



Invertir en la población rural

Junta Ejecutiva

146.º período de sesiones

Roma, 9 a 10 de diciembre de 2025

Informe del Presidente

Propuesta de préstamo

República Popular de Bangladesh

Crecimiento en pro de las Iniciativas Empresariales Resilientes al Clima y Orientadas al Medio Ambiente y la Nutrición (GREEN)

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Medida: Se invita a la Junta Ejecutiva a que apruebe la recomendación que figura en el párrafo 68.

Preguntas técnicas:

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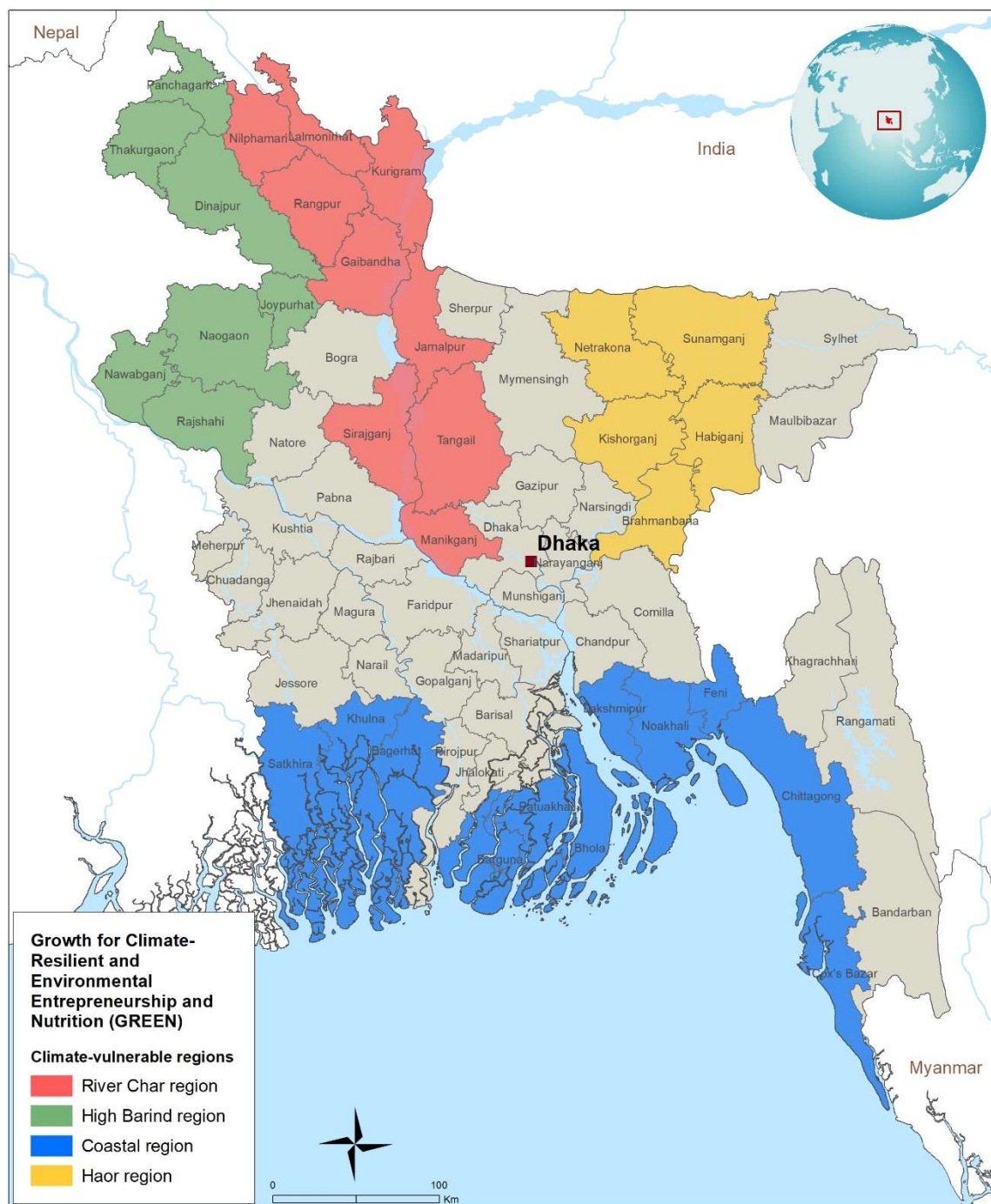
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Mapa de la zona del proyecto



Las denominaciones empleadas y la forma en que aparecen presentados los datos en este mapa no suponen juicio alguno del FIDA respecto de la demarcación de las fronteras o límites que figuran en él ni acerca de las autoridades competentes.

Mapa elaborado por el FIDA | 04-11-2025

Resumen de la financiación

Institución iniciadora:	FIDA
Prestatario/receptor:	República Popular de Bangladesh
Organismo de ejecución:	División de Instituciones Financieras del Ministerio de Finanzas
Costo total del proyecto:	DEG 154,4 millones (equivalentes a USD 211,7 millones)
Monto del préstamo del FIDA:	DEG 37,5 millones (equivalentes a USD 51,4 millones)
Condiciones del préstamo del FIDA:	Condiciones combinadas Plazo de vencimiento de 25 años, incluido un período de gracia de 5 años, con un cargo por servicios del 0,75 % y una tasa de interés anual del 1,25 % en DEG.
Contribución del prestatario/receptor:	DEG 50,8 millones (equivalentes a USD 69,6 millones)
Contribución del sector privado:	DEG 52,6 millones (equivalentes a USD 72,1 millones)
Déficit de financiación:	DEG 13,6 millones (equivalentes a USD 18,6 millones)
Monto de la financiación del FIDA para el clima:	DEG 22,8 millones (equivalentes a USD 31,3 millones), de los cuales DEG 2,2 millones (equivalentes a USD 3,03 millones) constituyen un complemento climático
Institución cooperante:	FIDA

I. Contexto

A. Contexto nacional y justificación de la actuación del FIDA

Contexto nacional

1. La República Popular de Bangladesh ha registrado avances socioeconómicos significativos desde que, en 2015, pasó a integrar el grupo de países de ingreso mediano bajo. La tasa de pobreza disminuyó del 24,3 % en 2016 al 18,7 % en 2022, mientras que la pobreza extrema se redujo del 12,9 % al 5,6 % en ese mismo período. Sin embargo, ha surgido un grupo vulnerable de personas afectadas por una “pobreza transitoria”, que se sitúan apenas por encima del umbral de la pobreza y carecen de la resiliencia necesaria para afrontar perturbaciones como la enfermedad por coronavirus (COVID-19). Aunque se prevé que Bangladesh dejará de formar parte del grupo de países menos adelantados en 2026, sigue siendo frágil: las crisis climáticas, las presiones económicas, las desigualdades sociales y las deficiencias en la gobernanza socavan la resiliencia, especialmente de las personas pobres, las mujeres y la gente joven de las zonas rurales. A ello se suma la carga derivada de acoger a los refugiados rohinyás. El crecimiento económico repuntó hasta un 7,2 % en 2022, aunque la elevada inflación —que alcanzó un máximo del 9,72 % a mediados de 2024— continúa presionando los presupuestos de los hogares.
2. La agricultura continúa siendo un pilar fundamental: emplea al 65 % de la población rural y aporta el 18 % del producto interno bruto (PIB). El sector depende en gran medida del cultivo del arroz, que representa el 95 % de la producción, lo que indica una falta de diversificación que aumenta su vulnerabilidad frente al clima. Las proyecciones indican que los rendimientos del arroz podrían disminuir un 7,4 % anual de aquí a 2050. La degradación ambiental, la debilidad de las infraestructuras, el acceso insuficiente a los mercados y la baja inversión limitan aún más el crecimiento. Como resultado, muchas personas deben migrar o adoptar estrategias de supervivencia negativas, como reducir el consumo de alimentos ricos en proteínas.
3. Las zonas más afectadas por el clima —las regiones costeras, los *haor*, el alto Barind y las chars fluviales— enfrentan una combinación de pobreza, inseguridad alimentaria y escasez de oportunidades fuera del sector agrícola. Estas comunidades, que dependen en gran medida de la agricultura y el comercio informal, se ven expuestas de manera regular a inundaciones, sequías, salinización y ciclones. Sin una inversión específica en adaptación al clima, financiación inclusiva y diversificación de los sistemas alimentarios, no será posible acabar con los ciclos de vulnerabilidad y exclusión.
4. El entorno de políticas respalda el desarrollo resiliente al clima. El Octavo Plan Quinquenal, el Plan Prospectivo 2021-2041 y el Plan Delta 2100 de Bangladesh destacan la importancia de la adaptación, la diversificación y el empleo inclusivo. La Estrategia y Plan de Acción sobre el Cambio Climático de Bangladesh, el Plan Nacional de Adaptación y las Contribuciones Determinadas a Nivel Nacional dan prioridad a los sistemas alimentarios resilientes y al acceso a la financiación. El proyecto Crecimiento en pro de las Iniciativas Empresariales Resilientes al Clima y Orientadas al Medio Ambiente y la Nutrición (GREEN) es coherente con dichas estrategias y complementa las iniciativas del Banco Mundial, el Banco Asiático de Desarrollo (BASD) y el Fondo Verde para el Clima (FVC); además, aprovecha las enseñanzas extraídas del Proyecto de Fomento de los Medios de Vida y la Resiliencia ante el Clima, financiado por el FIDA, y del Proyecto de Transformación de las Microempresas Rurales (RMTP).

Aspectos específicos relativos a las esferas transversales prioritarias del FIDA

5. En consonancia con los compromisos transversales asumidos por el FIDA, el proyecto ha recibido las clasificaciones que se detallan a continuación:
 - ☒ Abarca la financiación para el clima
 - ☒ Es sensible a la nutrición
 - ☒ Tiene en cuenta a la juventud
 - ☒ Tiene en cuenta la capacidad de adaptación
 6. **Empoderamiento de las mujeres.** Aunque se han logrado avances, las mujeres rurales de Bangladesh siguen enfrentando importantes barreras para participar en la economía. Su tasa de participación laboral es del 38,6 %, frente al 80,3 % en los hombres. El 70 % de los participantes en GREEN serán mujeres, en particular en cadenas de valor como las de aves de corral y pequeños rumiantes. Los productos financieros con enfoque de género, las actividades de comunicación para el cambio de comportamiento y la promoción de la toma de decisiones compartida contribuirán a fortalecer el empoderamiento de las mujeres y su control sobre los recursos.
 7. **Juventud.** La gente joven representa casi un tercio de la población, pero se enfrenta a situaciones de desempleo, subempleo y un acceso limitado a la tierra, la financiación y la capacitación. Aunque crece su interés por el emprendimiento y la innovación digital, las oportunidades de apoyo siguen siendo insuficientes. GREEN sitúa a la juventud en un lugar prioritario, mediante servicios financieros adaptados, apoyo a empresas agroalimentarias lideradas por jóvenes y el uso de tecnologías de la información y la comunicación para ofrecer capacitación y mejorar el acceso a los mercados, con el fin de que se conviertan en motores clave de unas economías rurales inclusivas y resilientes al clima.
 8. **Nutrición.** La inseguridad alimentaria es aguda: casi la mitad de la población no puede costearse una dieta saludable y solo el 39 % de las mujeres alcanza un nivel mínimo de diversidad alimentaria. La alimentación presenta carencias significativas en grupos esenciales como frutas, hortalizas, legumbres y cereales integrales. GREEN integra la nutrición en todas las etapas: fomenta la producción diversificada y la horticultura doméstica, e integra educación nutricional, agua, saneamiento e higiene, así como seguridad alimentaria, en las actividades comunitarias. Al vincular la inclusión financiera con intervenciones que tienen en cuenta la nutrición, el proyecto trata de mejorar la calidad de la dieta, especialmente de las mujeres y los niños.
 9. **Resiliencia climática.** La economía rural de Bangladesh se enfrenta a riesgos cada vez mayores debidos a inundaciones, sequías, salinidad y ciclones, que amenazan la seguridad alimentaria y los medios de vida. El proyecto refuerza la resiliencia climática promoviendo sistemas alimentarios diversificados e inteligentes desde el punto de vista climático, cultivos y ganado resistentes a condiciones de estrés, soluciones de energía renovable y una gestión sostenible de la tierra y el agua. Al integrar la adaptación en las finanzas, las cadenas de valor y la capacidad institucional, el proyecto dota a los hogares vulnerables de los medios necesarios para gestionar mejor las crisis, estabilizar sus ingresos e invertir en la resiliencia a largo plazo.
- Razones que justifican la intervención del FIDA**
10. Los riesgos climáticos siguen siendo una amenaza importante para la economía rural de Bangladesh, especialmente en las zonas costeras y ribereñas expuestas a inundaciones, sequías y salinidad. Estas amenazas reducen el PIB agrícola y provocan desplazamientos. El proyecto incorpora medidas de adaptación para aumentar la productividad, reducir costos, mejorar los medios de vida y fortalecer la resiliencia frente a las perturbaciones.

11. Las zonas de intervención dependen de la agricultura y las microempresas, pero se enfrentan a limitaciones, como una baja calidad de los productos, escaso valor añadido, deficiencias de inocuidad alimentaria y una lenta adopción de tecnologías modernas, junto con falta de inversión, cadenas de suministro frágiles y carencias nutricionales. Las mujeres están excluidas de muchas oportunidades y la gente joven enfrenta subempleo. El proyecto aplica un enfoque de sistemas alimentarios orientado al mercado, que integra tecnologías climáticamente inteligentes, empresas verdes y medidas que tienen en cuenta la nutrición.
12. El FIDA pone en práctica este modelo integral combinando financiación en condiciones favorables con apoyo técnico, fortaleciendo las cadenas de valor, ampliando la inclusión financiera y creando un modelo escalable para una transformación climáticamente inteligente. Su ventaja comparativa radica en combinar soluciones financieras adaptadas con servicios empresariales, y en impulsar iniciativas de adaptación que integran las dimensiones de género, juventud y nutrición.
13. A través de alianzas con el Banco Mundial, el BASD, donantes bilaterales, la Unión Europea y el Fondo para el Medio Ambiente Mundial, el FIDA movilizará recursos para ampliar el impacto. Basándose en proyectos anteriores, el proyecto apoyará a empresas dirigidas por jóvenes, ampliará el uso de herramientas digitales e intensificará la colaboración en el ámbito de las políticas en pro de un desarrollo inclusivo y resiliente al clima.

B. Enseñanzas extraídas

14. La asociación del FIDA con la Fundación Palli Karma-Sahayak (PKSF) ha demostrado que la combinación de servicios financieros y no financieros es fundamental para reducir la pobreza rural y fortalecer la resiliencia en las zonas afectadas por el clima. La experiencia del Proyecto de Promoción de la Comercialización y las Empresas Agropecuarias (PACE) y del RMTP muestra que el acceso oportuno a préstamos adaptados, junto con el apoyo al desarrollo empresarial, aumenta la productividad y la rentabilidad de las microempresas rurales. El enfoque basado en las cadenas de valor ha resultado eficaz para detectar limitaciones y oportunidades, mientras que los productos crediticios personalizados —como los préstamos estacionales, los préstamos para nuevas empresas y los préstamos para arrendamientos— han facilitado la participación de jóvenes y hogares marginados en actividades agrícolas y no agrícolas. Además, los datos muestran que los hogares vinculados a instituciones de microfinanciación afrontan mejor las perturbaciones, lo que evidencia el papel decisivo de la inclusión financiera en la creación de capacidad de adaptación. Estas enseñanzas proporcionan una base sólida para que el proyecto amplíe la escala de soluciones integradas que promuevan una transformación rural inclusiva y resiliente al clima en todo Bangladesh.

II. Descripción del proyecto

A. Objetivos, zona geográfica de intervención y grupos objetivo

15. El proyecto Crecimiento en pro de las Iniciativas Empresariales Resilientes al Clima y Orientadas al Medio Ambiente y la Nutrición tiene por objeto contribuir a una transformación rural inclusiva y resiliente al clima mediante un crecimiento económico sostenible y equitativo.
16. El objetivo de desarrollo del proyecto es aumentar de forma sostenible los ingresos, la resiliencia climática, la seguridad alimentaria y el estado nutricional de los hogares participantes, promoviendo dietas saludables, mejores hábitos nutricionales, la adopción de tecnologías y buenas prácticas, y un mayor acceso al capital.
17. Dirigido a las poblaciones más vulnerables de las regiones costeras, los haor, el alto Barind y las chars fluviales, el proyecto abarcará los distritos de todo el país propensos a sufrir pobreza y desastres naturales. GREEN prevé beneficiar a 258 333 hogares (aproximadamente 1,11 millones de personas), dando prioridad a

los grupos en situación de pobreza extrema y de pobreza transitoria y las personas pobres emprendedoras. Las mujeres representarán el 70 % de las personas participantes y las personas jóvenes el 50 %, lo que les otorgará un acceso inclusivo a medios de vida, financiación y nutrición resilientes al clima.

B. Componentes, efectos directos y actividades

18. El proyecto tendrá los componentes siguientes:
 - **Componente 1:** Desarrollo de un sistema alimentario resiliente al clima y respetuoso con el medio ambiente;
 - **Componente 2:** Servicios financieros inclusivos para los participantes en las cadenas de valor, y
 - **Componente 3:** Fomento de la capacidad institucional de los asociados en la ejecución y las organizaciones asociadas de la PKSf.
19. **El componente 1** sienta las bases para crear unos sistemas alimentarios respetuosos con el medio ambiente y resilientes al clima utilizando las metodologías de la PKSf, buscando dar prioridad a las cadenas de valor inclusivas y económicamente viables, apoyar las iniciativas empresariales dentro y fuera de las explotaciones agrícolas, y fortalecer los vínculos con el sector privado, promoviendo a la vez la sensibilización de los hogares y la demanda de alimentos nutritivos.
20. **El componente 2** amplía el acceso al crédito para las tres categorías de participantes en el proyecto, incluidos los del componente 1, con el fin de financiar sus actividades económicas, facilitar la ampliación de la producción y ofrecer soluciones financieras de emergencia, lo que se traduce en un aumento de los beneficios y de la resiliencia de los ingresos de los hogares.
21. **El componente 3** refuerza la capacidad humana e institucional del Gobierno, la PKSf y las organizaciones asociadas en los ámbitos del diseño y la ejecución de proyectos resilientes al clima, la protección del medio ambiente y los aspectos nutricionales del desarrollo agrícola y no agrícola, lo que conducirá al desarrollo de sistemas alimentarios sostenibles.
22. En conjunto, los tres componentes aumentarán la resiliencia de los participantes en el proyecto al proporcionar un acceso mejorado y sostenido a los mercados y los servicios financieros, contribuyendo a la diversificación de los medios de vida y fortaleciendo la capacidad institucional fundamental de la PKSf y sus organizaciones asociadas. La gestión del proyecto, el sistema de seguimiento y evaluación y la gestión de los conocimientos contribuirán a garantizar una ejecución eficaz.

C. Teoría del cambio

23. La teoría del cambio del proyecto Crecimiento en pro de las Iniciativas Empresariales Resilientes al Clima y Orientadas al Medio Ambiente y la Nutrición (GREEN) reconoce que la transformación rural en las zonas vulnerables al clima se ve limitada por los bajos niveles de productividad y diversificación, las deficiencias en las infraestructuras y en el acceso a los mercados, el acceso limitado a servicios financieros adaptados, la insuficiente capacidad institucional y la exclusión de la gente joven del ámbito agrícola y empresarial. Estos factores interrelacionados perpetúan la pobreza, la inseguridad alimentaria y la desigualdad, especialmente entre las mujeres y la gente joven.
24. Al integrar la adaptación al clima en todos los niveles, el proyecto promueve tecnologías resistentes a condiciones de estrés, la diversificación de la producción, las energías renovables y mejores prácticas nutricionales, junto con una financiación inclusiva y una mayor capacidad institucional. El proyecto busca estabilizar y aumentar los ingresos de los hogares, mejorar la seguridad alimentaria y empoderar a las mujeres y la gente joven, creando comunidades rurales más saludables, resilientes y económicamente seguras.

D. Armonización, sentido de apropiación y asociaciones

25. El proyecto hace hincapié en la armonización, el sentido de apropiación y las asociaciones como elementos fundamentales para lograr una transformación rural inclusiva y resiliente al clima. Es totalmente coherente con las prioridades nacionales y los compromisos mundiales de Bangladesh, y contribuye a la reducción de la pobreza, la seguridad alimentaria, la acción climática, la igualdad de género y la reducción de las desigualdades. Esta armonización garantiza la coherencia con otros programas, con lo que se maximizan las sinergias y se evitan duplicaciones.
26. El sentido de apropiación se promoverá mediante la participación activa de las comunidades y las partes interesadas tanto en el diseño como en la ejecución. Las mujeres y la gente joven participarán en el desarrollo de las cadenas de valor, las campañas de nutrición y el apoyo a las empresas, lo que garantizará que las intervenciones se basen en la demanda y sean pertinentes a nivel local. El sentido de apropiación a nivel local contribuirá a mantener los beneficios y a fortalecer la resiliencia a largo plazo.
27. El proyecto se basa en la asociación del FIDA con la PKSf, cuya amplia red de organizaciones asociadas aporta conocimientos locales y capacidad de intervención. La coordinación con otros proyectos pertinentes garantizará la complementariedad, mientras que la colaboración con agentes del sector privado fomentará la integración en los mercados y el desarrollo de empresas verdes.
28. El proyecto también impulsará la capacidad institucional de la PKSf, las organizaciones asociadas y los asociados gubernamentales para integrar la adaptación al clima, la nutrición, el género y la juventud. Las asociaciones con el Banco Mundial, el Banco Asiático de Desarrollo, el Fondo Verde para el Clima y los donantes bilaterales situarán al proyecto en posición de ampliar su impacto y obtener resultados inclusivos y sostenibles.

E. Costos, beneficios y financiación

29. El proyecto Crecimiento en pro de las Iniciativas Empresariales Resilientes al Clima y Orientadas al Medio Ambiente y la Nutrición se ejecutará a lo largo de seis años, con un costo total estimado de DEG 154,4 millones (equivalentes a USD 211,7 millones), que se financiarán de la siguiente manera: i) un préstamo del FIDA de DEG 37,5 millones (equivalentes a USD 51,4 millones); ii) un déficit de financiación de DEG 13,6 millones (equivalente a USD 18,6 millones), y iii) la cofinanciación nacional de la PKSf y sus organizaciones asociadas y del sector privado local, por valor de DEG 50,8 millones (equivalentes a USD 69,6 millones) y DEG 52,6 millones (equivalentes a USD 72,1 millones), respectivamente.
30. El déficit de financiación de DEG 13,6 millones (equivalentes a USD 18,6 millones) podrá subsanarse en ciclos posteriores de asignación de recursos (con arreglo a condiciones financieras que habrán de determinarse y con sujeción a los procedimientos internos y la posterior aprobación de la Junta Ejecutiva) o mediante cofinanciación obtenida durante la ejecución.
31. De conformidad con los métodos que aplican los bancos multilaterales de desarrollo para dar seguimiento a la financiación destinada a la adaptación al clima y la mitigación de sus efectos, el monto total de la financiación para el clima concedida por el FIDA al proyecto asciende a DEG 22,8 millones (equivalentes a USD 31,3 millones), monto que se clasifica íntegramente como financiación para la adaptación, y que incluye un complemento climático de DEG 2,2 millones (equivalentes a USD 3 millones).
32. En los cuadros 1, 2 y 3 que figuran a continuación se presentan los costos del proyecto desglosados por componente y categoría de gasto. Las inversiones del proyecto se organizan en los tres componentes principales indicados en los párrafos 18 a 22.

Cuadro 1
Costos del proyecto, desglosados por componente, subcomponente y entidad financiadora
 (en miles de DEG)

Componentes/subcomponente	FIDA		PKSF		Organizaciones asociadas		Sector privado (en especie)		Déficit de financiación		Total	
	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%
1. Desarrollo de un sistema alimentario resiliente al clima y respetuoso con el medio ambiente												
Desarrollo de un sistema alimentario resiliente al clima y respetuoso con el medio ambiente en las zonas vulnerables	-	-	2 937	53,8	-	-	330	6,0	2 188	40,1	5 455	3,5
Desarrollo de un sistema alimentario resiliente al clima y respetuoso con el medio ambiente en otros distritos	-	-	1 078	32,2	-	-	82	2,5	2 188	65,3	3 349	2,2
Campaña en favor de una alimentación sana y nutritiva	-	-	6	0,6	736	66,5	-	-	365	33,0	1 107	0,7
Subtotal	-	-	4 022	40,6	736	7,4	412	4,2	4 741	47,8	9 911	6,4
2. Servicios financieros inclusivos para los participantes en las cadenas de valor												
Inclusión financiera de las personas en situación de pobreza extrema	5 285	32,1	6 409	38,9	3 647	22,1	-	-	1 124	6,8	16 466	10,7
Créditos estacionales para empresas agrícolas y no agrícolas	13 416	39,2	10 941	31,9	7 294	21,3	-	-	2 605	7,6	34 256	22,2
Acceso regular a microcréditos para empresas agrícolas y no agrícolas	10 733	21,8	10 941	22,2	25 529	51,8	-	-	2 084	4,2	49 287	31,9
Préstamos a microempresas para la incubación y el crecimiento empresarial	8 049	22,9	10 941	31,1	14 588	41,5	-	-	1 563	4,4	35 142	22,8
Subtotal	37 483	27,7	39 233	29,0	51 059	37,8	-	-	7 376	5,5	135 150	87,5
3. Fomento de la capacidad institucional de los asociados en la ejecución y las organizaciones asociadas de la PKSf												
Fomento de la capacidad de los asociados en la ejecución en el desarrollo de sistemas alimentarios	-	-	399	26,8	-	-	-	-	1 094	73,3	1 493	1,0
Fomento de la capacidad de las organizaciones asociadas en materia de servicios financieros y no financieros inclusivos	-	-	439	37,8	359	30,9	-	-	365	31,4	1 163	0,8
Subtotal	-	-	838	31,5	359	13,5	-	-	1 459	54,9	2 656	1,7
4. Gestión del proyecto	-	-	6 663	100,0	-	-	-	-	-	-	6 663	4,3
Total	37 483	24,3	50 755	32,9	52 154	33,8	412	0,3	13 576	8,8	154 380	100,0

Cuadro 2

Costos del proyecto, desglosados por categoría de gastos y entidad financiadora

(en miles de DEG)

<i>Categoría de gasto</i>	<i>FIDA</i>		<i>PKSF</i>		<i>Organizaciones asociadas</i>		<i>Sector privado (en especie)</i>		<i>Déficit de financiación</i>		<i>Total</i>	
	<i>Monto</i>	<i>%</i>	<i>Monto</i>	<i>%</i>	<i>Monto</i>	<i>%</i>	<i>Monto</i>	<i>%</i>	<i>Monto</i>	<i>%</i>	<i>Monto</i>	<i>%</i>
I. Costos de inversión												
A. Estudios	-	-	120	100,0	-	-	-	-	-	-	120	0,1
B. Capacitación	-	-	4 857	38,7	1 095	8,7	412	3,3	6 200	49,3	12 564	8,1
C. Crédito	37 483	27,7	39 233	29,0	51 059	37,8	-	-	7 376	5,5	135 150	87,5
Total de costos de inversión	37 483	25,4	44 210	29,9	52 154	35,3	412	0,3	13 576	9,2	147 834	95,8
II. Gastos recurrentes												
A. Gastos de funcionamiento	-	-	4 333	100,0	-	-	-	-	-	-	4 333	2,8
B. Sueldos	-	-	2 212	100,0	-	-	-	-	-	-	2 212	1,4
Total de costos recurrentes	-	-	6 545	100,0	-	-	-	-	-	-	6 545	4,2
Total	37 483	24,3	50 755	32,9	52 154	33,8	412	0,3	13 576	8,8	154 380	100,0

Cuadro 3

Costos del proyecto, desglosados por componente, subcomponente y año del proyecto
 (en miles de DEG)

<i>Componentes/subcomponente</i>	<i>2026</i>	<i>2027</i>	<i>2028</i>	<i>2029</i>	<i>2030</i>	<i>2031</i>	<i>Total</i>
1. Desarrollo de un sistema alimentario resiliente al clima y respetuoso con el medio ambiente							
Desarrollo de un sistema alimentario resiliente al clima y respetuoso con el medio ambiente en las zonas vulnerables	1 059	1 345	1 345	670	670	365	5 455
Desarrollo de un sistema alimentario resiliente al clima y respetuoso con el medio ambiente en otros distritos	597	713	713	481	481	365	3 349
Campaña en favor de una alimentación sana y nutritiva	80	220	294	294	147	73	1 107
Subtotal	1 736	2 278	2 352	1 445	1 298	802	9 911
2. Servicios financieros inclusivos para los participantes en las cadenas de valor							
Inclusión financiera de las personas en situación de pobreza extrema	3 293	6 586	6 586	-	-	-	16 466
Créditos estacionales para empresas agrícolas y no agrícolas	6 851	13 702	13 702	-	-	-	34 256
Acceso regular a microcréditos para empresas agrícolas y no agrícolas	9 857	19 715	19 715	-	-	-	49 287
Préstamos a microempresas para la incubación y el crecimiento empresarial	7 028	14 057	14 057	-	-	-	35 142
Subtotal	27 030	54 060	54 060	-	-	-	135 150
3. Fomento de la capacidad institucional de los asociados en la ejecución y las organizaciones asociadas de la PKSf							
Fomento de la capacidad de los asociados en la ejecución en el desarrollo de sistemas alimentarios	221	301	383	223	182	182	1 493
Fomento de la capacidad de las organizaciones asociadas en materia de servicios financieros y no financieros inclusivos	77	310	475	155	73	73	1 163
Subtotal	298	610	859	378	255	255	2 656
4. Gestión del proyecto	1 118	1 085	1 120	1 088	1 085	1 167	6 663
Total	30 182	58 033	58 390	2 912	2 638	2 224	154 380

Estrategia y plan de financiación y cofinanciación

33. El FIDA otorgará un préstamo de DEG 37,5 millones (equivalentes a USD 51,4 millones) en condiciones combinadas. Esta financiación se destinará íntegramente al componente 2 (Servicios financieros inclusivos para los participantes en las cadenas de valor). En este proyecto no se prevé financiación de contrapartida gubernamental, pues el Gobierno de Bangladesh re presta el préstamo del FIDA íntegramente a la PKSf. La contribución de la PKSf financiará los costos de gestión del proyecto y una parte de los otros tres componentes. Las organizaciones asociadas también contribuirán a la financiación de los tres componentes, y la contribución del sector privado local será íntegramente en especie y se destinará a las actividades de capacitación previstas en el marco del componente 1.

Desembolsos

34. Para retirar fondos de la financiación aportada por el FIDA se aplicará la modalidad de fondos rotatorios en el marco del sistema de desembolsos basados en informes. A la hora de presentar al FIDA las solicitudes de retirada de fondos, se utilizará como referencia el repertorio de informes financieros provisionales. Ese repertorio y el requisito correspondiente se incluirán en la carta sobre la gestión financiera y el control financiero del proyecto y en el manual de ejecución del proyecto durante la fase de ejecución. El principal método de desembolso será el retiro de fondos por adelantado utilizando un fondo rotatorio. La contribución de la PKSf se incorporará al plan operacional anual y el presupuesto conexo y se indicará en las cuentas del proyecto. En el sistema de contabilidad se registrarán por separado los desembolsos y los gastos correspondientes a cada fuente de financiación.

Resumen de los beneficios y análisis económico

35. El proyecto Crecimiento en pro de las Iniciativas Empresariales Resilientes al Clima y Orientadas al Medio Ambiente y la Nutrición (GREEN) beneficiará directamente a 258 333 hogares (alrededor de 1,1 millones de personas), gracias a la mejora de los ingresos, la seguridad alimentaria, la nutrición, la resiliencia climática y el empleo, a

través de servicios financieros y no financieros adaptados a las cadenas de valor agrícolas y no agrícolas seleccionadas. El grupo objetivo incluirá a pequeños agricultores, microempresas, comerciantes, elaboradores y jóvenes y mujeres de las zonas rurales.

36. Los modelos financieros y económicos muestran que, con acceso al crédito y a la asistencia técnica, los hogares pobres y marginados pueden invertir en tecnologías mejoradas, aumentar la productividad y ampliar las oportunidades de ingresos. El análisis de empresas agrícolas y no agrícolas representativas confirma la rentabilidad en la hipótesis "con proyecto", con una demanda de crédito total de unos USD 197 millones que se espera satisfacer mediante los fondos del proyecto y los reflujos.
37. El proyecto presenta una alta viabilidad, con una tasa interna de rendimiento económico del 30 % y una relación costo-beneficio de 1,21. El análisis económico muestra una tasa interna de rendimiento económico del 41 % y una relación costo-beneficio de 1,26, y se prevé que se alcanzará el umbral de rentabilidad en el octavo año.
38. Más allá de los rendimientos financieros, el proyecto generará beneficios cualitativos a través de la mejora de la seguridad alimentaria, la nutrición y la salud animal, así como de la ampliación de las cadenas de valor y de la generación de empleo, especialmente para las mujeres y la gente joven. El fortalecimiento de la PKSf y sus organizaciones asociadas también mantendrá la capacidad institucional para la transformación rural a largo plazo.

Estrategia de salida y sostenibilidad

39. La estrategia de salida del proyecto se basa en la creación de medios de vida sostenibles, instituciones resilientes y empresas climáticamente inteligentes en regiones vulnerables. Su modelo de financiación de las cadenas de valor se basa en las actividades crediticias y comerciales que ya desarrollan la PKSf y sus organizaciones asociadas, concebidas para continuar una vez finalizado el proyecto y generar beneficios económicos de forma sostenida. Al incorporar un modelo de financiación rentable que combina créditos en condiciones favorables con productos financieros adaptados, el proyecto asegura la continuidad de los servicios después de que concluya. Los vínculos sólidos con las cadenas de valor, la participación del sector privado y el fortalecimiento de capacidades de la PKSf y sus organizaciones asociadas contribuirán a mantener los beneficios económicos, sociales y ambientales. Además, la participación inclusiva de las mujeres y la gente joven garantizará el sentido de apropiación y la escalabilidad a largo plazo.

III. Gestión del riesgo

A. Riesgos y medidas de mitigación

40. En la fase de diseño, se considera que el riesgo inherente de gestión financiera es considerable, debido al elevado riesgo de gestión financiera del país y a los riesgos moderados asociados a las entidades y al proyecto en los seis pilares de la gestión financiera. Las principales medidas de mitigación se detallarán en el convenio de financiación y se aplicarán durante la ejecución para reducir el riesgo residual. Aunque en los acuerdos de préstamo se incluirán medidas de mitigación, estas no son suficientes para reducir el riesgo residual en el momento actual. Se prevé que, durante la ejecución, dicho riesgo residual sea moderado o bajo.

Cuadro 4
Calificación general de los riesgos

<i>Esferas de riesgo</i>	<i>Calificación del riesgo inherente</i>	<i>Calificación del riesgo residual</i>
Contexto nacional	Moderado	Moderado
Estrategias y políticas sectoriales	Bajo	Bajo
Contexto ambiental y climático	Considerable	Considerable
Alcance del proyecto	Moderado	Moderado
Capacidad institucional de ejecución y sostenibilidad	Bajo	Bajo
Gestión financiera	Considerable	Considerable
Adquisiciones y contrataciones en el marco del proyecto	Considerable	Considerable
Impacto ambiental, social y climático	Considerable	Considerable
Partes interesadas	Bajo	Bajo
Riesgo general	Moderado	Moderado

B. Categoría ambiental y social

41. Los riesgos sociales y ambientales del proyecto se consideran moderados. Entre los principales riesgos se incluyen las enfermedades zoonóticas, el uso indebido de plaguicidas, la falta de autonomía de las mujeres y la exclusión social, los cuales se mitigarán mediante la gestión integrada de plagas, intervenciones de agua, saneamiento e higiene, medidas de bioseguridad, estrategias de comunicación para el cambio de comportamiento y medidas de igualdad de género e inclusión social. Asimismo, los riesgos ambientales derivados del monocultivo, el uso inapropiado de antibióticos y la recolección insostenible se abordarán mediante prácticas sostenibles e iniciativas “de alimentos inocuos”. El sistema de gestión ambiental y social de la PKSF y su experiencia con varios proyectos —como el RMTP, el PACE y Vías hacia la Prosperidad para Personas en Situación de Extrema Pobreza (PPEPP)— constituyen una base sólida para gestionar estos riesgos y fortalecer una agricultura resiliente al clima.

C. Clasificación del riesgo climático

42. Se ha estimado que los riesgos climáticos son considerables, ya que las cuatro regiones objetivo identificadas como puntos críticos en el Plan Delta 2100 se enfrentan a ciclones, inundaciones, sequías, salinidad, erosión y deslizamientos de tierra que amenazan los cultivos, el ganado y la pesca. Entre los riesgos indirectos se incluyen las plagas y las enfermedades. El proyecto incorporará la adaptación mediante la diversificación, los cultivos y las razas resistentes a condiciones de estrés, la recogida de agua de lluvia y las actividades no agrícolas. La PKSF y sus organizaciones asociadas proporcionarán servicios de asesoramiento basados en información climática, integrarán información meteorológica y adaptarán los productos financieros, incluidos los préstamos de emergencia, para aumentar la resiliencia de las comunidades.

D. Sostenibilidad de la deuda

43. El análisis de sostenibilidad de la deuda realizado por el Fondo Monetario Internacional en junio de 2025 califica el riesgo de sobreendeudamiento de Bangladesh como moderado, con una capacidad limitada para absorber crisis. Esto representa una rebaja respecto al nivel bajo registrado en 2024, debido a las revisiones a la baja de los datos de exportación correspondientes al ejercicio fiscal 2023-2024. La capacidad de endeudamiento sigue siendo media. Según la hipótesis de referencia, la dinámica de la deuda externa es favorable: se prevé un crecimiento del PIB del 6,5 % y que la relación entre deuda pública y con garantía pública y el PIB se estabilice en el 9,5 % para el ejercicio fiscal 2045. Aunque los indicadores de referencia están mejorando, el valor actual de la relación entre la deuda y las exportaciones supera los umbrales en las hipótesis de situaciones de perturbaciones extremas.

IV. Ejecución

A. Marco organizativo

Gestión y coordinación del proyecto

44. El Gobierno de Bangladesh, representado por la División de Relaciones Económicas del Ministerio de Finanzas, es el prestatario del préstamo. El proyecto Crecimiento en pro de las Iniciativas Empresariales Resilientes al Clima y Orientadas al Medio Ambiente y la Nutrición de Bangladesh será gestionado por la PKSf, organización central de desarrollo que cuenta con una junta de directores independiente. Esta organización trabaja a través de 200 instituciones de microfinanciación habilitadas (denominadas "organizaciones asociadas") que juntas poseen 9 500 sucursales en todo el país. Por intermedio de esa red, la PKSf proporciona actualmente financiación inclusiva y otros servicios a 13 millones de hogares pobres. El total de sus activos suma un valor de USD 707 millones, en que se incluye su cartera de préstamos vigentes, que en este momento asciende a USD 178 millones con una tasa de recuperación que supera el 99 %. Su labor será supervisada por la División de Instituciones Financieras del Ministerio de Finanzas.
45. Se establecerá un Comité Directivo del Proyecto dirigido por un secretario de la División de Instituciones Financieras que proporcionará orientación estratégica general, supervisará la marcha general de la ejecución, facilitará la coordinación entre organismos que sea necesaria para que el proyecto se ejecute sin contratiempos y resolverá las cuestiones pendientes que exijan decisiones de alto nivel. El comité se reunirá al menos una vez al año o cuando sea necesario para examinar la marcha de la ejecución del proyecto.
46. La PKSf establecerá una Unidad de Gestión del Proyecto (UGP) que se encargará de la gestión general. Dirigida por un coordinador de proyectos, que será un funcionario superior de la PKSf, dicha unidad planificará, ejecutará y supervisará las actividades del proyecto, y rendirá cuentas sobre los avances a la dirección de la PKSf, a la División de Instituciones Financieras y al FIDA. También se encargará de la gestión de los fondos y la presentación de informes, con el apoyo de personal profesional y de especialistas temporales, según sea necesario.
47. La UGP coordinará con la División de Operaciones de Préstamo de la PKSf la ejecución del componente 2. El componente 1 se ejecutará en colaboración con las organizaciones asociadas, mientras que la creación de capacidad institucional en el marco del componente 3 se llevará a cabo en colaboración con otras instituciones gubernamentales participantes y organizaciones asociadas a la PKSf.

Gestión financiera, adquisiciones y contrataciones, y gobernanza

48. **Gestión financiera.** La UGP contará con una sección de gestión financiera dotada de una plantilla adecuada que constará de un especialista financiero, un oficial de contabilidad y personal auxiliar. Su personal recibirá un sueldo competitivo, y se procurará que cuente con las cualificaciones necesarias conforme a las directrices del FIDA. Además, recibirá formación del Fondo y se atenderá a una descripción detallada del puesto y a las condiciones establecidas en el manual de ejecución del proyecto.
49. **Disposiciones en materia de desembolsos.** Los fondos del FIDA se desembolsarán en una cuenta designada del Banco de Bangladesh, y las cuentas operacionales estarán gestionadas por un banco que cotice en bolsa. El proyecto mantendrá cuentas independientes para los fondos del FIDA y los fondos de contrapartida, y los procedimientos de gestión financiera se detallarán en el manual de ejecución del proyecto.
50. Todas las actividades del proyecto obedecerán a **planes operacionales anuales y presupuestos** conexos que se elaborarán en función del informe sobre el diseño del proyecto y el convenio de financiación, con sujeción a la aprobación del Comité Directivo del Proyecto y a la autorización previa del FIDA otorgada por escrito

(declaración de conformidad). El Comité Directivo llevará a cabo un examen de mitad de año a fin de evaluar la marcha del plan operacional anual y el presupuesto conexo y aprobar cualquier modificación, revisión o medida correctiva que sea necesaria.

51. **Controles internos.** El proyecto funcionará bajo el marco de control interno y auditoría establecido por la PKSF, que está en consonancia con los requisitos del FIDA. Entre las medidas previstas figuran la asignación clara de responsabilidades, la segregación de funciones, el mantenimiento de registros financieros sólidos, la protección de activos y la realización de exámenes independientes periódicos. La Unidad de Auditoría Interna de la PKSF supervisará las actividades en todos los niveles mediante visitas sobre el terreno y auditorías periódicas a las organizaciones asociadas. Las disposiciones en materia de fraude y corrupción y cosignatarios y la supervisión de las misiones garantizará mayores niveles de transparencia, rendición de cuentas y cumplimiento.
52. **Sistemas de contabilidad y presentación de informes.** En el proyecto se presentarán informes conforme al criterio de valores de caja de las Normas Internacionales de Contabilidad del Sector Público (IPSAS) y se utilizará un programa informático de contabilidad adecuado. La UGP llevará registros detallados y presentará al FIDA informes financieros trimestrales, anuales y auditados.
53. Una empresa independiente llevará a cabo **auditorías externas** anuales de conformidad con las Normas Internacionales de Auditoría, y los auditores serán seleccionados mediante un proceso competitivo de contratación que se realizará con una periodicidad mínima de cuatro años. La PKSF presentará estados financieros no auditados en un plazo de cuatro meses y estados financieros auditados en un plazo de seis meses a partir del final de cada ejercicio fiscal, mientras que las organizaciones asociadas proporcionarán informes anuales de auditoría a la PKSF.
54. Las **adquisiciones y contrataciones** se realizarán de conformidad con la Ley y el Reglamento del Organismo Regulador de Adquisiciones y Contrataciones de Bangladesh y las directrices del FIDA, por medio del sistema electrónico de compras del Gobierno (e-GP), que se ajusta a las normas internacionales. Los riesgos identificados como considerables se mitigarán mediante una estrategia del proyecto en materia de adquisiciones y contrataciones, con el apoyo del Sistema integral de adquisiciones y contrataciones en línea del FIDA. Un especialista en adquisiciones y contrataciones supervisará el cumplimiento, la creación de capacidad, el mantenimiento de registros y la adhesión a las medidas de lucha contra la corrupción y de buena gobernanza.

Participación y observaciones del grupo objetivo y resolución de reclamaciones

55. La participación del grupo objetivo en el proyecto se basará en las amplias consultas realizadas durante el diseño con los posibles participantes, organizaciones asociadas a la PKSF, actores del sector privado y partes interesadas gubernamentales, aprovechando las lecciones aprendidas del Proyecto de Promoción de la Comercialización y las Empresas Agropecuarias y del RMTP. Este enfoque participativo garantiza que las estrategias del proyecto reflejen las prioridades de las mujeres, los hombres y la gente joven de las zonas vulnerables al clima.
56. Durante la ejecución, las consultas continuarán mediante análisis participativos de las cadenas de valor en los que tomarán parte todos los actores, desde los proveedores de insumos hasta los minoristas, con el fin de reconocer las limitaciones, las oportunidades y los riesgos climáticos. Los participantes en el proyecto proporcionarán comentarios de manera continua sobre las intervenciones, mientras que las organizaciones asociadas mantendrán contactos periódicos con los prestatarios a través de sus programas de microfinanciación. Estos mecanismos garantizarán el consentimiento libre, previo e informado, el cumplimiento de los procedimientos de evaluación social, ambiental y climática y la adaptación en tiempo real de las actividades del proyecto.

57. La participación también hará hincapié en la transparencia y la rendición de cuentas. La información se compartirá a lo largo del ciclo del proyecto y se recabarán comentarios a través de reuniones comunitarias, encuestas, buzones de sugerencias y herramientas digitales. El desarrollo de capacidades para la PKSf, las organizaciones asociadas y los participantes en el proyecto mejorará el seguimiento participativo, las salvaguardias, los mecanismos de resolución de reclamaciones y el aprendizaje con el fin de incorporar prácticas inclusivas y responsables.

Resolución de reclamaciones

58. El proyecto establecerá un mecanismo de resolución de reclamaciones abierto y accesible, en consonancia con las políticas sociales y ambientales del FIDA. Los participantes en el proyecto y los grupos vulnerables podrán informar de los efectos adversos a través de los canales establecidos por la PKSf y las organizaciones asociadas, también a través de reuniones de los grupos de microfinanciación. La información sobre el mecanismo se difundirá ampliamente para velar por la transparencia, la accesibilidad y la resolución oportuna de las reclamaciones.

B. Planificación, seguimiento y evaluación, aprendizaje, gestión de los conocimientos y comunicación

59. **La planificación** se guiará por un plan operacional anual y un presupuesto conexo, elaborado mediante un proceso participativo que vincule los presupuestos, la ejecución y el seguimiento con los objetivos del proyecto. El plan operacional anual y presupuesto conexo servirá como herramienta de gestión y seguimiento, y garantizará que las actividades se ajusten a los resultados y respondan a las prioridades de los participantes en el proyecto.
60. **El seguimiento y la evaluación** se basarán en los sistemas desarrollados en el marco del RMTP, con un plan específico de seguimiento y evaluación y sistemas digitales de información sobre la gestión para realizar un seguimiento de los indicadores, generar datos a nivel de los participantes en el proyecto y respaldar el seguimiento geoespacial. El estudio de referencia y las encuestas intermedia, final y sobre los efectos directos evaluarán los progresos y los efectos directos, mientras que las herramientas participativas y la recopilación de datos en tiempo real asegurarán una gestión adaptativa y la rendición de cuentas.
61. **La gestión de los conocimientos** se guiará por un plan de gestión de los conocimientos y la comunicación que priorizará el aprendizaje continuo, la obtención de datos objetivos y el intercambio de mejores prácticas. Las plataformas interactivas, los diálogos sobre políticas y la colaboración con instituciones de investigación vincularán las enseñanzas extraídas de los proyectos con las estrategias nacionales, fortalecerán la capacidad institucional y contribuirán a la ampliación y la sostenibilidad de toda la cartera del FIDA.

Innovación y ampliación de escala

62. El proyecto introduce un modelo integrado que combina el desarrollo de cadenas de valor resilientes al clima, productos financieros adaptados e intervenciones que tienen en cuenta la nutrición, un conjunto de innovaciones que hasta ahora no se había aplicado de manera simultánea en Bangladesh. Además, aprovecha las herramientas digitales, las energías renovables, los cultivos resistentes a condiciones de estrés y los productos financieros centrados en la gente joven para fomentar una transformación inclusiva. La ampliación de escala se logrará gracias al crecimiento a nivel nacional de la cartera de préstamos de la PKSf y de su red de organizaciones asociadas, las alianzas con actores del sector público y privado y el intercambio continuo de conocimientos. Gracias a las innovaciones incorporadas en los sistemas financieros, las cadenas de valor y las prácticas institucionales, el proyecto garantiza la reproducibilidad y la sostenibilidad, lo que permite su expansión a todas las regiones y su integración en las estrategias nacionales de desarrollo.

C. Planes para la ejecución

Preparación para la ejecución y planes para la puesta en marcha

63. La amplia experiencia de la PKSF en la ejecución de proyectos financiados por el FIDA garantizará una preparación sólida y una puesta en marcha oportuna. El proyecto aprovechará las enseñanzas extraídas, las herramientas y los módulos de capacitación del RMTP para acelerar la preparación. La UGP finalizará la dotación de personal, establecerá sistemas y orientará a las organizaciones asociadas, mientras que el FIDA enviará una misión de puesta en marcha inmediatamente después de la entrada en vigor con el fin de respaldar la preparación para la ejecución.

Supervisión, examen de mitad de período y planes de finalización

64. El Gobierno de Bangladesh y el FIDA llevarán a cabo de forma conjunta misiones anuales de supervisión, misiones de apoyo a la ejecución, el examen de mitad de período y el examen final. El Fondo movilizará especialistas para facilitar esas misiones. Se llevarán a cabo como mínimo seis misiones de supervisión y cuatro misiones de apoyo a la ejecución en el transcurso del proyecto.

V. Instrumentos jurídicos y facultades

65. Un convenio de financiación entre la República Popular de Bangladesh y el FIDA constituye el instrumento jurídico para la concesión de la financiación propuesta al prestatario. Se adjunta una copia del convenio de financiación negociado como apéndice I.
66. La República Popular de Bangladesh está legalmente autorizada por su legislación para recibir financiación del FIDA.
67. Me consta que la financiación propuesta se ajusta a lo dispuesto en el Convenio Constitutivo del FIDA y en sus Políticas y Criterios en materia de Financiación.

VI. Recomendación

68. Recomiendo a la Junta Ejecutiva que apruebe la financiación propuesta de acuerdo con los términos de la resolución siguiente:

RESUELVE: que el Fondo conceda un préstamo en condiciones combinadas a la República Popular de Bangladesh por un monto de treinta y siete millones cuatrocientos ochenta y tres mil derechos especiales de giro (DEG 37 483 000), equivalentes a cincuenta y un millones trescientos ochenta y ocho mil dólares de los Estados Unidos (USD 51 388 000), conforme a unos términos y condiciones que se ajusten sustancialmente a los presentados en este informe.

Álvaro Lario
Presidente

Negotiated financing agreement

NEGOTIATED TEXT
14/10/2025

LOAN NO. [number]

FINANCING AGREEMENT

Growth for Climate Resilient and Environmental Entrepreneurship and Nutrition (GREEN)

between the

PEOPLE'S REPUBLIC OF BANGLADESH

and the

INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT

[Signed in [Town], [Country]]

on _____

OR

[Signed in [Town], [Country], and [Town], [Country]]

FINANCING AGREEMENT (or "Agreement")

Loan No:

Project name: Growth for Climate Resilient and Environmental Entrepreneurship and Nutrition (GREEN) ("the Project")

The People's Republic of Bangladesh (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 a loan from the Fund for the purpose of financing the Project described in Schedule 1 to this Agreement.

NOW THEREFORE, the Parties hereby agree as follows:

Section A

1. This Agreement comprises the following: the Main Document (Preamble and Sections A-E), 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 loan (the "Loan" or "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 the Financing is Thirty-Seven Million Four Hundred Eighty-Three Thousand Special Drawing Rights (SDR 37 483 000).
2. The Financing is granted on blend terms and shall be subject to interest on the principal amount outstanding and a service charge as determined by the Fund at the date of approval of the Financing by the Fund's Executive Board. The interest rate and service charge determined will be fixed for the life cycle of the loan and payable semi-annually in the Loan Service Payment Currency and shall have a maturity period of twenty-five (25) years, including a grace period of five (5) years starting from the date of approval of the Loan by the Fund's Executive Board.
3. The principal of the Loan granted on blend terms will be repaid in equal instalments.
4. The Loan Service Payment Currency shall be in United States Dollars (USD).
5. The first day of the applicable Fiscal Year shall be 1 July of each year.

6. Payments of interest on the principal and service charge shall be payable on 1 February and 1 August of each year.
7. There shall be a Designated Account in United States Dollars (USD), for the exclusive use of the Project opened in the Bangladesh Bank. The Designated Account for the Project shall be opened within four (4) weeks of the date of signing of this Financing Agreement. The Borrower shall inform the Fund of the officials authorized to operate the Designated Account.
8. There shall be a Project Account in Bangladeshi Taka (BDT), for the exclusive use of the Project, to be opened in a publicly listed commercial bank licensed by the Bangladesh Bank and approved by IFAD. The Borrower shall inform the Fund of the officials authorized to operate the Project Account.
9. The Borrower shall ensure, through the Lead Project Agency for the Loan as defined in Section C of this Agreement, that Sixty-Nine Million Five Hundred Eighty-Four Thousand United States Dollars (USD 69 584 000) from the Borrower's own resources are made available to the Project.

Section C

1. The Lead Project Agency shall be the Palli Karma-Sahayak Foundation (PKSF). The Financial Institutions Division (FID) of the Ministry of Finance (MoF) will be the "Executing Agency" (as a Project Party).
2. The following are designated as additional Project Parties: The Palli Karma Sahayak Foundation (PKSF) and PKSF's partner organizations (POs). Additional Project Parties are described in Schedule 1 Part II.
3. A Mid-Term Review will be conducted as specified in Section 8.03 (b) and (c) of the General Conditions; however, the Parties may agree on a different date for the Mid-Term Review of the implementation of the Project.
4. The Project Completion Date shall be the sixth (6) anniversary of the date of entry into force of this Agreement, and the Financing Closing Date shall be 6 months after the Project Completion Date, or such other date as the Fund may designate by notice to the Borrower.
5. Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the provisions of the Borrower's procurement regulations, and specifically the Bangladesh Public Procurement Act (PPA, 2006), Public Procurement Rules (PPR, 2008) to the extent such are consistent with the IFAD Procurement Guidelines.

Section D

The Fund will administer the Loan and supervise the Project.

Section E

1. The following are designated as additional grounds for suspension of disbursements:
 - a) The Project Implementation Manual (PIM) that will eventually be agreed, 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 is designated as additional grounds for cancellation of disbursements:
 - a) In the event that the Borrower did not request a disbursement of the Financing for a period of at least (12) twelve consecutive months without justification, subsequent to the first eighteen (18) months from the entry into force of the Agreement.
3. The following are designated as additional general conditions precedent to withdrawal:
 - a) IFAD's no objection to the PIM shall have been obtained.
 - b) Key Project Personnel has been appointed as per section 11 Schedule 3 of this Agreement.
 - c) The Designated Account shall have been duly opened by the Borrower and the names of the account's authorized officials shall have been received by the Fund.
4. The following are the designated representatives and addresses to be used for any communication related to this Agreement:

For the Borrower:

[click and type title of the representative]
[click and type the name and address of the ministry]

For the Fund:

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

[Copy to:]

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, [dated _____], has been prepared in the English language in two (2) original copies, one (1) for the Fund and one (1) for the Borrower.

PEOPLE'S REPUBLIC OF BANGLADESH

"[Authorised Representative Name]"
"[Authorised Representative title]"

Date: _____

INTERNATIONAL FUND FOR
AGRICULTURAL DEVELOPMENT

Date: _____

Schedule 1

Project Description and Implementation Arrangements

I. Project Description

1. *Target Population:* The Project will reach 258,333 households and 1.1 million people, of which at least 70 per cent will be women and 50% youth.
2. *Project area:* The Project will be implemented nationally but will prioritize highly climate vulnerable, poverty-stricken regions of Haor, Coastal, High Barind and River Char.
3. *Goal:* The goal of the Project is to sustainably increase income, climate resilience, food security and nutritional status of beneficiary households by enabling healthy diets and improved nutrition behaviours, uptake of technologies and best practices, and enhanced access to capital.
4. *Objectives:* The objective of the Project is to contribute to climate resilient and inclusive rural transformation through sustainable and equitable economic growth.
5. *Components:* The Project shall consist of the following three mutually reinforcing components, targeting highly climate vulnerable and economically marginalized districts:
 - 5.1. Component 1: **Climate-Resilient and Environment-Friendly Food System Development.** This Component will leverage PKSf's methodologies for value chain prioritization, identify key entry points, support the improved production of local, nutritious foods, strengthen farm and non-farm entrepreneurship, and establish new linkages to private services, all through fostering a sustainable food systems development approach and integrating renewable energy and climate adaptation into agricultural value chains to enhance resilience, productivity, and income.
 - 5.2. Component 2: **Inclusive Financial Services for Value Chain Participants.** This Component expands access to credit to three categories of beneficiaries, namely, (i) the extreme poor, (ii) the poor and (iii) the enterprising poor, to: finance their businesses, including beneficiaries of Component 1, to facilitate expansion of production, offer emergency financial solutions, leading to increased and resilient profits and household income.
 - 5.3. Component 3: **Institutional Capacity Building of Implementing Partners.** This Component will ensure partners are equipped with knowledge and digital tools for monitoring, evaluation and learning, knowledge management (KM), and contribution to relevant policy platforms, that strengthen their technical and operational capacities, to sustain value chain and sustainable food systems transformation approaches including the capacity to enforce environmental policies and regulations.

II. Implementation Arrangements

6. *Lead Project Agency:* The Project will be implemented by PKSf. Activities will then be implemented in collaboration with POs, local health and WASH service providers, and trained community facilitators. These will be aligned with national guidelines on dietary diversity, maternal and child nutrition, and food safety
7. *Project Steering Committee:* The Project Steering Committee (PSC), chaired by the Secretary of the Financial Institutions Division (FID), provides strategic guidance and oversight for the Project. The PSC reviews and endorses the Annual Work Plan Budget (AWPB), monitors project progress and ensures alignment with national policies and strategies.

8. *Project Management Unit*: PKSf will establish a Project Management Unit (PMU), integrated within PKSf itself. The PMU will be headed by a "Project Coordinator/Director" appointed from PKSf's pool of senior officials. The PMU will work with PKSf's Loan Operations Division to implement the financial services programme under Component 2, through POs as per established processes and norms. PKSf will work with POs and selected service providers for the implementation of the value chain component. PKSf's divisions including Audit, Administration, Agriculture, Human Resources, Accounts and Finance, Research, Training, M&E, MIS and IT will provide relevant services to the project. The PMU will be based in Dhaka, and will plan, execute, monitor and report progress to PKSf management, FID and IFAD. The PMU is responsible for fund management and progress reporting. The PMU may bring in temporary skills as needed.
9. *Project Parties*: The Palli Karma Sahayak Foundation (PKSf), a company not for profit established by the Government of Bangladesh, in its capacity as Lead Project Agency, shall have the overall responsibility of the Project Implementation.
 - a) *Subsidiary Loan and Grant Agreement (the "SLGA")*. The PKSf shall enter into an SLGA with the Finance Division of the Ministry of Finance to receive the Loan financing from the Fund for the implementation of the Project. The Borrower shall not take or permit any action which would interfere with the performance of the PKSf's obligations under the SLGA.
 - b) PKSf shall on-lend the Loan proceeds for the purpose of the Project to the POs each under an agreement with respective POs, and cause POs to apply such funds to the financing of expenditures for the Project in accordance with this Financing Agreement.
 - c) The Borrower shall furnish, or cause to be furnished, to IFAD all such reports and information as IFAD shall reasonably request concerning (i) sub-loans to project beneficiaries and microenterprises through POs; and (ii) the administration, operations and financial conditions to PKSf and POs.
 - d) The Borrower shall facilitate the signing of necessary Memorandum of Agreement (MOA) between PKSf, relevant Government Ministries, Divisions and Departments, as required, to implement capacity building initiatives of the implementing partners and policy level initiatives.
10. *Monitoring and Evaluation (M&E)*: The M&E Plan is the fundamental tool guiding activities and is the first deliverable in the M&E area. The project will leverage the M&E system of the on-going Rural Microenterprise Transformation Project (RMTP) and identify best practices. The plan will define the responsibilities of implementation team members and identifying activities necessary to fulfil the monitoring and evaluation processes under the supervision and responsibility of the M&E officer.
 - 10.1. *Monitoring & Evaluation System (MES)*: The MES will be developed by the Project Management Unit (PMU) to reflect the GREEN indicators. It will be developed according to the M&E Plan and will focus on monitoring indicators in the logical framework and the information needs for evaluation exercises.

The MES will generate a unique code for each direct program beneficiary, preventing any duplication in calculating outreach. The system will also consider other stakeholders to ensure consistency with secondary information sources and IFAD Operational Results Management System (ORMS). The system should include an interactive dashboard for stakeholders' access. The system will adopt geospatial and remote sensing technology for locating beneficiaries and project activities.
11. *Knowledge Management (KM)*: The KM, learning, and communication activities will be detailed in the Knowledge Management and Communication (KMC) Plan, developed in parallel with the M&E Plan, and will serve as a guide for organizing

evidence generation activities that will provide feedback to all relevant stakeholders and be a crucial input for scaling and sustainability activities.

KM activities for GREEN will incorporate an ongoing process of learning and evidence generation based on the quantitative and qualitative data collected and will integrate monitoring of Social, Environmental and Climate Assessment Procedures (SECAP) related mitigation measures. The KM tools developed will synthesize best practices and lessons learned to provide feedback to the team and relevant project stakeholders. The learning process also considers experiences generated in previous IFAD projects implemented by PKSf, identifying best practices that will be adopted in all project planning and implementation processes. Additionally, the KM process will follow a participatory approach, involving the implementing team and relevant stakeholders, disseminating information continuously and collecting feedback to strengthen GREEN's programmatic strategy. To achieve the KM objectives the KMC tools will be used continuously and supplemented by other tools identified or developed by the project.

The Project will also utilize interactive learning platforms, knowledge fairs, and digital storytelling to enhance outreach and cross learning among project participants and wider stakeholders.

12. *Project Implementation Manual:* The Project Implementation Manual (PIM) has been prepared to guide the PMU to implement all project activities as per project design documents and annual plan. The PIM should be read in conjunction with the Project Design Report (PDR) with associated Appendices and technical background papers produced during the design process. The separate manuals on Financial Management and Procurement Manual are also part of PIM.

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:

Category	Loan Amount Allocated (expressed in SDR)	Percentage of eligible expenditure (net of taxes)
I Credit	37 483 000	100%
TOTAL	37 483 000	

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

- i) Credit shall also include small credit products and seasonal loans for farm and non-farm businesses.

2. *Disbursement arrangements*

- a) *Start-up Costs:* Withdrawals in respect of expenditures for start-up incurred before the satisfaction of the general conditions precedent to withdrawal shall not exceed an aggregate amount of USD 500 000. Activities to be financed by Start-up Costs will require the no objection of IFAD to be considered eligible.
- b) *Audit arrangements:* PKSf shall ensure that an annual audit of the Project is conducted by an independent chartered accountancy firm in accordance with International Standards on Auditing (ISA). The audit firm shall be selected through a competitive procurement process, and a tender for audit services shall be issued at least once every four (4) years. The Partner Organizations (POs) shall be required to submit their annual audit reports to PKSf.

Schedule 3

Special Covenants¹

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 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 6 months of entry into force of the Financing Agreement, the Project will procure and install customized accounting software that complies with current International Accounting Standards (IAS) per IFAD requirements.
2. Within six (6) months of entry into force of the Financing Agreement, the PKSf will enter into Memorandum of Agreements (MoA) 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, Monitoring and Evaluation (M&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 out of total beneficiaries, at least 70% will be women and at least 50% will be youth.
5. *Small Ethnic Groups (SEG) Concerns:* The Borrower shall ensure that the concerns of SEGs are given due consideration in implementing the Project and, to this end, shall ensure that:
 - a) the Project is carried out in accordance with the applicable provisions of the relevant (SEG) national legislation;
 - b) indigenous people are adequately and fairly represented in all local planning for Project activities;
 - c) SEG rights are duly respected;
 - d) SEG communities, participate in policy dialogue and local governance;
 - e) The terms of Declarations, Covenants and/or Conventions ratified by the Borrower on the subject are respected;
 - f) The Project will not involve encroachment on traditional territories used or occupied by SEG communities.
6. *Land tenure security:* The Borrower shall ensure that the land acquisition process has already been completed and that compensation processes were consistent with international best practice and free prior and informed consent principles.
7. *Anticorruption Measures:* The Borrower shall comply with IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations.
8. *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

¹ To be agreed with Negotiation team which to include and adapt wording to each specific negotiation.

the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, as may be amended from time to time.

9. Use of Project Vehicles and Other Equipment: The Borrower shall ensure that:
 - a) All vehicles and other equipment procured under the Project are allocated to the Project Management Unit and other POs for Project implementation;
 - b) The types of vehicles and other equipment procured under the Project are appropriate to the needs of the Project; and
 - c) All vehicles and other equipment transferred to or procured under the Project are dedicated solely to Project use.
10. 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.
11. The Key Project Personnel are: Project Coordinator/Director, Financial Specialist, Officer for Monitoring and Evaluation, Knowledge Management Officer, Procurement Officer, Social Inclusion and Gender Specialist, and Environment and Climate Assessment Specialist. 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 to the PMU or recruited under a consulting contract following the individual consultant selection method in the IFAD Procurement Handbook, or any equivalent selection method in the national procurement system that is acceptable to IFAD. The recruitment of Key Project Personnel is subject to IFAD's prior review as is the dismissal of Key Project Personnel. 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 SECAP. Repeated short-term contracts must be avoided, unless appropriately justified under the Project's circumstances.

II. SECAP Provisions

1. For projects 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/or Resettlement Action Plans/Frameworks (RAPs/Fs) and Environmental, Social and Climate Management Plans (ESCMPs) for high risk projects and Abbreviated ESIAs and/or Abbreviated RAP/F 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) Borrower has complied with the requirements applicable to the original adoption of the Management Plan(s).
3. The Borrower shall not, and shall cause the Executing Agency, all its contractors, its sub-contractors, and suppliers not to commence implementation of any works, unless all Project affected persons have been compensated and/or resettled in accordance with the specific RAP/Abbreviated RAP, FPIC and/ or the agreed works and compensation schedule.
4. 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).
5. The Borrower shall 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.
6. 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:

- Notify IFAD promptly;
- Provide information on such risks, impacts and accidents;
- Consult with Project-affected parties on how to mitigate the risks and impacts;
- Carry out, as appropriate, additional assessments and stakeholders' engagements in accordance with the SECAP requirements; and
- Adjust, as appropriate, the Project -level grievance mechanism according to the SECAP requirements; and
- 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 Borrower's activities. 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, inadequate resettlement compensation, 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).

7. The Borrower shall ensure or cause the Executing Agency, Lead Project 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.
8. Without limitation on its other reporting obligations under this Agreement, the Borrower shall provide the Fund with:
 - 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.
 - 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
 - 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.
9. 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		
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility
Outreach Project outreach in terms of beneficiaries receiving project services and corresponding households and HHs members	1 Persons reached by project-supported activities				MIS/MES	semester/annua l	PMU
	Males - Males	0	76250	76250			
	Females - Females	0	182083	182083			
	Young - Young people	0	129167	129167			
	Total number of persons receiving services - Number of people	0	258333	258333	MIS/MES	semester/annua l	PMU
	1.a Corresponding number of households reached						
	Women-headed households - Households	0	38750	38750			
	Non-women-headed households - Households	0	219583	219583			
	Households - Households	0	258333	258333			
	1.b Estimated corresponding total number of households members				MIS/MES	semester/Annua l	PMU
Household members - Number of people	0	1110832	1110832				
Project Goal To contribute to climate resilient and inclusive	HHs reporting increase in income				COI survey	HH BL, MT, End	PMU
	Households - Percentage (%)	0	12	40			

rural transformation through sustainable and equitable economic growth	CI 1.2.8 Women reporting minimum dietary diversity (MDDW)				COI Survey	HH	BL, MT, End	PMU
	Women - Number	0	16387	54625				
	Women - Percentage (%)	0	9	30				
	Households - Percentage (%)	0	9	30				
	Households - Number	0	16387	54625				
	Households Member - Number	0	70471	236526				
Development Objective To sustainably increase income, climate resilience, food security and nutritional status of beneficiary households by enabling healthy diets and improved nutrition behaviours, uptake of technologies and best practices, and enhanced access to capital	2.2.1 Persons with new jobs/employment opportunities				COI survey	HH	BL, MT, PCR	PMU
	Males - Males	0	7750	25833				
	Females - Females	0	7750	25833				
	Young - Young people	0	6200	20667				
	Total number of persons with new jobs/employment opportunities - Number of people	0	15500	51666				
	Average Ability to Recover from Shocks (ATR) among targeted households improves over the project period				COI Survey	HH	BL, MT, PCR	PMU
	Average ATR - increase Percentage (%)	0	5	15				
	SF.2.1 Households satisfied with project-supported services				COI Survey	HH	MT, End	PMU
	Household members - Number of people	0	266600	888666				

	Households - Percentage (%)	0	24	80	COI Survey	HH	MT, End	PMU
	Households - Households	0	62000	206666				
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers							
	Household members - Number of people	0	49987	166625				
	Households - Percentage (%)	0	12	40				
	Households - Households	0	11625	38750				
Outcome 1: Climate-resilient and environment-friendly food system developed in highly and moderately climate-vulnerable areas	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				COI outcome survey	HH	BL, MT, End	PMU
	Total number of household members - Number of people	0	113793	379311				
	Households - Percentage (%)	0	23	75				
	Households - Households	0	56897	189656				
	Households reporting an increase in annual sales				COI Survey	HH	BL, MT, End	PMU
	Household - Percentage (%)	0	9	30				
	Household - Number	0	22759	75862				
Output 1.1: Priority value chains identified and	1.1.3 Rural producers accessing production inputs and/or technological packages				MIS/MES		semester/annual	PMU
	Males - Males	0	5690	18966				
	Females - Females	0	13276	44253				

guidelines for PO subprojects developed	Young - Young people	0	9483	31609			
	Total rural producers - Number of people	0	18966	63219			
Output 1.2: Capacity of POs and beneficiaries to implement farm and non-farm value chain interventions enhanced	1.1.4 Persons trained in production practices and/or technologies				MIS/MES	semester/annual	PMU
	Total number of persons trained by the project - Number of people	0	75863	252874			
	Young people trained in crop - Young people	0	37931	126437			
	Males trained at least once by the project - Males	0	22759	75862			
	Females trained at least once by the project - Females	0	53104	177012			
	Persons provided assistance for marketing including e-commerce				MIS/MES	semester/annual	PMU
	Total - Number of people	0	75863	252874			
	Male - Number of people	0	22759	75862			
	Female - Number of people	0	53104	177012			
	Young - Number of people	0	37931	126437			
Output 1.3: Partnerships	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks				MIS/MES	semester/annual	PMU

between POs and private sector for production-related services established, facilitated, or expanded	Total size of groups - Number of people	0	56897	189656				
	Groups supported - Groups	0	2267	7586				
	Males - Males	0	17069	56897				
	Females - Females	0	39828	132759				
	Young - Young people	0	28448	94828				
Output 1.4: Healthy diet practices promoted through targeted nutrition education	1.1.8 Persons provided with targeted support to improve their nutrition				MES - GIS	semester/annua l	NPCU	
	Total persons participating - Number of people	0	75862	252874				
	Males - Males	0	64483	214943				
	Females - Females	0	11379	37931				
	Households - Households	0	75862	252874				
	Household members benefitted - Number of people	0	328483	1094944				
	Young - Young people	0	37931	126437				
Outcome 2: Inclusive and tailored financial services are accessed by rural farm and non-farm actors for value chain upgrading and adaptation investments	1.2.5 Households reporting using rural financial services				COI survey	HH	BL, MT, End	PMU
	Total number of household members - Number of people	0	77500	258333				
	Households - Percentage (%)	0	100	100				

	Women-headed households - Households	0	11625	38750	COI survey	HH	BL, MT, End	PMU
	Households - Households	0	77500	258333				
	CI 1.2.5 Households reporting using rural financial services							
	Non-women-headed households - Number	0	65875	219583				
Output 2.1: Number of persons in rural areas benefiting from inclusive and tailored financial services facilitated through the project	1.1.5 Persons in rural areas accessing financial services				MES		semester/annua l	PMU
	Men in rural areas accessing financial services - credit - Males		76250	76250				
	Women in rural areas accessing financial services - credit - Females		182083	182083				
	Young people in rural areas accessing financial services - credit - Young people		129167	129167				
	Total persons accessing financial services - credit - Number of people		258333	258333				
	1.1.5 Persons in rural areas accessing financial services							

	Cumulative loan disbursement by Pos over the project period (Taka in Billion) - Money (USD' 000)		23	23			
	Increase in loan outstanding from PKSf to POs (Taka in Billion) - Money (USD' 000)		7	15			
	Increase in loan outstanding from POs to beneficiaries (Taka in Billion) - Money (USD' 000)		12	24			
	Extreme poor loan - Bunia				MES - GIS	semester/annual	PMU
	Men in rural areas accessing financial services - credit (Extreme poor loan - Bunia) - Number	0	12500	12500			
	Women in rural areas accessing financial services - credit - Number	0	50000	50000			
	Young people in rural areas accessing financial services - credit - Number	0	31250	31250			

	Total persons accessing financial services - credit - Number	0	62500	62500			
	Cumulative loan disbursement by Pos over the project period (Taka in Billion) - Money (USD' 000)	0	2.93	2.93			
	Increase in loan outstanding from PKSf to POs (Taka in Billion) - Money (USD' 000)	0	1.15	2.3			
	Increase in loan outstanding from POs to beneficiaries (Taka in Billion) - Money (USD' 000)	0	1.4	2.8			
	Seasonal credit for farm and non-farm business (Sufolon)				MES - GIS	semester/annual	PMU
	Men in rural areas accessing financial services - credit - Number	0	25000	25000			
	Women in rural areas accessing financial services - credit - Number	0	58333	12500			

	Young people in rural areas accessing financial services - credit - Number	0	41667	41667			
	Total persons accessing financial services - credit - Number	0	83333	83333			
	Cumulative loan disbursement by POs over the project period (Taka in Billion) - Money (USD' 000)	0	5.85	5.85			
	Increase in loan outstanding from PKSf to POs (Taka in Billion) - Money (USD' 000)	0	2.3	4.6			
	Increase in loan outstanding from POs to beneficiaries (Taka in Billion) - Money (USD' 000)	0	3.45	6.9			
Regular microfinance (farm and non-farm)							
	Men in rural areas accessing financial services - credit - Number	0	26250	26250	MES - GIS	semester/annual	PMU

	Women in rural areas accessing financial services - credit - Number	0	61250	61250			
	Young people in rural areas accessing financial services - credit - Number	0	43750	43750			
	Total persons accessing financial services - credit - Number	0	87500	87500			
	Cumulative loan disbursement by POs over the project period (Taka in Billion) - Money (USD' 000)	0	8.19	8.19			
	Increase in loan outstanding from PKSf to POs (Taka in Billion) - Money (USD' 000)	0	2.3	4.6			
	Increase in loan outstanding from POs to beneficiaries (Taka in Billion) - Money (USD' 000)	0	4.03	8.05			
	Microenterprise loan for farm and non-farm business				MES - GIS	semester/annual	PMU

	Men in rural areas accessing financial services - credit - Number of people	0	12500	12500			
	Women in rural areas accessing financial services - credit - Number	0	12500	12500			
	Young people in rural areas accessing financial services - credit - Number	0	12500	12500			
	Total persons accessing financial services - credit - Number	0	25000	25000			
	Cumulative loan disbursement by POs over the project period (Taka in Billion) - Money (USD' 000)	0	5.85	5.85			
	Increase in loan outstanding from PKSf to POs (Taka in Billion) - Money (USD' 000)	0	1.73	3.45			
	Increase in loan outstanding from POs to beneficiaries (Taka in Billion) - Money (USD' 000)	0	2.88	5.75			

	Increase in average loan size for extreme poor (%)				MES - GIS	semester/annual	PMU
	% of increase in average loan size - Percentage (%)	0	6	20			
	Percentage of value chain participants receiving a loan				MES - GIS	semester/annual	PMU
	% of value chain participants receiving a loan - Percentage (%)	0	30	100			
	Percentage of extreme poor value chain participants receiving a loan after joining value chain groups				MES - GIS	semester/annual	PMU
	% of extreme poor value chain participants receiving a loan - Percentage (%)	0	24	80			
Outcome 3: Capacity of PKSf, POs and other relevant government institutions on financial services, food systems, and climate resilience enhanced	PKSF and POs staff perceived and increase in their capacities to provide services				Qualitative assessment	BL, MT, End	PMU
	Total persons - Number	0	100	250			
	Male - Number	0	70	175			
	Female - Number	0	30	75			
Output 3.1: Government of Bangladesh and PKSf staffs trained on financial product development and delivery, climate change, environment, and value	Number of staff trained				MES	semester/annual	PMU
	Total - Number	0	40	100			
	Males - Number	0	30	75			
	Females - Number	0	10	25			

chain/enterprise management							
Output 3.2: PO officials trained on financial product development and delivery, climate change, environment, and value chain/enterprise management	Number of staffs trained				MES	semester/annual	PMU
	Total - Number	0	60	150			
	Males - Number	0	40	100			
	Females - Number	0	20	50			

Integrated project risk matrix

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	Moderate	Moderate
Political Commitment	Moderate	Moderate
Governance	Low	Low
Macroeconomic	Low	Low
Fragility and Security	High	High
Sector Strategies and Policies	Low	Low
Policy alignment	Low	Low
Policy Development and Implementation	Low	Low
Environment and Climate Context	Substantial	Substantial
Project vulnerability to environmental conditions	Moderate	Moderate
Project vulnerability to climate change impacts	Substantial	Substantial
Project Scope	Moderate	Moderate
Project Relevance	Low	Low
Technical Soundness	Moderate	Moderate
Institutional Capacity for Implementation and Sustainability	Moderate	Moderate
Implementation Arrangements	Low	Low
Monitoring and Evaluation Arrangements	Moderate	Moderate
Project Financial Management	Substantial	Substantial
Project Organization and Staffing	Moderate	Moderate
Project Budgeting	Moderate	Moderate
Project Funds Flow/Disbursement Arrangements	Substantial	Substantial
Project Internal Controls	Substantial	Substantial
Project Accounting and Financial Reporting	Moderate	Moderate
Project External Audit	Low	Low
Project Procurement	Substantial	Substantial
B.1 Assessment of Project Complexity	Moderate	Moderate
B.2 Assessment of Implementing Agency Capacity	Moderate	Moderate
Project Procurement Overall	Substantial	Substantial

Risk Category / Subcategory	Inherent risk	Residual risk
A.1 Legal, Regulatory and Policy Framework	Moderate	Moderate
A.2 Institutional Framework and Management Capacity	Substantial	Substantial
A.4 Accountability, Integrity and Transparency of the Public Procurement System	Substantial	Substantial
A.3 Public Procurement Operations and Market Practices.	Substantial	Substantial
Environment, Social and Climate Impact	Substantial	Substantial
Biodiversity Conservation	Moderate	Moderate
Resource Efficiency and Pollution Prevention	Moderate	Moderate
Cultural Heritage	Low	Low
Indigenous People	Low	Low
Labour and Working Conditions	Moderate	Moderate
Community health, safety and security	Moderate	Moderate
Physical and Economic Resettlement	Low	Low
Financial intermediaries and direct investments	Low	Low
Climate change	Substantial	Substantial
Stakeholders	Low	Low
Stakeholder Engagement/Coordination	Low	Low
Stakeholder Grievances	Low	Low
Overall	Moderate	Moderate

Country Context	Moderate	Moderate
Political Commitment	Moderate	Moderate
Risk: Potential delays in project start-up due to lengthy government administrative processes, including signing and operationalization of required agreements.	Moderate	Moderate

Mitigations: To ensure timely project initiation, PKSf will prepare the Subsidiary Loan Agreement (SLA) following the precedent set by earlier IFAD-supported projects such as PACE and RMTP. The SLA will be signed with the Finance Division (FD) of the Ministry of Finance subsequent to the signing of the Financing Agreement between IFAD and the Government of Bangladesh through the Economic Relations Division (ERD). PKSf has already constituted a dedicated project team to work closely with IFAD, thereby ensuring readiness from the outset. Importantly, as the GREEN project is designed as a non-ADP initiative, it will not require a Development Project Proforma (DPP), further expediting the start-up process.		
Governance	Low	Low
Risk: Potential governance-related bottlenecks, including delays in agreement approvals or lack of coordination, could undermine timely and effective project implementation. While GREEN is a non-ADP project and thus does not require a Development Project Proforma (DPP) or Planning Commission approval, certain processes such as SLA endorsement still require timely action.	Low	Low
Mitigations: i. The IFAD Country Programme Team will proactively engage with key officials in the Economic Relations Division (ERD) and Finance Division (FD) to facilitate timely review and approval of the Subsidiary Loan and Grant Agreement (SLGA). ii. Close coordination will be maintained with PKSf and relevant government entities throughout the start-up phase to ensure clarity on roles, responsibilities, and sequencing of administrative actions. iii. The non-ADP nature of the project will be leveraged to simplify and streamline governance procedures, minimizing potential delays.		
Macroeconomic	Low	Low

Risk: High inflation and potential foreign exchange rate fluctuations may impact the overall financial performance of the project. While GREEN does not involve major hardware or civil works procurement, inflationary pressures could affect the cost of value chain subprojects and the real value of microfinance loans in Taka terms. The macroeconomic outlook is expected to stabilize and remain with real GDP growth at 5.4% in 2024 and showing an upward trend of 6.6% in 2025 (IMF staff estimates and projections, 2024). This is mainly due to the import compression which was 31% of GDP in 2022 and dropped to 4% in 2024, and export growth from US \$ 36,903 million in 2021 to US\$ 55,076 million in 2024. Inflation is projected to remain elevated at approximately 9.4% (year-on-year) in 2024, with a projection of dropping it to 5.8% in 2025, with projected lower global food and commodity prices and improving exports. Both the real GDP growth and slight drop in inflation will provide a low risk macro-economic conditions for project with mobility of credit as the main activity. Medium- and long-term external public debt is showing an increase from US\$ 65,482 million in 2022 to US\$ 74,007, a 13% increase, but the percentage of debt out of GDP remains at 15% and 17% in the two years respectively. Increase trend of public debt will contribute to a moderate risky situation for GREEN as there is USD 70 million will add to the public debt. The foreign exchange market has experienced significant fluctuations. In response, Bangladesh Bank (BB) has allowed greater exchange rate flexibility resulting the Taka depreciated by 15.2% against the U.S. dollar in 2023 with and 4.5% in real effective terms. The current account deficit has narrowed considerably (0.7% of GDP in 2023 compared to 4.1% of GDP in 2022). Net international reserves however declined to US\$20 billion as of October 31, 2023 from US\$ 28 billion in 2022. The overall indication of these trends is that there are uncertainties surrounding the economic outlook which could bring about moderate risk levels for borrowing for debt financing project. Although the annual inflation is high in the country there is no major hardware or construction type procurement in GREEN. The expenses that may be affected by inflation is cost of value chain subprojects and amount of microfinance loan in Taka terms.	Low	Low
Mitigations: i. PKSF has established mechanisms to periodically revise subproject budgets, microcredit ceilings, and staff compensation in line with inflation and market conditions. ii. IFAD's financial planning will incorporate built-in provisions for price escalation and physical contingencies within the COSTAB to account for inflationary risks. iii. Foreign exchange projections will be developed based on historical trends and reliable national sources, including those from the Government of Bangladesh (GoB) and other reputable financial institutions. iv. Any significant cost variations due to macroeconomic factors will be addressed through adaptive planning and timely updates to the Annual Work Plan and Budget (AWPB).		

Fragility and Security	High	High
Risk: Political volatility or civil unrest may adversely impact the functioning of public institutions and disrupt project implementation in some areas. The project area faces high fragility due to its extreme exposure to floods, cyclones, river erosion, and salinity intrusion, combined with high socio-economic sensitivity and climate-dependent livelihoods. Despite notable progress in adaptation, Bangladesh is nearing the limits of its coping capacity, leaving communities highly vulnerable to worsening climate shocks. Extreme climate events in the targeted regions, which are climate hotspots, may disrupt project implementation.	High	High
Mitigations: i. PKSF and its Partner Organizations (POs), primarily microfinance institutions (MFIs), have a strong track record of maintaining operational continuity even during periods of political instability. ii. The decentralized implementation model, which relies on community-level operations through POs, provides resilience against localized disruptions. iii. The project will maintain flexibility in implementation scheduling and resource deployment to adapt to evolving security and extreme weather contexts, minimizing delays and service interruptions. Additionally, through tailoring of financial services, including emergency loans, the project will mitigate risks associated with loan portfolio during and after extreme events—contributing to portfolio health. iv. The project is designed to integrate climate change adaptation into rural growth and food system transformation. Therefore, adaptation orientation will be embedded into value chain development studies, subproject proposal assessment criteria, loanee business proposal evaluations, and capacity development interventions.		
Sector Strategies and Policies	Low	Low
Policy alignment	Low	Low
Risk: Potential changes in the Government of Bangladesh's rural finance or microfinance policies could affect the enabling environment for project implementation, particularly the delivery of financial services through PKSF and its Partner Organizations (POs).	Low	Low

Mitigations: i. PKSF and its POs are well-established and recognized actors in the rural finance landscape, with microfinance being an integral part of the broader agricultural and rural development ecosystem. ii. The sector is regulated by the Microcredit Regulatory Authority (MRA), which ensures stability and transparency in operations. iii. IFAD, in collaboration with PKSF, will regularly monitor policy developments and engage in policy dialogue with relevant government agencies to anticipate and respond to any regulatory changes that may impact project operations. iv. The project's flexibility in financial product design and delivery channels will allow it to adapt to potential shifts in the policy framework, ensuring continued alignment with national priorities.		
Policy Development and Implementation	Low	Low
Risk: There is a potential risk that agricultural development and microenterprise promotion may receive reduced policy attention, which could affect long-term support and investments in these sectors.	Low	Low
Mitigations: i. This is considered a low-probability scenario, as agriculture remains central to Bangladesh's food security strategy and employs over 40% of the national workforce. ii. The Government of Bangladesh consistently demonstrates strong policy and financial support for the sector through agricultural extension services, input subsidies, credit schemes, and rural enterprise development programs. iii. The GREEN project aligns closely with national priorities outlined in the 8th Five-Year Plan, Delta Plan 2100, and other strategic frameworks, which further ensures continued policy backing. iv. IFAD and PKSF will maintain active engagement in policy dialogue to reinforce the relevance of agricultural and rural microenterprise development in national planning and financing decisions.		
Environment and Climate Context	Substantial	Substantial
Project vulnerability to environmental conditions	Moderate	Moderate
Risk: 1. Soil erosion, land degradation and poor water quality (pollution, salinity) due to poor baseline conditions (flooding-induced, poor water and sanitation) may affect agricultural production and limit project benefits. 2. Haor and Hill region fall in a more active seismic zone, but other regions have moderate or low seismic risks. 3. In Deltaic settings such as Bangladesh, there is baseline risk of arsenic contamination of groundwater that can travel through the food chain, particularly when water is drawn for irrigating crops / as drinking water for livestock or post-harvest activities from private, shallow tubewells with untested water.	Moderate	Moderate

Mitigations: 1. Increased awareness of environmental issues among project stakeholders (including PKSF POs) and participatory identification of suitable remedial or mitigation measures (including through relevant value chain prioritization criteria). Groundwater use for irrigation is highly context and season specific. In areas with arsenic contamination, awareness of risks will be incorporated into nutrition and health modules. Bangladesh has tested tubewells and marked them as 'green' or 'red' to indicate absence or presence of arsenic, respectively; but there may be new private tubewells that are not deep enough (since shallow tubewells are less costly) and may have untested water. 2. Design project interventions to minimize further worsening (owing to farm or non-farm / off-farm activities) and promoting ecology- and environment-friendly management such as GGAP, Integrated Fertilizer Management (IFM) / Integrated Pest Management (IPM), etc. 3. Currently, no infrastructure activities are planned. Project-supported offices and buildings will take earthquake preparedness into account in line with GOB norms and regulations.		
Project vulnerability to climate change impacts	Substantial	Substantial
Risk: 1. While the project is national in nature, the targeted regions are all climate hotspots; all regions grapple with extreme temperatures, variations in rainfall intensity, frequency of extreme precipitation events, cold spells in winter, etc., but the key climate hazard in each region is not the same (as described in the SECAP Review Note), and context-specific actions are required. 2. Extreme climate events in the targeted regions may result in loss of lives, destroy agricultural production, and/or damage livelihood assets (including housing). When the intensity or frequency of events increase, it may have multiplier effects on climate resilience / adaptive capacities, and even erode project benefits.	Substantial	Substantial

Mitigations: 1. Promote household financial management and financial literacy to support PKSf PO members in identifying actions for coping with or recovering from climate risks (e.g., maintaining a savings or fixed deposit account with commercial banks, in addition to PO savings accounts). 2. Bangladesh has developed very good disaster reduction strategies over the decades to reduce loss of lives (particularly for cyclones), and project will leverage early warning and climate information systems where feasible. More robust information and additional lead time can support anticipatory action on the part of communities. For instance, under CRALEP, climate information services for drought forecasting and flood warnings will be improved (i.e., quality of data, models and dissemination) and this could be leveraged by GREEN for High Barind and Haor region. 3. Project will support alternate income generation activities to strengthen food security and income resilience of target households. 4. Appropriate choice of climate-resilient technologies and management practices for project value chains. Careful choice of value chain selection criteria at the technical feasibility stage. 5. Capacity development of PKSf POs to ensure they can support their beneficiaries through training / advisory services and product offerings (including customization of tenure and loan size where needed) – since POs have been requested by PKSf to setup a dedicated unit for climate change, environment and agriculture, GREEN will support the operationalization and strengthening of the unit's activities. 6. Bring together POs to regularly to share experience and lessons, in order to facilitate faster learning curves		
Project Scope	Moderate	Moderate
Project Relevance	Low	Low
Risk: There is a risk that the project may lose alignment with evolving national priorities, market dynamics, or the needs of targeted communities over the six-year implementation period, potentially reducing its effectiveness, beneficiary uptake, and sustainability.	Low	Low

Mitigations: i. The GREEN project has been designed in close alignment with Bangladesh's strategic development frameworks (e.g., 8th Five-Year Plan, Delta Plan 2100, National Adaptation Plan), ensuring initial relevance to national priorities. ii. Continuous stakeholder engagement, including consultations with government agencies, private sector actors, and beneficiaries, will be maintained throughout implementation to capture changing needs and priorities. iii. The project's adaptive design allows for annual reviews and updates to the Annual Work Plan and Budget (AWPB), enabling timely adjustments to interventions based on emerging trends, challenges, and opportunities. iv. The project's strong emphasis on inclusive value chain development, nutrition, climate resilience, and youth employment positions it to remain responsive to cross-cutting development priorities throughout its lifecycle.		
Technical Soundness	Moderate	Moderate
Risk: Climate change impacts and environmental degradation may adversely affect agricultural productivity and reduce the income-generating potential of poor households engaged in farm-based value chains.	Moderate	Moderate
Mitigations: i. All value chain analyses under GREEN will incorporate assessments of environmental, ecological, and climate-related vulnerabilities across each segment of the value chains and propose tailored adaptation and mitigation measures. ii. Lessons and tools developed under ongoing IFAD-funded projects with PKSF, such as RMTP, will be leveraged to design technically robust and climate-resilient interventions. iii. The project will be housed within PKSF's dedicated Climate Change and Environment Unit, which will provide specialized technical support to ensure integration of climate-smart and environmentally sustainable practices across all activities. iv. Adaptive technologies, stress-tolerant crop varieties, and sustainable production practices will be promoted to enhance resilience and long-term productivity of the targeted sectors.		
Institutional Capacity for Implementation and Sustainability	Moderate	Moderate
Implementation Arrangements	Low	Low
Risk: Delays in the recruitment and deployment of qualified personnel—particularly in key positions—may hinder timely start-up and smooth implementation of project activities.	Low	Low

Mitigations: The Project Coordinator (PC) will be selected from PKSf’s pool of senior permanent officials and should ideally be deployed during project design to ensure continuity and ownership. In the worst-case scenario, the PC must be formally deputed immediately following the signing of the Financing Agreement. ii. Recruitment of other core Project Management Unit (PMU) staff, such as the Finance Manager/Finance Specialist and the M&E Specialist, will be completed within two (2) months of the Financing Agreement’s effective date. These appointments will also be included as conditions for disbursement of the initial advance from IFAD. iii. To minimize implementation bottlenecks, the project design includes a clear and detailed organigram, flow-of-funds chart, and responsibility and authority matrix, ensuring clarity of roles and smooth operational execution from the outset.		
Monitoring and Evaluation Arrangements	Moderate	Moderate
Risk: There is a risk that challenges in data collection, analysis, and coordination—particularly between PKSf, Partner Organizations (POs), and other stakeholders at national and sub-national levels—may compromise the quality, consistency, and timeliness of M&E reporting, including logframe indicators. 1. Challenges in data collection and analysis or poor coordination between implementation agencies at national and sub-national levels might affect quality of M&E and logframe reporting. 2. Risk that as the number of activities included in the project increases, increased difficulty in tracking all beneficiaries and the activities in which they participate. This can lead to errors in coverage indicators or cost-benefit estimates due to double-counting of beneficiaries. 3. The various activities conducted in the field and involving many people often require manual recording, which might complicate the systematization of these activities and results. 4. Risk that the project staff have limited or inadequate capacities to assume roles and responsibilities within M&E activities, and to use the collected information to provide feedback and adjust their activities.	Low	Low

Mitigations: i. The project will deploy a dedicated M&E Specialist within the PMU early in the implementation phase to establish a robust M&E system, with clear data collection protocols, responsibilities, and timelines. ii. Capacity-building activities will be conducted for PKSF and PO staff to ensure accurate and timely data collection, reporting, and use of digital tools for real-time tracking. iii. A centralized MIS platform will be developed or adapted to enable systematic data consolidation, indicator tracking, and integration with IFAD's ORMS. iv. Regular coordination meetings and joint review missions will be held to ensure alignment across implementing entities and facilitate adaptive management based on evidence and feedback. v. M&E system will be embedded in the project management information system (MIS) to allow real-time reporting and coordination between various levels of implementation. The project budget will allocate resources for robust M&E system at the PMU level. The M&E and KM officer will help the specialist to coordinate with implementing partners at these levels. vi. The M&E systems will use unique identifiers for each beneficiary to avoid double-counting. Additionally, the databases leverage PKSF's experience in activity tracking, utilizing current protocols and existing systems for financial services. The on-going RMTP project has very good MIS and M&E system which will be model for GREEN. vii. The project will use Kobo Toolbox for data collection processes and digitalizing activities, including quality control protocols viii. Internal capacity building and assistance to implementing partners will be strengthened to fulfil M&E responsibilities, sharing tools and disseminating the M&E plan.		
Project Financial Management	Substantial	Substantial
Project Organization and Staffing	Moderate	Moderate
Risk: Delays may occur in recruiting and appointing qualified personnel with relevant experience. Additionally, new staff may lack familiarity with financial management requirements of international financial institutions (IFIs) such as IFAD.	Moderate	Moderate
Mitigations: 1. Leverage the organisational structure and staff from the closing RMTP project, subject to satisfactory performance and compliance with due process. 2. Ensure that recruitment of key personnel receives IFAD's No Objection (NO).		
Project Budgeting	Moderate	Moderate

Risk: 1. Activities, particularly lending-related ones, may span multiple financial periods, increasing the risk of payments being charged to the wrong year's AWPB. 2. Budget oversight may be weak if there is no cross-functional review or if qualitative explanations are not provided with budget variance analyses.	Moderate	Moderate
Mitigations: 1. Ensure that uncompleted activities from previous years are appropriately reflected in the current AWPB. 2. Submit the AWPB to IFAD at least 60 days before the fiscal period starts, allowing for approval at least 30 days in advance. 3. Configure the project accounting software to include budget monitoring and encumbrance features. 4. Require submission of qualitative explanations for budget variances in each quarterly IFR.		
Project Funds Flow/Disbursement Arrangements	Substantial	Substantial
Risk: 1. Delays in government authorization to access designated accounts may hinder project implementation. 2. PKSf and its Partner Organizations (POs) may have limited experience with the project's non-financial service components. 3. Limited capacity at the community level and sub-national entities may pose implementation risks. 4. Cash-based transactions at the grassroots level increase the risk of misuse without strong controls.	Substantial	Substantial
Mitigations: 1. Maintain adequate balances in operational accounts to mitigate delays in government authorization. 2. Cascade PKSf's limited non-financial services capacity to POs through start-up training. 3. Continue applying existing oversight modalities used in RMTP and PACE. 4. PKSf should enforce minimum standards in governance, internal audit, accounting, and reporting across POs.		
Project Internal Controls	Substantial	Substantial
Risk: 1. Contracts and MoUs may lack clauses specifying internal control and reporting requirements per IFAD standards. 2. PKSf's method of cost apportionment may result in disproportionate charges across projects. 3. Internal control weaknesses at the PO level could jeopardize project funds and outcomes.	Substantial	Substantial

Mitigations: 1. The PIM will include financial procedures referencing IFAD's anti-fraud and anti-corruption policies. 2. PKSF's internal control and audit framework will be applied, with necessary alignment to IFAD standards. 3. Implement key control measures, including: - Monthly bank reconciliations - Budgetary control per transaction - Fixed Asset Register maintenance and periodic verification - Comprehensive documentation of beneficiary-level activities - Periodic inspections to verify partner reporting - Transparent calculation and documentation of shared costs 4. Ensure that supervision missions and audits assess compliance with internal control standards.		
Project Accounting and Financial Reporting	Moderate	Moderate
Risk: 1. The accounting system may not be fully customized for the project or IFAD's reporting needs. 2. Some POs continue to rely on manual, paper-based records that are prone to error, manipulation, and loss.	Moderate	Moderate
Mitigations: 1. Use the customized accounting software currently deployed for RMTP; ensure staff are adequately trained. 2. Require that financial reports be generated directly from the accounting system. 3. Bring all POs into PKSF's digitization framework, mandating electronic records and financial software use. 4. Submit the following reports to IFAD: - Quarterly IFRs within 30 days of period end - Unaudited annual financial statements within 4 months of year-end - Audited annual financial statements within 6 months of year-end - All reports must comply with IFRS and IFAD requirements		
Project External Audit	Low	Low
Risk: Auditor selection must adhere to IFAD's standards and be competitively procured every four years.	Low	Low

Mitigations: 1. Ensure compliance with the IFAD Handbook on Auditing and Financial Reporting, including: - Selection of independent chartered accountancy firms - Use of International Standards on Auditing (ISA) - Submission of audit TORs to IFAD for NO - Competitive auditor selection every four years - Timely submission of: - Unaudited financial statements (within 4 months of year-end) - Audited financial statements (within 6 months of year-end) 2. Require all POs to submit their audit reports to PKSF		
Project Procurement	Substantial	Substantial
B.1 Assessment of Project Complexity	Moderate	Moderate
Risk: The project is in the design stage but several similar projects have been executed and are being advanced by the IA.	Moderate	Moderate
Mitigations: It is advisable to appoint a dedicated Procurement Specialist to serve as the focal point, overseeing updates of the Procurement Plan and managing contract status in OPEN, maintaining procurement file records, and facilitating coordination with field Executive Engineers and project management personnel.		
B.2 Assessment of Implementing Agency Capacity	Moderate	Moderate
Risk: IA does not have certified procurement personnel and requires comprehensive procurement capacity training within 3 months of engagement. Current Processes are partially compliant. Performance varies depending on weaknesses in procurement and contract management, as highlighted by audit observations. Foreseen mitigation measures are sufficient to address 3P deficiencies.	Moderate	Moderate
Mitigations: i) A dedicated Procurement Specialist will be hired and engaged in procurement co-ordination along with PMU regular staff; ii) A comprehensive training on procurement aspects will be organised; iii) In the initial 18-month PP, big ticket items are planned which will speed up the implementation. Many of the critical activities related to consultancy services will need to be completed prior to entry into force.		
Project Procurement Overall	Substantial	Substantial

Risk: Bangladesh's public procurement system plays a vital role in the country's governance, economic development, and public service delivery. Governed primarily by the Public Procurement Act, 2006 and its subsequent amendments, the system aims to ensure transparency, fairness, competition, and efficiency in the procurement process. Bangladesh's procurement system allows for various methods, including open competitive bidding, limited competitive bidding, request for quotations, and direct procurement under certain circumstances. The choice of method depends on factors such as the nature and value of the procurement. In recent years, Bangladesh has made significant strides in digitizing its procurement process through the implementation of e-GP (Electronic Government Procurement). In line with the procurement risk assessment, procurement under GREEN will follow IFAD Procurement Guidelines and IFAD Procurement Handbook. Government of Bangladesh recognises precedence of international obligations like IFIs Financing Agreements to use IFI procurement guidelines and document templates. Government of Bangladesh has implemented large numbers of externally aided projects in different sectors.	Substantial	Substantial
Mitigations: IFAD will field an annual Supervision Mission to the project and the Procurement Specialist in the mission among other issues will (i) review the procurement contracting and implementation processes and timeliness and appropriateness of procurement actions; (ii) assess contract administration and management procedures and review the completeness and updated nature of contract data in the Contract Monitoring Tool; (iii) determine whether adequate systems are in place for procurement planning, implementation and monitoring, and whether procurement documentation and records (including securities) are maintained as per required standards and can be relied upon. In addition to the annual Supervision Mission, IFAD Bangladesh Country Office will also organise a Startup workshop within 2 months from entry into force. Additional specific adhoc support missions will also be fielded by IFAD.		
A.1 Legal, Regulatory and Policy Framework	Moderate	Moderate

Risk: Public procurement is regulated by the Public Procurement Act 2006 with supplemental Public Procurement Rules 2008, e-GP Guideline and Delegation of Financial Power (DOFP). The PPA 2006 has been amended several times, by the Public Procurement (1st and 2nd Amendment) Act 2009, the Public Procurement (Amendment) Act 2010 and the Public Procurement (Amendment) Act 2016. Overall, there is a well-functioning procurement system across the country but weaknesses have still been observed. For example, the sanction/debarment process lacks independent review (decision by the head of the procuring agencies is final) except by way of appeal to the judiciary and sustainable public procurement has not yet found its way into the public procurement legislation and practices.	Moderate	Moderate
Mitigations: Allow only enterprises that have prescribed characteristics to compete for contracts e.g., % reserved for women enterprises, SMEs, start-ups; design specifications to suit particular group or address particular issue. e.g., use of gas burnt bricks in construction instead of coal or wood burnt bricks. Also, scale up procurement training for the auditors with appropriate course content.		
A.2 Institutional Framework and Management Capacity	Substantial	Substantial
Risk: Bangladesh has a nodal procurement policy agency, the Central Procurement Technical Unit (CPTU). CPTU was established in 2002 under the Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning (MOP) to carry out procurement reform activities and regulate and monitor the country's public procurement functions. It is planned to be converted into an independent government agency to be known as the 'Bangladesh Public Procurement Authority (BPPA)' to facilitate enhanced autonomy in executing its functions. It will be done through a separate act, Bangladesh Public Procurement Authority Act. CPTU is constrained by its capacity in terms of legal structure, autonomy in decision making, limited staffing, and inadequate analytical and research capability. It largely depends on external experts and outsourced firms which is inadequate to regulate and monitor public procurement for a high number of organizations.	Substantial	Substantial
Mitigations: While waiting for the formation of proposed Bangladesh Public Procurement Authority (BPPA), develop inhouse institutional and technical capacity (with a set of qualified, experienced and adequate number of trained officials).		
A.4 Accountability, Integrity and Transparency of the Public Procurement System	Substantial	Substantial

Risk: A reasonably transparent process is followed in formulation of procurement legislation with consultation with large procuring agencies. Even if the Public Financial Management (PFM) system is governed by a set of legislative instruments with OCAG as the supreme audit organization, the audit system is mostly external. Financial auditing are carried out regularly. There is presence of ethical standard in audits and public procurement (code of ethics) and national integrity strategy. Instead, the procurement complaint system is lengthy and takes 2-3 months' time to exhaust the entire process.	Substantial	Substantial
Mitigations: Bidders should be included in public consultation for legislation change. Specialized procurement audits/procurement performance audit should be carried out, especially in large agencies based on periodic risk assessment.		
A.3 Public Procurement Operations and Market Practices.	Substantial	Substantial
Risk: Public procurement in Bangladesh is now well established but remains mostly compliance based. The legal and regulatory framework is in place, there is an established regulator (CPTU) and a well performing e-GP system which is growing rapidly. Moreover, there is an extensive capacity development program. However, the emphasis has been given mainly on building this system and ensuring compliance with the essential requirements of the framework. There is scope to elevate the current system into a performance or output based system based on strategic vision and value for money consideration. Some of the main weaknesses are represented by 70% of contracts not completed on time and absence of strategic procurement planning and analysis resulting in higher procurement cost and lower procurement performance (e.g. too many small procurement packages for recurring items).	Substantial	Substantial
Mitigations: Ensure contracts are completed on time; Introduce strategic procurement planning and analysis and expedite decision making process specially for high value contracts.		
Environment, Social and Climate Impact	Substantial	Substantial
Biodiversity Conservation	Moderate	Moderate

Risk: 1. Degradation of ecosystems because of agricultural production or other project activities that may be temporary or permanent in nature, including (a) land, water and soil pollution, and (b) indirect effects of increased local economic activities. Given that farmers and microenterprises are micro and small in nature, any impacts are likely to be cumulative (rather than individual) in nature. 2. Promoting specific varieties / breeds for stress tolerance and high yields may have adverse effects on agrobiodiversity.	Moderate	Moderate
Mitigations: 1. Project will avoid supporting agriculture or non-farm activities in core or buffer zone of Protected Areas and other Critical Wildlife Habitats, particularly in and around the Sundarbans ecosystem of the coastal region. 2. Practices such as organic fertilizer (vermicompost), biological pest control (pheromone traps), integrated fertilizer management, etc. – promoted as a part of environment-friendly and climate-smart approach – will reduce pressure on ecosystems and avoid / mitigate further degradation of natural resources. 3. Value chain selection will explicitly consider potential impacts on biodiversity, including migratory or endangered flora / fauna. 4. Create awareness of and promoting the conservation of indigenous species (landraces, native breeds of livestock) in agricultural activities.		
Resource Efficiency and Pollution Prevention	Moderate	Moderate
Risk: 1. Cumulative risks associated with smallholder farming and micro-enterprises: increased pollution from autonomous use of pesticide / fertilizers, by-products of livestock and fish production, or small food processing activities of the extreme poor entrepreneurial poor or microenterprises. 2. Fisheries and aquaculture activities of the borrowers of PKSF POs may introduce new sources of water pollution. 3. Micro-enterprises supported by the project may exacerbate or introduce new pollution risks through their waste streams.	Moderate	Moderate

Mitigations: 1. The project will not procure mineral fertilizers, pesticides, or insecticide. The cumulative risks associated with nutrient leaching or wastewater release due to farm or non-farm activities will be mitigated through promoting GlobalGAP, integrated fertilizer / pest management, vermicomposting and organic fertilizer use, and other relevant approaches to agricultural management. The production of vermicompost, Trichoderma leachate and other organic fertilizers is intended to support reclamation and reuse of livestock/poultry waste in a safe manner. 2. Promote the use of environmentally friendly practices and inputs, particularly in aquaculture. 3. GREEN will support the implementation of PKSf's micro-enterprise environment management guidelines developed for 16 enterprise types (and expanded to 30, by end of 2024) by POs and micro-enterprise borrowers. Project will need to identify and promote best practices for solid and liquid waste management, based on value chains of focus. For e.g., bio-medical waste handling for those enterprises focused on animal health interventions (diagnostics, vaccinations, etc.). 4. Promote certification mechanisms via DOE, BSTI, ISO etc. for micro-enterprises – in the process strengthening their environmental management and creating awareness of how it could increase their comparative advantage. Target issues such as plastic waste and promoting use of alternative materials (including through incubation of sustainable packaging material micro-enterprises). 5. Efficient water use, water harvesting infrastructure – particularly drought-prone, salinity-prone areas, and circular economy approaches to managing domestic waste (livestock manure and kitchen waste repurposed as vermicompost, organic fertilizer, etc.) will be promoted where appropriate.		
Cultural Heritage	Low	Low
Risk: Disturbance of sites of cultural value, or intangible cultural heritage such as handicrafts or traditional practices related to food.	Low	Low

Mitigations: (i) Given the nature of the project and the lack of infrastructure components, risk of unintended negative impact on sites of cultural values is not envisaged. (ii) For intangible cultural heritage such as production of handicrafts or traditional food processing practices, which might have a cultural value, no specific risks have been identified at the moment. However, it is important to consider the cultural heritage associated with traditional varieties of crops and livestock and that promoting improved species and varieties could result in their loss. (iii) The project will ensure that traditional food production and preparation practices that have a cultural and/or religious value will not be disrupted by the introduction of new technologies/production practices. The project will also involve local communities and ethnic minorities in consultation and decision-making processes concerning the introduction of improved varieties/species and post-harvest activities, so as to ensure that the adaptation options are informed by cultural, social and religious values.		
Indigenous People	Low	Low
Risk: The risk that the project may cause adverse physical, social, or economic impacts on Ethnic Minorities or threats to or loss of resources of historical or cultural importance to them.	Low	Low
Mitigations: (i) There are no constraints for Ethnic Minorities to participate in project interventions, and past projects by the implementing partners have equally targeted Ethnic Minorities when they are present. PKSF has a demonstrated capacity to engage with ethnic minorities and include them in loan operations. However, the GREEN project will further encourage POs to target Ethnic Minorities, through adequate measures and approaches. Free, Prior and Informed Consent (FPIC) principles will be appropriately integrated into procedures (design and implementation, including subprojects) if the presence of Ethnic Minorities is confirmed. Local partners and POs will also be requested to develop a GESI action plan also including specific measures for ethnic minorities targeting. The GREEN M&E include data disaggregated by ethnicity. (ii) Project interventions are expected to result in increased incomes, increased access to market and improved skills for all beneficiaries including Ethnic Minorities. (iii) Based design-stage SECAP risk rating, project may be required to prepare an Ethnic Minorities Planning Framework.		
Labour and Working Conditions	Moderate	Moderate

Risk: The project will mainly work with poor households engaged in self-employment. They will receive microcredit for such activities. The project will provide training and assistance for marketing of agricultural and non-agricultural products. A very few people will be working in formal businesses. No construction works in the project. The project will work with a small number of microenterprises. There may be some minor OSH risks for microenterprise employees or farmers involved in a range of activities such as meat processing, horticulture, packaging. Most notable risks are related to child labour and exposure to toxic chemicals when applying pesticides.	Moderate	Moderate
Mitigations: 1. Provide training in child labour and other labour and occupational health and safety issues to micro-enterprise owners. IFAD-funded PACE project successfully implemented decent work practices in MES. Specific measures to be adopted include awareness on the impact of labour on children during trainings, following national laws on child labour in all procurement contracts and monitoring the execution of activities and reporting any cases to the project and relevant government authorities. 2. The risk of exposure to pesticides, insecticides and other chemicals from autonomous purchase will be mitigated and avoided through integrated pest and agro-chemicals management as a part of CSA/agroecology related training which will contribute to safety and health of rural producers and workers. 3. GREEN will replicate the experience of IFAD projects (PACE – Promoting Agricultural Commercialization and Enterprises), which promoted decent work environment in micro-enterprises, covering aspects such as ventilation, cleanliness, electricity, and women friendliness. A strategy to promote safe labour practices will also be put in place. through training on biosecurity and safe food (“safe meat”, “safe vegetables”) and the use of protective wear / gear. PKSf and its POs will also promote the availability of and access to first-aid boxes in micro-enterprises, and provide minimal level of training on its use.		
Community health, safety and security	Moderate	Moderate
Risk: 1. There is low risk of adverse effects on the physical, mental, or social health and safety of an individual, group, or population. Microfinance Institutions have a long history of working with millions of rural households and communities in a very transparent manner. 2. Market-led production might undermine farm diversification and negatively impact food security and nutrition. 3. Poultry and livestock may be susceptible to diseases and veterinary services may be limited – contributing to increase risk of zoonosis and vector-borne diseases.	Moderate	Moderate

Mitigations: 1. Partner organizations can be further sensitized through training before signing agreements for various project activities. The project will implement nutrition education and awareness raising campaign, including targeting nutrition-vulnerable groups, and will promote adoption of sustainable and climate-smart practices and technologies (e.g. Integrated Pest Management-IPMs etc.) which will minimize pesticides and chemicals exposure and contribute to safety and health of rural producers and workers. 2. The project has a strong focus on promoting nutrition and health. This will be done by selecting nutrition-sensitive value-chains and production practices that enhance the availability and accessibility of diverse, safe, and nutritious food through home gardens (vegetables, fruits) and increased access to animal-source foods (chickens, ducks, fish, small ruminants, cows). 3. POs have established grievance address mechanism. 4. Where group members borrow for animal husbandry, promote clean and hygienic animal shelters, biosecurity measures, vaccinations, and other improved husbandry measures. Introduce awareness building activities on optimum WASH behavior under Component 1 and ensure refresher training (emphasizing say 5-7 key hygiene) by loan officers. Establish linkages to adequate veterinary services and animal health products (nutrition, preventative, therapeutic) for livestock and poultry value chains. 5. A family-based approach to microfinance is adopted to address intra-household inequalities and promote a more gender equitable decision-making over the use of loans within the HHs. Microfinance activities mitigating and preventing intra-household tensions and gender-based violence (GBV).		
Physical and Economic Resettlement	Low	Low
Risk: Given the thematic focus of the project's interventions, the lack of infrastructure components and the small-scale nature of the IGAs and enterprises supported by the project risks associated with physical or economic displacement as well as potential adverse effects on land tenure have not been identified.	Low	Low
Mitigations: No resettlement or land acquisition is anticipated; physical resettlement / displacement will be an exclusion criterion for activities. Outcomes of value chain activities, particularly with commercial orientation, will be carefully monitored for plausible adverse effects on more vulnerable and marginalized groups such as women.		
Financial intermediaries and direct investments	Low	Low

Risk: The risk that project funds are directed to a financial intermediary (PKSF or its Partner Organizations) that do not have a social and environmental policy or systems in place (including POSH, labour management, occupational health and safety, exclusion criteria, GRM, etc.). The risk that PKSF or its POs have insufficient capacity to implement SECAP 2021 and PKSF's ESMS / GOB standards.	Low	Low
Mitigations: PKSF and its Partner Organizations have been implementing IFAD's RMTP which adheres to SECAP 2021 standards. PKSF has a dedicated ESMS (environmental and social management system) policy in place (updated in 2021), and dedicated ESMS personnel. PKSF works with several other IFIs, successfully implementing safeguards, and is an accredited institution of the Green Climate Fund – with its accreditation standard allowing it to handle projects that are Category B (the same as agencies such as UNDP and FAO, which are international accredited entities). Nevertheless, activities to improve capacities of PKSF and its POs to implement ESMS / SECAP 2021 will be budgeted, and technical training provided, as needed. An assessment of ESMS has been conducted to ensure adherence to IFAD's SECAP 2021 requirements and identify gaps through an ESG Action Plan (ESAP).		
Climate change	Substantial	Substantial
Risk: Vulnerability of target populations and ecosystems to climate variability and hazards (Substantial, Substantial) Hoar, coastal, river flood plains, and High Barind are identified climate hotspots under the Bangladesh Delta Plan. Droughts, sea-level rise and tidal surges, cyclones, salinity, waterlogging and floods are key climate risks contributing to high levels of poverty / risk of population falling back into poverty, loss of livelihood assets and agricultural production, and food and nutrition insecurity. Greenhouse Gas Emissions (Low, Low) In general, the project activities are not expected to further increase GHG emissions. But HHs are involved in livestock farming and crop farming that produce greenhouse gas.	Substantial	Substantial

Mitigations: Vulnerability of target populations and ecosystems to climate variability and hazards Mitigations: 1. The project explicitly takes climate risks into account and has planned for adaptation activities to diversify agricultural production, promote non-farm sectors of employment through development of comprehensive food systems. It will take into account environment, ecology and human health during design and implementation of project activities. 2. Value chain assessments will identify climate risks and adaptation entry points at each stage of the cycle. 3. PKSf POs will continue to offer a moratorium period on principal and interest payments in the aftermath of extreme climate events. They also draw on their own funds (from profits) to distribute food rations to affected populations. GHG emissions Mitigations: 4. The project will promote feed that could reduce emissions from livestock (indirectly through better productivity). Use of organic fertilizer and vermicomposting practices (particularly in households or communities with excess manure production) will be promoted.		
Stakeholders	Low	Low
Stakeholder Engagement/Coordination	Low	Low
Risk: 1. There is a low risk that key stakeholders invited to participate in the project will show little interest in or commitment to the project's objectives and activities. 2. There is risk that PKSf POs may not engage with CRALEP implementation in High Barind or Haor regions, reducing the outreach efficiency and effectiveness of both projects. 3. There is low risk of gender inequality and lack of female participation in the project, and unintended exclusion from project activities. Yet, women's engagement in microfinance activities might unwittingly overburden them and have limited impact on nutrition and empowerment if not accompanied by measures for GEWE. In addition, while participation of women is high in primary production and home-based self-employment, they are virtually absent in processing and marketing activities outside of the household. This means that they might be less visible in activities and platforms that are related to value-chain development.	Low	Low

Mitigations: 1. At the community and household level, the project will implement a participatory process in defining activities that meet the needs and aspirations of the beneficiaries, with attention to more vulnerable social groups, such as women, ultra-poor households, persons with disabilities and ethnic minorities. Engagement with these groups will be included in a GESI plan, to be submitted by POs 2. PKSf and LGED PMUs will be encouraged to engage with one another in High Barind and Haor regions from an early stage. Ensuring that PKSf POs are aware of CRALEP bidding process for entrepreneurial training will increase their confidence in eventually lending to those trainees starting their own enterprises. 3. PKSf and POs (MFIs) have been champions of women empowerment and bringing women into financial services (90% of borrowers) and other IGAs and value chain development activities. However, measures for GEWE will be strengthened to ensure women's meaningful participation and engagement in project-related decision-making, thus leading to empowerment outcomes and nutrition impact. Several measures will be put in place to ensure women are adequately consulted and properly trained (e.g. livelihood development, nutrition education etc.) along with their husbands, to ensure they can participate in decision-making concerning livelihood development and food systems and benefit from project's activities and improved nutrition. POs will be requested to include attention to GEWE measures in their proposals (e.g. couple training, gender sensitization etc.) and to ensure that GRM system is accessible to women. Targeting and monitoring measures include the following: - o Approximately 50% of IGAs and value chain development beneficiaries will be women. - o IFAD will periodically monitor the progress. Previous IFAD funded projects implemented by PKSf and POs have overwhelmingly included in microfinance and other project activities.		
Stakeholder Grievances	Low	Low
Risk: Ineffective grievance/complaint redress processes (including on allegations of non-compliance with IFAD's SECAP standards, fraud, corruption, or SEA), can lead to unaddressed stakeholder grievances potentially impacting on achievement of GREEN objectives. Moreover, poorly designed GRM system, might be inaccessible to more vulnerable groups, such as women.	Low	Low

Mitigations: 1. PKSF and POs have well established grievance address mechanism, which will be leveraged and strengthened by GREEN. Still, the project will raise awareness among stakeholders about the complaints and grievance mechanisms available through the establishment of a PMU-led Grievance Redress Mechanism. It will also include this information as part of IFAD missions. Redress Mechanism shall be fully accessible to all target groups and well explained to stakeholders during the programme's start-up workshop and to beneficiaries during the programme's activities. An information campaign will be implemented in partnership with local POs to ensure that all target groups are aware of the GRM system.		
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