

تقرير رئيس الصندوق بشأن  
قرض مقترح تقديمه  
إلى جمهورية أوغندا من أجل  
مشروع تحقيق قدرة سلسلة قيمة الثروة الحيوانية على الصمود

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الإجراء: المجلس التنفيذي مدعو إلى الموافقة على التوصية الواردة في الفقرة 55.

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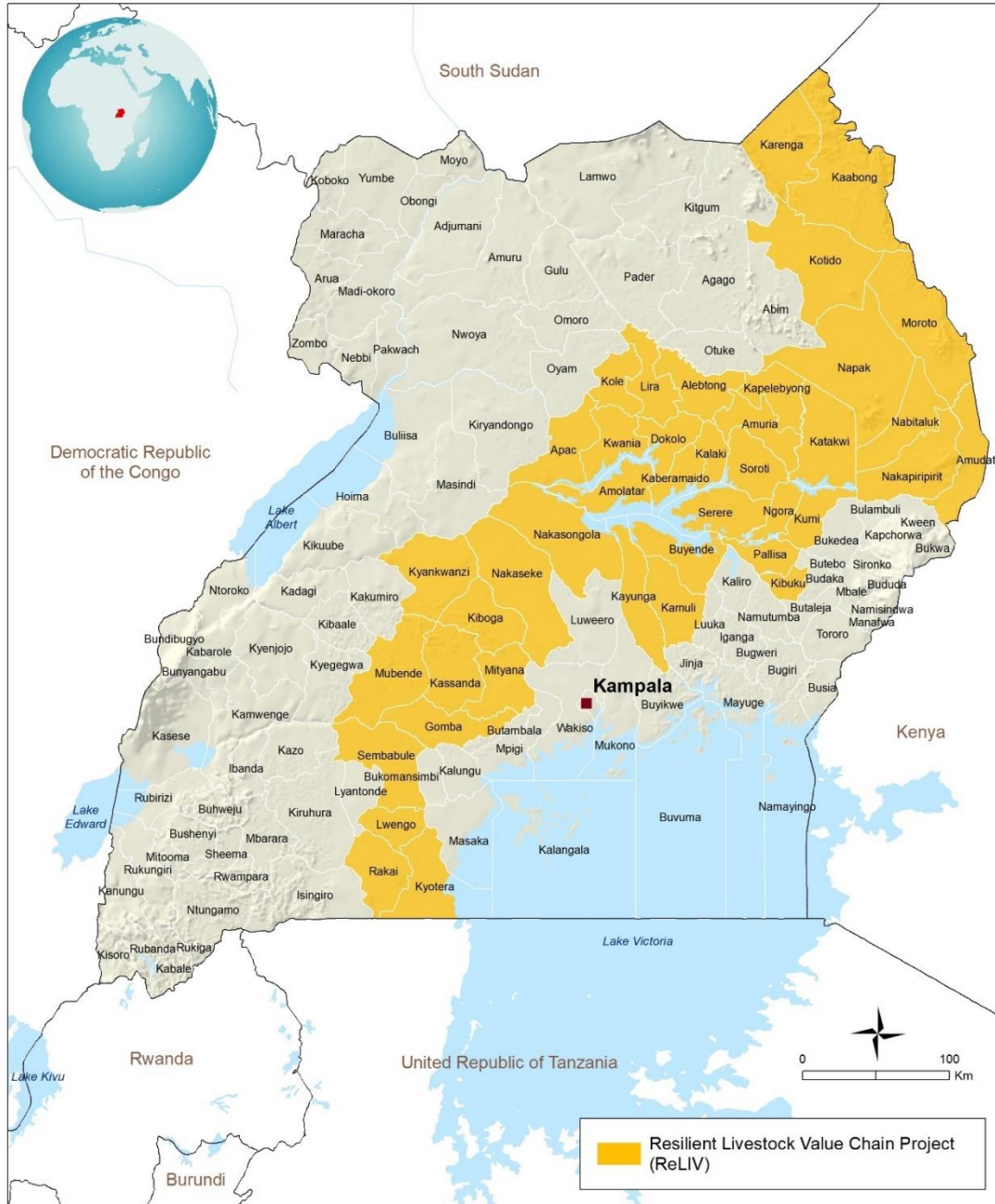
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## خريطة منطقة المشروع



إن التسميات المستخدمة وطريقة عرض المواد في هذه الخريطة لا تعني التعبير عن أي رأي كان من جانب الصندوق فيما يتعلق بترسيم الحدود أو التخوم أو السلطات المختصة بها.  
أعد هذه الخريطة الصندوق الدولي للتنمية الزراعية | 2024-02-06



## موجز التمويل

الصندوق الدولي للتنمية الزراعية جمهورية أوغندا وزارة الزراعة، والصناعة الحيوانية، ومصايد الأسماك	المؤسسة المُبادِرة: المقترض/المتلقي: الوكالة المنفذة: إجمالي تكلفة المشروع:
204.80 مليون دولار أمريكي	قيمة القرض 1 المقدم من الصندوق في إطار نظام تخصيص الموارد على أساس الأداء: شروط القرض 1 المقدم من الصندوق:
71.65 مليون دولار أمريكي	شروط فائقة التيسيرية، بأجل استحقاق يبلغ 50 سنة، بما في ذلك فترة سماح مدتها 10 سنوات، ويتحمل رسم خدمة سنوي قدره 0.10 في المائة (تعديلات للقروض بعملة واحدة)
17.91 مليون دولار أمريكي	قيمة القرض 2 المقدم من الصندوق في إطار نظام تخصيص الموارد على أساس الأداء: شروط القرض 2 المقدم من الصندوق:
10 ملايين دولار أمريكي	شروط تيسيرية للغاية، بأجل استحقاق يبلغ 40 سنة، بما في ذلك فترة سماح مدتها 10 سنوات، ويتحمل رسم خدمة سنوي قدره 0.75 في المائة (تعديلات للقروض بعملة واحدة)
10 ملايين دولار أمريكي	قيمة القرض 3 المقدم من الصندوق في إطار آلية الحصول على الموارد المقترضة: شروط القرض 3 المقدم من الصندوق:
42.50 مليون دولار أمريكي	شروط عادية، بأجل استحقاق يبلغ 29 سنة، بما في ذلك فترة سماح مدتها 10 سنوات، ويخضع لسعر فائدة يساوي سعر الفائدة المرجعي للصندوق، بما في ذلك فرق سعر فائدة متغيّر
7.50 مليون دولار أمريكي	قيمة التمويل المشترك: مرفق البيئة العالمية: 7.50 مليون دولار أمريكي
15 مليون دولار أمريكي	شروط التمويل المشترك: الصندوق الأخضر للمناخ: 55 في المائة منحة و45 في المائة قرض ممتاز
31.97 مليون دولار أمريكي	مرفق البيئة العالمية: منحة آلية تمويل التكيف مع تغير المناخ في المناطق الريفية في أفريقيا: قرض
8.30 مليون دولار أمريكي	مساهمة المقترض/المتلقي: مساهمة المستفيدين:
50.66 مليون دولار أمريكي	قيمة التمويل المناخي المقدم من الصندوق: الوكالة المتعاونة:
باشراف مباشر من الصندوق	

## أولا- السياق

### ألف- السياق الوطني والأساس المنطقي لمشاركة الصندوق

#### السياق الوطني

1- أوغندا بلد منخفض الدخل، بلغ نصيب الفرد من الناتج المحلي الإجمالي فيه 1 088 دولارا أمريكيا في الفترة 2023/2022، (مقابل 824 دولارا أمريكيا في الفترة 2017/2016). وفي عام 2022، بلغ عدد سكان البلد 47 مليون شخص، يعيش 38 مليوناً منهم في المناطق الريفية. وتنفذ أوغندا سلسلة من خطط التنمية الوطنية الخمسية، وخطة التنمية الوطنية الثالثة حالياً قيد التنفيذ، والتي تأمل أن تصل أوغندا من خلالها إلى وضع البلد المتوسط الدخل من خلال تحقيق نصيب للفرد من الناتج المحلي الإجمالي يعادل 1 198 دولارا أمريكيا بحلول الفترة 2025/2024.

2- وتفاوت معدل الفقر في أوغندا على مدى السنوات العشر الماضية، من 19.7 في المائة في الفترة 2013/2012 إلى 21.4 في المائة في الفترة 2017/2016، ثم انخفض بعد ذلك بشكل طفيف إلى 20.3 في المائة في الفترة 2020/2019. وزاد تفاوت المداخيل الذي يقاس بمؤشر جيني من 0.38 في الفترة 2013/2012 إلى 0.42 في الفترة 2017/2016؛ ثم انخفض بشكل طفيف إلى 0.41 في الفترة 2020/2019. وتقوم أوغندا حالياً بتنفيذ تدخلات استراتيجية مختلفة للحد من الفقر إلى مستوى 5 في المائة المنشود بحلول عام 2040.

3- وتحسنت درجة أوغندا على المؤشر العالمي للجوع من 35.0 (التي تصنف على أنها مثيرة للقلق) في عام 2000 إلى 25.2 (التي تصنف على أنها خطيرة) في عام 2023. وتشغل أوغندا المرتبة 95 من أصل 125 بلدا بالنسبة لتوفر بيانات كافية لحساب درجات المؤشر العالمي للجوع لعام 2023.

4- والزراعة هي المصدر الرئيسي لسبل العيش، وتعمل نسبة 68 في المائة من السكان في قطاع الزراعة، والحراة، ومصايد الأسماك. وفي الفترة 2023/2022، ساهمت الزراعة (المحاصيل، والثروة الحيوانية، والحراة، ومصايد الأسماك) بنسبة 23.8 في المائة من الناتج المحلي الإجمالي، وسجلت البلد معدل نمو نسبته 4.8 في المائة في مساهمة الزراعة في الناتج المحلي الإجمالي.

#### الجوانب الخاصة المتعلقة بأولويات التعميم المؤسسي في الصندوق

5- تماشياً مع التزامات التعميم في الصندوق، صُفِّ المشروع على أنه:

☑ يشمل التمويل المناخي

☑ يراعي التغذية

☑ يراعي الشباب

☑ يشمل القدرة على التكيف

6- **التغذية.** حُدِّت سلاسل القيمة المراعية للتغذية كاستراتيجية واعدة لتحسين التنوع الغذائي للأسر المعيشية والإنتاج المحلي للمنتجات الزراعية المغذية والأعلى جودة. وتتأثر التغذية بجودة وسلامة الأغذية، وتوفرها، وإمكانية الحصول عليها بأسعار معقولة. ويمكن لسلسلة القيمة المراعية للتغذية أن تدفع الإنتاجية الزراعية لاستهلاك الأسر المعيشية أو البيع، بالاقتران مع التنقيف التغذوي، والتغيير الاجتماعي والسلوكي، والتواصل لدعم تحسين التنوع الغذائي والأنماط الغذائية المتوازنة.

7- **المنظور الجنساني.** سلاسل قيمة الألبان ولحوم الأبقار متشابهة مع الأدوار الجنسانية. فالرجال هم الذين يملكون الأبقار بشكل عام، بينما تعود ملكية الحليب للنساء، حيث إنهن يملن إلى المشاركة بشكل أكبر في

تجهيز منتجات الألبان. وتواجه النساء عوائق في تنمية قطاع الألبان بسبب نقص الملكية، والوصول إلى الموارد والأصول، مما يؤدي أيضا إلى نقص الضمانات اللازمة لهن للحصول على الأدوات المالية. ويمكن لتنمية سلاسل قيمة الثروة الحيوانية في البلد أن تستفيد بشكل كبير من زيادة دور النساء في سلاسل قيمة الألبان ولحوم الأبقار. ويمكن تحقيق ذلك من خلال دمج المنظور الجنساني والنهج المراعي للمنظور الجنساني.

8- **الشباب.** لدى أوغندا حاليا ثاني أكبر نسبة من الشباب في العالم، حيث إن أكثر من 78 في المائة من السكان تقل أعمارهم عن 30 عاما. ويشمل الشباب كلا من الشباب المتعلمين/المهنيين والشباب غير المهنيين الذين يعيشون في المناطق الريفية، وتمثل المجموعة الأخيرة الأغلبية. وبالنسبة للشباب، من المهم الحصول على الأصول الإنتاجية، والارتباط بالسوق، وإتاحة الفرص للوصول إلى الائتمان والتمويل، واستخدام التكنولوجيات الحديثة والرقمية. ويمكن أن يؤدي إنشاء فرص العمل وتوفير العمل اللائق للشباب في سلاسل قيمة الثروة الحيوانية إلى الحد من الفقر الريفي، وتحسين الأمن الغذائي والتغذية في البلد.

9- **الأشخاص ذوو الإعاقة.** سيستهدف مشروع تحقيق قدرة سلسلة قيمة الثروة الحيوانية على الصمود الأسر المعيشية التي تضم أشخاصا من ذوي الإعاقة ويضمن استفادتهم من خدمات المشروع، وتمكنهم، كلما أمكن، من المشاركة في سلاسل قيمة الألبان ولحوم الأبقار والأعمال الزراعية. وبالإضافة إلى ذلك، سيساعد المشروع الأشخاص ذوي الإعاقة على المشاركة في التعاونيات والمجموعات المختلفة، ويقدم لهم الدعم للحصول على التدريب والائتمان والخدمات المالية والموارد الإنتاجية. وقد حقق الصندوق بالفعل نجاحا في إدماج الأشخاص ذوي الإعاقة من خلال مشروع استعادة موارد الرزق في المنطقة الشمالية من أوغندا.

10- **تغير المناخ والقدرة على التكيف.** يتسم قطاع الثروة الحيوانية في أوغندا بتحديات مثل انخفاض جودة السلالات الحيوانية، ونقص الأعلاف والمراعي ورداءة جودتها، ومحدودية توافر المياه، وعدم فعالية مراقبة الأمراض وإدارتها، والإدارة غير الملائمة للأسمدة، وعدم كفاية خدمات التربية ومحدودية قدراتها، وسوء إدارة القطعان، وإدارة وحوكمة المراعي غير الفعالة، وانخفاض الإنتاجية بشكل عام. ويعد قطاع الثروة الحيوانية مصدرا رئيسيا لانبعاثات غازات الدفيئة في أوغندا، ويساهم قطاع صناعة الألبان بنسبة 21 في المائة من إجمالي انبعاثات غازات الدفيئة البشرية المنشأ، أو 19.1 مليون طن من مكافئ ثاني أكسيد الكربون، ويشكل الميثان نسبة 98.6 في المائة منها.

### الأساس المنطقي لمشاركة الصندوق

11- لقد نجح الصندوق على مدى السنين في دعم تنمية قطاع الثروة الحيوانية في العديد من البلدان. فالخبرة، والدروس المستفادة، والنهج المنهجية التي ولدها مشروع تنمية صناعة الألبان في رواندا، وبرنامج إرساء الشراكات لجعل أسواق الثروة الحيوانية على نطاق صغير صامدة وشاملة في رواندا، وبرنامج التسويق التجاري لمنتجات الألبان لصالح أصحاب الحيازات الصغيرة، وبرنامج إضفاء الطابع التجاري على الإنتاج الحيواني في كينيا، توفر للصندوق ميزة نسبية معترف بها في دعم تنفيذ مشروعات الثروة الحيوانية.

12- والصندوق في موقع جيد لمعالجة التحديات المناخية، والبيئية، والاجتماعية الرئيسية المحددة لسلاسل قيمة الألبان ولحوم الأبقار في أوغندا، ولتحقيق أهداف الخطة الوطنية للتكيف، والمساهمات المحددة وطنيا. وفي هذا السياق، سيستقطب المشروع تمويلا مناخيا إضافيا من الصندوق الأخضر للمناخ ومرفق البيئة العالمية من أجل تدابير التكيف مع تغير المناخ والتخفيف من آثاره، مثل معدات حفظ الأعلاف، وأصناف الأعلاف والمراعي المتحملة للجفاف، والإدارة المستدامة للأراضي، والحراثة الزراعية، وسلالات الحيوانات المتكيفة والقادرة على الصمود، والطاقة المتجددة، والتأمين على الثروة الحيوانية، ونظم معلومات المناخ والطقس. وسيدعم المشروع أيضا الشبان والشابات في الوصول إلى الخدمات والمنتجات التي يقدمها المشروع، وذلك من خلال معالجة بطالة الشباب.

13- ويوفر قطاع الثروة الحيوانية الشامل، والتنافسي، والذكي مناخيا في أوغندا فرصا للنمو الاقتصادي، وتحسين سبل عيش المنتجين أصحاب الحيازات الصغيرة، وإدماج النساء والشباب، والعمالة على امتداد سلسلة القيمة. كما أنه يجلب فوائد هامة في مجالات التغذية والصحة العامة، وإمكانات التخفيف من الآثار البيئية والمناخية، مع تحسين القدرة على الصمود في نفس الوقت. ويمكن لمشاركة الصندوق وخبرته المساهمة في تحقيق هذه الفوائد.

## باء- الدروس المستفادة

- 14- سبيني المشروع على الدروس المستفادة من مشروعات الثروة الحيوانية في أوغندا وفي الإقليم، مع إيلاء اهتمام خاص للمجالات التالية:
- 15- **البحوث والابتكار.** أكد أحدث تقييم للاستراتيجية القطرية والبرنامج القطري لأوغندا (الذي أجراه الصندوق في عام 2021 ويغطي الفترة 2013-2020) أن دعم البحوث الزراعية قد أدى إلى نشر مجموعة من التكنولوجيات في جميع أنحاء البلد، وكان بعضها مبتكرا في أوغندا. وسبيني المشروع على هذا من خلال دعم المؤسسات الرئيسية في أوغندا، مثل جامعة ماكيرييري.
- 16- **التجميع.** أثبتت تدخلات سابقة لشركاء إنمائيين آخرين أن آليات التجميع حول مزرعة نواة هي آليات فعالة لإشراك أصحاب الحيازات الصغيرة في سلسلة القيمة حين لا يكون السياق الاجتماعي والاقتصادي مناسباً للنموذج التعاوني.
- 17- **المنصات المتعددة أصحاب المصلحة.** أثبتت مشروعات الثروة الحيوانية المنجزة والجارية في كينيا، ورواندا، وجمهورية تنزانيا المتحدة، أن المنصات المتعددة أصحاب المصلحة أدوات قوية لبدء وتعزيز شراكات سلسلة القيمة، وأن مشاركة الجهات الفاعلة في سلسلة القيمة في السياسات تتسم بأهمية كبيرة.

## ثانيا- وصف المشروع

### ألف- الأهداف، والمنطقة الجغرافية للتدخل، والمجموعات المستهدفة

- 18- تتمثل غاية المشروع في المساهمة في تحسين سبل عيش مزارعي الثروة الحيوانية من أصحاب الحيازات الصغيرة في أوغندا. ويتمثل هدفه الإنمائي في تعزيز الدخل، والتغذية، والقدرة على الصمود لدى منتجي الألبان ولحوم الأبقار من أصحاب الحيازات الصغيرة.
- 19- وسيعمل المشروع في 41 مقاطعة مختارة في ممر الماشية في أوغندا. وقد اختيرت المقاطعات على أساس ما يلي: (1) الانتشار العالي والكثيف للفقر، وانعدام الأمن الغذائي، وسوء التغذية؛ (2) حجم قطعان الأسر المعيشية وإمكانات تنمية سلسلة القيمة، بما في ذلك أسواق المنتجات ذات المصدر الحيواني؛ (3) الإمكانيات العالية لمشاركة النساء والشباب؛ (4) التعرض لمخاطر المناخ.
- 20- وسيستهدف المشروع 200 000 أسرة معيشية، تتألف من مزارعي الألبان ولحوم الأبقار أصحاب الحيازات الصغيرة الذين يشاركون في نظم الإنتاج المتكاملة الصغيرة النطاق المكثفة وشبه المكثفة، وفي النظم الرعوية والزراعية الواسعة الصغيرة والمتوسطة الحجم. وستكون نسبة 40 في المائة من المستفيدين على الأقل من النساء ونسبة 25 في المائة من الشباب.

## باء- المكونات والحاصلات والأنشطة

- 21- سيتألف المشروع من المكونات التالية: (1) زيادة الإنتاجية والقدرة على الصمود والحد من أثر الإنتاج على المناخ؛ (2) تعزيز وصول المنتجين أصحاب الحيازات الصغيرة إلى الأسواق والاستثمارات في سلسلة القيمة؛ (3) دعم وتنسيق السياسات.
- 22- **المكون 1: زيادة الإنتاجية والقدرة على الصمود والحد من أثر الإنتاج على المناخ.** سيدعم هذا المكون تحويل أصحاب الحيازات الصغيرة ونظم الرعي والإنتاج الرعوي لتحسين إنتاجيتها، وزيادة قدرتها على الصمود في وجه تغير المناخ والقبود والصدمات الأخرى، وخفض انبعاثات غازات الدفيئة البشرية المنشأ الصادرة عنها، وتعزيز احتجاز الكربون في الأراضي الرعوية والمراعي. وسيهدف المكون 1 إلى تحقيق أربعة مخرجات: (1) تعزيز الوصول إلى الأعلاف الجافة والخضراء والمياه الجيدة؛ (2) تعزيز الوصول إلى خدمات الاستيلاء وتطوير نظام لتحديد هوية الحيوانات؛ (3) تعزيز الوصول إلى الخدمات البيطرية وخدمات الصحة الحيوانية؛ (4) تعزيز خدمات الإرشاد والدعم التقني للمزارعين.
- 23- **المكون 2: تعزيز وصول المنتجين أصحاب الحيازات الصغيرة إلى الأسواق والاستثمارات في سلسلة القيمة.** ستركز التدخلات في إطار هذا المكون على مستوى ما بعد الإنتاج والقطاع المالي بهدف تعزيز العمل الجماعي بين مزارعي الألبان ولحوم الأبقار أصحاب الحيازات الصغيرة، وتوسيع فرص السوق أمام المزارعين. وبالإضافة إلى ذلك، تهدف تدخلات المكون 2 إلى زيادة كفاءة سلاسل قيمة الألبان ولحوم الأبقار، وزيادة الاستثمار على المستويات المختلفة لسلاسل القيمة، من خلال تحسين الوصول إلى التمويل، وتعزيز الحلول الخضراء والمستدامة، وتحسين سلامة الأغذية والتغذية، والحد من الفاقد والمهدر من الأغذية في المراحل المختلفة من سلاسل القيمة. وسيهدف هذا المكون إلى تحقيق ثلاثة مخرجات: (1) تحسين تجميع الإنتاج ووصول المنتجين أصحاب الحيازات الصغيرة إلى الأسواق؛ (2) تعزيز الجودة، وسلامة الأغذية، والاستهلاك المحلي للسلع الحيوانية؛ (3) تحسين وصول الجهات الفاعلة في سلسلة القيمة إلى المنتجات المالية.
- 24- **المكون 3: دعم وتنسيق السياسات.** سيدعم المشروع صياغة، واستعراض وتحديث سياسات القطاع، واستراتيجياته، وأنظمتها بناء على طلب وزارة الزراعة والصناعة الحيوانية ومصايد الأسماك. وأوغندا في طور إنشاء هيئة وطنية لتنظيم الزراعة؛ وسيتابع الصندوق التطورات في هذا الصدد ليحدد أية تعديلات لازمة. وسيعزز المشروع إدماج جميع أصحاب المصلحة الرئيسيين ضمن سلاسل قيمة الألبان ولحوم الأبقار من خلال إنشاء منصات متعددة أصحاب المصلحة. وسيبني المشروع على إنجازات مبادرة 50x2030 التي تدعم البلدان في جمع بيانات زراعية وريفية أفضل وأكثر موثوقية وفي استخدام هذه البيانات في عملياتها المتعلقة بالسياسات وصنع القرار.

## جيم- نظرية التغيير

- 25- سيعالج المشروع تحديات التنمية المتعلقة بالفقر، وانعدام الأمن الغذائي، وسوء التغذية من خلال العمل على الإنتاج، والتسويق، والبيئة التنظيمية لسلاسل قيمة الألبان ولحوم الأبقار. ومن خلال المشروع، يمكن للمجموعات المستهدفة (السكان الريفيون الفقراء، والأشخاص ذوو الإعاقة، والنساء، والشباب) إيجاد مسار للتغلب على هذه التحديات. وسيعزز المشروع الإنتاجية من خلال ما يلي: (1) دعم الوصول إلى الأعلاف والمياه؛ (2) تيسير الوصول إلى خدمات الصحة الحيوانية والتغذية، وخدمات الاستيلاء؛ (3) تحسين الإرشاد، وتعزيز الممارسات والابتكارات القادرة على الصمود في وجه تغير المناخ. كما سيعمل المشروع على ضمان الوصول إلى الأسواق من خلال: (1) تعزيز منظمات وتعاونيات المنتجين ذات الصلة بتجميع الحليب واللحوم؛ (2) تيسير الشراكة بين القطاع الخاص ومجموعات المنتجين؛ (3) دعم التجهيز صغير النطاق؛ (4) إنشاء وإعادة تأهيل البنية التحتية التمكينية؛ (5) خلق الوعي بشأن التغذية؛ (6) تيسير الوصول إلى التمويل. وبما



يشمل الإنتاج والتسويق، سيعزز المشروع الممارسات القادرة على الصمود في وجه تغير المناخ، والابتكارات الرقمية، ووضع سياسة وإطار تنظيمي موثقين.

26- وستؤدي تدخلات المشروع إلى زيادة الإنتاجية والإنتاج، وتخفيض الانبعاثات الناجمة عن المجموعة المستهدفة، مما سيؤدي إلى زيادة المداخيل. وذلك سيؤدي بدوره إلى الحد من فقرها، وانعدام أمنها الغذائي، وتحسين حالة التغذية والحد من الأثر البيئي والمناخي (من خلال معرفتها المكتسبة ومكاسب دخلها)، وبناء قدرتها على الصمود في وجه الصدمات وتغير المناخ في الوقت نفسه. وسيؤدي هذا الأثر إلى تغيير مستدام وتحولي في سياق المشروع الحالي.

### دال- الموازنة والملكية والشراكات

27- سيساهم المشروع في تحقيق أهداف التنمية المستدامة التالية: الهدف 1 (القضاء على الفقر)، والهدف 2 (القضاء التام على الجوع)، والهدف 5 (المساواة بين الجنسين)، والهدف 8 (العمل اللائق ونمو الاقتصاد)، والهدف 13 (العمل المناخي). ويتواءم المشروع مع طموحات خطة التنمية المستدامة لعام 2030 في القضاء التام على الجوع، وتحقيق الأمن الغذائي، وتحسين التغذية، وتعزيز الزراعة المستدامة، وتعزيز عملية التصنيع الشاملة والمستدامة، وتعزيز الابتكار.

28- ويتواءم المشروع بالكامل مع خطة التنمية الوطنية الثالثة في إطار برنامج التصنيع الزراعي الذي يتمثل هدفه في زيادة التنافسية في الإنتاج الزراعي والتجهيز الزراعي، مع كون صناعة الألبان والثروة الحيوانية أولويتين رئيسيتين.

29- وسيُدمج المشروع مع البرنامج الإقليمي للتدخلات في قطاع الألبان من أجل التخفيف والتكيف، الممول من الصندوق الأخضر للمناخ والذي ستجري الموافقة عليه في عام 2025. كما يتواءم المشروع مع مقترح مرفق البيئة العالمية من أجل أوغندا كجزء من البرنامج المتكامل للنظم الغذائية في إطار التجديد الثامن لموارد مرفق البيئة العالمية، والذي يقوده الصندوق ومنظمة الأغذية والزراعة للأمم المتحدة. وعلاوة على ذلك، سيشمل المشروع تمويلًا من مشروع آلية تمويل التكيف مع تغير المناخ في المناطق الريفية في أفريقيا.

### هاء- التكاليف والفوائد والتمويل

30- يُحسب مكوّن المشروع 1 و2 جزئيًا على أنهما تمويل مناخي. ووفقًا لمنهجيات المصارف الإنمائية المتعددة الأطراف لتتبع تمويل التكيف مع تغير المناخ والتخفيف من آثاره، يقدر إجمالي التمويل المناخي المقدم من الصندوق إلى المشروع بقيمة 50.66 مليون دولار أمريكي.

#### تكاليف المشروع

31- يُقدّر إجمالي تكلفة المشروع بقيمة 204.8 مليون دولار أمريكي، ويمثل مبلغ 174.2 مليون دولار أمريكي منها التكلفة الأساسية ومبلغ 30.6 مليون دولار أمريكي مخصصات الطوارئ. وتشمل تكاليف المشروع تكاليف الاستثمار والتكاليف التشغيلية الإضافية ضمن المكونات الثلاثة. وحُدّدت معدلات التضخم المحلية والأجنبية السنوية بنسبة 4.1 في المائة خلال فترة التنفيذ وفقًا لتوقعات وحدة Economist Intelligence Unit.

الجدول 1  
تكاليف المشروع حسب المكون والمكون الفرعي والجهة الممولة  
(بالآلاف الدولارات الأمريكية)

المجموع	حكومة أوغندا		المستفيدون		منحة مرفق البيئة العالمية	فرض الية تمويل التكيف مع تغير المناخ في المناطق الريفية في أفريقيا	الاصندوق الأخضر للمناخ - التدخلات في قطاع الألبان من أجل التخفيف والتكيف	فرض الصندوق الية الحصول على الموارد المقترضة	فرض الصندوق - نظام تخصيص الموارد على أساس الأداء- شروط تيسيرية للغاية	فرض الصندوق - نظام تخصيص الموارد على أساس الأداء- شروط تيسيرية للغاية	فرض الصندوق	فرض الصندوق	فرض الصندوق	فرض الصندوق	فرض الصندوق	فرض الصندوق	فرض الصندوق	فرض الصندوق	فرض الصندوق	
	عينات %	نقدا	عينات %	نقدا																المبلغ %
<b>1- زيادة الإنتاجية والقدرة على الصمود والحد من أثر الإنتاج على المناخ</b>																				
48 853	18	8 480	231	0	-	-	11 5 415	0	-	23	11 396	10	5 044	7	3 657	31	14 629	1-1- تحسين إنتاج الأعلاف الجافة والخضراء، وإدارة المراعي، والوصول إلى المياه		
25 784	20	4 195	875	0	-	-	-	0	-	0	-	0	-	16	4 142	64	16 572	2-1- تحسين نظام تحديد الحيوانات والاستيلاء		
29 580	31	9 148	-	18	-	5 277	1	137	0	1	361	0	-	7	2 931	42	11 726	3-1- تحسين خدمات الصحة الحيوانية للحيوانات القادرة على الصمود وذات الانبعاثات المنخفضة		
6 547	6	381	-	0	-	-	9	581	0	68	4 432	0	-	4	231	14	923	4-1- تحسين الإرشاد وتقديم الدعم التقني للمزارعين		
<b>110 764</b>	<b>21</b>	<b>22 204</b>	<b>1 106</b>	<b>5</b>	<b>0</b>	<b>5 277</b>	<b>6</b>	<b>6 133</b>	<b>0</b>	<b>15</b>	<b>16 189</b>	<b>5</b>	<b>5 044</b>	<b>9</b>	<b>10 961</b>	<b>40</b>	<b>43 850</b>	<b>المجموع الفرعي</b>		
<b>2- تعزيز وصول المنتجين أصحاب الحيازات الصغيرة إلى الأسواق والاستثمارات في سلسلة القيمة</b>																				
25 870	16	3 096	1 220	0	-	-	5	1 368	0	21	5 529	19	4 956	7	1 940	31	7 762	1-2- دعم تجميع الإنتاج ووصول المنتجين أصحاب الحيازات الصغيرة إلى الأسواق		
15 520	16	2 511		12	-	1 864	0	-	0	6	928	0	-	13	2 043	53	8 174	2-2- تعزيز سلامة الأغذية، والاستهلاك المحلي للسلع الحيوانية		
41 761	0	0		3	-	1 166	0	-	36	15 000	46	19 000	0	3	1 319	12	5 275	3-2- تحسين وصول الجهات الفاعلة في سلاسل القيمة إلى المنتجات المالية		
<b>83 151</b>	<b>8</b>	<b>5 608</b>	<b>1 220</b>	<b>3</b>	<b>-</b>	<b>3 030</b>	<b>2</b>	<b>1 368</b>	<b>18</b>	<b>15 000</b>	<b>31</b>	<b>25 456</b>	<b>6</b>	<b>4 956</b>	<b>6</b>	<b>5 302</b>	<b>26</b>	<b>21 211</b>	<b>المجموع الفرعي</b>	
<b>3- دعم وتنسيق السياسات</b>																				
855	0	-		0	-	-	0	-	0	100	855	0	-	-	-	-	-	1-3- دعم السياسات		
1 366	3	42		0	-	-	0	-	0	0	-	0	-	19	265	78	1 059	2-3- الرصد والتقييم وإدارة المعرفة		
8 703	21	1 164	627	0	-	-	0	-	0	0	-	0	-	12	1 382	67	5 530	3-3- إدارة المشروع		
<b>10 923</b>	<b>4</b>	<b>1 206</b>	<b>627</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>0</b>	<b>8</b>	<b>855</b>	<b>0</b>	<b>-</b>	<b>18</b>	<b>1 647</b>	<b>70</b>	<b>6 589</b>	<b>المجموع الفرعي</b>		
<b>204 838</b>	<b>16</b>	<b>29 018</b>	<b>2 953</b>	<b>4</b>	<b>0</b>	<b>8 307</b>	<b>4</b>	<b>7 500</b>	<b>7</b>	<b>15 000</b>	<b>21</b>	<b>42 500</b>	<b>5</b>	<b>10 000</b>	<b>8</b>	<b>17 910</b>	<b>35</b>	<b>71 650</b>	<b>المجموع</b>	

الجدول 2  
تكاليف المشروع حسب فئة الإنفاق والجهة الممولة  
(بالآلاف الدولارات الأمريكية)

المجموع	حكومة أوغندا		المستفيدين		منحة مرفق البيئة العالمية		قرض البيئة تمويل التكيف مع تغير المناخ في المناطق الريفية في أفريقيا		الصندوق الأخضر للمناخ - التدخلات في قطاع الألبان من أجل التخفيف والتكيف		قرض الصندوق - آلية الحصول على الموارد المقترضة		قرض الصندوق - نظام تخصيص الموارد على أساس الأداء- شروط تيسيرية للغاية		قرض الصندوق - نظام تخصيص الموارد على أساس الأداء- شروط فائقة التيسيرية		فئة الإنفاق		
	المبلغ	%	نقدا	عينا	نقدا	عينا	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%			
																		أولاً- تكاليف الاستثمار	
58 055	18	10 450	-	3	-	1 864	1	275	0	-	16	9 230	0	-	12	7 246	50	28 990	ألف- الأشغال
3 733	18	-	672	7	-	265	0	-	0	-	0	-	0	-	15	559	60	2 237	باء- المركبات
51 725	21	10 381	664	12	-	6 178	8	4 351	0	-	9	4 847	10	4 956	7	4 069	32	16 279	جيم- السلع والخدمات والمداخلات
29 110	20	5 666	-	0	-	-	5	1 500	0	-	5	1 500	17	5 044	9	3 079	44	12 320	دال- المعدات والمواد
9 198	0	-	-	0	-	-	12	1 079	0	-	40	3 655	0	-	8	893	41	3 571	هاء- الخدمات الاستثمارية
11 175	22	884	1 617	0	-	-	3	295	0	-	38	4 268	0	-	6	822	31	3 289	واو- التدريب وحلقات العمل
34 000	0	-	-	0	-	-	0	-	44	15 000	56	19 000	0	-	-	-	-	-	زاي- المنح والإعانات
<b>196 995</b>	<b>15</b>	<b>27 381</b>	<b>2 953</b>	<b>4</b>	-	<b>8 307</b>	<b>4</b>	<b>7 500</b>	<b>8</b>	<b>15 000</b>	<b>22</b>	<b>42 500</b>	<b>5</b>	<b>10 000</b>	<b>8</b>	<b>16 667</b>	<b>34</b>	<b>66 686</b>	مجموع تكاليف الاستثمار
																			ثانياً- التكاليف المتكررة
6 605	21	1 413	-	0	-	-	0	-	0	0	0	-	0	-	13	1 039	66	4 152	ألف- الرواتب والبدلات
1 238	18	223	-	0	-	-	0	-	0	0	0	-	0	-	16	203	66	812	باء- التكاليف التشغيلية
<b>7 843</b>	<b>21</b>	<b>1 636</b>	-	<b>0</b>	-	-	<b>0</b>	-	<b>0</b>	<b>0</b>	<b>0</b>	-	<b>0</b>	-	<b>13</b>	<b>1 242</b>	<b>66</b>	<b>4 964</b>	مجموع التكاليف المتكررة
<b>204 838</b>	<b>16</b>	<b>29 018</b>	<b>2 953</b>	<b>4</b>	-	<b>8 307</b>	<b>4</b>	<b>7 500</b>	<b>7</b>	<b>15 000</b>	<b>21</b>	<b>42 500</b>	<b>5</b>	<b>10 000</b>	<b>8</b>	<b>17 910</b>	<b>35</b>	<b>71 650</b>	المجموع

الجدول 3  
تكاليف المشروع حسب المكون وسنة المشروع  
(بآلاف الدولارات الأمريكية)

المكون	السنة الأولى		السنة الثانية		السنة الثالثة		السنة الرابعة		السنة الخامسة		السنة السادسة		السنة السابعة		السنة الثامنة	
	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ
1- زيادة الإنتاجية والقدرة على الصمود والحد من أثر الإنتاج على المناخ	3	3 046	16	18 287	31	34 258	16	17 182	14	14 979	9	9 764	6	7 112	6	6 136
2- تعزيز وصول المنتجين أصحاب الحيازات الصغيرة إلى الأسواق والاستثمارات في سلسلة القيمة	1	248	22	17 986	20	17 039	21	17 655	20	16 573	12	10 753	3	2 462	1	433
3- دعم وتنسيق السياسات	13	1 447	12	1 315	11	1 202	13	1 388	12	1 318	13	1 377	14	1 535	12	1 342
<b>المجموع</b>	<b>2</b>	<b>4 740</b>	<b>18</b>	<b>37 588</b>	<b>26</b>	<b>52 499</b>	<b>18</b>	<b>36 225</b>	<b>16</b>	<b>32 871</b>	<b>11</b>	<b>21 894</b>	<b>5</b>	<b>11 109</b>	<b>4</b>	<b>7 911</b>

### استراتيجية وخطة التمويل والتمويل المشترك

32- تبلغ التكلفة الإجمالية للمشروع 204.80 مليون دولار أمريكي ستصرف على مدى ثماني سنوات. وتتألف مساهمة الصندوق من 89.57 مليون دولار أمريكي من مخصصات أوغندا في إطار نظام تخصيص الموارد على أساس الأداء لفترة التجديد الثاني عشر لموارد الصندوق، و10 ملايين دولار أمريكي أكدت بالفعل من آلية الحصول على الموارد المقترضة، بما مجموعه 99.57 مليون دولار أمريكي، تمثل نسبة 48.6 في المائة من التكاليف الإجمالية للمشروع.

33- وسيستفيد المشروع من التمويل المقدم من البرنامج الإقليمي للتدخلات في قطاع الألبان من أجل التخفيف والتكيف التابع للصندوق الأخضر للمناخ بقيمة 42.50 مليون دولار أمريكي (20.7 في المائة من إجمالي المخصصات)، نسبة 55 في المائة منه كمنحة، ونسبة 45 في المائة كقرض ممتاز. وبالإضافة إلى ذلك، ستساهم آلية تمويل التكيف مع تغير المناخ في المناطق الريفية في أفريقيا (بتمويل مشترك من صندوق التنمية لبلدان الشمال الأوروبي)، والصندوق الأخضر للمناخ، وحكومة فنلندا، وحكومة الدانمرك، والموارد التكميلية للصندوق بمبلغ 15 مليون دولار أمريكي (7.3 في المائة من تمويل المشروع). وستغطي مساهمة حكومة أوغندا البالغة 31.97 مليون دولار أمريكي ما لا يقل عن 15.6 في المائة من إجمالي تكاليف المشروع في شكل مساهمات عينية و/أو نقدية. وسيساهم مرفق البيئة العالمية بمبلغ 7.50 مليون دولار أمريكي، بما يمثل نسبة 3.7 في المائة من إجمالي التكاليف. وسيساهم المستفيدون في المشروع بما قيمته 8.3 مليون دولار أمريكي نقداً أو عيناً، بما يمثل نسبة 4.1 في المائة من التكلفة الإجمالية للمشروع.

34- **الخطة البديلة للتمويل المشترك.** لا يزال يتعين الموافقة على تمويل بقيمة 50 مليون دولار أمريكي من مرفق البيئة العالمية والصندوق الأخضر للمناخ. وبمجرد الموافقة عليه، ستؤام ترتيبات الإدارة المالية لأموال مرفق البيئة العالمية والصندوق الأخضر للمناخ لتتوافق مع عمليات الصندوق. وفي حال لم يوافق على هذه الأموال بحلول عام 2026، فسيكون للمشروع فجوة تمويل. وللتخفيف من هذه المخاطر وسد الفجوة، سوف تُستخدم مخصصات أوغندا في إطار التجديد الثالث عشر لموارد الصندوق (بلغت مخصصات أوغندا حوالي 100 مليون دولار أمريكي في إطار التجديد الحادي عشر والثاني عشر لموارد الصندوق).

### الصرف

35- تتألف فئات الصرف مما يلي: (1) الأشغال؛ (2) المركبات؛ (3) السلع والخدمات والمدخلات؛ (4) المعدات والمواد؛ (5) الخدمات الاستشارية؛ (6) التدريب وحلقات العمل؛ (7) المنح والإعانات؛ (8) الرواتب والبدلات؛ (9) التكاليف التشغيلية الموزعة على جهات مختلفة مشاركة في التمويل. ويمثل إجمالي التكاليف المتكررة للمشروع 4 في المائة من إجمالي تكاليف التمويل؛ أما فيما يتعلق بتمويل الصندوق، فيبلغ إجمالي التكاليف المتكررة للمشروع نسبة 8 في المائة، وهي نسبة تقع ضمن الحدود المقبولة. وستُصرف الأموال من آلية تمويل التكيف مع تغير المناخ في المناطق الريفية في أفريقيا مباشرة من خلال Equity Bank Uganda Limited. وسيدير الصندوق الأموال المقدمة من مرفق البيئة العالمية والصندوق الأخضر للمناخ استناداً إلى سياسات وإجراءات الصندوق بشأن إدارة المخاطر الائتمانية.

### موجز الفوائد والتحليل الاقتصادي

36- يثبت التحليل المالي جدوى الأنشطة المستهدفة. وعلاوة على ذلك، يشير التحليل الاقتصادي إلى أن المشروع مُجدٍ اقتصادياً، مع معدل عائد اقتصادي داخلي قدره 27.93 في المائة، وصافي قيمة حالية تساوي 164.94 مليون دولار أمريكي. والمشروع حساس للتغيرات في بعض المتغيرات ضمن النماذج، بما في ذلك التفاوتات في الفوائد والتكاليف، والتأخيرات المختلفة في تحقيق الفوائد ومعدلات الاعتماد، الأمر الذي يؤكد أهمية الاستثمارات المستدامة في سلسلة قيمة الألبان بالنسبة لنجاح المشروع.

## استراتيجية الخروج والاستدامة

37- لقد ضمن المشروع جوانب تتعلق بالخروج والاستدامة في جميع التدخلات الرئيسية. وسيعزز المشروع المؤسسات الحكومية الرئيسية المسؤولة عن تعزيز سلاسل قيمة الألبان ولحوم الأبقار، مع بناء قدراتها المتعلقة باستيلاء الحيوانات وتحديد هويتها، والصحة الحيوانية، والإرشاد، وتقديم الدعم التقني للمزارعين. وستواصل هذه الوكالات تقديم الخدمات بعد انقضاء فترة المشروع. ولضمان الاستدامة، سيكون المشروع متوائماً مع السياسات الوطنية الرئيسية بشأن المناخ والبيئة، بما في ذلك السياسة الوطنية للإدارة البيئية، والسياسة الوطنية بشأن تغير المناخ، والمساهمات المحددة وطنياً المحدثة، والخطة الوطنية للتكيف، وتحييد أثر تدهور الأراضي، والاستراتيجية الوطنية للتنوع البيولوجي وخطة عملها.

## ثالثاً- إدارة المخاطر

### ألف- المخاطر وتدابير التخفيف منها

38- تصنف المخاطر المتأصلة والمتبقية الإجمالية على أنها كبيرة. وترد المخاطر الرئيسية وتدابير التخفيف المقابلة لها في المصفوفة المتكاملة لمخاطر المشروع (الذيل الثالث).

الجدول 4

#### موجز عام للمخاطر

مجال المخاطر	تصنيف المخاطر المتأصلة	تصنيف المخاطر المتبقية
السياق القطري	متوسطة	متوسطة
الاستراتيجيات والسياسات القطاعية	كبيرة	كبيرة
السياق البيئي والمناخي	كبيرة	كبيرة
نطاق المشروع	متوسطة	متوسطة
القدرة المؤسسية على التنفيذ وتحقيق الاستدامة	كبيرة	كبيرة
الإدارة المالية	كبيرة	كبيرة
التوريد في المشروع	متوسطة	متوسطة
الأثر البيئي والاجتماعي والمناخي	كبيرة	كبيرة
أصحاب المصلحة	متوسطة	متوسطة
المخاطر الإجمالية	كبيرة	كبيرة

### باء- الفئة البيئية والاجتماعية

39- تصنف فئة المخاطر البيئية والاجتماعية للمشروع على أنها كبيرة. وتشمل المخاطر البيئية والاجتماعية الحرجة في سلاسل قيمة الألبان ولحوم الأبقار تغيير استخدام الأراضي، والرعي الجائر، وإزالة الغابات، والتدهور الشديد للأراضي، وإدارة النفايات غير الكافية، وتلوث المياه والتربة، وزيادة استخدام مبيدات الآفات، وزيادة الاعتماد على الطاقة والمياه كثيفة الاستخدام للحطب، والنزاعات على استخدام الموارد. وتشمل الشواغل الأخرى مخاطر السلامة البيولوجية والأمن البيولوجي المرتبطة بسوء إدارة الصحة والنظافة، واحتمال نقشي الأمراض المنقولة بالمياه أو غيرها من الأمراض المنقولة عن طريق النواقل (بما في ذلك الأمراض الحيوانية المنشأ)، ونقص التغذية، وظروف العمل السيئة، وعمالة الأطفال، ومشاكل الصحة والسلامة المجتمعية.

## جيم- تصنيف المخاطر المناخية

40- تصنف المخاطر المناخية للمشروع على أنها كبيرة. ودرجة الضعف العالية ودرجة الجاهزية المنخفضة لأوغندا تضعانها في الربع العلوي الأيسر لمصفوفة المؤشر القطري لمبادرة نوتردام العالمية للتكيف. والبلد بحاجة كبيرة للاستثمار والابتكار لتحسين استعدادها، وحاجة ملحة للعمل. وعلى هذا النحو، تشغل أوغندا المرتبة الرابعة عشرة بين أكثر البلدان ضعفاً، والمرتبة 163 بين الأقل جاهزية، مع درجات منخفضة بشكل خاص فيما يتعلق بالعوامل الاجتماعية التي يمكن أن تزيد حركة الاستثمارات في إجراءات التكيف. وبالإضافة إلى ذلك، فإن المناطق المستهدفة من المشروع معرضة لمخاطر مناخية كبيرة، بما في ذلك ارتفاع درجات الحرارة، وهطولات الأمطار غير المنتظمة، والأحوال الجوية الشديدة مثل فترات الجفاف، وموجات الحر، وموجات الجفاف، والفيضانات، والانهياريات الطينية، والانزلاقات الأرضية.

## دال- القدرة على تحمل الديون

41- يشير تحليل القدرة على تحمل الديون المشترك بين صندوق النقد الدولي والبنك الدولي إلى أن لدى أوغندا مخاطر متوسطة من المديونية الحرجة بالنسبة للدين الخارجي والدين العام، مع وجود حيز محدود لاستيعاب الصدمات. وقد زاد الدين العام في البلد ووصل إلى نسبة 50.6 في المائة من الناتج المحلي الإجمالي في السنة المالية 2022/2021، بينما بلغت نسبة الدين العام الخارجي 31.3 في المائة. وتبقى جميع مسارات أعباء الدين العام الخارجي، والدين المضمون من الدولة، وإجمالي الدين العام أدنى من حدودها الإرشادية. وتوضح اختبارات القدرة على تحمل الضغوط خروقات لحدود عبء الدين الخارجي، مما يشكل مخاطر مثل النمو الأبطأ، وتشديد شروط الاقتراض في القطاع العام، وتأخير الإصلاحات، وتصدير النفط. ولزيادة القدرة على تحمل الديون، تخطط أوغندا لاستبدال الإنفاق العام الممول بالدين بالنمو الذي يقوده القطاع الخاص من أجل الاستدامة.

## رابعاً- التنفيذ

### ألف- الإطار التنظيمي

#### إدارة المشروع وتنسيقه

42- وزارة الزراعة والصناعة الحيوانية ومصايد الأسماك هي وكالة التنفيذ الرائدة وستنشئ لجنة توجيهية للمشروع لتوفير التوجيه الاستراتيجي وضمان التنسيق بين القطاعات. كما ستنشئ الوزارة وحدة لإدارة المشروع، يُعين موظفوها على أساس تنافسي، لتكون مسؤولة عن تنسيق الأنشطة بين الوكالات المشاركة في تنفيذ المشروع. وستقوم وحدة إدارة المشروع بالمهام الأساسية لتنسيق التنفيذ الإجمالي للمشروع. وبالإضافة إلى ذلك، ستبادر وحدة إدارة المشروع بإقامة شراكات وعلاقات تعاون مع المشروعات المماثلة الجارية الأخرى، لضمان التكامل والتعلم المتبادل.

#### الإدارة المالية والتوريد والحوكمة

43- الإدارة المالية. ستتابع وحدة إدارة المشروع إجراءات الصندوق بشأن الإبلاغ المالي، والضوابط الداخلية، وعمليات مراجعة الحسابات. كما ستعد وحدة إدارة المشروع ميزانية المشروع وفقاً لإجراءات الصندوق وأنظمة الإدارة المالية العامة لحكومة أوغندا. وسوف تُعد خطة العمل والميزانية السنوية بتفاصيل كافية تبين الأنشطة بحسب الفئات، والمكون، والجهات الممولة، ويوافق عليها من قبل اللجنة التوجيهية للمشروع قبل الحصول على عدم اعتراض الصندوق عليها. وسيدرج تقييم لتقديم الميزانية في دليل الصندوق للإدارة المالية والرقابة المالية الذي يقدم للمقترض.

44- وتتمثل آليات الصرف في سحب السلف والمدفوعات المباشرة. وسيُسمح بالمدفوعات المباشرة على أساس استثنائي، بعد الموافقة المسبقة من موظف المالية في الصندوق. وستجري عمليات الصرف من الصندوق على شكل سلفة إلى حسابات معينة، مع استناد عمليات التجديد الفصلية اللاحقة إلى تقارير مالية مؤقتة وتوقعات النقد، المتوائمة مع خطة العمل والميزانية السنوية الموافق عليهما. وسيستند الصرف من الصندوق إلى تقارير مالية فصلية مؤقتة يقدمها المشروع ضمن فترة 30 يوما بعد نهاية فترة الإبلاغ، مع طلب سحب يقدّم من خلال بوابة عملاء الصندوق.

45- **التوريد.** تقدّر المخاطر المتأصلة في مجال التوريد في المشروع على أنها متوسطة. وسيلتزم المشروع بقانون التوريد العام، ويتواءم مع المعايير والأنظمة الدولية التي تتسق مع المبادئ التوجيهية للتوريد في مشروعات الصندوق. وعلاوة على ذلك، سيُستخدم النظام الإلكتروني المتكامل للتوريد في مشروعات الصندوق للتخفيف من المخاطر المحتملة المرتبطة بالاستخدام غير المناسب للأساليب غير التنافسية.

#### إشراك المجموعات المستهدفة وتعقيباتها

46- وُضعت خطة لإشراك أصحاب المصلحة من أجل توجيه مشاركة أصحاب المصلحة في المشروع وتأثيرهم عليه. وتوفر خطة إشراك أصحاب المصلحة إطارا لمشاركة أصحاب المصلحة، وستروج للتنفيذ الناجح للمشروع. وستستخدم وحدة إدارة المشروع خطة إشراك أصحاب المصلحة بشكل رئيسي من أجل حشد دعم أصحاب المصلحة لقطاع لحوم الأبقار والألبان. وسييسر هذا الدعم التنفيذ، حيث يُفترض أن تهيئ هذه التعبئة لأصحاب المصلحة بيئة مواتية لتنفيذ الأنشطة الاقتصادية والمتعلقة بسبل العيش المختلفة. وسيستخدم المشروع خطة إشراك أصحاب المصلحة لتحديد أصحاب المصلحة الرئيسيين المتأثرين بالمشروع والذين يمكنهم التأثير على أنشطة المشروع.

#### معالجة التظلمات

47- من أجل معالجة أي شكاوى قد تنشأ في سياق تنفيذ المشروع، أنشئت آلية لمعالجة التظلمات في إطار مشاركة أصحاب المصلحة. وستعالج هذه الآلية الاستفسارات وتوفر سبيلا لتقديم توضيحات بشأن المشروع، والاستجابة للمشاكل، والشكاوى، والتظلمات. ولضمان أن تكون الآلية معروفة جيدا ومتاحة لجميع أصحاب المصلحة، ستُعمد أدوات تواصل مختلفة لنشر المعلومات عن الآلية، وكيفية تسجيل الشكاوى وطلب الانتصاف.

#### باء- التخطيط، والرصد والتقييم، والتعلم، وإدارة المعرفة، والتواصل

48- سيضع المشروع نظاما صارما للرصد والتقييم لدعم الهدف الإنمائي الرئيسي للمشروع المتمثل في تعزيز الدخل، والتغذية، والقدرة على الصمود لدى منتجي الألبان ولحوم الأبقار من أصحاب الحيازات الصغيرة في أوغندا. وسيكون نظام الرصد والتقييم تشاركيا، ومراعيا للاعتبارات الجنسانية، وموجها نحو تحقيق النتائج، ويمكن من إدماج الإبلاغ عن التقدم المادي والمالي. كما ستدمج دراسات متعمقة لخط الأساس، ومنتصف المدة ونقطة الإنجاز، بما يتماشى مع المبادئ التوجيهية لقياس المؤشرات الرئيسية للحصائل في الصندوق.

#### الابتكار وتوسيع النطاق

49- سيشمل المشروع عددا من الابتكارات: (1) رقمنة سلاسل القيمة؛ (2) مدارس المزارعين الحقلية الخاصة بالثروة الحيوانية لدعم نشر الابتكارات من الباحثين؛ (3) استحداث المزرعة النواة كنموذج تجميعي وربط المزارعين أصحاب الحيازات الصغيرة بالأسواق؛ (4) تطوير وحدة لنظم المعلومات الجغرافية لقياس الغطاء النباتي كجزء من تقييم الأثر.



## جيم- خطط التنفيذ

### جاهزية التنفيذ وخطط الاستهلال

50- تسير عملية الموافقات الحكومية على المشروع بالتوازي مع الموافقات الداخلية في الصندوق. ومن المتوقع أن يدخل المشروع حيز النفاذ خلال الفصل الثاني من عام 2025. ومن المقرر تنظيم حلقة العمل الاستهلالية في يوليو/تموز 2025. وسيتلقى المشروع مبلغ 500 000 دولار أمريكي لاستخدامه من أجل تعيين الموظفين وإنشاء وحدة إدارة المشروع.

### الإشراف واستعراض منتصف المدة وخطط الإنجاز

51- ستنظم بعثات الإشراف ودعم التنفيذ وتنفذ بشكل مشترك بين الصندوق والحكومة لاستعراض التقدم المحرز ودعم وحدة إدارة المشروع وشركاء التنفيذ في تحسين تنفيذ المشروع. وسيجرى استعراض منتصف المدة لتقييم ما إذا كان المشروع يسير في المسار الصحيح لتحقيق غايته وأهدافه الإنمائية. وسيجرى تقييم خط النهاية خلال السنة الأخيرة للمشروع.

## خامسا- الوثائق القانونية والسند القانوني

52- ستشكل اتفاقية التمويل بين جمهورية أوغندا والصندوق الدولي للتنمية الزراعية الوثيقة القانونية التي يقوم على أساسها تقديم التمويل المقترح إلى المقترض/المتلقي. وترد نسخة من اتفاقية التمويل المتفاوض بشأنها في الذيل الأول.

53- وجمهورية أوغندا مخولة بموجب القوانين السارية فيها سلطة تلقي تمويل من الصندوق الدولي للتنمية الزراعية.

54- وإني مقتنع بأن التمويل المقترح يتفق مع أحكام اتفاقية إنشاء الصندوق الدولي للتنمية الزراعية وسياسات التمويل المقدم من الصندوق ومعايير.

## سادسا- التوصية

55- أوصي بأن يوافق المجلس التنفيذي على التمويل المقترح بموجب القرار التالي:

قرر: أن يقدم الصندوق إلى جمهورية أوغندا قرضا بشروط فائقة التيسيرية بقيمة واحد وسبعين مليوناً وستمائة وخمسين ألف دولار أمريكي (71 650 000 دولار أمريكي)، على أن يخضع لأية شروط وأحكام تكون مطابقة على نحو أساسي للشروط والأحكام الواردة في هذه الوثيقة.

وقرر أيضاً: أن يقدم الصندوق إلى جمهورية أوغندا قرضا بشروط تيسيرية للغاية بقيمة سبعة عشر مليوناً وتسعمائة وعشرة آلاف دولار أمريكي (17 910 000 دولار أمريكي)، على أن يخضع لأية شروط وأحكام تكون مطابقة على نحو أساسي للشروط والأحكام الواردة في هذه الوثيقة.

وقرر أيضاً: أن يقدم الصندوق إلى جمهورية أوغندا قرضا بشروط عادية بقيمة عشرة ملايين دولار أمريكي (10 000 000 دولار أمريكي)، على أن يخضع لأية شروط وأحكام تكون مطابقة على نحو أساسي للشروط والأحكام الواردة في هذه الوثيقة.

ألفرو لاريو

رئيس الصندوق الدولي للتنمية الزراعية

# Negotiated financing agreement

## Resilient Livestock Value Chain Project (ReLIV)

(Negotiations concluded on 19 July)

Loan No: \_\_\_\_\_

Project name: **Resilient Livestock Value Chain Project (ReLIV)**  
("the **(ReLIV)**"/ "the Project")

**Republic of Uganda**, represented by Ministry of Finance, Planning and Economic Development (the "Borrower")

and

The **International Fund for Agricultural Development** (the "Fund" or "IFAD")

(each a "Party" and both of them collectively the "Parties")

**WHEREAS** the Borrower has requested financing from the Fund for the purpose of financing the Project described in Schedule 1 to this Agreement;

**WHEREAS** the Borrower has undertaken to provide counterpart contribution to the Project as specified herein;

**WHEREAS**, the Fund has agreed to provide financing for the Project.

**NOW THEREFORE**, the Parties hereby agree as follows:

### Section A

1. The following documents collectively form this Agreement: this document, the Project Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2) and the Special Covenants (Schedule 3).

2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of December 2022, and as may be amended hereafter from time to time (the "General Conditions") are annexed to this Agreement, and all provisions thereof shall apply to this Agreement. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein, unless the Parties shall otherwise agree in this Agreement.

3. The Fund shall provide:

- A. a loan on super highly concessional terms ("Loan A");
- B. a loan on highly concessional terms ("Loan B"); and
- C. a loan on ordinary terms ("Loan C"),

(together the "Financing") to the Borrower which the Borrower shall use to implement the Project in accordance with the terms and conditions of this Agreement.

## **Section B**

1. The amount of:
  - A. Loan A is seventy-one million six hundred and fifty thousand United States dollars (USD 71,650,000);
  - B. Loan B is seventeen million nine hundred and ten thousand United States dollars (USD 17,910,000); and
  - C. Loan C is ten million United States dollars (USD 10,000,000).
2. In relation to Loan A:
  - (i) it shall be free of interest but shall bear a fixed service charge as determined by the Fund at the date of approval of Loan A by the Fund's Executive Board, payable semi-annually in the Loan Service Payment Currency;
  - (ii) it shall have a maturity period of fifty (50) years, including a grace period of ten (10) years starting from the date of approval of the Loan by the Fund's Executive Board; and
  - (iii) it will be repaid at two and a half per cent (2.5%) of the total principal per annum for years eleven (11) to fifty (50).
3. In relation to Loan B:
  - (i) it shall be free of interest but shall bear a fixed service charge as determined by the Fund at the date of approval of Loan B by the Fund's Executive Board, payable semi-annually in the Loan Service Payment Currency;
  - (ii) it shall have a maturity period of forty (40) years, including a grace period of ten (10) years starting from the date of approval of Loan C by the Fund's Executive Board; and
  - (iii) it will be repaid at two per cent (2%) of the total principal per annum for years eleven (11) to twenty (20), and four per cent (4%) of the total principal per annum for years twenty-one (21) to forty (40).
4. In relation to Loan C:

Loan C shall be subject to interest on the principal amount outstanding of Loan C at a rate equal to the IFAD Reference Interest Rate including a variable spread, payable semi-annually in the Loan Service Payment Currency, and have a maturity period of twenty-nine (29) years, including a grace period of ten (10) years, starting from the date as of which the Fund has determined that all general conditions precedent to withdrawal have been fulfilled.
5. The Loan Service Payment Currency shall be in US dollars.
6. The first day of the applicable Fiscal Year shall be 1 July.
7. Payments of principal and service charge and/or interest, as the case may be, in respect of Loans A, B and C, shall be payable on 15 May and 15 November of each year.

8. There shall be Designated Accounts in USD, for the exclusive use of the Project, with corresponding local currency accounts in UGX, opened at the Bank of Uganda. The Borrower shall inform the Fund of the officials authorized to operate the Designated Accounts.

9. The Borrower shall provide counterpart contribution for the Project, in the value of an amount of [thirty-one million nine hundred and seventy thousand United States dollars (USD 31,970,000)] (in cash or in-kind as described in Schedule 1), or as may otherwise be agreed between the Parties.

### **Section C**

1. The Lead Project Agency shall be the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF). Other implementation agencies will be Dairy Development Authority (DDA) National Animal Genetic Resources Centre and Data Bank (NAGRC&DB) and National Agricultural Research Organisation (NARO), or such relevant successor entities as communicated.

2. A Mid-Term Review will be undertaken at mid-line to assess whether the project is on track to achieve its goal and development objectives.

3. The Project Completion Date shall be the eighth anniversary of the date of entry into force of this Agreement and the Financing Closing Date shall be six (6) months later, or such other date as the Fund may designate by notice to the Borrower.

4. Procurement of goods, works and services financed by the Financing shall be carried out in accordance to the Borrower's Public Procurement Law, aligning with international standards and its associated regulations that are in line with IFAD Project Procurement Guidelines. Furthermore, IFAD's End-to-End procurement system will be employed to mitigate the potential risks associated with inappropriate use of non-competitive methods.

### **Section D**

1. The Fund will administer the Financing and will supervise the Project jointly with the Government of Uganda represented by the Ministry of Finance, Planning and Economic Development.

### **Section E**

1. The following are designated as additional grounds for suspension of this Agreement:
  - (a) the PIM and/or any provision thereof, has been waived, suspended, terminated, amended or modified without the prior agreement of the Fund and the Fund, after consultation with the Borrower, has determined that it has had, or is likely to have, a material adverse effect on the Project.
2. The following are designated as additional grounds for cancellation of this Agreement:

- (a) in the event that the Borrower did not request a disbursement of the Financing for a period of twelve (12) consecutive months, without justification, subsequent to the first eighteen (18) months from the Effective Date.
3. The following are designated as additional (general/specific) conditions precedent to withdrawal:
- (a) the IFAD no objection to the Project Implementation Manual (PIM) shall have been obtained;
- (b) The project co-ordinator/manager, the procurement manager, and the finance manager/financial controller (have been appointed/seconded, to the project management unit (PMU) with the prior no-objection of the Fund.
4. This Agreement is subject to approvals in accordance with the laws of the Republic of Uganda, and such evidence of approval(s) provided to the Fund.
5. The following are the designated representatives and addresses to be used for any communication related to this Agreement:

For the Borrower:

Honourable Minister  
Ministry of Finance Planning and Economic Development  
Plot No. 2 – 8 Apollo Kaggwa Road  
P.O Box 8147  
Kampala

For the Fund:

The President  
International Fund for Agricultural Development  
Via Paolo di Dono 44  
00142 Rome, Italy

If applicable, the Parties accept the validity of any qualified electronic signature used for the signature of this Agreement and recognise the latter as equivalent to a hand-written signature.

This Agreement, has been prepared in the English language in two (2) original copies, one (1) for the Fund and one (1) for the Borrower.

THE REPUBLIC OF UGANDA

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Honourable Minister [Matia Kasaija]  
Minister of Finance Planning and Economic Development

[Date: \_\_\_\_\_<sup>1</sup>]

INTERNATIONAL FUND FOR  
AGRICULTURAL DEVELOPMENT

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Alvaro Lario  
President of IFAD

Date: \_\_\_\_\_

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<sup>1</sup> In case the FA is not signed in IFAD HQ

## Schedule 1

### *Project Description and Implementation Arrangements*

#### **I. Project Description**

##### *1. Target Population.*

The project will target 200,000 households, comprising of smallholder dairy and beef farmers engaged in intensive and semi-intensive small-scale integrated production systems, as well as small and medium scale extensive agro-pastoral systems.

##### *2. Project area.*

*The Project will work in 41 selected districts in the cattle corridor of the Republic of Uganda. The districts were selected based on the following: (i) high incidence and density of poverty, food insecurity, malnutrition; (ii) herd size by the households and potential for value chain development, including markets for animal sourced products; (iii) high potential for women and youth engagement; and (iv) climate vulnerability.*

##### *3. Goal.*

*The goal of the Project is to contribute to the improved livelihoods of smallholder livestock farmers in Uganda.*

##### *4. Objectives.*

*The Development objective of the Project is to enhance income, nutrition and resilience of smallholder dairy and beef producers through increased production, value addition and marketing.*

##### *5. Components.* The Project shall consist of the following Components:

##### **5.1 Component 1:** Increasing productivity and resilience and reducing the impact of production on climate: will support the transformation of smallholder and grazing/pastoral production systems to improve their productivity, increase

resilience to climate change and other constraints and shocks, lower their GHG emissions and enhance carbon sequestration in rangelands/pastures. Component one will aim to achieve four outputs: (i) Enhanced access to quality feed, fodder and water; (ii) Enhanced access to veterinary and animal health services, (iii)

Enhanced access to breeding services and development of an animal identification system and (iv) Enhanced extension services and technical support to farmers.

##### **5.2 Component 2:** Enhancing access to markets for smallholder producers and investments in the value chain: Interventions under this component will focus on post-production level and the financial sector and are intended to foster collective

action among smallholder beef and dairy farmers, broaden market opportunities for farmers, increase milk and beef value chain efficiency, increase investment at different levels of the value chain, through better access to finance, promote green and sustainable solutions, and improve food safety as well as nutrition and reduce food loss and waste at various stages of the value chains. This Component will aim at achieving three outputs: (i) Aggregation of production and access to markets for smallholder producers improved, (ii) Quality, food safety and local consumption of livestock commodities strengthened, (iii) Access to financial products for value chain actors improved.

- 5.3 **Component 3:** Policy support and coordination- ReLIV will support the formulation, review/updating of sector policies, strategies and regulations, based on Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) demand. Uganda has initiated a process of establishing a National Agriculture Regulatory Authority, IFAD will follow developments on this process to determine any adjustments needed. ReLIV will amplify the inclusion of all key stakeholders within the dairy and beef value chains through the creation of multi-stakeholder platforms. ReLIV will build on the achievements of 50x2030 initiative in Uganda which supports countries to collect better and more reliable agricultural and rural data and assists them in using data for policy and in their decision-making processes.

## II. Implementation Arrangements

6. *Lead Project Agency.* MAAIF is the lead implementing agency and other implementing agencies as mentioned in Section C, paragraph 1 of the Agreement.

7. *Project Steering Committee.* MAAIF as the lead implementing agency will establish a Project Steering Committee (comprised of representatives, including *inter alia*, relevant ministries, agencies, and private sector organisations) that will provide overall strategic direction and ensure coordination among sectors.

8. *Project Management Unit.* MAAIF will establish a project management unit (PMU) with competitively recruited/seconded staff (in accordance with the Borrower's applicable laws relating to the employment in the public service), to be responsible for coordination of the agencies involved in implementation of the Project. The PMU will handle core functions of coordinating the overall implementation and implementing agencies focusing on financial management; procurement; monitoring, evaluation and learning, and overall reporting. It will also initiate partnerships and collaborations with other similar ongoing projects and ensure complementarities and mutual learning.

9. *Implementing agencies.*

Semi-autonomous institutions of MAAIF, i.e., DDA, NAGRIC and DB and NARO's NaLiRRI, plus Directorate of Animal Resources in MAAIF with Local Governments, will be implementing agencies. Private sector agencies may also be contracted to perform (implementation) functions where necessary.

10. *Monitoring and Evaluation.*

Monitoring and Evaluation (M&E) system for ReLIV will be developed by the PMU M&E unit with the assistance of IFAD Country Office within the first year of the project as a tool for effective project implementation management. The M&E



system will enable IFAD, MAAIF and the stakeholders to monitor Project's internal performance.

*11. Knowledge Management.* The ReLIV KM function will be complemented by the M&E Management Information System (MIS, routine field M&E visits and thematic studies) on which quantitative and qualitative data will be assessed in order to primarily develop: (i) policy level KM Products (policy, briefs, case studies, and working papers); (ii) beneficiary success stories; (iii) training manuals on technologies; and (iv) lessons learned. The KM Officer will develop a comprehensive communication and knowledge management (C & KM) strategy that will provide for dissemination, visibility of project interventions, knowledge transfer, participation of key different stakeholders and direct project beneficiaries as a tool to develop a ReLIV specific KM action plan.

*12. Project Implementation Manual.* The Borrower shall finalise the PIM and forward it to the Fund for no objection within 90 days of entry into force. MAAIF, following confirmation from the Borrower, shall adopt the PIM, substantially in the form approved by the Fund, and MAAIF shall promptly provide copies thereof to the Fund.

The Borrower shall ensure that (i) the Project is carried out in accordance with the PIM; (ii) MAAIF informs the Borrower and the Fund of reasonably minor operational deviations from the PIM; and (iii) the PIM or any provision thereof shall not be amended, abrogated, waived or permitted to be amended, abrogated or waived, without the prior written consent of the Fund.

## Schedule 2

### Allocation Table

1. *Allocation of Loan Proceeds.* (a) The Table below sets forth the Categories of Eligible Expenditures to be financed by the Loan and the allocation of the amounts to each category of the Financing and the percentages of expenditures for items to be financed in each Category:

<b>Categories</b>	<b>Loan A Allocated (Expressed in USD)</b>	<b>Loan B Allocated (Expressed in USD)</b>	<b>Loan C Allocated (Expressed in USD)</b>	<b>Percentage net of taxes</b>
1.Civil Works	27 540 000	6 880 000		100%
II. Goods, Services and Inputs	15 460 000	3 870 000	4 710 000	100%
III. Equipment and Materials	13 830 000	3 460 000	4 790 000	100%
IV. Training and Workshops	6 520 000	1 620 000		100%
V. Operating Costs	4 720 000	1 180 000		100%
VI. Unallocated	3 580 000	900 000	500 000	
<b>Total</b>	<b>71 650 000</b>	<b>17 910 000</b>	<b>10 000 000</b>	

[(b) The terms used in the Table above are defined as follows:

- (i) Equipment and materials include vehicles acquired for the project.
- (ii) Training and workshops include consultancies for the project.
- (iii) Operating costs include salaries and allowances of project staff.
- (iv) Unallocated category is intended to cater for unforeseen contingency costs that may arise during the project implementation period such as design/price variations, subject to the borrowers request and Fund's approval.

### 2. *Disbursement arrangements*

(a) *Start-up Costs.* Withdrawals in respect of expenditures for start-up costs in operating cost Category incurred before the satisfaction of the general conditions precedent to withdrawal shall not exceed an aggregate amount of five hundred thousand United States dollars (USD 500,000). Activities to be financed by Start-up Costs will require the no objection from IFAD to be considered eligible.

**Schedule 3**

*Special Covenants*

**I. General Provisions**

In accordance with Section 12.01(a)(xxiii) of the General Conditions, the Fund may suspend, in whole or in part, the right of the Borrower to request withdrawals from the Loan/Grant Account if the Borrower has defaulted in the performance of any covenant set forth below, and the Fund has determined that such default has had, or is likely to have, a material adverse effect on the Project:

- 1. Within six (6) months of entry into force of the Financing Agreement, the Project will have been set up in the integrated financial management system of the Borrower.
- 2. Within six (6) months of entry into force of the Financing Agreement, the Project will enter into formal arrangements with implementing partners that will structure the collaboration, define roles, responsibilities and duties with regards to implementation, financial management, accounting and reporting.
- 3. *Planning, Monitoring and Evaluation.* The Borrower shall ensure that (i) a Planning, Monitoring and Evaluation (PM&E) system shall be established within twelve (12) months from the date of entry into force of this Agreement
- 4. *Gender.* The Borrower shall ensure that the project will contribute to SDG5 (Gender Equality.)
- 6. *Anticorruption Measures.* The Borrower shall comply with IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations.
- 7. *Sexual Harassment, Sexual Exploitation and Abuse.* The Borrower and the Project Parties shall ensure that the Project is carried out in accordance with the provisions of the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, as may be amended from time to time.
- 8. *Use of Project Vehicles and Other Equipment.* The Borrower shall ensure that:
  - (i) the types of vehicles and other equipment procured under the Project are appropriate to the needs of the Project; and
  - (ii) all vehicles and other equipment transferred to or procured under the Project are dedicated solely to Project use.
- 9. *IFAD Client Portal (ICP) Contract Monitoring Tool.* The Borrower shall ensure that a request is sent to IFAD to access the project procurement Contract Monitoring Tool in the IFAD Client Portal (ICP). The Borrower shall ensure that all contracts, memoranda of understanding, purchase orders and related payments are registered in the Project Procurement Contract Monitoring Tool in the IFAD Client Portal (ICP) in relation to the procurement of goods, works, services, consultancy, non-consulting services, community contracts, grants and financing contracts. The Borrower shall ensure that the

contract data is updated on a quarterly basis during the implementation of the Project/Program.

10 The Key Project Personnel are: project co-ordinator/manager, financial controller/manager, and, procurement manager. In order to assist in the implementation of the Project, the PMU, unless otherwise agreed with IFAD, shall employ or cause to be employed, as required, key staff whose qualifications, experience and terms of reference are satisfactory to IFAD. Key Project Personnel shall be seconded or recruited in accordance with the Borrower's applicable laws relating to employment in the public service. The recruitment or dismissal of Key Project Personnel is subject to IFAD's prior review and no objection. Key Project Personnel are subject to annual evaluation and the continuation of their contract is subject to satisfactory performance. Any contract signed for Key Project Personnel shall be compliant with the national labour regulations or the ILO International Labour Standards (whichever is more stringent) in order to satisfy the conditions of IFAD's updated Social, Environmental, Climate Assessment Procedures of IFAD (SECAP).

## **II. SECAP Provisions**

1. For projects/programmes presenting high or substantial social, environmental and climate risks, the Borrower shall carry out the implementation of the Project in accordance with the measures and requirements set forth in the Environmental and Social Impact Assessments (ESIAs)/Environmental, Social and Climate Management Frameworks (ESCMFs) and Environmental, Social and Climate Management Plans (ESCMPs) for high risk projects and Abbreviated ESIAs and ESCMPs for substantial risk projects and Free, Prior and Informed Consent (FPIC) Plans, FPIC Implementation Plans, Indigenous Peoples Plans (IPPs), Pesticide Management Plans, Cultural Resources Management Plans and Chance Finds Plans (the "Management Plan(s)"), as applicable, taken in accordance with SECAP requirements and updated from time to time by the Fund.

2. The Borrower shall not amend, vary or waive any provision of the Management Plan(s), unless: (i) agreed in writing by the Fund and (ii) the Borrower has complied with the requirements applicable to the original adoption of the Management Plan(s).

3. The Borrower shall disclose the draft and final ESIA reports and all other relevant Management Plan(s) with Project stakeholders and interested parties in an accessible place in the Project-affected area, in a form and language understandable to Project-affected persons and other stakeholders. The disclosure will take into account any specific information needs of the community (e.g. culture, disability, literacy, mobility or gender).

4. The Borrower shall ensure or cause the Implementing Agencies to ensure that all bidding documents and contracts for goods, works and services contain provisions that require contractors, sub-contractors and suppliers to comply at all times in carrying out the Project with the standards, measures and requirements set forth in the SECAP 2021 Edition and the Management Plan(s), if any.

5. This section applies to any event which occurs in relation to serious environmental, social, health & safety (ESHS) incidents (as this term is defined below); labor issues or to adjacent populations during Project implementation that, with respect to the relevant IFAD Project:

- (i) has direct or potential material adverse effect;
- (ii) has substantially attracted material adverse attention of outside parties or create material adverse national press/media reports; or
- (iii) gives rise to material potential liabilities.

In the occurrence of such event, the Borrower shall:

- (i) Notify IFAD promptly;
- (ii) Provide information on such risks, impacts and accidents;
- (iii) Consult with Project-affected parties on how to mitigate the risks and impacts;
- (iv) Carry out, as appropriate, additional assessments and stakeholders' engagements in accordance with the SECAP requirements;
- (v) Adjust, as appropriate, the Project-level grievance mechanism according to the SECAP requirements; and
- (vi) Propose changes, including corrective measures to the Management Plan(s) (if any), in accordance with the findings of such assessment and consultations, for approval by IFAD.

**Serious ESHS incident** means serious incident, accident, complaint with respect to environmental, social (including labor and community), health and safety (ESHS) issues that occur in the context of the loan or within the Lead Agency and Implementing Agencies' activities in the Project.

Serious ESHS incidents can comprise incidents of (i) environmental; (ii) occupational; or (iii) public health and safety; or (iv) social nature as well as material complaints and grievances addressed to the Borrower (e.g. any explosion, spill or workplace accident which results in death, serious or multiple injuries or material environmental contamination, accidents of members of the public/local communities, resulting in death or serious or multiple injuries, sexual harassment and violence involving Project workforce or in relation to severe threats to public health and safety, disturbances of natural ecosystems, discriminatory practices in stakeholder consultation and engagement (including the right of indigenous peoples to free, prior and informed consent), any allegations that require intervention by the police/other law enforcement authorities such as loss of life, sexual violence or child abuse, which (i) have, or are likely to have a material adverse effect; or (ii) have attracted or are likely to arouse substantial adverse attention of outside parties or (iii) to create substantial adverse media/press reports; or (iv) give, or are likely to give rise to material potential liabilities).

6. The Borrower shall ensure or cause the Implementing Agency, contractors, sub-contractors and suppliers to ensure that the relevant processes set out in the SECAP 2021 Edition as well as in the Management Plan(s) (if any) are respected.

7. Without limitation on its other reporting obligations under this Agreement, the Borrower shall provide the Fund with:

- (i) reports on the status of compliance with the standards, measures and requirements set forth in the SECAP 2021 Edition, ESCMPs and the management plan (if any) on a semi-annual basis - or such other frequency as may be agreed with the Fund;
  - (ii) reports of any social, environmental, health and safety incidents and/accidents occurring during the design stage, the implementation of the Project and propose remedial measures. The Borrower will disclose relevant information from such reports to affected persons promptly upon submission of the said reports; and
  - (iii) reports of any breach of compliance with the standards, measures and requirements set forth in the SECAP 2021 Edition and the Management Plan(s) (if any) promptly after becoming aware of such a breach.
8. In the event of a contradiction/conflict between the Management Plan(s), if any, and the Financing Agreement, the Financing Agreement shall prevail.

## Logical framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outreach</b>	<b>1 Persons receiving services promoted or supported by the project</b>				Programme reports	Annual	PMU M&E unit	Political stability
	Males - Males	0	48000	120000				Marco-economic conditions remain stable or improve.
	Females - Females	0	32000	80000				
	Young - Young people	0	20000	50000				
	Total number of persons receiving services	0	80000	200000	Programme reports	Annual	PMU M&E unit	No major political shocks in the region
	<b>1.b Estimated corresponding total number of households members</b>							
	Household members - Number of people	0	300000	1000000				
<b>1.a Corresponding number of households reached</b>	<b>1.a Corresponding number of households reached</b>				Programme reports	Annual	PMU M&E unit	Strong PMU in place
	Households - Households	0	80000	200000				
<b>Project Goal:</b> Contribute to the improved livelihoods of smallholder livestock farmers	<b>Percentage of rural households living below the poverty line in the project supported districts</b>				UBOS/ COI surveys	Baseline, MTR and completion	PMU M&E unit	Economic policies continue to support the dairy and beef value chains for smallholder farmers
	Households - Percentage (%)	21.5	20.4	19.2				
<b>Development Objective:</b> Enhance income, nutrition and resilience of smallholder dairy and beef producers	<b>Percentage increase in average HH income as a result of services provided</b>				COI surveys	Baseline, MTR and completion	PMU M&E unit	Implementing agencies reach the target groups
	Households - Percentage (%)	0	30	50				
	<b>1.2.8 Women reporting minimum dietary diversity (MDDW)</b>				COI Baseline, mid-term and Completion survey	Baseline, MTR and completion	PMU M&E unit	Local and international demand for dairy and milk continues to grow
	Women (%) - Percentage (%)	0	15	50				
	Women (number) - Females	0	12000	40000				
	Households (%) - Percentage (%)	0	6	20				
	Households (number) - Households	0	12000	40000				
	Household members - Number of people	0	60000	200000				
	Women-headed households - Households	0	3	10	COI Baseline, mid-term and Completion survey	Baseline, MTR and completion	PMU M&E unit	Households have access to the required nutrient rich foods that they can purchase with resources earned from the project activities.
	<b>2.2.1 Persons with new jobs/employment opportunities</b>							
	Males - Males	0	2000	6000				
	Females - Females	0	1330	4000				
	Young - Young people	0	830	2500				
Total number of persons	0	3330	10000					
<b>Outcome 1:</b> Increased productivity, resilience and reduced climate impact of smallholder beef and dairy production systems	<b>2.2.5 Rural producers' organizations reporting an increase in sales</b>				COI surveys	Baseline, MTR and completion	PMU M&E unit	Project implementation reaches the targeted households and enables them to improve their dairy and beef productivity and household income.
	Percentage of rural POs - Percentage (%)	0	20	50				
	Rural POs - livestock - Organizations	0	240	600	COI Baseline, mid-term and Completion survey	Baseline, MTR and completion	PMU M&E unit	
	<b>1.2.4 Households reporting an increase in production</b>							
	Total number of household members	0	200000	600000				
	Households - Percentage (%)	0	20	60				
	Households - Households	0	40000	120000	COI Baseline, mid-term and Completion survey	Baseline, MTR and completion	PMU M&E unit	
	<b>SF.2.1 Households satisfied with project-supported services</b>							
	Household members - Number of people	0	400000	800000				
	Households (%) - Percentage (%)	0	40	80				
	Households (number) - Households	0	80000	160000	Special study	Baseline, MTR and completion	PMU M&E unit	
	<b>3.2.1 Tons of Greenhouse gas emissions (tCO2e) avoided and/or sequestered</b>							
	Hectares of land - Area (ha)	0	15000	50000				
tCO2e/20 years - Number	0	11222915	32065470					
tCO2e/ha - Number	0	418500	1606547					
tCO2e/ha/year - Number	0	27.9	34.5					

Results Hierarchy	Indicators				Means of Verification			Assumptions	
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility		
<b>Output 1.1</b> Enhanced access to quality feed, fodder and water	<b>1.1.3 Rural producers accessing production inputs and/or technological packages</b>				M&E Data Component reports	Quarterly	PMU M&E unit	Political will to support the roll out of the system.  Sufficient capacity (numbers and skills) of extension services to roll out the system.	
	Males - Males	0	30000	60000					
	Females - Females	0	20000	40000					
	Young - Young people	0	12500	25000					
	Total rural producers - Number of people	0	50000	100000					
<b>Output 1.2</b> Improved management and delivery of animal genetic resources (AnGR)	<b>Number of cattle covered by the Livestock Identification and Traceability System</b>				LITS	Annually	PMU M&E unit	Sufficient numbers of Community Animal Health Workers and para-veterinarians who will be skilled and equipped by the project to provide veterinary and breeding services to the project beneficiaries.	
		Number of cattle - Number	0	875000					1750000
<b>Output 1.3</b> Enhanced access to animal health services for resilient and low emission animals	<b>Number of farmers accessing veterinary and breeding services</b>				M&E Data Component reports	Quarterly	PMU M&E unit		
		Total number of persons accessing services by the project	0	40000					100000
		Men - Number	0	20000					50000
		Women - Number	0	16000					40000
		Young - Number	0	10000					25000
	Households - Number	0	200000	500000					
<b>Output 1.4</b> Enhanced capacity of farmers and extension services	<b>1.1.4 Persons trained in production practices and/or technologies</b>				M&E Data/ Component reports	Quarterly	PMU M&E unit		
		Total number of persons trained by the project	0	75000					100000
		Men trained in livestock	0	45000					60000
		Women trained in livestock	0	30000					40000
		Young people trained in livestock	0	18750					25000
	Total persons trained in livestock -	0	75000	100000					
<b>Outcome 2</b> Enhanced access to market for smallholder producers and access to finance	<b>2.2.6 Households reporting improved physical access to markets, processing and storage facilities</b>				COI baseline, mid-term and Completion survey	Baseline, MTR and completion	PMU M&E unit	Timely construction and rehabilitation of the market facilities, processing facilities and storage facilities.  Financial service providers effectively package the available products and are able to reach the households and avail the products.	
		Households reporting improved physical access to markets - Percentage (%)	0	30					60
		Size of households - Number of people	0	60000					120000
		Number	0	180000					360000
		Households reporting improved physical access to processing facilities - (%)	0	30					60
		Households reporting improved physical access to storage facilities - Percentage (%)	0	30					60
	<b>1.2.5 Households reporting using rural financial services</b>				COI baseline, mid-term and Completion survey	Baseline, MTR and completion	PMU M&E unit		
		Total number of household members	0	113060					188435
		Households - Percentage (%)	0	11.3					18.8
		Households - Households	0	22612	37687				
	<b>3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices</b>				Component reports/COI surveys	Annual	M&E officer		
		Total number of household members		250000					600000
		Households - Percentage (%)	0	25					60
	Households - Households		50000	120000					
<b>Output 2.1</b> Enhanced aggregation of production and access to markets for smallholder producers	<b>2.1.3 Rural producers' organizations supported</b>				M&E Data and Training reports	Quarterly	PMU M&E unit	Farmers are willing to form rural producer organizations through with they will access	
		Total size of POs - Organizations	0	17000					34000
		Rural POs supported - Organizations	0	170					340
		Males - Males	0	10200					20400



Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Females - Females	0	6800	13600				inputs and market their dairy and beef products.
	Young - Young people	0	4250	8500				
Output 2.2 Improved awareness on nutrition	<b>1.1.8 Households provided with targeted support to improve their nutrition</b>				M&E Data and Training reports	Quarterly	PMU M&E unit	
	Total persons participating - Number of people	0	125000	250000				
	Males - Males	0	75000	150000				
	Females - Females	0	50000	100000				
	Households - Households	0	25000	50000				
	Household members benefitted	0	125000	250000				
	Young - Young people	0	31250	62500				
Output 2.3 Improved access to finance	<b>1.1.5 Persons in rural areas accessing financial services</b>				Component reports/ Groups reports	Semi-annual	PMU M&E unit	Farmers have support to access financial services
	Women in rural areas accessing financial services - savings - Females	0	2621	4368				
	Young people in rural areas accessing financial services - savings - Young people	0	1638	2730				
	Men in rural areas accessing financial services - savings - Males		3275	5459				
	Men in rural areas accessing financial services - credit - Males	0	3275	5459				
	Women in rural areas accessing financial services - credit - Females	0	2621	4368				
	Young people in rural areas accessing financial services - credit - Young people	0	1638	2730				
	Total persons accessing financial services - savings - Number of people	0	5896	9827				
	Total persons accessing financial services - credit - Number of people	0	5896	9827				
Outcome 3 Strengthened policy and regulatory environment	<b>Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment</b>				Stakeholder platforms	Annually	PMU M&E unit	GoU willingness to have conducive regulatory framework for dairy and beef sectors
	Number - Number	0	1	2				
	<b>SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers</b>				COI baseline, mid-term and Completion survey	Baseline, MTR and completion	PMU M&E unit	
	Household members - Number of people	0	100000	400000				
	Households (%) - Percentage (%)	0	10	40				
Households (number) - Households	0	20000	80000					
Output 3.1 Formulation, review and update of national policies, strategies and legislations supported	<b>Policy 1 Policy-relevant knowledge products completed</b>				Knowledge products	Annually	PMU M&E unit	GoU interest in revisiting the legislative framework
	Number - Knowledge Products	0	2	5				

## Integrated project risk matrix

Risk categories and subcategories	Inherent	Residual
<b>Country Context</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Fragility and Security</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s): Since the end of the conflict with the Lord Resistance Army in Northern Uganda around 20 years ago, Uganda has been a generally peaceful country, despite recurrent political turmoil at the occasion of general elections, despite two major remaining hotspots:</p> <ul style="list-style-type: none"> <li>- Ugandan troops are involved military action against the Allied Democratic Forces (ADF) in North Kivu and Ituri provinces of eastern DRC, near to parts of the Ugandan border, on 30 November 2021. Ugandan troops are present on both sides of the border as part of the joint operations.</li> <li>- The Karamoja region remains subject to cross border raids of armed cattle rustlers that lead to intercommunal violence and some military interventions. Project investments in this area could lead to an increase of conflict between the tribes.</li> </ul>	Substantial	Substantial
<p>Mitigations: RELIV will help mitigate the risk of increased conflict and promote a more harmonious environment for the communities, tribes, and surrounding countries involved in the cattle corridor area and in particular in Karamoja by</p> <ol style="list-style-type: none"> <li>1. Work with local authorities and law enforcement agencies to enhance security in the area, especially in regions susceptible to cattle raiding. This may include increasing patrols, setting up community watch groups, and improving communication networks.</li> <li>2. Implement better livestock management practices, including livestock identification and traceability systems, using tamper proof identification devices, to deter theft and promote responsible animal ownership</li> <li>3. Build the capacity of local institutions and organizations to effectively manage conflicts and address the challenges that may arise from the increased number of animals in the region.</li> <li>4. Monitoring and Evaluation: Implement a robust monitoring and evaluation system to assess the impact of the project on conflict dynamics and take corrective actions if necessary.</li> </ol>		
<b>Macroeconomic</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s): The WB/IMF assessment of Uganda's debt sustainability analysis indicates a moderate risk of external and overall public debt distress, with limited space to absorb shocks. The current debt-carrying capacity is classified as "medium". The economy is recovering from external shocks induced by the war in Russia's invasion of Ukraine and higher inflation, and the outlook has improved. Given the implementation of fiscal consolidation, Uganda's public debt continues to be sustainable in the medium term. Key risks include slower growth environmental shocks, further tightening of global financial conditions, delayed reform implementation, further delays in oil exports, and possible spillovers to trade stemming from the conflict in Sudan. The Ukraine war and post-Covid-19 effects will further limit agricultural input supply and deter foreign investors. With 70% of Uganda's workforce in agriculture, the sector is vital for the economy. Due to the Russian-Ukraine war, alternative sources of quality fertilizers are necessary. The conflict may limit access to fertilizers, leading to poor yields and increased food insecurity.</p> <p>However, Uganda's GDP growth was 5.3% during the first quarter of the year, supported by a robust growth of the agriculture sector, despite volatile weather conditions. The GDP is expected to further increase this year (6%) thanks to an increase of private investments combined with employment growth and a higher domestic demand, and potentially reach 6.6% in 2026, mainly driven by investments in the oil sector.</p>	Moderate	Moderate

Macroeconomic shock may affect the project beneficiaries directly by reducing market demand, increasing costs of inputs, and credit.		
<p>Mitigations: Ahead of a possible transition into an oil producer in 2025, the Ugandan economy needs to structurally transform and shift labor into more productive employment to reinvigorate economic activity and reduce poverty.</p> <p>The private sector must drive this transformation and diversification, which depend on macroeconomic stability, more efficient and effective public spending, increased government support for the most vulnerable, and the uptake of digital and other innovative technologies.</p> <p>RELIV will contribute to this change and sustain these efforts oriented to the transformation of subsistence livestock farmers towards more market-oriented systems, by supporting their resilience to shocks, improving their participation in the economy and decision making through organization in groups and cooperatives, hereby enhancing participation of women and youth. The project will also support private investment in the sector especially for SMEs and smallholder producers and can capitalize on the positive contributions of the recently-closed PROFIRA in terms of access facilitation to finance. Digitalization will improve the sector overall efficiency. ReLIV will support the Government of Uganda to prioritize import replacement in 2023 by domestically producing fertilizers and other essential raw materials previously imported from Ukraine or Russia.</p>		
<b>Governance</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s): In 2022, the Transparency International's Country Corruption Perception Index assessed Uganda at a substantial risk level of risk in terms of corruption (26 points in 2022, showing a decrease of 1 point compared to 2021), which places the country in 142nd position out of 180 countries. The World Bank 2021 Country Policy and Institutional Assessment (CPIA) rates Uganda as moderately unsatisfactory policy reformer with a score of 3.6 (no change compared to previous year). The country shows weaknesses in the Public Sector Management and Institutions (Quality of Public Administration (scored 3) and Transparency (scored 2.5).</p> <p>The policy and regulatory framework for the livestock sector presents the following gaps and risks:</p> <ul style="list-style-type: none"> <li>• Lack of policy frameworks on dairy and beef sector (Livestock policy currently in draft; Animal Health Act is being reviewed; Dairy strategy still under development). These policy gaps may affect project implementation because of lack of policy directions and related investment efforts or policy incentives from Government.</li> <li>• The country shows lack of or weak enforcement of sector policies, rules and legislation. The low enforcement of regulations on raw milk for instance leads to the persistence of the informal market for raw milk (60% of volumes), and meat, which creates an unfair competition for the formal sector including the cooperatives, that the project will support in priority.</li> <li>• The regional geopolitical volatility, due to fluctuating bilateral relations with other countries in the region; may impact regional trade for milk, feed, inputs, as illustrated by recent closure of Kenyan market for milk. This may also impact project beneficiaries as illustrated by the situation of brookside dairies that recently had to stop exporting products to Kenya, and thus also reduced milk collection from farmers.</li> </ul>	Moderate	Moderate
<p>Mitigations: In an attempt to combat against corruption, the Government of Uganda created new institutions at both the local and national level. The 2019 Zero Tolerance to Corruption Policy tries to curb corruption in its various facets. To effectively deliver the outcomes of Zero Tolerance to Corruption Policy, a comprehensive five-year plan of action, the National Anti-Corruption Strategy (NACS) has been developed. This Sixth cycle of the NACS covering the period provides programme direction and guide to anti-corruption agencies, Ministries, Departments, Agencies and Local Governments (MDALGs), Private Sector and other stakeholders to effectively respond to incidences of corruption within their sectors.</p>		

<p>To support the livestock sector policies and strategies, RELIV will provide support in revising, enhancing, and completing national policies, strategies, and legislations related to the dairy sector. Additionally, to address the issue of competition from informal sector, RELIV will actively involve raw milk traders in the stakeholder platform's activities, in order to support their integration in the formal sector and enhance their collaboration with cooperatives.</p>		
<p><b>Political Commitment</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p>Risk(s): Since the end of the conflict in Northern Uganda in the 2,000s, the country as a whole has enjoyed political stability that has supported the successful implementation of development programmes. At the same time the improvements in overall policy environment, with a stronger private sector emphasis, have enhanced economic development opportunities in the dairy and beef sectors and areas leading to increased chances of improved future equality and social stability. However, currently the risk that election related violence (next elections will be in 2026) could result in bouts of opposition-led protests, halt implementation and/or cause reversal to the gains made in the projects, remains substantial.</p> <p>Also, The United Nations' human rights office has been forced to close its country office at the beginning of August, following the government decision not to renew the host agreement considering government's own "commitment to the protection and promotion of human rights" and the existence of "strong national human rights institutions and a vibrant civil society". Nevertheless, there are raising concerns for an increasing hostile environment for civil society actors, journalists, human rights defenders that may spark protests across the country and may lead to an unconducive climate to free and fair elections in 2026.</p> <p>Political violence could affect project implementation if they last long. However, they may be restricted to urban centers and could spare project intervention areas.</p>	<p>Moderate</p>	<p>Moderate</p>
<p>Mitigations: IFAD's proactive approach involves actively engaging with a wide range of stakeholders, spanning various ministries and institutions. This engagement encompasses individuals at all levels, from high-ranking officers to technical specialists. This will ensure no disruption during project implementation.</p> <p>As we get closer to the elections, ICO will closely follow up with the developments on the ground, until elections are complete. RELIV demonstrates a strong alignment with the National Development Plan (NDP), ensuring that even in the event of a government change as a result of the 2026 elections, the project will maintain its relevance, firmly positioned atop the NDP priorities.</p>		
<p><b>Sector Strategies and Policies</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p><b>Policy Development and Implementation</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p>Risk(s): The livestock sector is equipped with a wide arsenal of policies, strategies for the livestock sector but there are some gaps in terms of sector specific policy and strategic frameworks (e.g. no dairy strategy or plan), and several sector policies/strategies are outdated &amp; need revision. These gaps could affect project implementation as they may not provide an optimal policy environment for achievement of project outcomes. Technical teams in charge of policy development in MAAIF have expressed the need for support for policy formulation, including in terms of expertise and facilitation of consultation with stakeholders. The risk of non adoption of policy frameworks developed with the support of the project cannot be ignored, as illustrated by the number of draft policies supported by development partners and not adopted; this situation is often caused by an excessively exogenous policy process and lack of ownership of authorities that have the mandate for policy development.</p>	<p>Substantial</p>	<p>Substantial</p>
<p>Mitigations: The risk of low ownership and no adoption of draft policies formulated with the support of the project can be mitigated by giving the</p>		

<p>authorities in charge of policy making (Ministry, but also parliament) a central role in the process</p> <p>Government has initiated a process of establishing a National Agriculture Regulatory Authority. This will address some of the current gaps in the policy and regulatory framework during project implementation.</p> <p>ReLIV includes a specific outcome on policy which will include multi-stakeholders platforms including Government as well as key stakeholders as well as private sector actors and development partners such as SNV, EU, Heifer International and others to ensure that there platforms can have a wider impact on the policy developments at Country level.</p>		
<b>Policy alignment</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s): Overall, Uganda's country's strategies and policies governing the rural and agricultural sector are aligned with IFAD priorities, focusing on transforming subsistence smallholder farmers to commercial agriculture. The project is fully aligned and will contribute the National Development Plan III, mostly through the Agro-Industrialisation Programme (AGI), one of the 18 NDP III programmes, whose goal is to increase commercialization and competitiveness of agricultural production and agro-processing. Dairy and beef are among the key sector priorities in the Agro-Industrialisation programme but also in the Agricultural Value Chain Development Strategy. Livestock has been considered as a priority sector in Uganda, including at the highest level of state, and has received a lot of political attention, but also benefitted from public investments and policy incentives such as tax exemptions that have boosted private investments. The risk of policy divergence on sector priorities can thus be considered as minimal.</p> <p>Government policies in the agriculture sector can be considered as pro-poor, gender and youth sensitive and aligned with the IFAD priorities. There is however a slight risk of divergence in terms of targeting priorities since some regions production systems (ranches) that are considered as priorities by Government of Uganda for livestock development are those with larger farm holdings that do not correspond to IFAD target group and COSOP priorities. However, targeted regions where poor livestock farmers are predominant (East, North which are targeted in the COSOP) are also within Government priorities for Livestock Development. Finally, another policy risk is the lack of political will of the Government of Uganda to support pastoral communities and systems, because of implications related to conflicts for natural resources and spread of diseases; in pastoral areas, the project will thus have to focus on activities that contribute to mitigate these problems (community-based management systems, disease surveillance and control).</p>	Moderate	Moderate
<p>Mitigations: IFAD participates in Agriculture Donor Group and discussion for a with the Government, which will allow the ICO to identify possible changes in the Government support to the Livestock sector, although this is very unlikely under the current Government. In order to avoid elite capture due to inclusion of Districts/regions with predominant large-holder systems, the project will stick on COSOP geographical targeting.</p>		
<b>Environment and Climate Context</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Project vulnerability to climate change impacts</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s): Uganda's cattle corridor is highly vulnerable to climate variability and climate change as well as extreme weather events. These include prolonged dry spells and droughts, and unpredictable rainfall patterns. The resultant impacts on smallholder livestock systems include water scarcity, limited fodder and pasture for animals, and heat stress, leading to low productivity. This has a negative impact on food and nutrition security. The livestock sector is also a key contributor to greenhouse gas emissions (GHGs) due to poor feeding, quality of fodder/pasture, manure management, poor breeds and inappropriate herd management practices.</p>	Substantial	Substantial

<p>Mitigations: Climate adaptation and resilience building among livestock smallholders will be enhanced through the establishment of drought tolerant fodder and pasture varieties, fodder conservation (silage and hay making), water harvesting, and improved and resilient livestock breeds. Ongoing initiatives on provision of climate and weather information and insurance to farmers will be explored and synergies built with respective agencies where relevant. The project will invest in manure management, improved quality of feed, and renewable energy alternatives as means to reduce greenhouse gas emissions. RELIV will leverage on additional resources from the Green Climate Fund through PADNET, ARCAFIM, Uganda Development Bank's Climate Facility and the Global Environment Facility (GEF 8) to enhance its climate adaptation and mitigation ambition as well as access to climate finance for farmers and value chain actors. The project will undertake a carbon analysis using the FAO GLEAM tool.</p>		
<b>Project vulnerability to environmental conditions</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s): Land degradation is a serious challenge along the cattle corridor of Uganda and manifests in the form of rampant deforestation to expand land under agriculture and charcoal burning. Population growth is a key driver of land degradation. Other forms of environmental degradation include unsustainable farming practices that lead to water pollution and soil erosion. Natural resource use conflicts are witnessed in the North-Eastern part of the cattle corridor due to diminishing water sources and low quality/quantity of pasture, as well as the land tenure systems in place. Pests and disease outbreaks resulting from climate change contribute to reduced livestock productivity. The share of exotic breeds keeps increasing, but their resilience to climate change and climate-related diseases is low. Biosafety as a result of poor hygiene, use of personal protective equipment and waste management poses environmental risks, e.g., in abattoirs and labs. Animal welfare and animal rights issues are poorly addressed.</p>	Substantial	Substantial
<p>Mitigations: The project will promote integrated natural resource management interventions such as fodder agroforestry trees, grasses to control soil erosion, rain water harvesting, sustainable fodder and pasture management, manure management, circular waste management approaches, improved and well adapted breeds, and one health approach to disease management as well as improved disease surveillance and response mechanisms, promotion of biosafety measures such as PPEs and sustainable waste disposal and management . The project will also support value chain actors such as private sector players to develop/strengthen their environmental and social management systems (ESMS). IFAD's SECAP procedures will be applied to enhance animal welfare and rights along the value chain.</p>		
<b>Project Scope</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Technical Soundness</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s): The project is not more complex than other livestock projects under implementation or design in the region, while on the other hand technical and management capacities of Government agencies that will be in charge of implementation are in general good in Uganda. There are also a good number of lessons and pilots from other development agencies (in particular SNV for dairy and from the EU beef project for beef), on which the project can build on and that can be upscaled with minimal risks (low hanging fruits). These include for instance the quality-based payment system for milk, the smallholder aggregation model for beef, and the livestock traceability and identification system. The livestock sector, especially dairy, is also already very well established in the Country, with successful business models (such as existing productive alliances established with or without project support) that can easily be upscaled and replicated from one region to another.</p>	Moderate	Moderate

Mitigations: The project should rely on Government agencies with proven implementation capacities (DDA, NAGRC, NARO) for its implementation. Involving implementing partners with good experience in the Uganda Livestock sector (such as SNV), will also ensure availability of adequate expertise and mitigate this risk.		
<b>Project Relevance</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s): The objectives and interventions of the project are well aligned with national priorities, defined in NDP III and AGI, in terms of sector priorities, and with the issues of the target groups to be addressed. The main risk in terms of divergence between national priorities and project proposed support will be the nature of activities and the balance between infrastructure and equipment on the one hand (“hard”), and capacity building and institutional support (“soft”) on the other hand. The Government of Uganda would like to use IFAD funds mostly for investments because they are in the form of loans. However, it is obvious that capacity building both for farmers and for other value chain actors is also needed, if only for ensuring proper management and sustainability of infrastructure and equipment. The project will thus need to find some solutions to keep a balance between “hard” and “soft” investment, which is acceptable to the Government of Uganda, and not detrimental to the achievement of project outcomes.</p> <p>Land tenure: the dairy and beef sectors are highly dependent on secure land tenure and/or access to land. In Uganda tenure security varies deeply depending on the type of land and on the type of tenure (Freehold, Leasehold, Mailo or Customary). Many small-scale farmers, especially women and youth, work on land that they do not own, exacerbating their poverty, lack of political power and equal recognition of basic rights</p>	Moderate	Moderate
<p>Mitigations: The main mitigation measure will consist in leveraging other sources of financing such as the GCF PADNET, but also possibly other development partners including bilateral donors, to co-finance the needed capacity building activities. This prospection of potential partners and cofinanciers will take place between the PCN and design mission.</p> <p>Tenure considerations will be embedded in RELIV to help identify tenure implications for the dairy and livestock production systems to be targeted. RELIV will ensure the identification of fit for purpose, flexible land tenure related interventions that can help mitigate risks for climate smart investments in the dairy and livestock sectors and increase sustainability of results.</p>		
Risk(s): The risk that the project might not benefit vulnerable groups or there are discrimination against any of those vulnerable groups.	Moderate	Moderate
<p>Mitigations: ReLIV will be inclusive and build on the principles on leaving no one behind, following the SECAP 2021 guidelines for non-discrimination and using the Grievance and Redress Mechanism as means of reporting cases of discrimination against Lany vulnerable groups. The mitigation measure will include monitoring any complaints received under the grievance and redress mechanisms within the project which will then be reported to the ICO for assessment and possible action.</p>		
<b>Institutional Capacity for Implementation and Sustainability</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Monitoring and Evaluation Arrangements</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): The current M&E system in use by the PRELNOR project under implementation shows weaknesses in terms of data gathering, update, completeness and analysis. The same risk may be faced by RELIV.	Substantial	Substantial
<p>Mitigations: To mitigate the risk</p> <ul style="list-style-type: none"> <li>• Dedicated M&amp;E staff will be in charge of developing a robust and easy to update/track M&amp;E system to be aligned with the IFAD’s Operational Results Management System (ORMS). S/he will also ensure the data base including the project results management framework is constantly updated and is clean.</li> </ul>		

<ul style="list-style-type: none"> <li>• Seasonal outcome surveys will be planned, and final outcome survey report should be finalized and produced.</li> <li>• The M&amp;E system for RELIV will include both IFAD’s core outcome indicators for the different levels of the milk value chain, as well as project specific output indicators;</li> </ul> <p>Baseline studies on nutrition and to capture gender disaggregated data on project indicators will be conducted at design stage, to ensure continuous capture of disaggregated data in project implementation. To build the capacities of the M&amp;E team, staff development plans will be prepared during the first year of implementation to ensure that all staff are capacitated to perform their job in the most effective and efficient manner</p>		
<p><b>Implementation Arrangements</b></p>	<p><b>Substantial</b></p>	<p><b>Substantial</b></p>
<p>Risk(s): There is a potential risk of overlap between the different public institutions involved in implementation of RELIV (NARO, NAGRC&amp;DB, DDA), and concrete risk of lack of inadequate staffing and resources, which may result in activities delays (see Annex 3 – Table 2). There is also a risk of overlap and uncoordinated interventions among the different Development Partners currently operating in the livestock sector (USAID, SNV, EU, Heifer,). However, this risk will be minimal when RELIV starts as the main DPs currently involved in the sector are either winding up (EU) or considered to become implementing partner of the project (SNV). There is also a risk related to the upcoming reform of public agencies in the Agriculture sector, which could result in the merging of agencies, including some considered as key implementers of this project (DDA). There is also a risk related to the unsustainable management models of some public infrastructures and equipment that the Government of Uganda wants the project to strengthen, for instance Government farms and stations. These infrastructures sometimes provide services of private nature (e.g. feed) but do not have cost recovery mechanisms in place to ensure the sustainability of the systems that entirely rely on donor and public support.</p> <p>Finally, there is also a risk of limited Capacity of Rural Financial Institutions: those with stronger capabilities, such as commercial banks, microfinance institutions, and fintechs, have inadequate coverage in the project areas. Instead, the predominant lower-tier FIs operating in rural areas are savings and cooperative societies (SACCOs) and village savings and loan associations (VSLAs). However, many lower-tier FIs suffer from weak governance structures and financial and operational weaknesses. Consequently, the proposed technical assistance (TA) for product development could take longer to create an impact due to the capacity gaps of the FIs. Additionally, their limited capacity may hinder access to climate finance wholesale funds available through windows such as ARCAFIM, thereby reducing the project's effectiveness in improving access to finance for smallholder livestock farmers and agribusinesses.</p>	<p>Substantial</p>	<p>Substantial</p>
<p>Mitigations: The Project Management Unit will coordinate activities implemented by all the implementing partners (including NARO, NAGRC&amp;DB, and DDA) and ensure that they are in line with the mandates of the respective institutions and complementary. The MoU to be signed with each of the implementing agencies will specify the different roles of each agency, under this project.</p> <p>In case public agencies playing a key role in project implementation are merged with others (being implementing partners or not), the MoU will be amended and will ensure that the project focal points in the agency have the required experience and responsibilities to ensure coordination of project activities by their agency.</p> <p>As far as sustainability of public investments is concerned, the project will only invest in infrastructure and equipment for which a sustainable business model is envisaged (e.g. PPP) or for which there is a formal commitment of the Government of Uganda to provide operational budget after project closure.</p>		



<p>To mitigate the risk related to capacities of PFIs, RELIV will ensure adherence to strict selection criteria for beneficiary PFIs that demonstrate adequate financial, operational and governance capacity to meaningfully utilise the product development support and meet wholesale lenders' eligibility criteria. Additionally, the TA providers shall guide and support selected partner institutions in navigating the application and compliance processes to align PFIs with climate finance eligibility criteria.</p> <p>Efforts had been made by the Government of Uganda through the development of the Uganda Vision 2040, a 30 year Vision committed to improve, between other things, the country institutions, with a strong focus on the agriculture and livestock sectors.</p> <p>RELIV will build on that Vision and support the achievement of its goals, by early defining institutional arrangements with the main partners, taking into account lessons learned from past projects in the Country.</p>		
<b>Project Financial Management</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Project External Audit</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s): There is a risks of inadequate audit coverage of the project audit considering there are various implementing agencies situated in a broad geographic location across the country. There is also the possibility that some high-risk expenditure categories may not be covered during audits.</p>	Substantial	Substantial
<p>Mitigations: The auditor will prepare a work plan to ensure adequate coverage of the various institutions that receive project funds and cover all the major risk areas and adequate coverage as per coverage plan. IFAD finance Office would share the IFAD audit terms of reference with the external auditors in advance to ensure all key elements are included in the audit TOR of the OAG. The details of audit requirements as stipulated in the IFAD Financial Management and Financial Control (FMFCL) Handbook would be shared with project finance staff and external auditors.</p>		
<b>Project Accounting and Financial Reporting</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s): There is a risk of delays in consolidation of project financial reports at PMU which will be preparing consolidated financial reports for the project and inaccurate financial reporting due to the complex nature of the project which has multiple financiers, categories, and components. There is the risk of delays in receiving reports and support documentation from the implementing agencies and semi-autonomous government departments. There are also possibility of delays and inaccuracies in financial reporting due to improper coding of transactions and the multiple currencies that may be involved.</p>	Substantial	Substantial
<p>Mitigations: To mitigate on risks on financial reporting IFMIS will be enhanced to have analysis code for reporting on component, categories, financiers, for reporting quarter, cumulative for the year and cumulative since start of the project. The project finance team would prepare a reporting calendar and train the accounting staff in the implementing agencies and government department on IFAD processes and expected reporting timeliness. The project would prepare quarterly interim financial reports (IFRs) and annual financial statements.</p>		
<b>Project Internal Controls</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s): There may be a risk that appropriate controls over Programme funds are not in place, leading to the inefficient or inappropriate use of Project resources. There is also the risk that where controls exist, they are not enforced strictly or are circumvented by staff by staff charged to keep the controls.</p>	Substantial	Substantial
<p>Mitigations: Internal controls have been instituted in the whole framework of financial and administrative procedures. The identified controls range from; proper record keeping and posting, authorization of accounting, procurement and administrative documents, physical security of assets, double signing (approval) arrangements, to financial reporting and</p>		

monitoring. There will be internal audit function to check overall compliance to internal controls and provide support towards improving systems, procedures, and processes. The control environment will be monitored using both internal and external audit and oversight.		
<b>Project Funds Flow/Disbursement Arrangements</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): There is a risk of commingling of funds at the entity which will be provided with advances for implementation of project activities. These includes Ministry of Finance which will receive advances from IFAD, MAAIF and implementing agencies (semi-autonomous entities and participating districts). Also, in addition to external development partners financing, there are Counterpart finances expected to be received from the Government and in-kind contributions from the beneficiaries.	Substantial	Substantial
Mitigations: To mitigate on risks of commingled funds and ease of accounting of any advance provided, funds will be held in Project dedicated accounts at the Central Bank of Uganda for which there will be monthly bank accounts reconciliation and financial reports. All partnering institutions that will receive project funds will have sub-project accounts for segregating the funds received. There will be monthly financial reports to PMU for monitoring operations of sub-accounts and consolidation. All partnering institutions will sign MoUs clearly highlighting the requirements for a separate bank account and financial reporting requirements.		
<b>Project Budgeting</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): The project has multiple financiers namely IFAD, GCF, GEF, Government and Beneficiaries contribution. There is a risk of co-mingling of funds in budgeting and expenditure allocations to these multiple financiers. There may also be a risk that annual work plans and budgets are not prepared or revised on a timely basis, and not executed in a coherent manner, resulting in funds not being available when needed, ineligible costs and reallocation of Project funds and slow implementation progress. According to the public financial management laws in Uganda, annual programme budgets of donor projects are required to be approved into the national budget every year following a strict calendar. There is the risk the project may not submit annual work planning and budget on time due to long administrative procedures.	Substantial	Substantial
Mitigations: The Cost-tables and PIM have adequate details on key activities to be implemented and sources of finances for these costs. Subsequently, the AWPB will be prepared with adequate details on financing for key activities to ensure adequate guidance to the accounting team in recording and summarizing transactions. The IFAD AWPB budget template is sufficiently detailed budget by category, component, and financiers. The PMU will coordinate the budget preparation processes by preparing a budget calendar that strictly follows the national budget timely lines and key deliverables. Budget monitoring will be carried out quarterly, semi-annually, and annually and any significant deviations discussed within the PMU and project steering committee for remedial actions. Approved budget will be codified in the IFMIS system for ease of monitoring and control of expenditures during the year.		
<b>Project Organization and Staffing</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): There are various administrative levels of implementation of the project namely the PMU, semi-autonomous government implementing agencies and participating districts which will have fiduciary responsibilities. Previous IFAD funded projects implemented through similar structures have had issues with timeliness and quality of financial reports from semi-autonomous implementing agencies and participating districts. Another risk is that RELIV also is a complex project due to multiple financiers. While PMU shall be made up of qualified and experienced	Moderate	Moderate

personnel with appropriate expertise in technical and financial management, there may be lack of staff familiarity with IFAD, GEF and GCF procedures.		
Mitigations: There will be MoUs between MAAIF and participating implementing agencies which will stipulate requirement on financial reporting. Any non-compliance implementing agencies may have their disbursements by PMU suspended as a penalty for non-compliance. Regarding familiarity with IFAD, GEF and GCF procedures, FMD will provide capacity building training to the Finance Staff who will be selected competitively. The capacity building will include familiarization with procedures on financial reporting, expenditures categorizations across components, categories, financial reporting timeliness and other financial management related to the Project.		
<b>Project Procurement</b>	<b>Moderate</b>	<b>Moderate</b>
<b>A.1 Legal, Regulatory and Policy Framework</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): The assessment has identified several inconsistencies and gaps between the national procurement legal and policy frameworks and the IFAD procurement guidelines, such as the use of merit point evaluation for goods and works, the provision for disqualification of bidders who did not buy the bidding document, the lack of a policy for sustainable public procurement, and the absence of a centralised procurement function. These issues pose a moderate risk of non-compliance with the project objectives and IFAD procurement principles.	Moderate	Moderate
Mitigations: The assessment suggests several mitigation measures to address the identified risks, such as the financing agreement to define the treatment of project procurement financed by counterpart funding, using IFAD procurement method thresholds and technical compliance, allowing minimum 45 days for ICB, adopting a project procurement strategy, using IFAD SBDs for works, holding periodic supplier conferences and capacity building sessions, involving beneficiary communities in contract monitoring, and using IFAD online end-to-end procurement system OPEN.		
<b>A.2 Institutional Framework and Management Capacity</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): <ul style="list-style-type: none"> <li>• In practice, project procurement payments are delayed due to elaborate IFMIS procedures with payments for invoices between 45 to 120 days.</li> <li>• There lacks a country level centralised procurement function in charge of consolidated procurement, framework agreements or specialised procurement.</li> <li>• There lacks an integrated information system (centralised online portal) that provides up-to-date information on public procurement.</li> <li>• There lacks a system whereby analysis of information from PDEs is routinely carried out, published, and fed back into the public procurement system.</li> <li>• No evidence of consistent application of a performance measurement system that focuses on both quantitative and qualitative aspects that can be used to support strategic decision making in procurement.</li> </ul>	Moderate	Moderate
Mitigations: <ul style="list-style-type: none"> <li>• Facilitate registration of new suppliers in the IFMIS immediately upon contract award and for ease of processing payments against deliveries.</li> <li>• Make use of organization level framework agreements for common user items on condition they reflect current market prices.</li> <li>• Timely publication of all contract awards including closed approaches and RFQ.</li> <li>• Use of IFAD online end-to-end procurement system OPEN for project procurement will support data analysis and system improvement.</li> </ul>		
<b>A.3 Accountability, Integrity and Transparency of the Public Procurement System</b>	<b>Moderate</b>	<b>Moderate</b>

<p>Risk(s):</p> <ul style="list-style-type: none"> <li>• From the existing IFAD operations NOPP and NOSP, there have been instances where needs analysis and market research has not guided a proactive identification of optimal procurement strategies, especially in packaging consulting assignments.</li> <li>• In practice, there are contract clauses that provide incentives for exceeding defined performance levels</li> <li>• In practice, project procurement payments are delayed due to elaborate IFMIS procedures with payments for invoices between 45 to 120 days.</li> <li>• Procurement statistics are not available and there is no system in place to measure and improve procurement practices.</li> <li>• Lack of government programmes to help build capacity among private companies, including for small businesses and training to help new entries into the public procurement marketplace.</li> <li>• There is no specific sector strategy for public procurement in Agriculture.</li> </ul>	<p>Moderate</p>	<p>Moderate</p>
<p>Mitigations:</p> <ul style="list-style-type: none"> <li>• Adopt a Project Procurement Strategy (PPS) that will be updated annually and inform procurement approaches for key project procurement activities.</li> <li>• Use IFAD SBDs for Works that contain provisions for value engineering to provide performance incentives.</li> <li>• Hold periodic supplier conferences and capacity building sessions for SMEs registered as suppliers.</li> <li>• Adherence to contractual payment schedules and regular updating of IFAD CMT financial progress for closer monitoring.</li> </ul>		
<p><b>A.4 Public Procurement Operations and Market Practices.</b></p>	<p><b>Moderate</b></p>	<p><b>Moderate</b></p>
<p>Risk(s):</p> <ul style="list-style-type: none"> <li>• Lack of programmes to build the capacity of relevant research holders to understand, monitor and improve public procurement.</li> <li>• The legal/regulatory and policy framework do not have citizen participation in planning, award and contract management.</li> <li>• The decisions of administrative review are published on the centralised government online portal but are not current and missing decisions in the last 2 financial years.</li> <li>• Lack of a cooling-off period for former public officials before they can participate in procurement activities.</li> <li>• Lack of a mechanism for systematically identifying corruption risks and for mitigating these risks in the public procurement cycle. No special measures for the detection and prevention of corruption associated with procurement.</li> <li>• No special integrity training programmes regularly offered to procurement workforce.</li> <li>• There is no evidence that civil society contributes to shape and improve integrity of public procurement. Neither is there any evidence that suppliers and business associations actively support integrity and ethical behaviour in public procurement, e.g. through internal compliance measures.</li> <li>• Standard bidding documents do not contain any reporting mechanisms for prohibited practices.</li> </ul>	<p>Moderate</p>	<p>Moderate</p>
<p>Mitigations:</p> <ul style="list-style-type: none"> <li>• Involve beneficiary communities in monitoring and acceptance of contract deliverables where applicable.</li> <li>• Timely publishing of administrative review decisions.</li> <li>• Use of IFAD guidance when interpreting conflict of interests during processing procurement activities and decision making.</li> <li>• Periodic training to project staff on IFAD project procurement principles and monitoring how they are integrated in the procurement cycle during project supervision.</li> <li>• Invitations to Bid for all procurement for IFAD funded operations to identify the source of funding, the applicable rules, and the reporting</li> </ul>		

channels for prohibited practices. • Invitations to Bid for all procurement for IFAD funded operations to identify the source of funding, the applicable rules, and the reporting channels for prohibited practices		
<b>B.1 Assessment of Project Complexity</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): • Project does not introduce new methodologies. However, there are many consulting service assignments that could pose a challenge to staff who are new to IFAD project procurement. • There are a number of beneficiary organizations that will be relied upon in development of specifications and processing procurement of items at evaluation and contract management stages. Some agencies are new to IFAD project procurement.	Moderate	Moderate
Mitigations: • Use of procurement methods and procedures prescribed in the IFAD guidelines and handbook. • Procurement for beneficiary organization will be limited to non-complex items and approaches such as Micro procurement, subject to IFAD LTA. International approaches done by the PMU.		
<b>B.2 Assessment of Implementing Agency Capacity</b>	<b>Not applicable</b>	<b>No risk envisaged - not applicable</b>
<b>Project Procurement Overall</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): • There has not been a deliberate procurement strategy and evidence of limited market research to back planning. • There have been instance of delayed procurement processes due to incomplete ESIA. • MAAIF has an internal audit. PPRA also undertakes annual audits but on a sample basis. • There are no prescribed thresholds for contract amendments • In practice payments gone beyond the 30-day payment terms. There are reported instances of late payment due to IFMIS processes. • Procurement records are maintained in separate files and kept chronologically. However, there are key procurement and contract information missing from files based on past IFAD project procurement reviews. • There are procurement specialists for existing IFAD operation but lacking seconded Officers to support. • There is need for sustained procurement training. Procurement officers not certified.	Moderate	Moderate
Mitigations: • Need for emphasis in needs analysis, defining requirements and packaging procurements to ensure optimal packaging and costing. • Update the project procurement strategy regularly to reflect the procurement environment and guide the planning and market approaches. • Major Construction contractors to hire among its key staff an Environmental and Social Safeguards Specialist. • Soon to be launched eGP system will ease sampling of public institutions for the procurement audits. Schedule the project for regular procurement audits and follow ups to ensure compliance. • Include approval thresholds for contract amendments as part of the PIM. • Ensure timely release of budget allocations on time so as to enable procuring entity meet contractual obligations. • Retain consolidated procurement files with contract management records. • Onboarding of a Senior procurement specialist to the PMU and		

supported by a seconded procurement officer. • IFAD BUILDPROC training and other procurement related trainings.		
<b>Environment, Social and Climate Impact</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Vulnerability of target populations and ecosystems to climate variability and hazards</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): Prolonged dry spells, droughts, and unreliable rainfall patterns are the main climate risks likely to affect project beneficiaries, with negative impacts such as water scarcity leading to poor fodder/pasture availability, low livestock productivity, poor yields, increased incidences of pests and diseases, low quality and quantities of milk produced, as well as diminished livelihoods and exacerbated poverty.	Substantial	Substantial
Mitigations: RELIV will promote measures such as rainwater harvesting, renewable energy, fodder trees/shrubs establishment, manure management and composting, improved and resilient breeds, fodder conservation, livestock insurance, access to climate finance, and improved pest and disease surveillance and management.		
<b>Greenhouse Gas Emissions</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): Poor quality of fodder/pasture, breeds, manure and herd management practices contribute to increased GHG emissions. Investments in the dairy sector are likely to result in increased absolute GHG emissions due to increased herd sizes. GHG gases may also result from agrochemicals use and the use of diesel or petroleum-based energy sources e.g. in processing, pumping water, cooling etc.	Substantial	Substantial
Mitigations: Renewable energy use e.g. solar and biogas, composting and manure management, herd management, integrated pest management (IPM), efficient fodder and feed management, and improved and resilient breeds.		
<b>Physical and Economic Resettlement</b>	<b>Low</b>	<b>Low</b>
Risk(s): RELIV is not anticipated to lead to resettlement of farmers or project stakeholders. The infrastructure that will be constructed and rehabilitated will be on state land and will not cause any land acquisition from individual farmers and/or the community, Physical resettlement of permanent homes or resettlement of livelihood activities (cattle grazing and hunting grounds).	Low	Low
Mitigations: In the unlikely event of land acquisition from individual farmers and/or the community, FPIC will be carried out, consent documented, and appropriate compensation provided in accordance with national laws. In case of physical or economic resettlement, SECAP standards on resettlement will be applied.		
<b>Community health, safety and security</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): Occupational risks exist for majority of the livestock farmers in Uganda is largely a result of their regular contact with animal waste, urine and blood. The farmers who participate in treatment of their animals are also exposed to needlestick injuries. The risks for female and young agropastoral are distinct from those of men. The large raw milk market and self-consumption of raw milk at home possesses a risk of unsafe and contaminated raw milk that can cause food borne diseases such as dysentery or zoonotic diseases like Tuberculosis and Brucellosis. A national livestock and livestock products traceability system is missing. The use and disposal of chemicals including acaricides and their containers may contaminate the environment while empty containers may be used for domestic purposes. There is also a risk of not attaining the anticipated nutrition outcomes if the targeted households do not consume the required liters of milk and if the income earned from sell of dairy products is not used to buy nutritional food items at households.	Substantial	Substantial

<p>Mitigations: The project capacity building programs will promote the use of PPE and sensitize the community on zoonotic diseases related risks, communicable diseases related risks, best practices for keeping animals in a safe manner to avoid cross species contamination and disposal of containers of veterinary medicines.</p> <p>The risks related to consumption of raw milk will be addressed through nutrition education at community and household level and accompanied by efforts for adding value to the raw milk value chain.</p> <p>The project will also promote improved food safety screening in both the dairy and beef value chains to promote food security. Support will also be provided towards establishing a national livestock and livestock products traceability system which will guarantee the quality, transparency, value chain sustainability and penetration into external markets that prioritize quality</p>		
<b>Labour and Working Conditions</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s): Promotion of zero grazing will further increase the workloads especially for the women and children who are primarily responsible for domestic care tasks in Uganda. The added workload may be realized from planting and collecting fodder, collection of water, feeding, cleaning and security of the animals among others. There is also a risk of poor working conditions especially for the youths and women involved in the milk collection and value addition services.</p>	Substantial	Substantial
<p>Mitigations: The project will promote small-scale mechanization that will reduce the workload for dairy and beef farmers, women in particular. Implementation of the GALS will minimize inequity in labor distribution. The youths will be mobilized into farmer groups and cooperatives which will facilitate their access to value chain development services.</p>		
<b>Indigenous People</b>	<b>Low</b>	<b>Low</b>
<p>Risk(s): As per the SECAP screening tool, ReLIV will not include interventions where indigenous peoples are present and thus it will not be located on lands and territories claimed by indigenous peoples or have any impacts on the rights of indigenous peoples or to the lands, territories and resources claimed by them. Thus, the risk is deemed very low.</p>	Low	Low
<p>Mitigations: RELIV targeting approach will ensure that vulnerable and marginalized groups are included. In the event during the implementation that indigenous communities are identified in the project area, the project will follow the steps to seek their free, prior and informed consent (FPIC) outlined in the SECAP Review Note. Moreover, through the multi-stakeholders platforms, policy issues related to indigenous could be discussed to ensure any necessary policies related to their rights are brought to the attention of decision makers.</p>		
<b>Cultural Heritage</b>	<b>Low</b>	<b>Low</b>
<p>Risk(s): Uganda is one of the richest countries in the world in relation to natural and cultural heritage. Government of Uganda in the NDP III identifies cultural heritage as a resource and seeks to create a sustainable approach to rural development promoting culture. RELIV has a very low risk of degrading the cultural heritage. The planned investments will largely be at the household level and the approaches including support through farmer groups and cooperatives are culturally acceptable. The construction of infrastructure will be done using certified materials, procedures and by qualified companies competitively selected and will strictly avoid the destruction of any cultural site.</p>	Low	Low
<p>Mitigations: RELIV will ensure that cultural considerations are made while rolling out project activities.</p>		
<b>Resource Efficiency and Pollution Prevention</b>	<b>Substantial</b>	<b>Substantial</b>
<p>Risk(s): Droughts and heat waves will result in water scarcity and inadequate fodder, resulting in low yields. Inadequate access to clean water affects livestock productivity, especially during the dry season. Poor</p>	Substantial	Substantial

manure and feed management and overstocking may result to increased GHGs emissions. Inappropriate use of livestock related agrochemicals (e.g. acaricide) will potentially lead to pollution of soil and water bodies. Poor management of animal waste as well as waste produced in facilities such as abattoirs and laboratories can contaminate water and soil as well as result in the spread of zoonotic diseases. Inefficient use of water and energy may lead to wastage and shortages. Poor or lack of use of PPEs could result to exposure to agrochemicals and zoonotic diseases.		
Mitigations: Resource efficiency and pollution prevention will be enhanced through promotion of renewable energy use, water and energy efficient technologies, sustainable manure and feed management, water harvesting, circular approaches to solid waste management, treatment of effluent discharge from slaughter houses, integrated pest and disease management, improved and adapted livestock breeds, fodder conservation, animal health and husbandry, and promotion of biosafety measures along the value chain, etc.		
<b>Biodiversity Conservation</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): Deforestation along the cattle corridor is rampant as most households rely on fuel wood and charcoal for cooking and heating. Loss of habitats to agricultural activities such as pasture and fodder production as well as human settlement are major contributing factors to biodiversity loss. Poor farming practices especially on steep slopes also lead to loss of vegetative cover. Sedimentation of water bodies and degradation of wetlands are likely to result in loss of biodiversity.	Substantial	Substantial
Mitigations: The key biodiversity conservation measures that will be promoted by the project shall include pasture management, overgrazing and soil erosion control measures, planting of fodder trees, fodder conservation, composting, and circular economy approaches e.g. biogas and bioslurry use.		
<b>Stakeholders</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Stakeholder Grievances</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): Potential conflicts may arise among community groups, cooperatives, outside workers, and smallholder producers regarding infrastructure locations and beneficiary selection for asset building. Grievance procedures are vital to enable Project Affected Persons (PAPs) to raise concerns at no cost and ensure timely resolutions.	Moderate	Moderate
Mitigations: Grievance Redress Mechanisms (GRMs) will be put in place at the level of producers' organizations (cooperatives, MCCs and MCPs). The entry point for GRM will be the livestock extension at PCU level and the Gender and Social Inclusion Specialist will be appointed to follow up the GRM process. A Free Prior and Informed Consent (FPIC) process will be conducted with groups ahead of any project investment that may affect the target beneficiaries. Selection of beneficiaries will be conducted in close collaboration with local and traditional authorities, on the basis of clear and well disclosed criteria, and in transparent manner.		
<b>Stakeholder Engagement/Coordination</b>	<b>Low</b>	<b>Low</b>
Risk(s): Both the dairy and the beef sectors are well organized with strong Government agencies coordinating sectoral development efforts, and stakeholders' organizations (farmers, traders, processors) well organized at local, regional and national levels. It is therefore easy for the PDT to identify potential partners and stakeholders and involve them in the design, which has already been the case during the PCN mission with the organization of a stakeholder consultation workshop, which was attended by all the main sector actors, public and private. This engagement will continue during the project design to ensure proper ownership and acceptance by sector stakeholders.	Low	Low



<p>Mitigations: The inclusive dialogue with Government agencies and stakeholder organizations initiated during the PCN mission will have to be pursued during the design and later during implementation. The existence of national multi stakeholder platforms for both the dairy and the beef sector that have been initiated by other development partners (SNV for dairy, EU for beef), will be an opportunity to ensure this consultation and coordination. The project will further support these platforms which are still new, and support their decentralization at local level which will facilitate participation of smallholder farmers in the consultations.</p>		
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