paid in full only when they supply 100% of the required goods. This has resulted into slow pace of commitments crystalizing to disbursements.

122.130. **Procurement of Equipment for EPA.** AVDP has a valid MOA with EPA, renewable every year. Section 3.04 (Procurement) of the MOA states that major procurement of goods and services required for the Project to be financed from the proceeds of the MOA shall be carried out by the AVDP. The project has been unsuccessful in procuring environmental compliance monitoring equipment for EPA through direct contracting since 2021.

Summary of 2023 Contracts by Procurement Categories						
No.	Procurement Category	Number of Contracts	Estimated AmountUSD	Actual Amount [USD]	%age	Savings USD
1	Works	3	100,850	80,227	79.6%	20,623
2	Services	2	72,700	35,001	48.1%	37,699
3	Goods	20	2,989,753	2,322,329	77.7%	667,424
	Total	25	3,163,303	2,437,556	77.1%	725,747

Agreed Action	Responsibility	Agreed Date
Procurement Staff Training procurement staff on the usage of OPEN, NOTUS, and ICP (including CMT)	Procurement Manager	12/2023
Submission and approval of AWPB and Procurement Plan Submission and approval of AWPB and Procurement Plan Submit the 2024 AWPB (with its accompanying Procurement Plan) as required by the Financing Agreement, Article VII, Section 7.01(b)(ii)	Project Manager MAFFS PS	01/2024
ToR Inadequate TORs, technical specifications, and lack of ownership of contract management by project subject-matter specialists. Train Subject-matter Specialists in the fundamentals of procurement management.	Procurement Manager IFAD	01/2024
Evaluation committees Develop system to allow regional MAFFS representation if HQ staff can't attend a committee meeting	Procurement Manager	01/2024
Payment terms of contracts Make payment terms more flexible so payment can be made for delivered goods	Procurement Manager	01/2024
Procurement of Equipment for EPA revises the Procurement Plan 2023 to include the purchase of environmental compliance monitoring equipment for EPA using ICB Procurement Method	Procurement Manager	01/2024
Contracts Payments Make payment terms of contracts for the supply of goods flexible but must be supported by valid advance payment security and/or performance security to enhance disbursement if payments are made for goods supplied	Procurement Manager	01/2025

e. Key SIS Indicators

Likelihood of Achieving the Development Objective	Rating: 3.88	Previous rating: 4.04
Assessment of the Overall Implementation Performance	Rating: 3.67	Previous rating: 3.92

F. Agreed Actions

Agreed Action	Responsibility	Agreed Date
Overview and Project Progress		
Future planning Review implementation progress and revise final targets assuming a September 2025 and September 2027 (two-year extension) closure date.	PMT	12/2023
Partnership with MAF/AED Strengthen partnership with the MAFS/AED through the establishment of an MoU to provide necessary technical support in terms of IVS development, coaching and oversight of the IVS technicians, development of water control structures layouts, etc.	IVS Specialist MAFS/AED	12/2023

<p>Development of IVS (Batch 1 and Batch 2)</p> <p>Ensure that IVS development works start no later than November/December 2023 to take full advantage of the dry season, and that any necessary reallocation within the 2023 AWPB should be made accordingly to consider including adequate provisions for IVS technician salaries, procurement of additional motorbikes and rammers as needed,</p>	IVS Specialist Finance Officer Procurement Officer	12/2023
<p>IVS Development Planning in the 2024 AWPB</p> <p>Ensure timely planning for the 2024 IVS related activities and ensure that adequate provisions for the development of both IVS batches 1 and 2 are well captured in the 2024 AWPB and PP, as well as for the preparatory activities for the implementation of Batch 3.</p>	IVS Specialist	12/2023
<p>Market linkages</p> <p>Market linkages to off-takes, processes, buyers need to be developed for the vegetable value chain</p>	Agribusiness Specialist	12/2023
<p>FBOs/Cooperative capacity building</p> <p>Revise FFS module to include entrepreneurial/business skills development aspects</p>	Agribusiness/Technical Director/FFS Specialist	12/2023
<p>Market integration</p> <p>Define with each FBO/Cooperatives, the product of interest to be promoted</p>	Agribusiness Specialist/Technical Director	12/2023
<p>Equipment</p> <p>Provide parboiling equipment as part of the processing equipment to rice FBOs to improve quality</p>	Technical Director/Agribusiness Specialist	12/2023
<p>Feeder Roads Identification and Design</p> <p>Start the identification and procurement for the feeder roads design ideally before the end of 2023 and ensure that necessary reallocation within the 2023 AWPB is made accordingly to support the identification process requiring field visits.</p>	PMU/PMU/Civil Engineer	12/2023
<p>MAF offices and BES compounds</p> <p>As soon as OFID funds are available, and assuming that the contractors were requested to stop the work, re-engage interested contractors to assess and complete the remaining works, with the possibility to reasonably negotiate contracts' values based on a thorough review of the priced bill of quantities. Ensure that adequate provisions are included in 2024 AWPB and PP.</p>	Civil Engineer Procurement Officer	12/2023
<p>Data collection</p> <p>Develop an M and E plan for output and outcome data collection</p>	PMT	01/2024
<p>2024 AWPB process and 2024-2025 WPB</p> <p>Develop and have the 2024 AWPB approved</p>	PMT	01/2024
<p>Development of IVS - Batch 1 Expired Contract</p> <p>Account for the expired contracts and recover any funds due to the project. In case of difficulties, seek support from the MAF legal office as needed.</p>	IVS Specialist Finance Officer	01/2024

<p>Recruitment of IVS Technicians</p> <p>Accelerate the recruitment of IVS technicians and expand the process to cover the implementation of both IVS batches (1 and 2). Ensure that IVS technicians to be hired are well committed to be based close to the cluster of IVS sites assigned. In case the number of suitable candidates is not enough, priority should be given to complete the implementation of batch 1 sites first, before proceeding with batch 2.</p>	IVS Specialist Procurement Officer	01/2024
<p>Land Lease Agreements</p> <p>Update the land lease Form to clearly indicate land lease fees to be paid to the landowner(s) independently whether it is in cash, in kind or in percentage. Ensure that land lease agreements are signed before starting the IVS development works.</p>	IVS Specialist	01/2024
<p>Establishment of Earth Dams</p> <p>Complete Earth dams designs with an adequate Environmental and Social Management Plans and seek for technical assistance as needed</p>	Civil Engineer IVS Specialist	01/2024
<p>FFS demo</p> <p>Redesign the FFS demonstration plots to use lower rates of fertilizer</p>	Technical Director	01/2024
<p>FFS Data analysis.</p> <p>Statistically analyze the data to compare three treatment yield responses and conduct CBA to determine affordability of investment</p>	Technical Director	01/2024
<p>Signing of MoU</p> <p>Sign the MOU with SLARI and key University to explore the vegetable seed production model by the groups of farmers with a seed demonstration</p>	Agribusiness Specialist	01/2024
<p>Chain monitoring and evaluation</p> <p>Conduct quarterly monitoring, evaluation and (early) impact assessment of the value chain marketing interventions (especially for rice and vegetables)</p>	Agribusiness/M&E Specialists	01/2024
<p>Partnership for business development</p> <p>Define the governance/operational structure of the multi-stakeholder platform (MSP)</p>	Agribusiness Specialist/ Technical Director/MAF	01/2024
<p>Brokers</p> <p>Identify a neutral broker of the MSP for gradual exit of AVDP</p>	Agribusiness Specialist/MAF	01/2024
<p>Farm tracks (Batch 1, 75 Km)</p> <p>Start the procurement procedure for the construction of 75 km farm tracks so that work can ideally be conducted during the dry season and ensure that adequate provisions are well captured in the 2024 AWPB.</p>	Civil Engineer Procurement Officer	01/2024
<p>Water Points</p> <p>Plan the work in such a way wells drilling should ideally be conducted during the driest month of the year to ensure that the drilled depth is adequate, and water is available all year round.</p>	Civil Engineer	01/2024
<p>Feasibility study</p> <p>Conduct a feasibility study of vegetables greenhouse agriculture with a clear post-harvest lost strategy</p>	Agribusiness Specialist	02/2024

Feeder Roads – Establishment of MoU with SLRA Through the establishment of an MoU, seek the SLRA support in terms of roads design review, bid evaluation, supervision of the construction/rehabilitation works, etc.	Civil Engineer	02/2024
Market linkages Identify large agribusinesses and establish market linkage partnerships with FBOs/Cooperatives and establish MoUs (e.g. Gold Tree).	Agribusiness Specialist	03/2024
Reallocate funds. Based on above, reallocate unspent funds (if needed) to other project activities that are moving well	PMT	06/2024
Batch 3 of IVS Development screen/prioritize Batch 3 IVS sites (900 ha) according to the criteria identified at MTR, so that work can start at the beginning of the next dry season (November/December 2024).	IVS Specialist	06/2024
Business plans Support the development of business plan for FBOs/Cooperatives needed for the matching grant	Agribusiness Specialist	06/2024
Audit Conduct the audit of FBOs/Cooperatives targeted to be integrated into the CPO and PKO value chains.	Agribusiness Specialist/Technical Director	06/2024
Survey Conduct product development survey for processing hot pepper into dried and ground products (to address postharvest losses) making)	Agribusiness Specialist	06/2024
M and E Ensure seasonal data is collected that captures date on, e.g. yields, seedling survival, adoption, profitability, sales, links to private sector etc. Disaggregate by location, year, sex and age.	Technical Director and Agribusiness Specialist	12/2024
Development Effectiveness		
M&E Plan An M&E plan urgently needs to be updated	AVDP M&E Unit	12/2023
Budget allocation Enough time and budget to be allocated and M&E unit allowed to carry out data collection unhindered.	PMT	12/2023
Budget Budget allocation to targeting activities including capacity building and mapping of PwDs	GYTNU Officer	12/2023
M&E Strengthen M&E systems in data collection, analysis and reporting; Consistently report data disaggregated by sex-age	M & E	12/2023

Retainer contract Have the consultancy with AGALS- SL on retainer to support GALS on a need basis, to avoid repetitive procurement process	GYTNU Officer and Procurement Officer	01/2024
Budget Allocation of funds to nutrition education and related activities.	GYTNU Officer	01/2024
Youth empowerment Empower the youth contractors to supply weekly updates on various data points to the Climate change adaptation specialist to complement the M&E climate change adaptation	PMU	01/2024
organic inputs Organic inputs like compost should be applied in the clonal garden to support the growth of the crops	PMU	01/2024
Release of funds Release funds due to strategic partners like EPA and SLARI	PMU	01/2024
Implementation of AF Implementation of the AF should be strictly guided by the budget in the funding proposal and not subject to reduction in scale or budget	PMU	01/2024
Recruitment Recruit a Climate Change Adaptation Specialist for 6months to drive the implementation process	PMU	01/2024
GALS Training GALS and Nutrition training to the 2020-2022 Oil Palm, Cocoa, RPSF and PwDs vegetable groups	GYTNU Officer	02/2024
Sustainability and Scaling up		
Revision of MoA The current MoAs with various divisions of the Ministry of Agriculture need to be revised to: 1. Monthly workplan, with concrete deliverables 2. Measures to ensure deliverables are achieved within record time. 3. Reporting lines clearly defined – preferably reporting to AVDP management	PMU	12/2023
Partnership Strategy Develop a partnership strategy, with a clear action plan and targets for each. The action plan should indicate profiles of private sector entities and other development partners as targets to be reached within the year. The action should be clear on what the project expects to achieve from the partnership	AVDP Technical Director	12/2023
Develop exit strategy. The project to speedily mobilise the key stakeholders for technical discussions that will feed into the draft strategy	AVDP PMU	12/2023

<p>Institutionalisation</p> <p>Develop a plan for the institutionalisation of project activities. The plan should indicate the activities and corresponding Ministry personnel and their respective roles in implementation. Additionally, the plan should be clear on how the innovations will be adopted by the Ministry.</p>	MAF/AVDP	12/2023
Project Management		
<p>Surge support</p> <p>Provide short term (3 months) support to help with the planning and management of all activities for 3 months. The individual should ensure internal planning processes are streamlined and the relevant planning tools are elaborated, and staff taken through.</p>	IFAD/MAFS	12/2023
<p>Staff retreat</p> <p>Organise staff retreat for team building and cohesion.</p>	Surge support	12/2023
<p>M&E plan</p> <p>The unit should review the M&E for 2023 and onwards</p>	M&E Unit	12/2023
<p>Monitoring Dashboard</p> <p>Ensure the monitoring dashboard goes live so that real time data can be viewed by anyone and everywhere</p>	M&E unit/AVDP Management	12/2023
<p>Budget allocation</p> <p>M&E activities to be fully budgeted for in the AWPB, effective 2024 and management should ensure that the unit perform their duties as planned and budgeted for</p>	M&E uni/AVDP Management	12/2023
<p>Activities</p> <p>Develop activity specific ESMPs for the Earth Dams and new IVS</p>	PMU	12/2023
<p>Workplan and budget for 2024 and for the remaining years</p> <p>The project should prepare a realistic workplan and budget for 2024 and for the remaining years. In doing so, should consider reviewing the IVS and roads targets</p>	PMU	01/2024
<p>Partnerships</p> <p>Operationalize the partnerships to produce and disseminate climate information</p>	PMU	01/2024
Financial Management & Execution		
<p>Reduction of equipment for effectiveness</p> <p>Hand over to MAF six out of the eleven vehicles inherited from SCP-GAFSP, pending further review at mid-term</p>	PM/FC	11/2021
<p>Recording of GoSL in-kind contributions</p> <p>Proceed with the valuation and recording of GoSL provided office space and generators</p>	FC	12/2021

<p>Staff contracts review and amendment</p> <p>Review the “one-month salary at end of year” included in the contracts to ensure alignment with SL Labor Law and amend contracts accordingly</p>	MAF/PM/FC	12/2021
<p>Review of Staff Advances 3 months retirement limit.</p> <p>Consider reducing the staff advances retirement limit from three months to two</p>	PC/FC/TD	01/2022
<p>Improvement of Cash Flow</p> <p>Make arrangements for Access of the IFAD Cycle II and Adaptation Financing</p>	IFAD/FC/PC	01/2022
<p>Budget for GoSL Counterpart funds</p> <p>Include budget for GoSL counterpart funds in the 2021 AWPB</p>	PC/M&E	01/2022
<p>Cost Control</p> <p>Institute and Deepen Cost control to avoid budget overruns</p>	PC/FC	01/2022
<p>Access available financing for Adaptation Fund</p> <p>Submit first Withdrawal Application in the ICP to access funds</p>	Financial Controller	01/2022
<p>Access available financing for IFAD Cycle II financing</p> <p>Initiate Bank Account Opening process and submit bank details to IFAD for funding activation.</p>	Financial Controller	01/2022
<p>Low Government counterpart contribution</p> <p>Engage officials at Ministry of Agriculture and Finance to increase budget quota in national budget allocation.</p>	Programme Manager	01/2022
<p>Revise In-kind contributions</p> <p>Remove Engineer’s estimate from total in-kind contribution</p>	Programme Manager	01/2022
<p>Include a valuation specialist estimate for in-kind contribution</p> <p>Utilise estimate of a property valuator to provide cost of yearly rent for office space to be used as rent estimate.</p>	Financial Controller	01/2022
<p>Fill temporary gap in Finance Department</p> <p>Hire a Consultant to fill the temporary gap in the Finance Department</p>	Programme Manager	01/2022
<p>Inter-fund Transfer</p> <p>Refrain from co-mingling of funds</p>	Financial Controller	01/2022
<p>Control of Accounting Software</p> <p>Regularly review all reports from TOMPRO to identify mistakes earlier and correct them</p>	Financial Controller	01/2022
<p>Segregation of duties</p> <p>Improve segregation of duties within the finance department</p>	Financial Controller	01/2022

<p>Statutory and Banking Regulations</p> <p>Comply with all statutory and banking regulations to avoid financial penalty</p>	Financial Controller	01/2022
<p>Record future minor equipment for AVDP under Operating Expenses</p> <p>Record future minor equipment costs under category 5 'Operating costs' and plan the reallocation at the MTR as a whole exercise relating to all project goals and strategies at that time.</p>	FO/FA	01/2022
<p>Re-submission under category 4 of eligible rejected expenses due to over expenditure under budget category</p> <p>Re-submit WA15 rejected expenses under category 4</p>	FO	01/2022
<p>Financial progress report on RPSF1</p> <p>Prepare a technical and financial report on RPSF1 as soon as expenses reach 75% of the advance</p>	FO	01/2022
<p>Recording of GoSL in-kind contributions</p> <p>Proceed with the valuation and recording of GoSL provided office space and generators</p>	FO	01/2022
<p>Recording of beneficiaries' in-kind contributions</p> <p>Value and record beneficiaries' in-kind contributions when they occur</p>	FO	01/2022
<p>Recruitment of second Finance Accountant</p> <p>Proceed with immediate recruitment of a second Financial Assistant</p>	MAF/ PM	01/2022
<p>Retirement of staff advances</p> <p>Retire advances latest 2 working days after return from trip: remittance of due receipts and signed DSA distribution lists as well as remaining cash balance if any.</p>	FC	01/2022
<p>Better organization for field trip advances</p> <p>Organize and calculate field trip advances so that each staff is remitted only for his/her DSA and should report directly and solely on that.</p>	FC	01/2022
<p>Finance and Administrative Manual</p> <p>Update the PIM for the portion pertaining to Administrative and Finance procedures in order to come out with a fully detailed Administrative and Finance Manual, including recommendations from the previous and current missions</p>	FC	01/2022
<p>Budget input in accounting software</p> <p>Upload in TOMPRO the correct budget figures for the whole revised AWPB and for all budget lines.</p>	FC	01/2022
<p>Reimbursement to RFCIP</p> <p>Pay back the RFCIP funds</p>	PM/FC	01/2022
<p>Ineligible Expenditures.</p> <p>Reimburse the Project Designated account with the ineligible amount of 6 383.33 USD relating to severance pay</p>	PM/FC	01/2022

Monthly pay-slips Issue monthly pay slips and send to all staff	FC	01/2022
Payment of allowances under MAF MoA Provide reports and certified for the work done before payment	MAF/PM/FC	01/2022
DA Reconciliation Provide details of line 7 form 104 for each DA reconciliation	FC	01/2022
Indicate check number in WA Journal reference should be the cheque number, to be initiated at the level of the bank journal	FC	01/2022
Authorize Acting Finance Officer to sign on all the project bank accounts Bank signatories Authorize Acting Finance Officer to sign on all the project bank accounts.	MAF/MoFED	04/2022
Elaborate WA for justification of initial advance under IFAD Cycle 2 Elaborate WA for justification of initial advance under IFAD Cycle 2	Financial Controller	04/2022
Elaborate and submit justification WA on cycle 2 loan and grant Justification WA for IFAD cycle 2 Elaborate and submit justification WA on cycle 2 loan and grant.	Financial Controller	05/2022
Petty Cash The project must document the increase of the petty cash threshold and reflect this in the PIM.	Finance Manager	10/2023
Monthly Payslips The project must prepare and issue a monthly pay slip and send to all staff. This issue has been raised during the MTR.	Finance Manager	10/2023
Project financial record and Back-up System The project should consider the combination of external hard drives and cloud system for backing up for financial records.	Finance Manager	10/2023
E-learning Courses for AVDP Projects Staff Training on IFAD's anti-corruption policy. Financial Management e-learning course for Finance Team.	Project Manager, Finance Manager	10/2023
Procurement Staff Training procurement staff on the usage of OPEN, NOTUS, and ICP (including CMT)	Procurement Manager	12/2023
Submission of the Interim Financial repor t The project must submit the Q2 IFR. The project must automate the IFR's preparation and submit the Q3/2023 IFR (prepared under automated system).	Finance Manager Project Manager	12/2023

<p>Evidence of approval of budget overspending</p> <p>We recommend that the Project Manager and the Finance Manager submit the authority for the overspending for audit inspection within 15 days of receipt of this report.</p>	<p>Project Manager and Finance Manager</p>	<p>12/2023</p>
<p>Resolve Long Outstanding Bank Reconciliation Items and Errors</p> <p>i. We recommend that disclosure of this is made in the draft financial statements by the Finance Manager within 15 days of receipt of this report. ii. We recommend that the Finance Manager notify the bank of these debit and credit errors for the necessary reversals to be made. Evidence of notification sent to the bank should be submitted within 15 days of receipt of this report.</p>	<p>Finance Manager</p>	<p>12/2023</p>
<p>Recovery of Salary Paid to a Former Staff</p> <p>We recommend that where applicable, the Finance Manager recover the amount from the former staff and evidence submitted for audit inspection within 15 days of receipt of this report. Additionally, duty of care should be exercised to avoid such loss of funds in the future.</p>	<p>Finance Manager</p>	<p>12/2023</p>
<p>Complete Missing Documents in Personnel Files</p> <p>The Finance Manager should update personnel files with the required documents within 15 days of receipt of this report. A similar exercise should also be done for staff files that were not captured by the sample.</p>	<p>Finance Manager</p>	<p>12/2023</p>
<p>Update fixed assets register</p> <p>We recommend that the Financial Accountant takes the following action;</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Fixed Assets Register Module in the TOMPRO software should be utilise to record assets owned and controlled by the Project, <input type="checkbox"/> Funding source used to procure/purchase the asset should be included in the non-current assets register, <input type="checkbox"/> The non-current assets register should be updated by taking the following actions; <ul style="list-style-type: none"> i. Unique registration numbers for motor vehicles and motorbikes should be recorded ii. The names of former staff to whom assets were assigned should be changed to the names of staff who are currently using these assets, iii. Names of staff to whom assets of the Project are assigned should be recorded, iv. The location of assets should be correctly recorded, v. Codes of assets should be recorded against the specific assets, vi. All assets not in the non-current assets register should be recorded with immediate effect. 	<p>Financial Accountant/Finance Manager</p>	<p>12/2023</p>
<p>Complete IVS Works Far From Completion</p> <p>Even though a different model for development and rehabilitation of IVS has been decided, that is to use the community driven approach, we recommend that the Technical Director and team conduct a holistic approach such as conducting training of trainers of farmers/beneficiaries on the design of IVS, share in time the design plan (actual pictures for easy understanding), distribute IVS tools well in time, provide close supervision, etc.</p>	<p>Technical Director</p>	<p>12/2023</p>

<p>Missing & Undistributed Procurement of Fertilisers and Seed Rice of Developed IVS</p> <p>We recommend the following;</p> <p>A. The Technical Director should hasten the new model for the development and rehabilitation of the IVS so that the fertilisers are distributed to the beneficiaries, The Finance Manager should engage the MAF storekeeper at the concerned districts to provide documentary evidence for the 117 bags of 50kg fertilisers not accounted.</p> <p>B. The Technical Director should ensure that the distribution of seed rice to the beneficiaries in the future be made timely in order to help them cultivate it on time with the objective of improving the yields.</p>	<p>Technical Director/Finance Manager</p>	<p>12/2023</p>
<p>Justify payment IVS Supervisors not substantiated</p> <p>We recommend for the Irrigation Engineer provide close supervision of IVS engineers in the future. Additionally, evidence of work done by the 36 out of the 50 engineers that received stipend from the Project be submitted within 15 of receipt of this report.</p>	<p>Irrigation Engineer</p>	<p>12/2023</p>
<p>Put in place Finding(s) Policy on Management of Stores not Unavailable</p> <p>We recommend for the development and use of stores management policy with immediate effect. Accountable documents (such as approved request and store issue voucher) for the goods issued out of the Bo MAF Store should be submitted for audit inspection within 15 of receipt of this report.</p>	<p>Project Director/Finance Manager</p>	<p>12/2023</p>
<p>Provide Adequate Supporting Documents for payments without</p> <p>The Acting Project Manager and the Financial Controller should ensure that the relevant supporting documents are forwarded to the Audit Service for verification. During FY2021 audit, supporting documents such as receipts, invoices, beneficiary lists, reports, etc were provided for payments totalling Le2,498,674,622 leaving a balance of Le23,000,000. The issue remained unresolved.</p>	<p>Project Manager/Financial Controller</p>	<p>12/2023</p>
<p>Use of the appropriate procurement method in the awarding of contracts</p> <p>We recommend that in the future, procurement of goods, works and services are done as the PPA 2016.</p>	<p>Project Manager/Procurement manager</p>	<p>12/2023</p>
<p>Ensure validity of performance securities</p> <p>We recommend that for service providers whose performance securities are still valid, the Project Manager should contact their banks for liquidation (forfeiture by the service provider). In the future, the Procurement Manager should ensure performance securities remain valid until after the contract completion dates.</p>	<p>Procurement manager</p>	<p>12/2023</p>
<p>Ensure completion of 15 ha cocoa garden</p> <p>The Technical Director should engage the SLARI-KFTCRC to have a revised timeline for the completion of the establishment of the 15ha as contracted. Evidence of the engagement should be submitted for audit inspection.</p>	<p>Technical Director</p>	<p>12/2023</p>
<p>Budget overruns in categories.</p> <p>Project to proceed with the cost's reallocation before the justification of the pending AA of USD 375.283,42 is justified fully. This is to avoid increasing the overrun. Put in place a measure for all financing to avoid such situations in the future.</p>	<p>Finance Manager, Project Manager</p>	<p>12/2023</p>

<p>Improve quality of budgeting and budget control</p> <p>Set achievable targets and ensure proper monitoring of AWPB</p>	Project Manager, Finance Manager	12/2023
<p>Budgeting Process – timeframe for the preparation, the review and the submission of the draft AWPB to IFAD</p> <p>A timeframe of the different activities and each stakeholder’s roles related to the preparation, review, and submission of the draft AWPB to IFAD within the contractual deadline are detailed in the PIM.</p>	Project Manager	12/2023
<p>Low Government contributions</p> <p>The project should engage with officials at the Ministry of Agriculture and Ministry of Finance to increase the budget allocation and release the effective amount.</p>	Project Manager	12/2023
<p>Recording of GoSL in-kind contributions</p> <p>Record the Government in-kind contributions as part of the counterpart funds.</p>	Finance Manager, Project Manager	12/2023
<p>Recording of beneficiary’s in-kind contributions</p> <p>Finalize the process of the tools for the valuation process and record the Government in-kind contributions.</p>	Technical Director, Finance Manager, Project Manager	12/2023
<p>Development of Project Oversight Tracker</p> <p>Develop and implement a mechanism to track and follow up on all recommendations from all sources and for all aspects of the project, such as IFAD missions, external audit reports, internal reports, and others.</p>	Finance Manager, M&E, Project Manager	12/2023
<p>Revision of the PIM</p> <p>The project must revise the PIM to reflect the project’s restructuring, Financial Management Department (FMD) reforms, etc. accurately. The Financial Management chapters in the PIM should be detailed thoroughly and strengthened to enhance the project’s internal control system.</p>	Finance Manager, Technical Director, Project Manager	12/2023
<p>AVDP Internal Audit</p> <p>Discuss the internal audit plan for 2024, as this needs to be conducted on a quarterly basis at least. The 2024 plan needs to be submitted to IFAD. Internal auditors must ensure that IFAD recommendations are implemented as per the agreed time.</p>	Project Manager, Finance Manager	12/2023
<p>Bank Charges</p> <p>The project must engage in discussion with the bank to reduce the monthly bank charges or to look for better options to ensure efficiency in operations.</p>	Finance Manager	12/2023
<p>Missing supporting documentation</p> <p>The project must ensure that missing elements from the supporting documents are attached to all payment documents.</p>	Finance Manager	12/2023
<p>Personal Record</p> <p>Ensure that staff record files are comprehensive and a checklist is developed as a HR tool for the project.</p>	Finance Manager	12/2023
<p>Submission of the 2024 AWPB</p> <p>The project must submit the 2024 project AWPB no later than sixty (60) days before the beginning Year</p>	Project Manager	01/2024

<p>Submission and approval of AWPB and Procurement Plan</p> <p>Submission and approval of AWPB and Procurement Plan Submit the 2024 AWPB (with its accompanying Procurement Plan) as required by the Financing Agreement, Article VII, Section 7.01(b)(ii)</p>	<p>Project Manager MAFFS PS</p>	<p>01/2024</p>
<p>ToR</p> <p>Inadequate TORs, technical specifications, and lack of ownership of contract management by project subject-matter specialists. Train Subject-matter Specialists in the fundamentals of procurement management.</p>	<p>Procurement Manager IFAD</p>	<p>01/2024</p>
<p>Evaluation committees</p> <p>Develop system to allow regional MAFFS representation if HQ staff can't attend a committee meeting</p>	<p>Procurement Manager</p>	<p>01/2024</p>
<p>Payment terms of contracts</p> <p>Make payment terms more flexible so payment can be made for delivered goods</p>	<p>Procurement Manager</p>	<p>01/2024</p>
<p>Procurement of Equipment for EPA</p> <p>revises the Procurement Plan 2023 to include the purchase of environmental compliance monitoring equipment for EPA using ICB Procurement Method</p>	<p>Procurement Manager</p>	<p>01/2024</p>
<p>Contracts Payments</p> <p>Make payment terms of contracts for the supply of goods flexible but must be supported by valid advance payment security and/or performance security to enhance disbursement if payments are made for goods supplied</p>	<p>Procurement Manager</p>	<p>01/2025</p>
<p>Re-assessment of project staffing needs at MTR</p> <p>Re-assess project staffing needs at MTR</p>	<p>MAF/IFAD</p>	

Sierra Leone

Agricultural Value Chain Development Project

Supervision Report

: Logical Framework

Mission Dates: 11 September to 24 October 2023

Document Date: 12/12/2023

Project No. 2000001544

Report No. 6706-SL

West and Central Africa Division
Programme Management Department

Agricultural Value Chain Development Project

Logical Framework

Results Hierarchy	Indicators							Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Annual Result (2023)	Cumulative Result (2023)	Cumulative Result % (2023)	Source	Frequency	Responsibility	
Outreach	1.b Estimated corresponding total number of households members							Project M&E system, Project M&E system	Bi-annual, Annual	IFAD-PIU	Commitment of all stakeholders (government, donors, private sector) to participate in poverty reduction efforts
	Household members	0	215 350	253 700	57 636	173 430	68.36				
	1.a Corresponding number of households reached							Project M&E system, Project M&E system	Bi-annual, Annual	IFAD-PIU	
	Women-headed households	0	11 261	13 267	5 334	15 500	116.8				
	Non-women-headed households	0	25 239	29 733	4 272	13 395	45.1				
	Households	0	36 600	43 000	9 606	28 905	67.2	Project M&E system, Project M&E system	Bi-annual, Annual	IFAD-PIU	
	1 Persons receiving services promoted or supported by the project										
	Males	0			25 632	29 034					
	Females	0			32 004	35 960					
	Young	0			33 864	38 078					
Total number of persons receiving services	0	33 000	43 000	57 636	64 994	151.1					
Project Goal Improved livelihoods, food security and climate change resilience of rural farming households in Sierra Leone	Targeted households that experience a reduction in length of hungry season from 4 to 2 months							Baseline, Completion Survey or secondary data	PY1, PY6	IFAD-PIU, survey providers	N/A
	Households	66	17 194	25 791	2 843						
	Proportion of target population below the minimum level of dietary energy consumption by gender and vulnerable groups							Baseline, Completion Survey. Secondary data: CFSVA	PY1, PY6	IFAD-PIU, survey providers	
	Proportion of target population	47	0	0	3.5						
	Households reporting increased assets (asset ownership index)							Baseline, Completion Survey	PY1, PY6	IFAD-PIU, survey providers	
Number of households	46	10 746	21 493								

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	
Development Objective Increased incomes for smallholder farmers through the promotion of agriculture as a business	2.2.5 Rural producers' organizations reporting an increase in sales							Mid-term Review, Completion survey	PY1, PY3, PY6	IFAD-PIU, survey providers	Government policies are stable and global demand for oil palm and cocoa do no decrease.
	Percentage of rural POs										
	Number of Rural POs				50						
	Rural POs with women in leadership position				656						
	Number of rural producers reporting an increase in income							Mid-term Review, Completion survey	PY1, PY3, PY6	IFAD-PIU, survey providers	
	Males		6 447	15 475	13 098						
	Females		4 299	10 316	10 305						
	Young		4 299	10 316	15 577						
	Number of rural producers		10 746	25 791	26 513						
	IE.2.1 Individuals demonstrating an improvement in empowerment							Mid and end-term evaluation report	PY3, PY6	IFAD-PIU, survey providers	
	Indigenous people										
	Indigenous people										
	Young										
	Young										
	Total persons										
	Total persons										
	Females										
	Females										
	Males										
	Males										

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
Outcome Outcome1: Volume and value of produce increased	1.2.4 Households reporting an increase in production						Baseline, MTR, Completion Survey	PY3, PY6	IFAD-PIU, survey providers	Land tenure system in project districts does not pose any limitations to project activities - Communities are involved and responsive to interventions made	
	Total number of household members		15 045	25 791	14 409						
	Households	0			25						
	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices						Baseline, MTR, Completion Survey	PY3, PY6	IFAD-PIU, survey providers		
	Total number of household members		15 045	25 791	28 011						
	Households	14.38			48.6						
	Women-headed households				1 307						
	Households				4 669						
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices						PMU progress Baseline, MTR, Completion Survey	PY3, PY6	IFAD-PIU, survey providers		
	Total number of household members		10 724	25 791	28 011						
	Households	2.47	5	10	48.8						
	Women-headed households		5 158	10 316	1 307						
	Households		2 223	4 446	28 011						
	1.2.8 Women reporting minimum dietary diversity (MDDW)										
	Women (%)	46	50	70	15.8						
	Women (number)		10 416	14 582	5 057						
	Households (%)		50	70	15.8						
	Households (number)		1 796	2 514	843						
	Household members				5 057						
Women-headed households		4 073	5 702	843							

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 Persons with new jobs/employment opportunities										
	Males										
	Females										
	Indigenous people										
	Young										
	Total number of persons with new jobs/employment opportunities										
	Persons with disabilities										
	1.2.9 Households with improved nutrition Knowledge Attitudes and Practices (KAP)										
	Indigenous households										
	Women-headed households				4 409						
	Households (number)				2 448						
	Households (%)				45.9						
	Household members				26 455						
Output Output 1: Volume and value of produce increased	Number of Agri-Business Centers with improved capacity for service provision							Project M&E system	Quarterly, Bi-annual, Annually	IFAD-PIU	Land tenure system in project districts does not pose any limitations to project activities - Communities are involved and responsive to interventions made
	Number of ABCs		115	121							
	1.1.4 Persons trained in production practices and/or technologies							Project M&E system	Quarterly, Bi-annual, Annually	IFAD-PIU	
	Total number of persons trained by the project		24 700	25 791	5 900	21 465	83.2				
	Men trained in crop	0	14 820	15 391		8 514	55.3				
	Women trained in crop	0	9 880	10 400		8 476	81.5				
	Young people trained in crop	0	9 880	10 400		9 613	92.4				

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	
	Total persons trained in crop	0	24 700	25 791	4 400	21 390	82.9				
	2.1.3 Rural producers' organizations supported							Project M&E system	Quarterly, Bi-annual, Annually	IFAD-PIU	
	Total size of POs	0			5 900	18 938					
	Rural POs supported	0	298	977	138	657	67.2				
	Males	0				6 526					
	Females	0				6 512					
	Young	0				6 486					
	2.1.4 Supported rural producers that are members of a rural producers' organization							Project M&E system	Quarterly, Bi-annual, Annually	IFAD-PIU	
	Total number of persons	0	24 700	25 791	9 606	28 064	108.8				
	Males	0	14 820	15 475	4 272	13 135	84.9				
	Females	0	9 880	10 316	5 334	14 929	144.7				
	Young	0	9 880	10 316	5 644	16 157	156.6				
	Women in leadership position				678	1 494					
	3.1.4 Land brought under climate-resilient practices							Project M&E system	Quarterly, Bi-annual, Annually	IFAD-PIU	
	Hectares of land	0	14 130	15 700	4 150	6 409	40.8				
	Number of farmers inter-cropping food crops										
	Males		13 338	15 475	1 476						
	Females		8 892	10 316	1 524						
	Young		8 892	10 316	1 618						
	Number of farmers		22 230	25 791	3 000						
	1.1.8 Households provided with targeted support to improve their nutrition							M&E reports, mid-term evaluation	Quarterly, Bi-annual, Annually	AVDP M&E unit	
	Total persons participating	0	24 000	24 000	48 942	53 900	224.6				
	Males	0	8 000	8 000	25 632	27 972	349.7				

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	
	Females	0	16 000	16 000	23 310	25 928	162.1				
	Households	0		8 000	648	5 596	70				
	Household members benefitted				57 636	87 384					
	Young	0	16 000	16 000	33 864	36 672	229.2				
	Women-headed households				533	3 151					
Outcome Outcome 2: Value chain organization and performance improved	2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities							Baseline, MTR, Completion Survey	PY3, PY6	IFAD-PIU, survey providers	Stakeholders incl. agribusinesses keep interest in integrating smallholders in value chains. Commodity prices for oil palm and cocoa stay attractive.
	Number of POs		293	879	88						
	Percentage of POs		30	90	20.75						
	Women in leadership position				414						
	Number of POs - crop				88						
	Jobs created through road construction and rehabilitation (temporary employment)							Project M&E system	Quarterly, Bi-annual, Annually	IFAD-PIU	
	Young	0	2 760	5 520							
Number of jobs	0	3 680	7 360								
Output Output 2: Value chain organization and performance improved	Number of functioning multi-stakeholder platforms supported (Policy 2)							Project M&E system	Quarterly, Bi-annual, Annually	IFAD-PIU	Stakeholders incl. agribusinesses keep interest in integrating smallholders in value chains. Commodity prices for oil palm and cocoa stay attractive.
	Number of platforms	0	12	12							
	2.1.5 Roads constructed, rehabilitated or upgraded							Project M&E system	Quarterly, Bi-annual, Annually	IFAD-PIU	
	Length of roads	0	368	920		0	0				
	Number of families with improved access to potable water and sanitation							Project M&E system	Quarterly, Bi-annual, Annually	IFAD-PIU	
Number of families	0	5 000	10 000								

Sierra Leone

Agricultural Value Chain Development Project

Supervision Report

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

Mission Dates: 11 September to 24 October 2023

Document Date: 12/12/2023

Project No. 2000001544

Report No. 6706-SL

West and Central Africa Division
Programme Management Department

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

Table 2A: Financial performance by financier

Financier	Appraisal (USD '000)	Disbursements (USD '000)	Per cent disbursed
IFAD Loan 2000002587	5 900	5 2994	89.74%
IFAD Grant 2000002586	5 900	5 2994	89.74%
IFAD Loan 2000003095	20 800	7 431	35.73%
IFAD Grant 2000003094	7 700	2 839	36.87%
IFAD Loan 2000004105	9 000	458	5.08%
IFAD Grant 2000004104	3 330	-	0.00%
Adaptation Fund	9 140	2 538	27.77%
Tony Blair Institute	145	59	40.48%
OPEC Fund for International Development (OFID)	15 000	-	
Private Sector	2 061	-	
Government	1 900	885	46.59%
Beneficiaries	2 698	-	
Total	83 574	24 798	29.67%

Table 2B - 1: Financial performance by financier by component (USD '000)

Component	IFAD Loan 2000002587			IFAD Loan 2000002586			IFAD Loan 2000003095			IFAD Loan 2000003094			IFAD Loan 2000004105			IFAD Loan 2000004104		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
Component 1	2 943	2 653	90%	2 943	2 653	90%	13 252	3 151	24%	4 908	1 204	25%	6 626	455	7%	2 452	-	0%
Component 2	807	318	39%	807	318	39%	3 216	457	14%	1 190	175	15%	-	-	0%	-	-	0%
Component 3	2 150	2 323	108%	2 150	2 323	108%	4 332	3 823	88%	1 602	1 460	91%	2 374	3	0%	878	-	0%
Total	5 900	5 294	90%	5 900	5 294	90%	20 800	7 431	36%	7 700	2 839	37%	9 000	458	5%	3 330	-	0%

Table 2B - 3: Financial performance by financier by component (USD '000)

Component	Adaptation Fund			Tony Blair Institute			OFID			Private Sector			Government			Beneficiaries		
	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
Component 1	6 936	2 128	31%	-	-	0%	-	-	0%	160	-	0%	1 017	302	30%	1 640	-	0%
Component 2	1 244	283	23%	-	-	0%	15 000	-	0%	1 901	-	0%	663	218	33%	1 058	-	0%
Component 3	960	127	13%	145	59	40%	-	-	0%	-	-	0%	220	366	166%	-	-	0%
Total	9 140	2 538	28%	145	59	40%	15 000	-	0%	2 061	-	0%	1 900	885	47%	2 698	-	0%

Table 2B - 3: Consolidated table (USD '000)

Component	TOTAL		
	Appraisal	Actual	%
Component 1	42 876	12 544	29%
Component 2	25 886	1 769	7%
Component 3	14 812	10 485	71%
Total	83 574	24 798	30%

Table 2C-1: IFAD Loan disbursements (USD '000), as of 31 August 2023)

Category	Category description	Original Allocation	Revised Allocation	Balance	Per cent disbursed
I	Civil Works	460	136	324	29%
II	Goods, equipment & vehicles	295	813	(518)	275%
III	Consultancies	940	687	253	73%
IV	Grants & Subsidies	2 080	1 584	496	76%
V	Salaries & Operating costs	1 540	1 692	(152)	110%
	Non-Allocated	585	-	585	0%
	Initial deposit/Authorised Allocation	-	385	(385)	-
	Total	5 900	5 294	606	90%

Figure 1: FIDA Loan 2000002587 disbursement, comparisons between original and actual disbursement

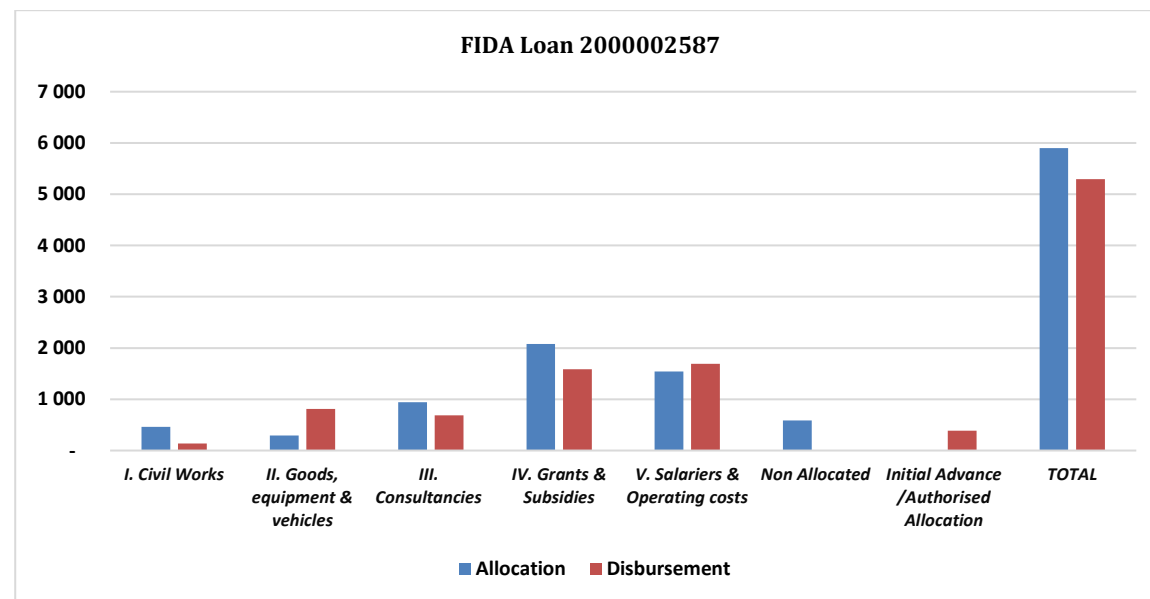


Table 2C-2: IFAD Grant disbursements (USD '000), as of 31 August 2023)

Category	Category description	Original Allocation	Revised Allocation	Balance	Per cent disbursed
I	Civil Works	460	136	324	29%
II	Goods, equipment & vehicles	295	813	(518)	275%
III	Consultancies	940	687	253	73%
IV	Grants & Subsidies	2 080	1 584	496	76%
V	Salaries & Operating costs	1 540	1 692	(152)	110%
	Non-Allocated	585	-	585	0%
	Initial deposit/Authorised Allocation	-	385	(385)	-
	Total	5 900	5 294	606	90%

Figure 2: FIDA Grant 2000002586 disbursement, comparisons between original and actual disbursement

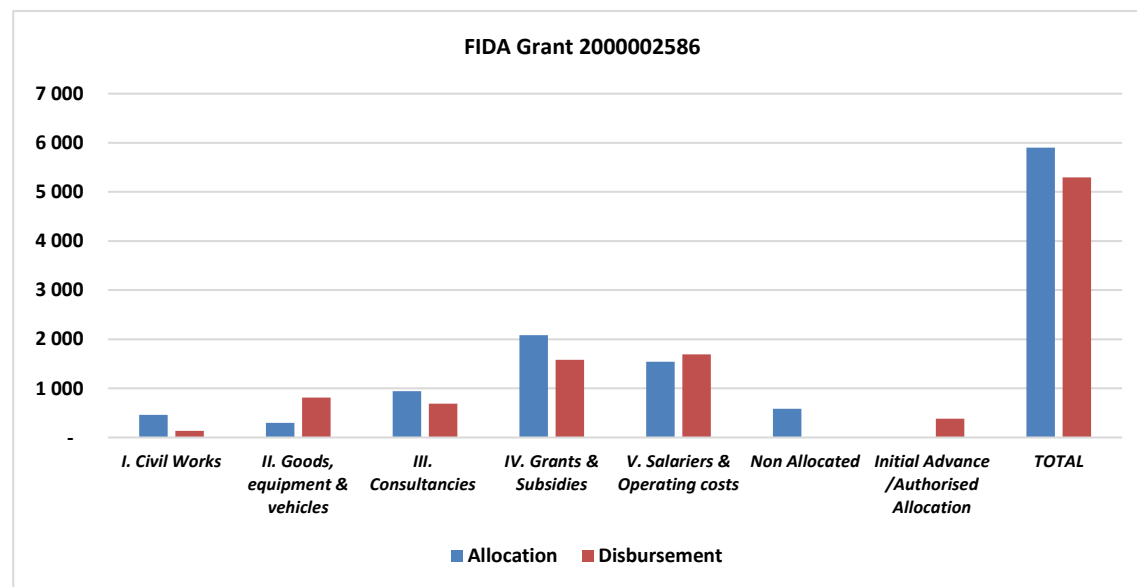


Table 2C-3: IFAD Loan disbursements (USD '000), as of 31 August 2023)

Category	Category description	Original Allocation	Revised Allocation	Balance	Per cent disbursed
I	Civil Works	1 890	-	1 890	0%
II	Goods, equipment & vehicles	-	-	-	-
III	Consultancies	2 570	810	1 760	32%
IV	Grants & Subsidies	11 770	775	10 995	7%
V	Salaries & Operating costs	2 490	1 593	897	64%
	Non-Allocated	2 080	-	2 080	0%
	Initial deposit/Authorised Allocation	-	4 253	(4 253)	
	Total	20 800	7 431	13 369	36%

Figure 3: FIDA Loan 200003095 disbursement, comparisons between original and actual disbursement

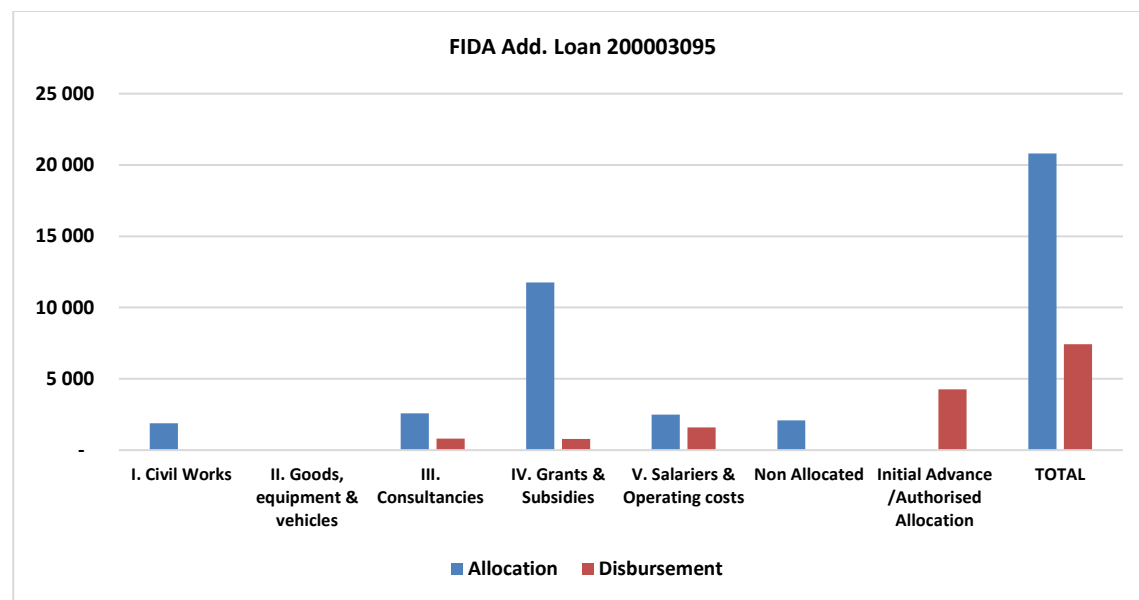


Table 2C-4: IFAD Grant disbursements (USD '000), as of 31 August 2023)

Category	Category description	Original Allocation	Revised Allocation	Balance	Per cent disbursed
I	Civil Works	700	-	700	0%
II	Goods, equipment & vehicles	-	-	-	-
III	Consultancies	950	300	650	32%
IV	Grants & Subsidies	4 360	287	4 073	7%
V	Salaries & Operating costs	920	589	331	64%
	Non-Allocated	770	-	770	0%
	Initial deposit/Authorised Allocation	-	1 664	(1 664)	-
	Total	7 700	2 839	4 861	37%

Figure 4: FIDA Grant 2000003094 disbursement, comparisons between original and actual disbursement

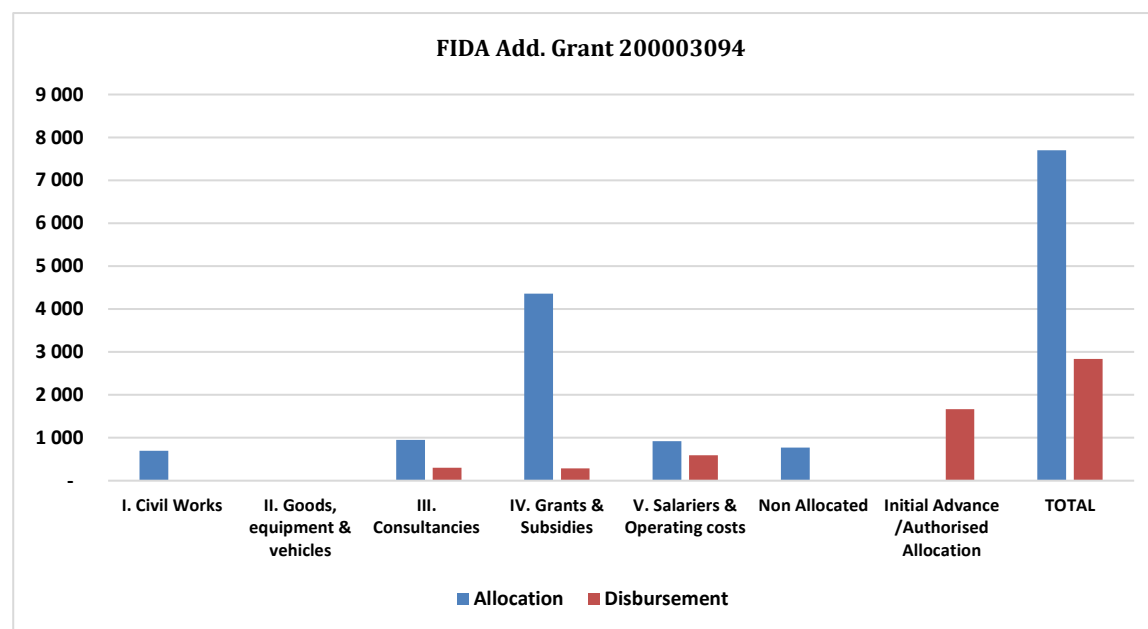


Table 2C-5: IFAD Loan disbursements (USD '000), as of 31 August 2023)

Category	Category description	Original Allocation	Revised Allocation	Balance	Per cent disbursed
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I	Civil Works	1 160	-	1 160	0%
II	Goods, equipment & vehicles	1 120	-	1 120	0%
III	Consultancies	870	-	870	0%
IV	Grants & Subsidies	2 950	-	2 950	0%
V	Salaries & Operating costs	2 000	-	2 000	0%
	Non-Allocated	900	-	900	0%
	Initial deposit/Authorised Allocation	-	457	(457)	0%
	Total	9 000	457	8 543	5%

Figure 5: FIDA Loan 200004105 disbursement, comparisons between original and actual disbursement

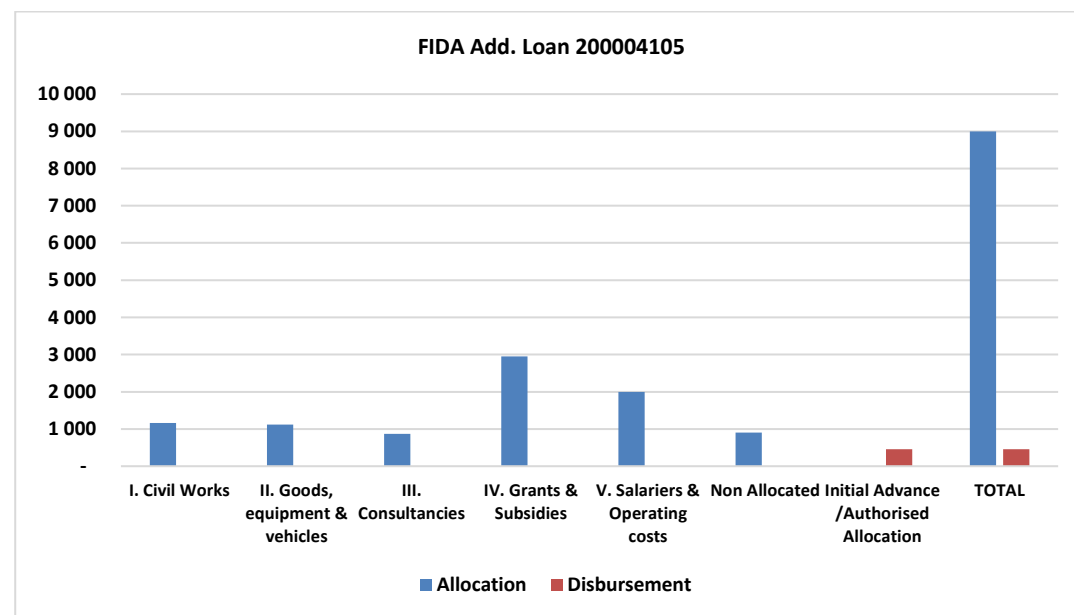
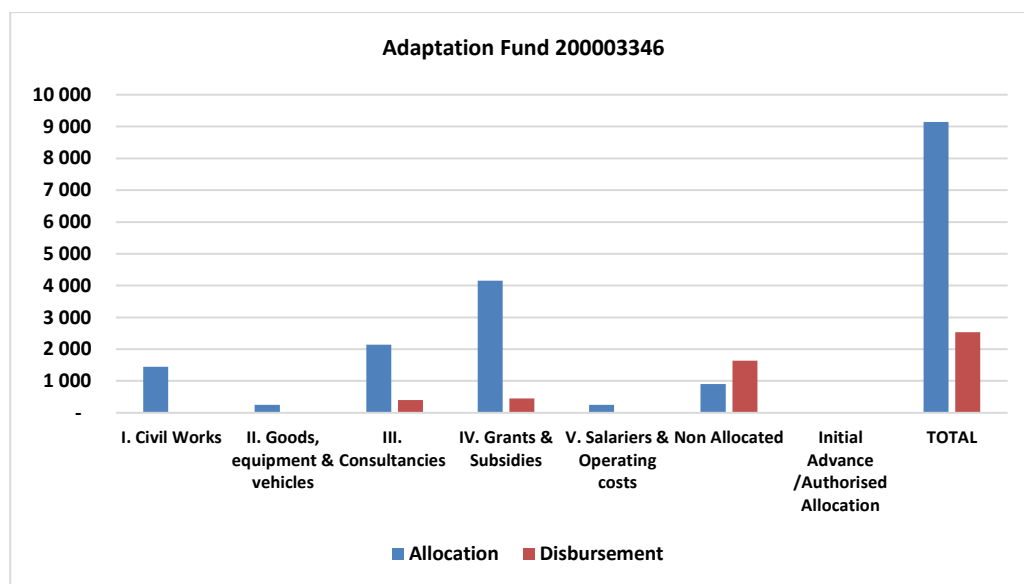


Table 2C-6: IFAD Loan disbursements (USD '000), as of 31 August 2023)

Category	Category description	Original Allocation	Revised Allocation	Balance	Per cent disbursed
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I	Civil Works	1 445	-	1 445	0%
II	Goods, equipment & vehicles	250	21	229	9%
III	Consultancies	2 140	404	1 736	19%
IV	Grants & Subsidies	4 155	456	3 699	11%
V	Salaries & Operating costs	250	21	229	8%
	Non-Allocated	900	1 637	(737)	182%
	Initial deposit/Authorised Allocation	-	-	-	-
	Total	9 140	2 538	6 602	28%

Figure 6: Adaptation Fund 200003346 disbursement, comparisons between original and actual disbursement



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Appendix 2: Physical progress measured against AWP&B

Mission Dates: 11 September to 24 October 2023

Document Date: 12/12/2023

Project No. 2000001544

Report No. 6706-SL

West and Central Africa Division
Programme Management Department

Description		Physical progress for 2023		
	Component/Output/ Activities/Inputs	2023 AWPB Target	Actual	% Achievement
1	Component 1: Climate Resilient & Smart Agricultural Production			68%
1.1.1	Subcomponent 1.1.1: Support to Smallholder (family rice) Production & Productivity			
-	<u>Output 1.1.1: Number of hectares brought under climate-resilient management</u>	-	-	-
1.1.1.A	Activity A:Support to MAF to run FFS & provide other technical support	138	138	100%
1.1.1.B	Activity B: Rehabilitation of 1,200ha of IVS through SPs/Contractors	1200	363	30%
1.1.1.C	Activity C: Establishment of Bore Holes	10	0	0%
1.1.1.D	Activity D: Establishment of 20 Earth Dams	5	0	0%
1.1.1.E	Activity E: Establishment of Fish Farms	20	0	0%
1.1.1.F	Activity F: Establishment and Cultivation of 5ha Model Climate Smart IVS	5	5	100%
1.1.1.G	Activity G: Rehabilitation/development of new batch of 900ha of IVS through community approach	900	0	0%
1.1.2	Subcomponent 1.1.2: Support to Tree Crops Production & Productivity			33%
-	<u>Output 1.1.2: Number of hectares of I& with tree crops establishment</u>	-	-	-
1.1.2.A	Activity A: Establishment of Cocoa Clonal Garden at SLARI	15	15	100%
1.1.2.B	Activity B: Development of new Cocoa farms (out-planting of 1500ha in June 2023)	1500	1500	100%
1.1.2.C	Activity C: Development of Cocoa farms (nursery establishment and management for out-planting in June 2024)	3000	3000	100%

1.1.2.D	Activity D: Establishment of 10ha of model cocoa climate smart farms in Bo and Pujehun Districts.	10	10	100%
1.1.2.E	Activity E: Operation and Maintenance of 5ha of Old Model Cocoa Climate Farm	5	5	100%
1.1.2.F	Activity F: Maintenance of 5ha of Old Oil Palm Climate Demo Farm	5	5	100%
1.1.2.G	Activity G: Development of Oil Palm farms (out-planted 3000ha fields)	3000	3000	100%
1.1.2.H	Activity H: Development of Remaining 2,000ha of new Oil Palm Farms for outplanting in May/June 2023	2000	2000	100%
1.1.3	Subcomponent 1.1.3: Support the Vegetable & tuber Value Chain			100%
-	<u>Output 1.3: Number of hectares of farmers supported with vegetable & tuber production</u>			
1.1.3.A	Activity A: Cultivation of 200ha of Bulb Onion	200	0	0%
1.1.3.B	Activity B: Cultivation of assorted vegetables (30ha of Hot pepper and 20ha of Tomato)	50	50	100%
				50%
2.1.1	Subcomponent 2.1.1: Market Access			
-	<u>Output 2.1: Number of functioning multi-stakeholder platforms supported</u>	-	-	-
2.1.1.A	Activity A: Platform Facilitation and Initiation	4	4	100%
2.1.1.B	Activity B: Capacity Building of FBO	120	56	47%
2.1.1.C	Activity C: GALS Trainings	6800	6900	101%
2.1.1.D	Activity D: Assessment of Minimum Dietary Diversity of Women (MDD-W)	1	0	0%
2.1.2	Subcomponent 2.1.2: Climate resilient Rural Infrastructure & Information Systems			62%
-	<u>Output 2.1.2: Number of families with improved access to potable water & sanitation</u>	-	-	-
-	<u>Value Chain Support Infrastructure Development</u>	-	-	-

2.1.2.A	Activity A: Construction of structures/crossings	2	0	0%
2.1.2.B	Activity B: Water Points (Access to portable drinking water)	15	0	0%
2.1.2.C	Activity C: Construction/rehabilitation of farm tracks	75	0	0%
2.1.2.D	Activity D: Construction of MAF DAO Offices (2) and BES Quarters (20)	1	1	100%
2.1.3	Output 2.1.3: Institutional Strengthening for Climate Change Adaptation			25%
2.1.3.A	Activity A: Strengthening of EPA (MOA)	1	1	100%
2.1.4.A	Activity A: Strengthening of Meteorological Department (MOA)	1	1	100%
2.1.4.B	Activity B: Training of AVDP and MoA Staff on Climate Change and Adaptation Issues	60	81	135%
2.1.4.C	Activity C: Rollout of Grievance Reddress Mechanism (GRM) Platform	1	1	100%
3	Component 3: Project Coordination & management			109%
3.1	Subcomponent 3.1.1: Project Coordination & Management			
-	<u>Output 3.1.1: AVDP is effectively & efficiently managed</u>	-	-	-
3.1.1.A	Activity A: IT service for the hosting of the software	1	1	100%
3.1.2.C	Activity B: Operational Costs of ODK	1	1	100%
3.1.2.D	Activity D: Thematic Study	1	1	100%
3.1.2.E	Activity E: Bi-annual Programme Technical Meeting	2	1	50%
3.1.2.F	Activity F: Communication Cost for KM Printing/Distributions	1	1	100%
3.1.2.G	Activity G: World Food Day celebrations	1	1	100%
3.1.2.H	Activity H: Conduct of National Steering Committee (NSC) meeting	2	2	100%
3.1.5.C	Activity C: Capacity buiding for staff	1	1	100%

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Appendix 3: Compliance with legal covenants: status of implementation

Mission Dates: 11 September to 24 October 2023

Document Date: 12/12/2023

Project No. 2000001544

Report No. 6706-SL

West and Central Africa Division
Programme Management Department

Appendix 3: Compliance with legal covenants: status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 4.01	There shall be an account designated to receive IFAD loan and grant funds in advance (Designated Account) denominated in USD, to be maintained in a commercial bank. The funds in the Designated Account shall not be mingled with other funds. There shall be a Project account denominated in SLL to receive Financing from the Designated Account in a commercial bank.	The IFAD Cycle 1 accounts were opened in November 2019. Separated DA were opened for IFAD Cycle II and III and for Adaptation Fund.	Compliant	The project has unnecessarily created separate designated accounts for each Financing Agreement amendment. This creates an unnecessary complicated DA structure.
Section 7.05	Procurement of goods, works and services carried out in accordance with the procedures laid down in Schedule 3	Continuous	Compliant	Done
Section 7.10	Insurance of vehicles, equipment and civil works financed from the loan proceeds to be consistent with sound commercial practice.	Annually	Compliant	Done
Section 9.03 (b)	Audit report submitted to IFAD.	June 30, 2023	Compliant	FY 2022 Audit report received on June 30, 2023.
Schedule 8.03	Progress reports to be submitted to IFAD on a quarterly basis.	Quarterly, 45 days after end of quarter	Not fully compliant	The IFR Quarter 2 has not yet been submitted by the project.
Schedule 7.01 (b) (ii)	AWPB to be submitted to the Fund, for its review and comments	No later than sixty (60) days before the beginning of the relevant Project Year	Compliant with delays	The project submitted the AWPB to IFAD for non-objection on 17 February 2023. The 2022 AWPB was submitted with delays as well.
Schedule 8.03 (b)	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.	2022	Compliant	This was done in 2022, from 28 February to 18 March.

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Schedule 10.06 (a) (b)	Project to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures	Continuous	Compliant	Done

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Appendix 7: Integrated Project Risk Matrix (IPRM)

Mission Dates: 11 September to 24 October 2023

Document Date: 12/12/2023

Project No. 2000001544

Report No. 6706-SL

West and Central Africa Division
Programme Management Department

Overall Summary

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

Risk Category / Subcategory	Inherent risk	Residual risk
<i>Community Health and Safety</i>		<i>No risk envisaged - not applicable</i>
<i>Physical and Economic Resettlement</i>		<i>No risk envisaged - not applicable</i>
<i>Greenhouse Gas Emissions</i>	<i>High</i>	<i>Substantial</i>
<i>Vulnerability of target populations and ecosystems to climate variability and hazards</i>	<i>High</i>	<i>High</i>
Stakeholders	Substantial	Moderate
<i>Stakeholder Engagement/Coordination</i>	<i>Substantial</i>	<i>Moderate</i>
<i>Stakeholder Grievances</i>	<i>Substantial</i>	<i>Moderate</i>
Overall	Substantial	Moderate

Country Context	Substantial	Moderate
Political Commitment		No risk envisaged - not applicable
The AVDP is the flagship agricultural project in the country and benefits from the government's long term commitment and good relationship with IFAD.		
Governance	High	Substantial
<p>Risk:</p> <p>The new government might be tempted to reprogramme the project to fit into the new national strategy, particularly the Feed Salone Programme. There is a high risk that governance issues could compromise the expected impact on communities and increase project costs. Another risk associated with weak governance is that there could be Elite capture of outputs especially physical assets, which are intended for well-defined target groups. The risk that the country exhibits governance failures that may undermine project implementation and achievement of project development objectives.</p>	High	Substantial
<p>Mitigations:</p> <p>Instead of repurposing the whole, project activities in the AWPB will be aligned with the Feed Salone Strategy. IFAD will complement the Government's initiatives with: (i) increased transparency and publicity about the distribution of outputs; (ii) training for implementers at all levels in financial management, procurement, M&E and reporting procedures; (iii) the implementation of a clear targeting strategy; and (iv) continued improvement of the grievance mechanism for beneficiaries. At design, it was anticipated that the Good Governance Framework developed for the SCP-GAFSP would be applied during the implementation of AVDP</p>		
Macroeconomic	High	Substantial
<p>Risk:</p> <p>This risk is judged as high due to persistent domestic imbalances. The government faces huge fiscal constraints, and fiscal space is limited. High debt levels, which has now reached 100% of the GDP and large fiscal deficits might also negatively impact government financial commitments.</p> <p>As the country's debt level continuous to rise, government counterpart funding will continue to reduce and there will be delays.</p>	High	Substantial

<p>Mitigations:</p> <p>To mitigate this risk at the country level, the COSOP identified improving domestic resource mobilization and improved efficiency of public spending as key priorities to alleviate fiscal constraints.</p> <p>A mid-term review of the project has been undertaken and a restructuring process is currently on the way to scale down the aspects of agricultural infrastructure that would have been funded by the OFID funds.</p> <p>Continue to have prior engagements with the line Ministries - Ministry of Finance and Ministry of Agriculture and Food Security.</p>		
Fragility and Security	Low	Low
<p>Risk:</p> <p>The risk that the country is vulnerable to natural and man-made shocks including civil unrest, conflict, and/or weak governance structures and institutions. Currently, the risk of the negative impact of the covid-19 pandemic on the agricultural sector and overall economy of the country.</p> <p>Following the conclusion on the general election in June 2023, the country has not experienced any politically motivated conflict.</p>	Low	Low
<p>Mitigations:</p> <p>IFAD has supported the government with the RPSF that will be implemented until December 2021, to contribute to the mitigation of the negative impacts of covid-19</p> <p>Participation in the government-led quick action plan to address the effects of covid-19</p>		
Sector Strategies and Policies	Substantial	Low
Policy alignment	Substantial	Moderate
<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 (e.g. on land, environment, climate, gender, indigenous peoples, nutrition, youth, private sector engagement), undermining project implementation and the achievement of project development objectives.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>Policy engagement with government through the implementation of the project and sharing of strategic policy aspects arising from supervision missions for discussion with government</p> <p>Ensuring continued alignment to the government strategies and policies governing the rural and agricultural sector to ensure adequate inclusion of women, youth, and persons with disabilities as demonstrated by the targeting for the RPSF</p> <p>Finalisation of the youth and gender strategy for IFAD-supported projects by 2021</p>		
Policy Development and Implementation	Substantial	Moderate
<p>Risk:</p> <p>There are no clear policies to support commercialisation of smallholder's agricultural produce. This has been a persistent challenge, affecting even the recently closed SCP-GAFSP supported project.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>Policy engagement with the Ministry of Agriculture and other relevant ministries during project implementation to ensure that existing policies are implemented or revamped, and that relevant policies to support agricultural commercialisation are in place.</p>		
Environment and Climate Context	Substantial	Substantial

Project vulnerability to environmental conditions	Substantial	Substantial
Risk: The risk that existing or possible future environmental conditions or extreme events (e.g. land erosion, salinity, siltation etc.) may have significant 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.	Substantial	Substantial
Mitigations: Adaptation Financing has been secured and is under implementation by the AVDP project Follow up on SECAP guidelines at all supervision and implementation missions to keep track of arising issues and propose actions to address them (all missions)		
Project vulnerability to climate change impacts	Substantial	Substantial
Risk: 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. Additionally the environmental degradation particularly the degradation of land and forests threatened the livelihood of rural communities that depend mainly on the natural resources (land, forest, water,)	Substantial	Substantial
Mitigations: The project has developed an ESMF in which a battery of activities (adaptation/ mitigation) have been identified to enhance the resilience of the project vulnerability and beneficiaries to climate change as well to ensure the better management of natural resources.		
Project Scope	Moderate	Low
Project Relevance		No risk envisaged - not applicable
Project well aligned to government policies and priorities for agricultural value chains development		
Technical Soundness	Moderate	Low
Risk: Commercialisation of smallholder produce is a risk area and this may be exacerbated by the inadequate incorporation of lessons learned and best practices during implementation, hence undermining project implementation and achievement of project development objectives.	Moderate	Low
Mitigations: Regular implementation support and supervision to provide technical backstopping to the project		
Institutional Capacity for Implementation and Sustainability	Substantial	Substantial
Implementation Arrangements	Substantial	Moderate

<p>Risk:</p> <p>Failure in project coordination is a risk especially within nonstate actors and private agribusiness. While AVDP has the adequate resources, it is yet to have established processes and/or systems to manage the project effectively (in accordance with the Financing Agreement and all relevant IFAD basic legal documents) towards achievement of envisaged project development objectives.</p> <p>A yet to be completed decentralization process hampers delivery capacity at the local level.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>As foreseen at design, the project will mitigate this risk by ensuring that the PIU has clear mechanisms for effective coordination during project implementation. The project has set up coordination units in the various regions.</p>		
<p>Risk:</p> <p>Weak capacity of government institutions to effectively implement project activities and coordinate development interventions. The increased Government spending and the massive incoming donor funding over the past years have put a severe strain on management and at the technical level.</p>	Moderate	Low
<p>Mitigations:</p> <p>The AVDP funding provides means for capacity building at all levels. The Project Steering Committee and the Presidential Task Force will play an important role in monitoring these risks and will be instrumental in ensuring that any issues that could jeopardize the project's success are addressed by the relevant stakeholders</p>		
<p>Monitoring and Evaluation Arrangements</p>	Substantial	Substantial
<p>Risk:</p> <p>Insufficient application of targeting procedures and gender mainstreaming. A gender sensitive targeting strategy and criteria for beneficiaries and areas selection were developed. However, there is a risk that the target groups eligible to benefit from the interventions of the project will not be reached to the extent possible and necessary. .</p>	Substantial	Substantial
<p>Mitigations:</p> <p>Specific targeted activities will be developed for youths and women, and M&E will pay attention to this aspect. M&E will be strengthened to produce gender and age disaggregated data</p>		
<p>Project Financial Management</p>	High	Substantial
<p>Project Organization and Staffing</p>	Moderate	Moderate
<p>Risk:</p> <p>The organisational structure is adequate. The Finance Team is staffed with two professionals.</p> <p>The Financial Manager is new but he is a Chartered Accountant, ACCA certified with financial management for the GF programme. He is assisted by an accountant that has a degree in accounting and pursuing her Master.</p> <p>The recruitment of an additional is still ongoing.</p> <p>The existing financial management capacity seems adequate to execute the financial management requirements of the project.</p>	Moderate	Moderate

<p>Mitigations:</p> <p>The Finance Team should take IFAD Financial Management e-learning course. Training on IFAD's anti-corruption policies should be conducted at least once a year. The project to reach out to the Finance Officer to ensure the training is performed annually.</p> <p>Training to be extended to the implementing partners and major vendors as well.</p>		
<p>Project Budgeting</p>	High	Substantial
<p>Risk:</p> <p>The preparation of the 2023 AWPB was delayed and submission to IFAD was done on the 27 February 2023 which left 10 months to implement the annual activities. With respect to the 2023 budget's performance, as of 31 August 2023, the execution rate in 2023 is 17%, commitments excluded. The 2023 budget's execution under IFAD financing overall is 22.75%. As of August 31, 2023, the budget should have been executed at least 60%. The project should FastTrack the activities' implementation, as only recurrent costs are being incurred, while programme activities are not following the same trend</p> <p>For the IFAD funding – cycle 1, there are budget overruns in categories: Equipment and materials by more than 275% and operating costs by 109%. This is the case for both the Grant and Loan.</p>	High	Substantial
<p>Mitigations:</p> <p>Submit the 2024 project AWPB no later than sixty (60) days before the beginning Year.</p> <p>Perform quarterly budget analysis to identify significant variances and avoid budget overruns.</p> <p>Prepare a realistic workplan and budget for 2024 and for the remaining years.</p>		
<p>Project Funds Flow/Disbursement Arrangements</p>	High	Substantial
<p>Risk:</p> <p>The disbursement rate of IFAD funds was 40.5 per cent (IFAD Cycle 1: 90 per cent, IFAD Cycle 2: 37 per cent and IFAD Cycle 3: 5 per cent). The Adaptation Fund has disbursed USD 2 537 918.46 of USD 9 140 023, 28 per cent. With two years left before the project is completed, these disbursement rates are low.</p> <p>The project employees can withdraw cash from the bank for DSA on the basis the plane ticket plus the letter to the bank signed by the CFO and the Coordinator. That letter can be easily falsified by a third party.</p> <p>The project has unnecessarily created separate designated accounts for each Financing Agreement amendment.</p> <p>This creates an unnecessarily complicated DA structure.</p> <p>The project prepares bank reconciliations.</p> <p>At year end the accounting bank journal for the Leone operating account went into negative year end balance due to the fact that the project has posted too many payments in December. In order to correct it, the project has accounted the next exchange transaction that happened in February 2023 as the last transaction in 2022. This allowed them to present in accounting positive account balances for Leone but the bank reconciliation discloses the bank reconciliation difference.</p> <p>Last Government counterpart funds were in Jan 2022 for US\$90,000.</p> <p>The project is not accounting for in-kind contributions.</p> <p>No beneficiary contributions were accounted for. In-kind contributions is expected from the beneficiaries.</p>	High	Substantial

<p>Mitigations:</p> <p>The project needs to renounce the artificial “cycle” construct as it not needed and induces confusion and unnecessary reporting practice of 3 IFRs instead of one. The project will include all the financing instruments in one IFR per quarter reconciled with the bank accounts and reviewed by the SAI during the year. The project needs to ask the bank to call the CFO or the Coordinator before accepting any letter for cash withdrawal. The project needs to monitor weekly its Leone bank account balance and not perform payments that exceed the available balance. The project needs to establish maximum two payment cycles per week and perform the CFO needs to perform the very next day the control of the cash out from the bank statement against the payment instructions for all the payments the day before. The project needs to start accounting for in-kind contributions, again, both from the Government and the Beneficiaries. The CD to send official to the Government to honour its contractual obligations. The project to fast-track the development of tools to assement the in-kind countributions.</p>		
<p>Project Internal Controls</p>	<p>High</p>	<p>Substantial</p>
<p>Risk:</p> <p>The manual is in its original version and it is important that this is revised regularly to take into account the changes in the project environnement. The project has been through restructuration and the revision is essential, including the FM reforms, the treatment of the beneficiarries and government contributions. The review of expenditures reveal that supporting documents are not all the time comprehensive. Procurments documents are not always attached but are available and can be obtain with the procurement department. Evidence of payment are not always attached. The team has some challenges on getting acknowledgement from the suppliers/services providers. The internal audit is an independent unit based at the Ministry of Agriculture with a mandate to conduct internal audit for all the projects under the Ministry of Agriculture. The Head of internal audit is chartered accountant, he is also a fellow, CIA. The project internal audit for FY 2022 was done in 2023 while internal audit should be done frequently to review process and provide feedback to project for ongoing improvement. The IA report is well written with relevant recommendations. The field visit include various locations to capture the major activities of the project. The back up of project records is done done regularly using an external hard drive. However, the project has booked a cloud storage for procurement files. There is a need for project to get some space for finance records back up through cloud storage as well. There is a sheet for monitoring of fuel consumption including logbook. However, there is no evidence/record that analysis of fuel usage are done on a regular basis. No fraud reporting and handling procedures are described in the PIM.</p>	<p>High</p>	<p>Substantial</p>
<p>Mitigations:</p> <p>Revision of the manual to take into account all the changes. FM to check if the revision of the manual needs to go the approval of the SC. The Mission engaged discussion with the internal auditors who agreed to perform the internal audit on the quarterly. Field visits to be increased and done regularly. The project to increase cloud storage to include financial records as well. The project to perform regularly/systematically an analysis for a better management of the fuel and vehicles PIM revision to take into account and describe the procedures for fraud reporting and handling.</p>		
<p>Project Accounting and Financial Reporting</p>	<p>Substantial</p>	<p>Substantial</p>

<p>Risk:</p> <p>The financial reports are not prepared directly from the system. The project fail to complete the arrangement with the service provider to set up the module. IFR Q2 was not automated and not submitted. Unaudited FS was not submitted, audited FS was submitted. There are two authorized signatories at the Project level: the Project Manager and the Finance Manager. The PM as level 1 and the back is the Permanent Secretary based at the the Ministry of agriculture. FM is level 2 and his back up is the Chief Accountant at the ministry of agriculturae. Each payment requires a double double signature. The online banking services are available but not fully used by the project. The assets register list is available. The asset is not uploaded and managed through the financial system. TOMPRO has this option and the project need to take maintain the assets register in the system.</p>	Substantial	Substantial
<p>Mitigations:</p> <p>Quarterly report is to be prepared directly from the system. Automated for IFR Q2 and Q3 to be submitted by 15.11.2023 Unaudited FS for 2023 to be submitted on time, next year in 2024. Their might be a need for an additional signatory at the project level in as the PM travel a lot. Tagg need to be done for all the assets. Redo the assets verification, updates the tag and upload in TOMPro using the asset module</p>		
<p>Project External Audit</p>	Substantial	Substantial
<p>Risk:</p> <p>The external audit report, together with the audited financial statements, were submitted on time. The audit was conducted by Sierra Leone's national supreme audit institution, known as the Audit Service. The audit report package encompasses a thorough Management Letter that details the accounting and internal control issues discovered during the audit. This includes the responses from the project's management regarding these issues. In addition, the package offers an update on the previous audit recommendations.</p>	Substantial	Substantial
<p>Mitigations:</p> <p>The project must implement audit recommendations from the Management Letter on the FS and recommendations from the Management Letter on the Compliance Audit The project must update the TOR of the external audit and issue the engagement letter for the 2024 audit exercise before the FY2023 ends.</p>		
<p>Project Procurement</p>	Moderate	Moderate
<p>Legal and Regulatory Framework</p>	Substantial	Moderate
<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. This section is drafted on the basis of the Procurement Risk Matrix which in turn is compiled on the basis of the 2018 PEFA Framework. For PRMs for AVDP the ratings are</p> <p>Country procurement law, regulations and manual exist . RATING 3 Existence of Standard Bidding Documents for Goods, Works; RATING 3 Procurement Monitoring : RATING 1 on the basis of the 2018 PEFA framework Procurement Methods RATING 1 on the basis of the 2018 PEFA framework Public access to procurement information: RATING 2 on the basis of the 2018 PEFA framework</p>	Substantial	Moderate

<p>Mitigations:</p> <p>Use of the new contract management/ register tool through ICP Training of project staff</p>		
<p>Accountability and Transparency</p>	Moderate	Moderate
<p>Risk:</p> <p>The risk that accountability, transparency and oversight arrangements (including the handling of complaints regarding, for example, SH/SEA and fraud and corruption) are inadequate to safeguard the integrity of project procurement and contract execution, leading to the unintended use of funds, misprocurement, SH/SEA, and/or execution of project procurements outside of the required time, cost and quality requirements.</p> <p>as for index #1, this indicator is based on the PRM. To be noted that for Sierre Leone the Independent Procurement Review Panel (IPRP) - has started functioning again since 2019. The Anti-Corruption Commission is an independent body but there is debarment system in place</p>	Moderate	Moderate
<p>Mitigations:</p> <p>Use of MDBs cross-debarment system together with IFAD internal debarment list.</p>		
<p>Capability in Public Procurement</p>	Moderate	Low
<p>Risk:</p> <p>The risk that the implementing agency does not have sound processes, procedures, systems and personnel in place for the administration, supervision and management of contracts resulting in adverse impacts to the development outcomes of the project.</p> <p>Personnel is in place while the quality of the procurement documents is very low.</p>	Moderate	Low
<p>Mitigations:</p> <p>capacity building development with the new BUILD PROC grant and on a short time basis with training back to back supervision missions</p>		
<p>Public Procurement Processes</p>	Low	Low
<p>Risk:</p> <p>The risk that procurement processes and market structures (methods, planning, bidding, contract award and contract management) are inefficient and/or anti-competitive, resulting in the misuse of project funds or sub-optimal implementation of the project and achievement of its objectives.</p>	Low	Low
<p>Mitigations:</p> <p>The project uses both the National and IFAD procurement policies and guidelines - and IFAD guidelines are prioritised to respond to ongoing changes eg the revised procurement guidelines used to respond to the covid-19 pandemic Regular follow-up of procurement activities during missions Training of staff eg in the IPCM tool (done in Aug 2020)</p>		
<p>Environment, Social and Climate Impact</p>	High	Substantial
<p>Biodiversity Conservation</p>		No risk envisaged - not applicable
<p>Project implemented in line with SECAP guidelines and measures, and with an Adapatation Financing component - no risk of causing threats to or the loss of biodiversity, availability of diversified nutritious food, ecosystems and ecosystem services.</p>		

Resource Efficiency and Pollution Prevention		No risk envisaged - not applicable
There is no risk that the project may cause significant pollution to air, water, and land, and inefficient use of finite resources because it is designed to address such issues. For example, the project ensures equitable land use in developed IVS fields		
Cultural Heritage		No risk envisaged - not applicable
Projects supports cultural diversity and inclusion of women, youth, and persons with disabilities to engage in the focus agricultural value chains		
Indigenous People		No risk envisaged - not applicable
Project targeting ensures inclusion of indigenous people to engage in supported agricultural activities		
Labour and Working Conditions		No risk envisaged - not applicable
Project supports youths and women engagement in relevant activities by supporting farmer groups/organisations and agricultural business centres where trainings on governance, social inclusion, business skills are offered to members		
Community Health and Safety		No risk envisaged - not applicable
The project aims at improving production and productivity along the selected value chains, it is nutrition and climate- sensitive. Hence, no risk that the project may cause adverse impacts on the physical, mental, nutritional or social health/safety status of persons.		
Physical and Economic Resettlement		No risk envisaged - not applicable
The project supports women and youth to utilise developed IVS fields for cultivation of vegetables for home consumption and for sale. There is no foreseen risk of displacement of persons		
Greenhouse Gas Emissions	High	Substantial
Risk: The risk that the project may significantly increase greenhouse gas emissions and thereby contribute to anthropogenic climate change. Sierra Leone's per capita GHG emissions in 2000 was only 4.2tCO ₂ e . Total GHG emissions in 2013 was estimated at 11.69 million metric tons of carbon dioxide equivalent (MtCO ₂ e) with the LULUCF sector contributing 51.3% of the country's total emissions . While changes in forest lands accounted for over 95% of LULUCF sector emissions, agriculture was the second most significant source at 25.7%. The total CO ₂ emissions for 2005 was estimated at about 20340.20Gg CO ₂ . Sierra Leone intends to maintain emissions close to the world average of 7.58 MtCO ₂ e by 2035 or neutral by 2050	High	Substantial

<p>Mitigations:</p> <p>Most of the activities proposed in the project contribute to reducing the CO2 emission / avoiding. These are related to sustainable cocoa and rice value chains with the use of climate resilient varieties, sustainable techniques and practices that limits deforestation, sustainable land management, climate resilient infrastructures...</p>		
<p>Vulnerability of target populations and ecosystems to climate variability and hazards</p>	High	High
<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>	High	High
<p>Mitigations:</p> <p>The target group of the sub-project is substantially dependent on climate-sensitive natural resources ; climate variability including unexpected droughts/ floods occasioned by unpredictable rainfall and temperature can affect the sub-project impact, sustainability and return on investment. However, the project has integrated climate resilience measures without extensive additional costs through capacity building programs in climate smart agricultural strategies and strong collaboration with extension and weather and climate monitoring agencies to receive regular agro-climatic information and use of the right/appropriate cultivars or varieties. For more details see the ESMF</p>		
<p>Stakeholders</p>	Substantial	Moderate
<p>Stakeholder Engagement/Coordination</p>	Substantial	Moderate
<p>Risk:</p> <p>There is risk of inadequate consultation/coordination with and buy-in from stakeholders on project objectives by the project coordination team, especially among and within nonstate actors and private agribusiness. As indicated in the design report, private stakeholders consistently state that institutions that provide critical support services to private sector investors remain weak, and coordination among them is fragmented.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>The project will mitigate this risk by ensuring that the PIU has clear mechanisms for effective coordination during project implementation</p>		
<p>Stakeholder Grievances</p>	Substantial	Moderate
<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 E,S,C standards, fraud, corruption, or SEA), leading to unaddressed stakeholder complaints that may undermine project implementation and achievement of project development objectives.</p>	Substantial	Moderate
<p>Mitigations:</p> <p>Project has relevant grievance mechanisms and also benefits from the SECAP guidelines - members of the public have access to the contact lines to report grievances of all nature. SECAP, SH/SEA guidelines availed to the project and included in all relevant documentation</p>		