

The International Fund for Agricultural Development

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REPUBLIC OF TAJIKISTAN
LIVESTOCK AND PASTURE DEVELOPMENT PROJECT

DESIGN COMPLETION REPORT

Stage: Design Completion

Main Report, Annexes and Working Papers

Asia and the Pacific Division
Programme Management Department

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CURRENCY EQUIVALENTS

Currency Unit	=	Somoni
US\$ 1.00	=	4.45 TJS
Somoni 1,00	=	US\$ 0.225

WEIGHTS AND MEASURES

International metric system, unless specifically described in text; except:

1 acre (ac)	=	0.4047 hectares (ha)
1 hectare	=	2.47 acres

FISCAL YEAR

1 January - 31 December

ABBREVIATIONS AND ACRONYMS

ACTED	Agency for Technical Cooperation and Development
ADB	Asian Development Bank
AIDS	Acquired Immune Deficiency Syndrome
AKF	Aga Khan Foundation
ATAC	Agriculture Training and Advisory Centre
AWPB	Annual Work Plan and Budget
BDS	Business Development Services
CACILM	Central Asian Countries' Initiative on Land Management
CAMP	Central Asia Mountain Partnership Programme
CARITAS	Catholic Agency for Overseas Aid and Development
CDS	Community Development Specialist
CF	Community Facilitator
CIDA	Canadian International Development Agency
CIF	Climate Investment Funds
CIG	Common Interest Group
CIS	Commonwealth of Independent States
CO	Community Organization
DCC	Donor Coordination Council
DFID	Department for International Development (United Kingdom)
DPO	District Project Officer
EBRD	European Bank for Reconstruction and Development
EC	European Commission
FAO	Food and Agriculture Organisation of the United Nations
FHH	Female Headed Household
FMD	Foot and Mouth Disease
GDI	Gender Development Index
GDP	Gross Domestic Product
GNI	Gross National Income
GOT	Government of Tajikistan
HDI	Human Development Index
HH	Household
ICARDA	International Center for Agricultural Research in the Dry Areas
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IGA	Income Generating Activity
IGS	Income Generation Specialist
ILRI	International Livestock Research Institute
INGO	International Non-Governmental Organisation
IRR	Internal Rate of Return

JC	Jamoat Council
JCSS	Joint Country Support Strategy
KLSP	Khatlon Livelihoods Support Project
LPDP	Livestock and Pasture Development Project
LRP	Land Reform Project (USAID)
M&E	Monitoring and Evaluation
MIS	Management Information System
MOA	Ministry of Agriculture and Environmental Protection
MOF	Ministry of Finance
MSDSP	Mountain Societies Development Support Programme
MWRLR	Ministry of Water Resources and Land Reclamation
NAAS	National Academy of Agricultural Sciences
NARS	National Agricultural Research System
NDS	National Development Strategy
NGO	Non-Governmental Organisation
PMP	Pasture Management Plan
PIM	Project Implementation Manual
PMU	Project Management Unit
PPCR	Pilot Project for Climate Resilience
PPP	Purchasing Power Parity
PRS(P)	Poverty Reduction Strategy (Paper)
PSC	Project Steering Committee
PUA	Pasture Users Association
PUAB	PUA Board
PY	Project Year
RIMS	Results and Impact Management System
SCLMG	State Committee for Land Management and Geodesy
SCF	Strategic Climate Fund
SCISPM	State Committee on Investments and State Property Management
SDC	Swiss Development Cooperation
SDR	Special Drawing Right(s)
SIDA	Swedish International Development Agency
SVIS	State Veterinary Inspection Services
SWOT	Strengths, Weaknesses, Opportunities and Threats
TA	Technical Assistance
TLSS	Tajikistan Living Standards Survey
TOR	Terms of Reference
TT	Technical Team
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
US\$	United States Dollar
VO	Village Organization
WB	World Bank
WFP	World Food Programme

Tajikistan

Livestock and Pasture Development Project

Design report



14-1-2011



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.

Map compiled by IFAD

LIVESTOCK AND PASTURE DEVELOPMENT PROJECT

Executive Summary

<u>Initiating Institution:</u>	IFAD
<u>Recipient:</u>	Republic of Tajikistan
<u>Executing Agency:</u>	Ministry of Agriculture
<u>Total Project Cost:</u>	US\$ 19.2 million
<u>Amount of IFAD financing:</u>	SDR....million (Equivalent to US\$ 18 million)
<u>Terms of IFAD financing:</u>	100% grant
<u>Cofinancier(s):</u>	Community contribution of US\$ 0.78 million Government foregone taxes of US\$ 0.40 million
<u>Terms of cofinancing:</u>	100% grant
<u>Contribution of recipient:</u>	US\$ 0.40 million
<u>Appraising Institution:</u>	IFAD
<u>Cooperating Institutions:</u>	Direct supervision by IFAD

A. Background and Rationale

1. Livestock ownership is a key coping strategy for the smallholder farmer in Tajikistan. There has been a rapid increase in livestock ownership by smallholder farmers. By 2007, the share of smallholder farmers in livestock had risen to over 90% (measured in standard head), so that the household farm sector now dominates livestock production. The rapid expansion of livestock inventories has happened despite the fall in feed availability. Over the period from 1991 to 2007 the area under feed crops fell by 43 percent. There has been a transformation of the livestock husbandry system in Tajikistan from one based on intensive livestock farming to one based on extensive livestock husbandry. Extensive livestock production systems can lead to a vicious cycle of low animal yields, contributing to even-lower returns from livestock husbandry. Most poor farmers in the Khatlon region are constrained by low productivity of livestock, limited availability of feed, degraded pasture lands especially winter and spring pastures, poor animal husbandry practices, limited access to animal health care, high cost of purchased feed, lack of good quality fodder seed, lack of availability of financial services, poor access to markets, and limited access to technologies for value addition.

2. Improvement in livestock productivity could help poor households deal with food security issues and enhance their nutrition status. Despite the relative decrease in poverty there are still a significant number of people suffering from chronic malnutrition and poverty in the country. The most critical situation is related to consumption of meat, eggs, milk and dairy products. The ratios of actual consumption of these products per capita to physiological norms are less than 25%. Investment in measures to overcome these obstacles will have an immediate impact on smallholders' nutrition status, food security profile, income and livelihoods and contribute to a greater contribution of livestock in agriculture incomes, employment and productivity and help in the overall contribution of the livestock sector to agriculture GDP to bring about growth and poverty alleviation in rural areas. IFAD is considered to be an ideal partner to provide such support to farmers in Khatlon, given its experience of working with smallholder farmers in Asia and in the Commonwealth of Independent States (CIS).

B. Project Goals and Objectives

3. The development goal of the Project is to contribute to the reduction of poverty in the Khatlon Oblast. The development objective of the Project is to increase the nutritional status and incomes of around 22,400 poor households by enhancing livestock productivity in a sustainable manner.

4. The outcomes expected from the LPDP include the following: (i) enhanced livestock productivity and production; (ii) enhanced productive capacity of pastures; and (iii) increase in women's ability to process and market livestock products.

C. Geographic Coverage and Targeting Strategy

5. The Livestock and Pasture Development Project (LPDP) will work in selected districts of Khatlon region which is one of the poorest regions of the country. Current IFAD investment in Tajikistan is focused on livestock and pasture development and the Khatlon region has a significant proportion of the livestock and pasture resources of the country. In collaboration with the Government six districts have been selected for the Livestock and Pasture Development Project in South Khatlon. These include Shahritus, Qabodiyon, Farkhor, Vakhsh, Rumi and Panj.

6. The primary target group of the Project will be the following: (i) smallholder livestock farmers; (ii) private veterinary service providers and small scale entrepreneurs with the potential to provide services to smallholder farmers; and (iii) women headed households and women belonging to poor households. The ultimate Project beneficiaries are all expected to be living on less than US\$ 2 per capita per day, which comprise 78% of the total population of Khatlon.

7. The Project would use the following targeting approach: (i) geographical targeting for selection of the Jamoats and villages with the potential for livestock and pasture development; (ii) household targeting for selection of households which meet the Project's poverty and gender criteria; and (iii) gender targeting for selection of women for specific Project activities through fixing special quotas for their inclusion. The initial identification of villages will be further refined depending upon community willingness to participate in Project activities and abide by its terms and conditions. A participatory approach at the village level would ensure the inclusion of eligible households who meet the poverty, capacity and the gender criteria.

D. Project Components:

8. The Project will have three principal inter-related components as well as the required support for Project management and implementation as follows: (i) Institutional Development; (ii) Livestock and Pasture Development; (iii) Income Generation for Women; and (iv) Project Management.

9. The Institutional Development component will have two sub-components: (i) Development of Community Organizations; and (ii) Institutional Strengthening.

10. The Livestock and Pasture Development component will also have two sub-components: (i) Strengthening Private Sector Services; and (ii) Improved Pasture Management.

11. The Income Generation for Women has no sub-component but a number of activities.

12. The provision for Project Management is presented as two sub-components: (i) Project Management; and (ii) Monitoring and Evaluation.

13. Activities under the components/sub-components are described in detail in the Main Report below.

E. Implementation Arrangements

14. The Ministry of Agriculture and Environmental Protection will have the overall responsibility for management of the Project on behalf of the Government of Tajikistan. A national **Project Steering Committee** (PSC) will provide overall policy guidance and maintain oversight of Project Annual Work

Plans and Budgets (AWPBs). The Deputy Minister (Livestock) of the MOA will be the Chairman of the PSC. A well staffed **Project Management Unit** (PMU) will be established under the supervision of the Ministry of Agriculture. The PMU will be based in Dushanbe but maintain a regional sub-office in Kurgan Tube which is in close proximity to the six Project Districts. The PMU will be responsible for overall management, coordination, oversight, monitoring, supervision, knowledge management and evaluation. The PMU will manage the day-to-day functions of the Project. All staff of the Project Management Unit as well as the key implementing agencies will be hired on a competitive basis on contract.

F. Total Project Costs:

15. The total investment and incremental recurrent Project costs, including price contingencies, are estimated at US\$ 19.2 million (TJS 87.3 million). The Project will be financed by: a proposed IFAD Grant of about US\$18.0 million to finance about 94.0% of the total Project costs; a Government contribution in the form of waiving taxes and duties equivalent to US\$ 0.40 million or 2.0%; and a beneficiary contribution of US\$ 0.78 million or 4.0%, mainly in the form of cash and labour. The IFAD grant will be used as follows in the different Project components; Institutional Development component US\$ 1.75 million; Livestock and Pasture Development component US\$ 12.95 million; Income Generation for Women component US\$ 1.14 million; and Project Management US\$ 2.16 million. With an estimated 22,400 beneficiary households in the target group, the cost per household is about US\$850.

G. Expected Project Benefits:

16. The project is expected conservatively to benefit some 22,400 poor households (80% of a targeted 28,000) from 100 villages. It is assumed that all targeted households will be exposed to 9 ha of demonstrations in each village of fodder promotion and production, with up to 36 households (3,600 Project-wide) directly participating in the demonstrations. Around 6,000 households would benefit from the technical training provided under the Project. 56 veterinary service centres to be supported by the Project are expected to benefit some 13,500 households in their immediate vicinity and in addition cater to the service needs of adjoining villages. This is expected to result in the reduction in mortality rates in cattle and small ruminants. About 108,500 ha of pasture (1,085 ha per village) are expected to be improved. The income generating activities will benefit some 1,600 mainly female-headed households including about 500 women who are likely to receive support to set up livestock processing and marketing units.

17. In addition to production/productivity benefits, manifested in terms of increased assets, incomes, and food security and nutrition among the Project's target group, the Project is expected to generate significant institutional, good governance, environmental, employment generation and wider market-based economic benefits. These are described in detail in the Main Report below.

18. An economic analysis of the Project as proposed generated an internal rate of return (IRR) of 21.3% and a Net Present Value (NPV) @10% opportunity cost of capital of US\$ 11.8 million. Sensitivity analysis showed that the IRR is equally sensitive to changes in costs and in benefits. In absolute terms, these changes do not have a significant impact on the IRR, and the economic viability is not threatened by either a 20% decline in benefits or by a 20% increase in costs. A fall in total Project benefits by 20% and an increase in total Project costs by the same proportion would reduce the base IRR to about 14%. The switching values shows that the Project would be economically viable even if benefits decreased by 49% and investment costs increased by 95%. A one-year delay in Project benefits reduces the IRR to 18%. With a two-year delay in Project benefits, the IRR falls to approximately 15%.

Exit Strategy and Post Project Sustainability

19. The exit strategy of the Livestock and Pasture Development Project is based on developing sustainable livelihood arrangements for smallholder farmers, investing in capacity development of the private sector and emphasizing the importance of an effective policy and regulatory framework for pasture resources in Tajikistan. The LPDP will adopt a private sector led approach to veterinary and extension services. It will strengthen the capacity of private veterinarians. The Project will also encourage the private sector to provide a range of ancillary services for enhancing livestock

production. These service providers will be sustained through charging user fees and pricing of their services. Most of these are expected to be fully self-sustaining by the end of the Project period. In the pasture development component the exit strategy is based on putting in place policy, regulatory and institutional arrangements that can demonstrate that the sustainable rehabilitation and management of the pastures is in the long-term interest of all stakeholders. The Project will adopt a value chain approach to the livestock sector and identify the key constraints that are faced by women in the production, processing and marketing of meat, dairy and other livestock products. This approach is expected to identify viable investment options that can be sustained beyond the life of the Project.

I. STRATEGIC CONTEXT AND RATIONALE FOR IFAD INVOLVEMENT, COMMITMENT AND PARTNERSHIP (KSF 1)

a. Rural Development Context

1. Tajikistan is a landlocked country with an estimated population of 7.459 million.¹ The country is sparsely populated with mountainous areas accounting for about 93% of the total land area making it one of the least accessible countries in the world. Tajikistan is a highly agrarian society, with 77% of the population residing in rural areas. The rural population depends mainly on agriculture, livestock and remittance incomes for their sustenance. Tajikistan's remoteness, difficult terrain, crumbling Soviet-style infrastructure, poor transport infrastructure, deteriorating education and health systems, and lack of Government resources are significant barriers to rural development. The country is highly vulnerable to external economic shocks because of its dependence upon employment in Russia. To compound its difficulties further it is regularly affected by natural disasters such as floods and droughts. Remittances from labour migrants account for as much as 25% of total household income. In 2008 it was estimated that over one million people² or at least half of the country's labour force was working outside the country.³ There are now fears that in view of the global recession there is likely to be a reduction in demand for labour and many Tajik labourers are expected to return home from Russia. This is expected to have a significant negative impact on household well being. While the Government has taken several measures to improve rural livelihoods through a programme of land reform which provides people inheritable usufruct rights, freedom to farm, writing off the cotton debt and some infrastructure development, many problems still remain.

b. Policy, governance and institutional issues, political and economic issues

2. **Policy:** Tajikistan's principal strategic document, the National Development Strategy (NDS) defines the priorities of government policy. In 2005, Tajikistan adopted the NDS for 2006-2015. The NDS aims to support the creation of a democratic and prosperous state where the benefits of political and economic development are available to the population as a whole. Key priorities include improving public administration, developing the private sector and attracting investment, and developing human potential. The NDS also provides the Government's principal guidance for addressing the Millennium Development Goals. Other national development strategies, plans and programmes that serve as entry points for dealing with rural development and poverty alleviation include the recently adopted Poverty Reduction Strategy 2010-2012 (PRS III). This strategy presents a medium-term programme to implement the NDS vision, building on the lessons learned under PRS II. The PRS III's overarching objective is to promote sustainable improvements in living standards, particularly of vulnerable groups. It maintains the three strategic programming blocks spelled out in the PRS II: (i) a *functional* block on public administration reform, macroeconomics, investment climate, private sector, regional cooperation and global economic integration; (ii) a *production* block on food security, agriculture, infrastructure, energy and industry; and (iii) a *social* block on health, education, water and sanitation, housing, and social welfare. It recognizes several crosscutting issues, including institutional reforms, demographic change, environmental management, and gender equality. The focus of Tajikistan's medium-term poverty reduction strategy is to improve productivity in the economic and social sectors, solve governance issues constraining private sector development and delivery of social services to the poor, and rationalize public expenditure.

3. The Government approved a "Concept for Agrarian Policy" in the Republic of Tajikistan at the end of 2008. Its objective is to achieve the country's food security by 2015 for the main food stuffs as well as to increase incomes of agricultural producers through improved performance. The main directions identified in this concept are land reforms, and development and modernization of sub-sectors including crops, livestock, and horticulture. The Government of Tajikistan has approved a National Food Security Programme through its decree dated January 29, 2009. One of the key priorities of this programme is to ensure food availability and access (economic and physical) based on sustainable agriculture development. Thus, the main priorities of agriculture sector development defined for the period 2007-2015 in this programme are as follows: (i) diversification and increase in production; (ii) development of export-oriented crops; and (iii) development of rural businesses (agriculture and non

¹ Population data is drawn from the latest information from Official Statistics from the *Goskomstat, 2009*.

² The combined remittances were estimated to be US \$2.6 billion or 54% of the country's gross domestic product (GDP)

³ Report of the International Crisis Group. July 2009.

agriculture). In addition, the Government is, through various decrees and policy pronouncements, attempting to increase the access of rural smallholders to basic social and agriculture services and natural resources.

4. **Governance:** The breakup of the Soviet Union and a subsequent civil war took a heavy toll on Tajikistan's institutional and human capacity. Efforts to rebuild that capacity are impeded by limited financial resources to upgrade institutions, upgrade skills and retrain and retain qualified staff to properly manage the transition to a market economy. Political interference, weak capacity, and lack of transparent institutional arrangements in Tajikistan contribute to critical domestic policy slippages on key issues such as effectively managing macroeconomic policy, addressing successive energy and food price crises, rural reform and inspiring confidence in dealing with the impact of the global economic crisis on the Tajik economy. The disruption in energy supplies during the severe winter of 2008 further highlighted the government's inability to overcome low capacity and weak corporate governance among state-owned enterprises. The Government has initiated measures to strengthen public financial management and public sector performance in Tajikistan.

5. In terms of its administrative infrastructure, the country has a functioning political and administrative system. It has a Parliament and a functioning opposition. It has a three tier system of administration which has at its top a Government at the level of *Oblast* (region), followed by *Hukumat* (district) and *Jamoat* (sub district) at the lowest formal tier. Large cities report directly to the central government. The cabinet is headed by the President, who appoints the key central and local government (*Hukumat*) officials, including the regional and district governors (Chairpersons). Although the *Jamoat* is an administrative division, it is considered as a local self-governing institution, where the head of the *Jamoat* should be elected by delegated representatives of rural settlements or villages (*kishlak*). This process, however, is not fully functional and the Chairperson of the *Jamoat* is mostly appointed by the district government. At the village level, there are traditional structures, most notably the *Mohalla* with traditional leadership. *Mohallas* are community self-management organs, where the leadership is usually elected by a general meeting of the community members. The informal *Mohalla* council plays a role in organizing community contributions towards rehabilitation or introduction of services to community members. Traditional local institutions have significant informal power and in many cases provide the forum where issues affecting the community are discussed and decided.

6. **Institutions:** In general, various ministries and offices share responsibility for providing services to the agriculture sector. The policy and strategy formulation responsibility lies with the President's Office. The line ministries are responsible for regulation and implementation of government's policies. The main public bodies that serve agriculture include the Ministry of Agriculture and Environmental Protection (MOA), Ministry of Water Resources and Land Reclamation (MWRLR) and the State Committee for Land Management and Geodesy (SCLMG). The responsibility for the development of the livestock and pasture resources in the country rests with the MOA. A Pasture Management Trust within the Ministry is responsible for pasture development. However, the Trust has very few resources and lacks a strategic plan and vision for the development of the natural resource base of the country. Most Ministries are supported by local government counterparts at oblast and rayon level. Various research institutions of the National Academy of Agricultural Sciences are designed to provide technical backstopping and research functions. While the public institutions carry main responsibility for providing services, limited budgetary resources, poorly trained staff and low salaries provide little incentive for good performance. At the same time, a slow pace of reform, demanding licensing and inspection requirements, weak infrastructure and high business risks continue to be barriers to greater participation by the private sector, especially in rural areas. The relative strengths and weaknesses of the key institutions relevant to the Project are discussed in Annex III, Key Files Table 2 (SWOT Analysis).

7. **Economy:** Tajikistan has one of the lowest per capita GDPs among the 15 former Soviet republics. Tajikistan's gross national income (GNI) per capita (Atlas method) was estimated at US\$560 in 2008.⁴ The country has a narrow economic base dominated by the production of aluminium, cotton and electricity, supplemented in recent years by increasing remittances from Tajik nationals working abroad. Tajikistan's economic situation remains fragile due to uneven implementation of structural reforms, weak governance, widespread unemployment, seasonal power

⁴ Country Partnership Strategy FY10 to FY 13. April 2010. World Bank.

shortages, and the external debt burden. Economic growth reached 10.6% in 2004, but dropped to roughly 8% in 2005-07, and 4.5% in 2008, as the effects of the international financial crisis began to register - mainly in the form of lower prices for key commodities and lower remittances from Tajiks working in Russia. The sharp reduction in remittance inflows and the weak demand for Tajikistan's main export commodities were major factors in slowing gross domestic product growth to about 3.4% in 2009 compared to an average of about 8% over the last 5 years. However, the gradual rise in commodity prices, partial recovery of remittance inflows, as well as healthy yields from the non-cotton agriculture subsectors starting in late 2009, are expected to bring higher economic growth in 2010.

8. Agriculture in the Economy: Agriculture is a major component of the Tajik economy. It accounts for 24% of GDP, 66% of employment, 26% of exports, and 39% of tax revenue. However, despite its critical importance, the agricultural resource base is characterized by limited arable land and there has been virtually no investment in infrastructure or farm machinery and equipment key for agriculture development. Of the total land area of 143,100 km², 70% is mountainous and only 28% or 4.1 million hectares can be considered as agricultural land. Of this total, 21% is arable, 3% is under perennial crops (orchards and vineyards) and 76% is pastures and hay meadows. Arable agriculture in Tajikistan relies on a dilapidated irrigation infrastructure, obsolete farm machinery and a management system in which the old managers of Solvkoses and Kolkhozes still dominate farming decisions. Women undertake an increasing share of the farming responsibility as many of the young men are either working in Russia or aspire to do so and show little enthusiasm for farming.

9. Cotton and wheat are the two main cash crops in Tajikistan, cultivated on nearly 70% of the cropped area (30% under cotton, 36% under wheat, and 9% under other cereals). Cotton fibre is Tajikistan's leading agricultural export commodity, contributing 16% of total exports. It is second only to aluminium, which accounts for 60% of the country's exports. However, cotton performance in terms of profitability, productivity and competitiveness has been eroding as it has been beset by numerous problems such as limited water, poor quality of seed and other inputs, limited access to farm equipment and a farming system in which the farmer has little or no incentive to enhance yields. Cotton production has declined and the sector is burdened with significant debt. The area planted to cotton was reduced further in 2008, allowing farmers to grow other crops. The cotton subsector continues to suffer from low productivity, a legacy of heavy debt and a sluggish pace of structural reform. Nevertheless, growth in the agriculture sector was 7.9% in 2008 up from 6.5%, supported by robust expansion in non-cotton subsectors, including livestock, fruits and vegetables, as higher global prices made food production more profitable.

10. Livestock is a key part of the agriculture sector and is of critical importance in the coping strategy of poor rural households. However, in the post Soviet system, the livestock sector is in crisis. The socialist system of livestock production was based on an elaborate organization for procuring animal feed for winter feeding based on intensively-cultivated feed crops raised in large-scale state and collective farms, sizeable imports of concentrates and an organized structure of pasture management and utilization. The deterioration and elimination of these pillars in the post-Soviet period have transformed the livestock husbandry system in Tajikistan from one based on intensive livestock farming to one based on extensive livestock husbandry. Today livestock relies primarily on grazing supplemented by limited cultivated feed crops and minimal concentrates. Nevertheless, livestock inventories have now grown to levels higher than in the immediate pre-independence period with over 90 percent of inventories held in household farms. The rise in inventories coupled with the fall in feed supplies mean that feed per animal has fallen dramatically along with livestock productivity. Because of the risk of a persistent decline in yields and rural incomes, the transition from an intensive to an extensive livestock production system in Tajikistan carries a significant danger of pervasive and continuing rural poverty. Breaking the downward spiral of animal yields and poverty requires the gradual implementation of policy measures to address the feed shortage in the country by raising pasture yields for fall-spring, winter and all-year pastures and raising cultivated feed yield and its area. This would depend upon providing high quality fodder seed, improved veterinary services, breed improvement, disease control, a policy framework that provides secure land title, a management and property regime for pastures and a proper system to ensure maintenance and rehabilitation of pastures.

c. The IFAD country programme

11. IFAD has no lending operations in the country but has provided several grants. It has provided two small grants and has one on-going grant funded project. The first grant was to support the Jamoat Advisory Service System within the framework of the IDA-initiated Community Agriculture and Watershed Management Project. In addition, IFAD approved a grant of US\$ 1.2 million for a project entitled Community Action in Integrated and Market-Oriented Feed-Livestock Production in Central and South Asia. This multi-country grant project is being implemented by ICARDA and includes sites in north western Tajikistan.

12. IFAD currently has only one project in its on-going portfolio for Tajikistan. This is the Khatlon Livelihoods Support Project (KLSP). The KLSP was appraised in April 2008 and approved by the Executive Board of IFAD in December 2008. The KLSP grant agreement was signed in January 2009 and it almost completing its second year of implementation. Its development goal is to reduce poverty for 18,750 households in three districts in the Khatlon region. The project purpose is to increase small farm especially household plots profitability across the project area. The project has three components: (i) institutional support; (ii) enhancement of agricultural productivity and profitability; and (iii) project management. Its outcomes include: (i) enhancing the capacity of institutions; (ii) enhancing access by farmers to technologies and productive infrastructure; and, (iii) effective and efficient project management. The total project cost is US\$ 14.95 million over 6 years. The sources of financing are IFAD (82%), Government of Tajikistan (3%), community contributions (13%) and, the community facilitator (2%). IFAD's financing is being provided to the Republic of Tajikistan as a grant in the amount of SDR 7.9 million (equivalent to approximately US\$ 12.3 million). The KLSP is under IFAD's direct supervision and implementation support.

d. Opportunities for rural development and poverty reduction

13. Khatlon is the poorest region of the country, with poor and very poor households comprising 78% of the total population. Due to problems with land reform and the type of land rights that are being provided, people are reluctant to invest in land. However, livestock ownership is a key coping strategy for the smallholder farmer in Tajikistan. There has thus been a rapid increase in livestock ownership by smallholder farmers. In 1990, 62% of livestock was held outside of corporate farms. By 2007, the share of smallholder farmers in livestock had risen to over 90% (measured in standard head), so that the household farm sector now dominates livestock production, while enterprises and *dehkan* farms⁵ remain minor players.⁶ The rapid individualization of livestock herds and the end of hostilities in Tajikistan ushered in a new era of rapid growth in livestock inventories of individual households. Overall livestock inventories in Tajikistan increased by 82% from 1998 to 2007, nearly exclusively as a result of growth in the holding by small household farms. This shows the importance of livestock for poor households and their reliance on it as a means of livelihood and coping mechanism.

14. The rapid expansion of livestock inventories has happened despite the fall in feed availability. Over the period from 1991 to 2007 the area under feed crops fell by 43 percent. Feed area in 2007 as a proportion of total sown area was on the level of the late-1950s in Tajikistan when livestock inventories were about 44 percent of their level in 2007.⁷ Taken together, the above changes signify no less than the transformation of the livestock husbandry system in Tajikistan from one based on intensive livestock farming to one based on extensive livestock husbandry. Extensive livestock production systems can lead to a vicious cycle of low animal yields, contributing to even-lower returns from livestock husbandry. The reason is that extensive livestock systems encourage the expansion of livestock inventories in an effort to increase revenues without a concomitant expansion of feed resources. Adding animals creates greater demand for limited feed, leading to a further deterioration in the feed per animal ratio and a further fall in animal yields. Underfed animals are also more susceptible to disease, are less fertile and die more easily. Most importantly, the only way to increase family income in extensive livestock systems is to increase animal inventories which further

⁵ *dehkan* farms: created as a result of land reform comprising both private and collective farms. See Working Paper 6, Livestock Development, for further details.

⁶ The Feed-Livestock Nexus in Tajikistan: Livestock Development Policy in Transition. FAO Regional Office for Europe and Central Asia. *Policy Studies on Rural Transition No. 2009-2*. October 2009.

⁷ *Ibid.*

deteriorates the feed per animal ratio. Breaking the downward spiral of animal yields and poverty requires a vision of the future of the livestock sector and the gradual implementation of policy measures to support progress toward that vision.⁸

15. Most poor farmers in the Khatlon region are constrained by low productivity of livestock, limited availability of feed, degraded pasture lands especially winter and spring pastures, poor animal husbandry practices, limited access to animal health care, high cost of purchased feed, lack of good quality fodder seed, lack of availability of credit, poor access to markets, and limited access to technologies for value addition. Livestock produce is sold into markets, which are fragmented and favour opportunistic buyers who benefit from wide variations in prices. The indifferent quality of marketed products and inadequate infrastructure further limit the opportunities for value addition or sale to more distant national or international markets. It is for this reason that the share of livestock in agriculture GDP in Tajikistan, which is currently 27%, is much below that prevailing in other similar countries. Increasing pasture yields, raising cultivated feed crop yields and expanding cultivated feed crop area through increased rotation with cotton crops, providing smallholders with improved capacity for livestock management, establishment of a viable plan for supplying livestock advisory and health services, and opportunities for better breed improvement and selection could dramatically improve livestock productivity in Tajikistan.⁹

16. The improvement in livestock productivity could also help poor households deal with food security issues and enhance their nutrition status. Despite the relative decrease in poverty there are still a significant number of people suffering from chronic malnutrition and poverty in the country. The most critical situation is related to consumption of meat, eggs, milk and dairy products. The ratios of actual consumption of these products per capita to physiological norms are less than 25%.¹⁰ Investment in measures to overcome these obstacles will have an immediate impact on smallholders' nutrition status, food security profile, income and livelihoods and contribute to a greater contribution of livestock in agriculture incomes, employment and productivity and help in the overall contribution of the livestock sector to agriculture GDP to bring about growth and poverty alleviation in rural areas.

17. IFAD is considered to be an ideal partner to provide such support to farmers in Khatlon, given its experience of working with smallholder farmers in Asia and in the CIS, supporting community based participatory approaches, working in difficult mountain environments and its expertise of working in close partnership with many organizations specialising in the livestock sector such as FAO, ICARDA, and ILRI. The LPDP would focus on the key constraints in the livestock sector and would help to address them by building on the experience of ICARDA and FAO in Tajikistan and by building on its partnerships with these agencies. The Project will use community based approaches that would build on the experience of the Mountain Societies Development Programme, ACTED and CARITAS whose experience shows that the institutional issues of managing common property resources and regimes are far more complex than the technical aspects. The Project would adopt a decentralized demand-led approach to dealing with the development and growth of the livestock sector in Khatlon. In addition, the Project would adopt a private sector led approach in identifying veterinary agents and market entrepreneurs who could provide a range of animal health, animal production, disease control, marketing, and processing services to the smallholder livestock farmer on a sustainable basis by charging user fees.

II. POVERTY, SOCIAL CAPITAL AND TARGETING (KSF 2)¹¹

a. Rural poverty, information and analysis

18. **Poverty Trends:** Tajikistan was one of the poorest members of the former USSR and after independence the poverty trends increased sharply as a result of an abrupt termination of economic support from the Soviet Union and an extended civil war after independence in 1991 which compromised economic development. By 1997, GDP had fallen by 60% to US\$175 per capita. Tajikistan remains one of the poorest countries with an annual per capita income estimated to be US\$560 in 2008. However, improved political and economic stability have provided the base for a recovery, which was enhanced by favourable prices for cotton and aluminium, strong regional

⁸ Ibid.

⁹ Ibid.

¹⁰ National Programme for Food Security, GOT, 29 January 2009.

¹¹ Please see also Working Paper 5: Poverty, Targeting and Gender Analysis.

economic growth, a substantial flow of remittance income from Russia, and increased support from the international community.¹² Regardless¹³ of the method chosen to calculate this indicator, the overall poverty rate is clearly on the decline.¹⁴ Available data from a calculation of the overall rate of absolute poverty in terms of income level and extreme poverty based on purchasing power parity (PPP) of US\$ 2.15 and US\$ 1.08 per day, respectively show that the poverty rate declined from 83% in 1999 to 64% in 2003, and to 57% in 2004. According to the 2007 Tajikistan Living Standards Survey (TLSS), and using the poverty line of US\$ 2.15 per day in Purchasing Power Parity (PPP), the poverty headcount had declined to 41 percent in 2007. The incidence of extreme poverty¹⁵ declined from 42.1 percent in 2003 to 17.3 percent in 2007,¹⁶

19. Incidence of Poverty: According to the latest data by the National Statistics Committee, 53% of the population was below the poverty line of US\$1.37/day and 17% was below the extreme poverty line of US\$ 0.87/day in 2007.¹⁷ The strong growth in remittances between 2003 and 2007 accounts for about half of the observed reduction in poverty.¹⁸ Poverty is mainly a rural phenomenon in Tajikistan, with the rural poor accounting for 75 percent of all poor and 72 percent of the extreme poor.¹⁹ There are significant regional differences in the incidence of poverty. The nature of the regional differences is based primarily on the different income levels, the cost of living and the overall level of socio-economic development of the various regions. In terms of absolute indicators, however, the majority of poor people live in Khatlon and Sugd provinces, which account for 65% of Tajikistan's total population.²⁰

20. Non-income dimensions of poverty have shown limited progress over time. Pressure on public service delivery grew significantly after independence due to rapid population growth and reduced public spending. As a result infrastructure is of poor quality; access to electricity, heating, and safe drinking water is limited; and unofficial payments for services are high and widespread. At the same time many poor households cannot afford to pay for these utilities and Government does not have the resources to maintain these services properly. The social protection system is rudimentary, dominated by old-age and disability pensions with virtually no social assistance. A large part of the payments where they are collected for water or utilities are diverted towards discharging Government's social fund liabilities. Low levels of investment in social sectors, the poor level of salary and performance incentives have persuaded many qualified staff to leave in search of better prospective outside the country. Together, these factors have constrained access to education and health services, especially for the poor in rural areas.

21. The profile of poverty: Indicators such as household size, the number of children and the gender and age of household members can sometimes be key factors in determining the incidence of poverty. While the average poverty rate for the country as a whole is 64%, the risk of poverty in large households is twice as high as in households with two or fewer children. Rapid population growth (10% over the past seven years) puts strains on the education, health care and social welfare systems, which are already overburdened. The demographic factor also has a major impact on the labour market, where there are already signs that supply is outstripping demand. Unemployment can be seen as one of the main factors contributing to poverty. If the head of a household is unemployed or has lost his job, there is a higher risk that he will become poor. Households whose heads are not employed full-time also have poverty rates that are higher than average, particularly in rural areas. According to the Poverty Survey (2005), 20% of the poorest households spend only about 5.5% of their budget on education and can barely afford the cost of clothes, school supplies and books. As a result, attendance at secondary schools has declined significantly in all of the country's regions, with

¹² Remittance Income in 2008 was estimated to be above US\$ 2.5 billion.

¹⁴ World Bank. 2004. Tajikistan Poverty Assessment Update.

¹⁵ Extreme poverty refers to food poverty. It reflects the cost of a typical food basket needed to consume 2,250calories per person per day with typical needs. The value of this extreme poverty line is equivalent to 89 somoni per month at end-2007prices.

¹⁶ Tajikistan Living Standards Survey. 2007

¹⁷ Poverty was estimated in the Tajikistan Living Standards Survey (TLSS) at 81% in 1999; 64% in 2003; 57% in 2004 and 53% in 2007 (however due to changes in methodology this estimate is not comparable with the previous estimates).

¹⁸ World Bank. *Republic of Tajikistan Poverty Assessment*. October 2009.

¹⁹ World Bank. *Republic of Tajikistan Poverty Assessment*. October 2009.

²⁰ Republic of Tajikistan: Poverty Reduction Strategy Paper. International Monetary Fund. March 2009

an average rate of 88% for the country as a whole. The incidence of acute malnutrition among children under the age of five has risen by 60%. There has also been an increase in the proportion of children under the age of five suffering from chronic malnutrition. In spite of gains that have been made, socially dangerous diseases such as tuberculosis, measles, malaria and AIDS represent a significant threat to the country's development in general, and to poverty reduction in particular. Among the main factors complicating the fight against these diseases are labour migration and the deterioration of water supply and sanitation systems.

22. Coping mechanisms: Although there are a diverse set of coping mechanisms that the poor use to deal with their poverty, a major mechanism combines production on small household plots of vegetables and fruits and investment in livestock. The reliance on livestock is the principal reason for the fact that 90% of all livestock is in the hands of small farmers owning household plots. Those households which are food insecure reduce the number of meals to two or fewer per day and alter the nature of the food consumed. As a result, the poorest quintile of the population consumes fewer than 2,000 calories per person per day on average.²¹ Many households had to rely on already strained coping mechanisms during the harsh 2007/08 winter by selling productive assets, such as farm animals, or taking on debt. Many households in Tajikistan send workers abroad as a poverty-coping strategy. About 25 percent of households participating in the 2007 TLSS included a migrant worker who was abroad or had returned in the past year. Employment abroad does reduce the risk of poverty. The total and extreme poverty head counts, using a cost-of-basic-needs approach, among households with over 20 percent migrant workers were 43 percent and 13 percent respectively, as compared to 54 percent and 17 percent among households with fewer migrant workers. Yet Tajikistan's dependence on remittances is a source of considerable vulnerability. Scenario analysis based on TLSS data suggests that a 30 percent decline in remittances would increase the national poverty rate by 6 percentage points and inequality by 3 percentage points. This effect would be expected to be stronger in rural areas due to the higher concentration of migrant workers in those areas.

23. Key obstacles to poverty reduction: Tajikistan suffered a significant energy and food crisis during the winter of 2007/2008. The most severe winter in 50 years impacted food and other agricultural production and resulted in low river flows, reducing hydroelectricity generating capacity at the time of greatest need for heating. Food and energy shortages had a significant impact on people's lives and led to calls for emergency food relief from the international community.²² Rising world food prices and increasing fuel prices spurred higher transportation and food costs across the country, leading to deterioration in the food security of the population. The severe winter of 2007/2008 combined with two years of drought conditions have caused serious damage to the agricultural sector and food security. The spring of 2009 and 2010 brought new losses from floods and mudflows which damaged 40,000 hectares of land in 40 out of 58 districts in the country. The total economic loss was estimated at US\$ 100 million in 2009 alone. The record rain in Khatlon in May 2010 caused countless families to become homeless and inflicted serious damage to farms. Initial estimates claimed that over 16,000 farmers and herders were at risk of falling into poverty after their crops were washed away, their livestock killed and their pasture land buried under mud and rock.²³ WFP officials estimate that the floods together with an earthquake earlier this year have caused over US\$ 572 million in damages in the Khatlon region. The cumulative negative impact of these factors on vulnerable households has been only partially offset by targeted humanitarian interventions and diversification of household coping strategies.²⁴ The impact of these factors has led to increased vulnerability and poverty in the country.

24. Some of the more endemic obstacles to poverty reduction include the inefficient and inequitable delivery of public services, infrastructure bottlenecks, and the slow implementation of reforms in key economic sectors, particularly in agriculture. A burdensome regulatory environment for the private sector and a poor investment climate are other major constraints to pro-poor and inclusive growth. The growth and expansion of the Russian economy are critically linked to poverty outcomes in Tajikistan. The negative real economic growth in Russia impacts on the demand for Tajik labour and the amounts of remittances into the Tajik economy. Tajikistan's growth potential is constrained by

²¹ Source: World Bank. *Republic of Tajikistan. Poverty Assessment*. October 2009.

²² Euan Lockie. Assessment of the PRS Monitoring System of Tajikistan. Institutional Development Specialist. March 2009

²³ Preliminary estimates by World Food Programme.

²⁴ Tajikistan. Humanitarian Food Security Appeal 2008-2009. Mid-Year Review. 21 July 2009.

government interference in markets and poor energy and transport infrastructure. The country's trade deficit continues to increase with imports twice the size of exports. Food products constitute the bulk of imports. The economic slowdown in 2009 and the possible return of migrant workers will worsen the socio-economic environment in the country and put additional pressure on the budget. Significant depreciation of the local currency has also diminished the purchasing power of many low-income families. The incidence of poverty is expected to rise again due to the negative impact of the global economic crisis.

b. The target group, including gender issues

25. The Livestock and Pasture Development Project (LPDP) will work in selected districts of Khatlon region which is one of the poorest regions of the country. The primary target groups of the Project will be the following: (i) smallholder livestock farmers; (ii) private veterinary service providers and small scale entrepreneurs with the potential to provide services to smallholder farmers; and (iii) women-headed households and women belonging to poor households. The ultimate Project beneficiaries are all expected to be living on less than US\$ 2 per capita per day, which comprise 78% of the total population of Khatlon.²⁵

26. Modern Tajik women are influenced both by many years of Soviet experience, with its strong emphasis on gender equality in the public sphere, and traditional Tajik values where women played a central role in the private sphere of the family. Since independence, traditional cultural and social values have experienced a renaissance. There has been a marked withdrawal of women from political life and the balance between women's roles in the public and private spheres achieved during the Soviet period appears to be changing.²⁶ In the aftermath of the collapse of the Soviet Union, the Human Development Index (HDI) and the Gender-related Development Index (GDI) both fell indicating the worsening of the situation for both men and women. However, the situation for women deteriorated more rapidly. Women's status and position in society has undergone a critical change. Many working women were forced to leave better paid jobs for sectors and positions with lesser wages. In addition, the financial crisis has scaled down the social security programmes, depriving women and their children of the numerous benefits they enjoyed during the Soviet period. Despite the previous advances of women in the public sphere, they continue to bear most, if not all, of the burden of unpaid work within the household. The deterioration of the education and health systems has negatively impacted women disproportionately. Overall poverty and newly flourishing traditional beliefs about the place of women, has resulted in a considerable dropout of girls from secondary and higher education institutions. Today Tajikistan struggles with high infant, under-five mortality and maternal mortality rates. Recent research shows that violence against women is becoming a common phenomenon for Tajikistan.

27. There is a high incidence of female headed households (FHHs) in Tajikistan. There are two types of female-headed households. The first is one in which the head of the household is a widow or a divorcee or one in which the man has left on a permanent basis. The second is one in which the man has gone to Russia or some other place for work and has left the burden of managing the farm, children and home to the woman but sends home some remittance income. While both types of households face some problems, those in which the men have left permanently or send home no remittance income face additional challenges. The civil war created approximately 25,000 female-headed households, predominately in Khatlon and Garm. FHHs have less access to land, irrigation and livestock.²⁷ They are also less food secure, but receive more humanitarian assistance. Even with this assistance, their monthly income is less than male-headed households. Individuals living in female-headed households experience a greater risk of extreme poverty (29 percent) than those in male-headed households (21 percent).²⁸

28. Women are the main farmers in Tajikistan today. Due to the high number of men who migrate outside in search of jobs, women have had to assume a greater responsibility on farms and women make up 60% of agricultural workers. Within agriculture, they work as seasonal labour and receive

²⁵ Republic of Tajikistan: Poverty Reduction Strategy Paper. International Monetary Fund. March 2009.

²⁶ Jane Falkingham. Country Briefing Paper. Women and Gender Relations in Tajikistan. Asian Development Bank. April 2000.

²⁷ Socio-Economic Survey of Households, Farms and Bazaars. Save the Children 1998.

²⁸ Jane Falkingham. Country Briefing Paper. Women and Gender Relations in Tajikistan. Asian Development Bank. April 2000.

very small and irregular payments.²⁹ Women also undertake the most menial tasks within the sector such as cotton picking, weeding and cleaning. In the livestock sector women are mainly responsible for the care of animals within the homestead and undertake much of the work of feed preparation, milking, and cleaning. Life for women is hard and the LPDP will make special efforts to initiate activities for them which will help them realise higher benefits from their livestock resources and enhance income generating opportunities for them.

c. Targeting strategy and gender mainstreaming

29. The Project would use the following targeting approach: (i) geographical targeting for selection of the Jamoats and villages with the potential for livestock and pasture development; (ii) household targeting for selection of households which meet the poverty and gender criteria; and (iii) gender targeting for selection of women for specific Project activities through fixing special quotas for their inclusion. The initial identification of villages will be further refined depending upon community willingness to participate in Project activities and abide by its terms and conditions. A participatory approach at the village level would ensure the inclusion of eligible households.

30. The principal objective of targeting would be to select households and communities that have both high poverty levels and a recognized potential for livestock and pasture development. Accordingly, the Project would target selected villages and communities based on population size, poverty incidence, livestock ownership, livestock population, inventory of winter and spring pastures, potential for fodder cultivation, and willingness among communities to participate in Project activities. Detailed information on village selection is included in the Project Implementation Manual.

31. With regard to gender mainstreaming and the achievement of gender objectives it will be seen from the Project description given in the following chapter that many of the proposed interventions are aimed exclusively at women and in other areas Project design provides quotas for women's participation. Discussions with poor women in the field, as well as with other projects, revealed that the biggest obstacles to participating in projects are: (i) time, logistics and information flow; (ii) reluctance to take part in mixed gender groups; and (iii) lack of conviction that the proposed activities will change livelihoods for the better. Accordingly, the Project will support women in the following ways: (a) International Technical Assistance (TA) for Income Generating Activities (IGA) will be provided to support targeting, Common Interest Group (CIG) formation and the identification of key constraints and barriers for each Project-supported IGA package; (b) The Project Management Unit's (PMU's) Income Generation Specialist (IGS), international TA in IGA and the Project's contracted Community Facilitator (CF) will work closely together in the early stages of the Project to define the strategy and phasing for technical inputs; (c) Mobilising women's groups in Project-targeted villages to ensure that women have a socially acceptable and accessible forum through which to take part in the Project; (d) Conducting a participatory study during Project start-up to identify obstacles and constraints in livestock development from women's perspective; (e) Supporting women to take full part in all training and extension activities for which quotas have been suggested by arranging these in locations and schedules that women are able to attend; (f) Identifying target group households for women's income generating activities and developing a working plan that is oriented around women's time schedule and capacity to mobilise; (g) Ensuring that pasture management options and all eventual cost and membership implications are understood and agreed by women, particularly women headed households; (h) Supporting women to negotiate arrangements that would enable them to send livestock to summer and winter pastures; (i) Supporting women to be part of pasture management decisions and management; (j) Providing women with information regarding rights and entitlements to land; and (k) Providing study tours for women to visit successful IGA initiatives (such as the IFAD funded ICARDA initiative for the marketing of mohair wool). These activities will be led by the Community Facilitator, under the guidance of the Project Management Unit's Community Development Specialist (CDS) and Income Generation Specialist (IGS).

32. Gender has been mainstreamed throughout the Project (all Terms of Reference (TORs); selection criteria for CF, Monitoring and Evaluation (M&E), cost tables) and two PMU specialists have gender issues as key objectives written into their terms of reference (the CDS and IGS). The State Committee for Women's Affairs and Families will be part of the Project Steering Committee (PSC) in order to provide higher-level support and advice for gender policy issues. As will also be seen from

²⁹ Tajikistan. Country Gender Profile. JICA Tajikistan Office June 2008.

the Project description below, the Project will: (i) adopt participatory processes to facilitate the active participation of women; (ii) identify specific criteria and quotas to ensure the participation of women in all key activities; (iii) emphasize the participation of women by stipulating that some components are only targeted at women; (iv) ensure the inclusion of non-governmental organisations (NGOs), international non-governmental organisations (INGOs) and other technical experts who have experience of working specifically on gender issues, women's participation and enterprise development; (v) promote gender sensitivity and responsiveness among policy makers and other stakeholders by highlighting issues regarding women's role in livestock production, pasture management, fodder cultivation and value addition in processing of livestock products; and (vi) Ensuring the inclusion of monitoring indicators that identify the Project achievements with respect to women's participation in Project activities, outputs, outcomes and impact on their lives.

d. Geographic coverage of the project

33. Current IFAD investment is focused on poverty-reducing livestock and pasture development and the Khatlon region has, as already noted, very high levels of poverty and a significant proportion of the livestock and pasture resources of the country. In collaboration with the Government six districts have been selected for the Livestock and Pasture Development Project in South Khatlon, namely Shahritus, Qabodiyon, Farkhor, Vakhsh, Rumi and Panj.

e. Main characteristics of the project area

34. Together the six districts of the Project area have 32% of the population of the Khatlon Oblast, of whom 78% are poor or very poor, 34% of the pastures of the Khatlon Oblast, 29% of the large ruminants, 27% of the small ruminants and 31% of the area under fodder crops. The Project would be implemented in only those Jamoats which have a potential for livestock and pasture development. Working Paper 4 provides further information on the main characteristics of the Project area districts.

III. PROJECT DESCRIPTION (KSF 3)

a. The knowledge base: Lessons from previous/ongoing projects

35. As IFAD is a relatively new entrant in the country this section relies heavily on the experience of other donors. The experience of other donor agencies³⁰ has shown that effective project implementation requires the following: (i) capable local management staff; (ii) international consulting assistance to provide international good practice in technical fields and train local management staff in personnel management, technical aspects, procurement, financial control, monitoring and evaluation; (iii) early establishment of a transparent financial management system; (iv) flexibility in implementation to accommodate lessons as they emerge; (v) close supervision and monitoring of project management to ensure that project implementation capabilities are aligned with the objectives; (vi) recognition that the central and local government administrations have very weak capacity and are under-resourced, and can therefore provide only limited support; and (vii) recognition of the vulnerability of project implementation to top-down approaches, because the need to involve all stakeholders, particularly beneficiaries, in implementation is understood inadequately or resisted. All these identified lessons have been addressed to varying degrees in the LPDP's design and implementation arrangements.

36. The experience of donors in Tajikistan also points to the importance of community participation in project identification, implementation and supervision. A number of donors have either directly or through NGOs, supported community-based projects. These have included the World Bank supported Community Development and Watershed Management Project and Poverty Alleviation Project; the UNDP supported Rural Restructuring Project; the Swiss Development Cooperation (SDC) supported Local Development Muminobod (LDM) Project being implemented by CARITAS and the provision of support by a large number of donors to NGOs using a community development approach such as the Mountain Societies Development Support programme, ACTED and ATAC. Most of these projects

³⁰ Review of Project evaluation reports of the Asian Development Bank, World Bank and projects financed by DFID .

have financed demand-led proposals identified by participating communities as their priorities. The evidence clearly shows that community-based participatory approaches have generated greater local ownership, transparency and improved governance at the local level and have identified activities with immediate impact on their livelihoods. As such it is critical to build into the Project's implementation approach a strategy for participatory identification, implementation, supervision and monitoring and evaluation by the community. Under Tajikistan's difficult implementation environment, greater transparency, equity, strong community participation and involvement of NGOs is very important.

37. Donor experience also points to the need for a fine balance between Government ownership and participation on the one hand and Government interference and control on the other. While there is a need to keep the Government closely involved for incorporating lessons learnt, especially if there are implications for the development of policy and regulatory frameworks, there is a need to ensure that Government does not divert the Project from its objectives or stall its progress due to the development of vested interests. LPDP design attempts to tread this fine line to maximize the impact of its activities. Thus, while District Chairmen and Jamoats will be kept informed and their support and assistance will be sought, they will not be given any veto powers or authority to slow down Project activities. Experience also shows that for lasting impact it is important to develop and build government capacity. Experience of donors also highlights the significant influence of donors on Government policy when they have assumed a leadership role. This is evidenced by the achievements of the Donor Coordination Council (DCC) and the progress on issues such as land reform, Freedom to Farm through Resolution 111 and the Debt Resolution decree of May 30, 2009 and the changes in the provision of financial services. This provides an opportunity for donors to negotiate policy reform and also places a considerable responsibility on donor agencies to carefully think through the long-term consequences of the policy reform agenda which they propose to pursue. Thus it is potentially high pay-off to have a carefully crafted policy reform agenda as a key part of proposed project interventions in areas where such reform can achieve significant impact on the poverty alleviation agenda.

38. Despite IFAD's limited experience in the country, a few lessons have already begun to emerge from its existing grants and project in Tajikistan. These lessons refer to both administrative and operational issues as well as technical aspects. A recent IFAD Supervision Mission for the KLSP found that on the administrative side the lesson is that it is very important to have a strong implementing partner with the capacity for outreach and implementation in the selected districts. The selection of project staff with the commitment, leadership and capacity for achieving project objectives is the sine qua non for project implementation. The Project Implementation Manual must be unambiguous and clarify implementation issues. The status of the grant agreement, design report and working papers must be clarified and elaborated to project management to avoid any confusion for the implementing agency on the relative hierarchy of these documents. The importance of having proper accounting, procurement, and reporting systems is key for an effective and well governed project management unit. The location of the PMU is critical in determining its leadership role, speed of implementation and ultimately in the achievement of Project outputs, outcomes and impact.³¹

39. Experience from ICARDA's project activities³² which were grant financed by IFAD for value addition in local processing of goat fibres by women and the potentials for its marketing offers an example of an innovative approach to empower rural women. This activity is focused on establishing a market chain for mohair yarn which is one of the key export commodities produced by women in the pilot region. During the first project year 2006-2007 research was conducted on the production and marketing of Tajik mohair and mohair yarn and a promising new market for hand spun kid mohair yarn in the United States was identified. The results of testing of mohair yarn samples by American knitters verified that Tajik spinners can produce attractive yarns that can successfully compete with similar production sold in American stores. Access to this growing US market would allow Tajik women to earn much higher incomes than by producing coarse, low quality yarns for the Russian market which is currently their main outlet. The ICARDA project continues to work with Tajik artisans and angora goat farmers to open the American market for knitting yarn to the Tajik spinners and will help them to establish successful, women-led small businesses organized as Fair Trade.³³

³¹ Findings of the Supervision Report are summarised in Working Paper 3, Institutional Design Aspects.

³² Community Action in Integrated and Market Oriented Feed-Livestock Production in Central and South Asia. Activity #16: "Value added local processing of goat fibres by women and assessing the characteristics of naturally coloured mohair and the potentials for its marketing."

³³ Liba Brent November 26, 2007

b. Ongoing government and donor activities

40. A comprehensive list of ongoing donor activities is provided in Annex III Key Files, Table 3. Potential links with these activities are described below in Chapter IV Section b(i). Relevant Government policies have already been described. For the proposed LPDP, the focal point of concern relative to ongoing Government and donor activities is the lengthy, delicate, slow but continuing process of agrarian reform, which encompasses the policy, institutional and legal aspects of pasture access and management. Various donors have been historically involved in aspects of the process, including USAID, CIDA, SIDA, and DFID. Perhaps of immediate relevance and concern to the Project are the outcomes of the 3-year USAID-supported Land Reform Project (LRP), launched at the beginning of July 2010. The LRP is directed towards improving the security of land tenure rights and introducing legislative reforms that will facilitate the development of a market in land. The project will support a network of regional legal aid centres and tashabbuskors (land activists) to educate farmers on their rights, train local government officials on new laws and policies, mediate disputes, and advocate on behalf of farmers' interests in court. A special emphasis will be placed on women's issues, recognising that women provide approximately 70% of Tajikistan's agricultural labour. Clearly, LRP implementation is likely to have impact upon LPDP implementation and may even at some stage oblige revisiting its design.

c. Project rationale, goal and objective

41. Livestock ownership is a key coping strategy for the smallholder farmer in Tajikistan. There has been a rapid increase in livestock ownership by smallholder farmers. By 2007, the share of smallholder farmers in livestock had risen to over 90% (measured in standard head), so that the household farm sector now dominates livestock production. The rapid expansion of livestock inventories has happened despite the fall in feed availability. Over the period from 1991 to 2007 the area under feed crops fell by 43 percent. There has been a transformation of the livestock husbandry system in Tajikistan from one based on intensive livestock farming to one based on extensive livestock husbandry. Extensive livestock production systems can lead to a vicious cycle of low animal yields, contributing to even-lower returns from livestock husbandry. Most poor farmers in the Khatlon region are constrained by low productivity of livestock, limited availability of feed, degraded pasture lands especially winter and spring pastures, poor animal husbandry practices, limited access to animal health care, high cost of purchased feed, lack of good quality fodder seed, lack of availability of financial services, poor access to markets, and limited access to technologies for value addition.

42. Improvement in livestock productivity could help poor households deal with food security issues and enhance their nutrition status. Despite the relative decrease in poverty there are still a significant number of people suffering from chronic malnutrition and poverty in the country. The most critical situation is related to consumption of meat, eggs, milk and dairy products. The ratios of actual consumption of these products per capita to physiological norms are less than 25%. Investment in measures to overcome these obstacles will have an immediate impact on smallholders' nutrition status, food security profile, income and livelihoods and contribute to a greater contribution of livestock in agriculture incomes, employment and productivity and help in the overall contribution of the livestock sector to agriculture GDP to bring about growth and poverty alleviation in rural areas. IFAD is considered to be an ideal partner to provide such support to farmers in Khatlon, given its experience of working with smallholder farmers in Asia and in the Commonwealth of Independent States (CIS).

43. The development goal of the Project is to contribute to the reduction of poverty in the Khatlon Oblast. The development objective of the Project is to increase the nutritional status and incomes of 22,400 poor households by enhancing livestock productivity in a sustainable manner.

44. The outcomes expected from the LPDP include the following: (i) enhanced livestock productivity and production; (ii) enhanced productive capacity of pastures; and (iii) increase in women's ability to produce, process and market livestock products.

d. Project components, outputs and activities

45. The Project will have three principal inter-related components as well as the required support for Project management and implementation as follows: (i) Institutional Development; (ii) Livestock and Pasture Development; (iii) Income Generation for Women; and (iv) Project Management.

Component 1: Institutional Development³⁴

46. This component will have two sub-components (i) Development of Community Organisations; and (ii) Institutional Strengthening.

(i) Development of Community Organisations

47. The Project will work primarily through existing organisations at the village level, in particular if these have been registered: either the *Mahallah* committees³⁵ or organisations already established by NGOs. Where needed, the Project will invest in the formation of broad based village organisations (VOs) at the community level as the starting point of the Project. These would be in the form of a Village Development Group (VDG) consisting of at least three members (at least one of whom is a woman). The VDG will be elected at a general village meeting with attendance of at least 80% of the village population. At this meeting the villagers will be informed on the conditions of participation in the Project, and the VDG would be formed given that the villagers clearly demonstrate their willingness to be part of the Project (by a majority in an open voting). In order to ensure the effective implementation of the Project an all-inclusive Pasture Users Association (PUA) will be created at the community level in accordance with the relevant legislation. It is expected that all households owning livestock will be members of the PUAs. PUAs will elect, in a democratic manner, their Boards (PUAB) representing and acting on behalf of the associations. The PUAs, as focal points for the Project, will be used for the introduction of the Project and participatory identification of the target beneficiaries according to the established criteria for each Project component. This will ensure the selection of households which meet the criteria specified for each type of activity. Smallholder households interested in participating in livestock development activities will be organised into Common Interest Groups (CIGs) for the Project interventions in this field. Women's CIGs will be used for the identification and implementation of income generating activities for women.

48. The Project will establish and strengthen PUAs if the selected communities would commit to: (i) undertake overall management responsibility by specifying individual and collective responsibility within the group; (ii) set and collect pasture user fees which should be sufficient to cover tax liabilities and associated costs for pasture operation and maintenance such as hiring guards; (iii) provide cash contributions for pasture rehabilitation works; and (iv) provide full and unbiased information on the Project activities to the Project staff during monitoring and field trips and missions. The Project will need documented assurance from the Hukumat and Jamoat governments on: (i) transfer of legal rights for all types of pastures to the PUAs for at least 10 years; and (ii) permitting the PUAs to collect user fees and pay any tax liabilities from within that accrued amount.

49. The Project will contract on a competitive basis the services of an NGO or INGO with experience of organizing communities in rural Tajikistan to fill the role of Project Community Facilitator (CF). The Community Facilitator will work in close collaboration with the District and Jamoat governments and utilise their local knowledge in identification of Project villages. The Community Facilitator's main responsibilities will be: (i) organizing the communities and developing PUAs; (ii) collecting for Project support information on a random sample of the beneficiaries and tracking them over time; (iii) briefing the target group on Project activities; (iv) strengthening the PUAs through provision of technical advice and training; (v) assisting the PUAs in preparation and implementation of Pasture Management Plans and other Project activities; and (vi) assisting the PUAs in identification of beneficiaries for all Project activities in strict compliance with the selection criteria specified in the Project Implementation Manual to ensure proper selection of poor households, women headed households and those candidates and entrepreneurs from the private sector who can operate on a sustainable basis. The Community Facilitator will also be responsible for the distribution of the

³⁴ Please see also Working Paper 3, Institutional Design Aspects..

³⁵ The 2008 Law on Public Self-Initiative formalises the *Mahallah* as a legal entity able to hold accounts and interact with government, non-government and donor agencies.

selected Project inputs and packages to the beneficiaries. The CF will maintain a strict record of all inputs supplied with a list of beneficiaries and confirmation by the PUAs/CIGs that inputs have been received by them. The CF will prepare statistical progress reports on a monthly basis and qualitative narrative and quantitative reports on a quarterly basis and provide them to the Project Management Unit. The CF will also be required to participate in regular monthly meetings organized by the PMU to share work plans, budgets and progress. The Terms of Reference of the Community Facilitator are provided in the Project Implementation Manual. Further details are also provided below in Chapter IV Implementation and Institutional Arrangements.

50. It is expected and recommended, in view of local cultural factors, that a women-only organisation be established as a sub-set within the PUA. Thus women would be members of the overall PUA and members of the women-only sub-set.

51. In addition to financing the Community Facilitator, provision has been made under this sub-component for: (i) six District-level workshops at the rate of two per year for Project Year (PY)1, PY2 and PY3 reflecting the anticipated phasing in of the six Districts to be covered by the Project; four local study tours in Khatlon region for up to a total of 100 VO members, i.e. one member from each of the Project's targeted villages; and (iii) three international study tours for up to a total of 15 members of Hukumat and Jamoat governments.

(ii) Institutional Strengthening

52. Project support under the institutional strengthening sub-component will focus on Project orientation activities and activities for strengthening public services. With regard to Project orientation there will be both a National Forum and a Regional Workshop as part of Project start-up. These will present the Project and in particular discuss Project-related targeting, gender and knowledge management issues at the national and regional levels respectively. Activities to strengthen public services will include: (i) pasture management policy strengthening; (ii) training and international study tours to build pasture management capacity; and (iii) support to locust management, including developing a long-term, regional locust control strategy and supply of equipment and materials as part of locust control measures. In view of the various policy and associated legal dimensions to the LPDP's activities (see also Chapter VII, Section c 'Policy dialogue and expected institutional outcomes' below), provision has been made under this sub-component for 9 person-months of international legal Technical Assistance (ITA) and 44 person-months of national legal TA. This TA would support the Project to input policy and legal considerations to Government and other stakeholders with respect to a range of issues related, for example, to pasture law, the role of the private sector, veterinary law and local governance. The support to the Ministry of Agriculture to discharge its policy, regulatory and support roles will be initiated by the development of a comprehensive assistance plan.

Component 2: Livestock and Pasture Development.³⁶

53. This component will have two sub-components (i) Strengthening Private Sector Services; and (ii) Improved Pasture Management.

(i) Strengthening Private Sector Services. This sub-component will support four activities: (a) fodder promotion and production; (b) improved sheep breeding; (c) strengthening private veterinary services; and (d) strengthening private entrepreneurs.

54. *Fodder Promotion and Production.* The development of the livestock sector in Tajikistan depends vitally on efforts aimed at increasing the production and availability of winter fodder. Current lack of winter feed is a key contributor to low meat and milk yields and high morbidity rates. The Project will support 900 ha of participatory demonstrations of improved fodder production. Approximately 3,600-4,500 individual households will receive a package of inputs (lucerne/sainfoin seed, ammonium nitrate and super-phosphate fertilizer) sufficient to cultivate 0.2-0.25 ha of rainfed/irrigated land. The Project will also work with those progressive farmers who show a willingness to become seed producers and link them with other farmers and private entrepreneurs for the sustainable supply of seed beyond the

³⁶ Please see also Working Papers 6, Livestock Development and Working Paper 7, Pasture Development.

Project period and will also promote production of other high-energy and nutritious animal feed such as silage and haylage. The PUAs will nominate households to participate in this activity in accordance with the following criteria: (i) poor households; (ii) women headed households; (iii) households dependent on livestock as a main source of income; (iv) own no more than 0.25 ha of irrigated land and no more than 0.5 ha of rainfed (lalmi) land. The list of beneficiary households will be approved by the PMU.

55. *Improved Sheep Breeding.* The Project will support 40 groups of small-scale Gissar sheep breeders (owning up to 10-12 head of sheep), formed in Project villages on a pilot basis and interested in improving local breeds of sheep through cross breeding with high quality Gissar rams. Each group will consist of approximately 60-70 households and will have approximately 700 head of sheep. The Project will provide each group with two 1.5-2.5 years old Gissar rams and a 5-month supply of high energy animal feed (concentrate) during two years to support rams during critical periods: two months in preparation for mating season and three months during the winter season. The group will jointly use rams to improve the quality of local sheep breeds. The group will identify a suitable household/person from amongst its members to keep the rams, be responsible for their proper maintenance (housing, feeding and health) and for making them available during mating periods. The household/person selected to maintain the rams will retain the animals after 2 years of use by the group members. The Project will support groups to send their animals to summer pastures. The rams will be procured on a tender basis and will need to have been vaccinated/treated against infectious animal diseases, including brucellosis, sheep pox, inside/outside parasites, anthrax, foot and mouth disease (FMD) and others in accordance with the veterinary legislation of Tajikistan. In the interest of achieving a sustainable impact, groups will be encouraged by the Project to market their improved off-spring locally.

56. During Project implementation, Project management and relevant Technical Assistance will explore the option of introducing improved bulls for breeding cattle. Positive arguments for this are that it would improve the availability of milk and meat and compensate for local limitations with Artificial Insemination (AI) services. However, the bulls are likely to be expensive and require particular and adequate feed and veterinary regimes.

57. *Strengthening Private Veterinary Services.* The poor state of veterinary services in the country provided by the State Veterinary Inspection Services (SVIS) has convinced the Government to adopt a more private sector led approach to the provision of veterinary services. The Government therefore decided that along with retaining state veterinary services, private veterinary services will be developed. As a result the Government has decided to encourage the establishment of private veterinary centres across the country which will provide both animal health and artificial insemination services. The Project will help the government establish 56 centres in the Project districts. The centres will be established in locations where no facilities exist currently. In order to ensure the sustainability of these services each centre will be located to allow it to operate in a radius from which it can recover its costs and fees from user charges. The Government will provide the land for the centre and the communities will provide part of the labour costs for constructing the building for the veterinary centre. The Project will provide: the cost of construction; training for three veterinarians for each centre; strengthen the capacity of the selected candidates through periodic refresher trainings; update the knowledge of the candidates regarding identification of animal disease, use of modern medicines and techniques; and equipment and medicines for the first year's operation of each clinic. Technical assistance will be used to: design the centre; design the course curriculum for the training; and identify the list of equipment, supplies and medicines to be provided. One standard design will be used for all the buildings. Women candidates will be selected where available and the Project will ensure that at least 30% of the selected veterinary services providers are women. Based on its experience of implementing this component, the Project will provide the Government policy input on how the existing policy on the establishment of these centres at the village level can be further refined for more cost effective use and a higher level of impact. The Project will use its technical assistance resources to evaluate its experience and inform government policy making regarding public veterinary services and private veterinary centres.

58. *Strengthening Private Entrepreneurs.* The Project design missions met with a large number of private entrepreneurs who had established dairy farms, seed supply stores, seed cleaning plants, honey production businesses and women producing a range of dairy products. However, while some of these businesses had good technical skills, their business acumen was limited and their asset base

very thin. It is extremely important to develop these market intermediaries as they are the ones who can provide the marketing channels for the smallholder farmer to improve his/her productivity through access to improved inputs as well as provide her/him with markets for surplus production. For the future growth of the livestock sector it is critical to encourage and strengthen the capacity of this fledgling entrepreneurial resource in the country. The Government of Tajikistan is also determined to reduce its role in providing funds for farming and instead encourage private activities in this area.³⁷ In particular, it plans to encourage the private provision of agricultural inputs and financial services. In line with this Government policy, the Project plans to strengthen private entrepreneurs dealing with livestock input supply such as poultry feed, animal feed, fodder seed and seed cleaning services. Private sector participants dealing with breed improvement, marketing of dairy, meat and other animal products will be provided business development services (BDS) by the Project working through contracted advisors. Advisors will assist entrepreneurs with business plans and legal issues and linkage with appropriate financial institutions, input suppliers and markets. Areas of high pay off such as bee-keeping, dairy processing, meat processing, and leather and wool processing will be especially encouraged.

(ii) Improved Pasture Management.

59. This sub-component will support two main activities: (a) development of Pasture Management Plans (PMPs); and (b) PMP investments (pasture improvement grants).

60. *Development of pasture management plans.* This activity is designed to enhance the carrying and productive capacity of pastures to help remove a critical constraint in livestock productivity in the Project area. Raising pasture yields depends vitally on a proper system of pasture management with the necessary resources and institutional arrangements to undertake pasture maintenance and rehabilitation. The pasture management system in Tajikistan remains largely similar to that of the Soviet era with the exception that the lowest rung in the management system (corporate farms) no longer has adequate resources for pasture maintenance and management. Although this system seems to cover many of the functions of a pasture management system, it is not well adapted to administering and maintaining a public good such as pastures in the post-independence period when over 90 percent of animals are held in household farms. A decree on pasture lands was issued in 2003. This decree provides much greater control and use to dehkan farms. However, the ownership of pasture lands is often unclear. While a few enterprising individuals have been provided title, other villages have informal rights granted to them by dehkan farms under pressure from the State. The LPDP will therefore help to strengthen the pasture management capacity of communities and Government at the national, Hukumat and Jamoat levels.

61. The preparation of PMPs will start with a comprehensive assessment of all pasture and fodder production areas that would be done on a village basis, including soil tests, plant assessments, productivity and quality of production. This would include productivity estimates for grassland and fodder production areas to be put in the context of the feed/fodder demand in the villages. Based on the above assessment, sustainable pasture resource management plans would be developed, with the support of external assistance but through the mobilization of the concerned communities. The main objective of the plans would be to define options to increase quantity and quality of overall fodder production, while reducing the pressure on overgrazed degraded areas and regenerating their productive capacity. Generally this is expected to be achieved by reducing grazing on nearby pastures, a higher proportion of cultivated fodder and hay, and better utilization of remote pastures. Plans would define the necessary measures to improve productivity of pastures, such as rotational grazing, areas which need complete protection for regeneration, rehabilitation measures, opportunities for additional fodder production, better access to remote pastures, etc. The plans would define simple and monitorable indicators and targets for implementation of the plans. A bottom-up approach would allow the PUAs to decide on the detailed investment needs demonstrating that the targets and management principles in the management plans would be achieved. Community participation and leadership in the decision making process are vital, and hence there is a strong need for community mobilisation which would be done through the first Project component and with support from the CF.

62. Preparation of a village-based PMP will start given that the following conditions are met: (i) a PUA

³⁷ National Development Strategy 2015. Government of Tajikistan.

established in the village in line with the Project modalities; (ii) the PUA collects pasture use fees as outlined in its Charter; (iii) a quadripartite agreement between the PMU, the PUA, Jamoat/Hukumat Council and the CF is signed and followed; and (iv) the PUA acts in line with its Charter and provides regular feedback, monitoring and reporting of progress, constraints, issues and lessons learnt with respect to Project implementation.

63. Planning would be done by the technical staff from the PMU and the CF, supported by a Technical Team (TT) of International and National TA working in close cooperation with local communities and the Pasture Management Trust, the technical sub-division of the MOA responsible for the monitoring of the condition and the rehabilitation of pastures, and also with the State Committee for Land Management and Geodesy. The TT will consist of an International Pasture Management Specialist, an International Livestock Specialist, a National Pasture Management Specialist, a Livestock Economist and a Geographic Information Systems (GIS)/Mapping Specialist (TORs are provided in the PIM). This team will be in place for the first four years of the Project, reflecting the phasing in of the 6 Project Districts. Government staff responsible for pasture management and PUAB members will be provided training to plan and manage pasture on the basis of modern techniques. Together with communities, government staff will be trained on assessing the potential for different types of grasses and fodder crops appropriate for the dry and rain-fed conditions which exist in the Project districts. Government staff will also be provided opportunities to interact with other agencies in the country working on pasture management such as the World Bank, Asian Development Bank and FAO, the University of Central Asia and the University of Berne.

64. *PMP Investments (Pasture Improvement Grants)*. The second main activity under the Improved Pasture Management sub-component would be the provision of pasture improvement grants. The grants would be channelled through PUAs and their pattern, i.e. type, phasing and implementation, determined by the respective Pasture Management Plans. The PUAs would be expected to commit to the implementation and the achievement of the targets by signed agreements, which would envisage a phased financing of the PMPs against the clearly identifiable milestone indicators. Subject to the PUA' agreement and priorities, a block grant would be provided to each PUA for the implementation of their plan. The amount would depend on population (US\$ 415 per household, including PUA's cash contribution of at least 5%, preliminary estimated at US\$ 50,000-200,000 per village). A predefined open list of eligible investment activities would be given to the PUAs to choose from. This could, among others, include: rehabilitation packages for degraded areas (fencing, demarcation, weed/shrub control, supplementary seeding, etc.); infrastructure to access/use remote pastures (e.g. spot road improvement, stock watering points, milk cooling devices, etc.); agricultural machinery to produce/harvest fodder (grass cutters, hay making machines, silage choppers, etc.); allocation of machinery parks, extent of stall feeding (barns for fodder storage, silage pits, animal houses, etc.); support for fodder production (leguminous plant seeds, corn seeds, etc.); improvement of breed (artificial insemination); training, technical services, as well as support investment in organization of pasture management mechanism at the village level.

65. It is expected that there would be three major pasture rehabilitation packages: (i) the first one would be for heavily degraded pasture areas and will consist of cleaning of such pastures of stones, inedible grasses, and levelling; ploughing of pastures and sowing fodder seed; application of fertiliser; and protecting areas from damages by animals and humans; (ii) the second package would be for moderately degraded areas requiring superficial improvements and will consist of cleaning of pastures of stones, inedible grasses and levelling; pasture rotation techniques; setting pastures aside for one year for natural re-growing; application of fertiliser; and re-seeding of pastures with perennial and annual fodder grasses; and (iii) the third package would be for slightly degraded areas requiring superficial improvements and will consist of cleaning of pastures of stones, inedible grasses and levelling; pasture rotation techniques; and setting pastures aside for one year for natural re-growing.

66. Implementation of a PMP could be initiated only if: (i) the PMP is approved by the PMU with no objection from IFAD (in line with the criteria and procedures established in the PIM), (ii) at least 75% of the PUA members agree with the PMP proposals as confirmed by the PUA referendum; and (iii) cash contributions are made.

67. In addition to the main activities described above, the sub-component also makes provision for a Pasture Reserve Fund. This fund is a contingency fund set aside for use in emergencies such as an

outbreak of locusts or a sharp rise in input prices. US\$ 75 000 has been set aside for each of PYs 3 through 6, i.e. a total of US\$ 300 000. Its use will be subject to no objection from IFAD. The sum is relatively limited and Project management is advised to set up a provisional agreement with an appropriate relief financier/agency as a precaution in the event of a major emergency.

Component 3: Income Generation for Women.³⁸

68. This component will include four activities: (i) Poultry packages (ii) Bee-keeping packages (iii) Small ruminant packages and (iv) Livestock processing and marketing activities. The main objective of this component is to help enhance the nutritional status and increase the incomes of women from poor households, especially women-headed households in the Project districts. Despite the fact that livestock is a key factor in the livelihoods of the small farming households in the Project districts, there are many households in each of the Project villages which are too poor to own any livestock. Thus the Project will provide the different packages identified here to women who have the capacity and willingness to manage the livestock provided but who own little or no livestock. In the light of early Project implementation experience consideration would be given to broadening the initiative to new, young families who also have little or no livestock and are consequently highly vulnerable.

69. It is expected that the Project would offer two types of *poultry package*. If a household wants to produce eggs, the choice would be layers. Sustainability of this type of poultry package depends on the availability of replacement layers, as commercial chickens do not become broody. Young layers are not sold on local markets and special arrangements would have to be made with a commercial chicken farm. A second type of poultry package would concentrate on distribution of local hens, which do brood. The chickens should preferably be purchased locally, as these chicken are well adapted to the respective environment. The aim is to provide a household with some eggs and meat and well as giving the opportunity to sell a chicken occasionally. The Project would provide: (i) 20 young layers (package 1) or 22 chickens and 2 roosters (package 2); (ii) veterinary care for year 1; (iii) feed for year 1; and (iv) construction of a henhouse.

70. Given the complexity of *beekeeping*, it is not appropriate or feasible to train people in beekeeping for one or two weeks. It is proposed that a better approach would be for novice beekeepers to be attached to an experienced beekeeper, who serves as mentor. Local beekeepers would also be a source of hives. The Project would provide novices with: (i) from 2 to a maximum of 4 hives; (ii) tools and equipment; and (iii) for the first year of operation, veterinary support and funds to transport hives to fields.

71. The small ruminant package will consist of the Project supplying: (i) five nanny goats/sheep; (ii) veterinary care for the first year of operation; (iii) animal feed for the first year of operation; and (iv) construction of a shed.

72. Experience shows that those projects that have provided for continued technical assistance as well as continued availability of necessary inputs have been the most successful. The Project will provide proper technical training as part of each package to ensure that recipient women are able to fully care for their livestock. The poultry package will provide training specialized for the care of free range birds, while the apiculture mentoring will focus on bee biology and the seasonal bee cycle. In addition, women who are too poor to be able to feed their poultry or animals will be given an initial supply of feed and fodder. Experience shows that the first year is the most critical and thereafter households are able to maintain to look after the animals by selling by-products or off-spring. The Project will also establish links between private entrepreneurs and the beneficiaries to ensure that women have a marketing outlet for their product if required.

73. PUAB members are expected to nominate beneficiaries of the poultry, bee and small ruminant packages on the basis of the following criteria: (i) poor households; (ii) women-headed households; (iii) owning no more than 0.25 ha of irrigated land and no more than 0.5 ha of rainfed (lalmi) land; (iv) owning no more than one large and three small animals; and (v) willing to contribute 10% in cash to the cost of the investment package. The list of beneficiaries should be approved by the PMU.

74. *Livestock processing and marketing activities* Small enterprises which can help women generate

³⁸ Please see also Working Paper 8, Income Generation for Women.

additional income such as dairy and animal products can also greatly help to increase household nutritional status as well as provide cash for other basic necessities. Groups of 5 to 10 women will be organized to undertake processing and marketing activities and help them reduce the transactions cost of marketing. The women will be provided with technical knowledge and skills and also equipment to enhance the quality of their production, such as milk-churners, cream separators and packaging materials. Where appropriate, women will be also be given technical assistance to process wool and leather into properly designed products and market them. In these regards, provision has been made under the Project for an Income Generation Specialist as a member of the Project Management Unit for the whole of the Project period and a further eight person-months of International TA by a second Income Generating Activity (IGA) Specialist, spread over the first three years of Project implementation.

75. The PUAB, as a focal point for the Project, will nominate women beneficiaries of the livestock processing and marketing activities in accordance with the following criteria: (i) poor households; (ii) women headed households; (iii) owning no more than 0.25 ha of irrigated land and no more than 0.5 ha of rainfed (lalmi) land; (iv) willingness to participate in processing and marketing of livestock products; (v) willingness to work in groups; and (vi) willingness to contribute 10% in cash to the cost of the investment package. The list of beneficiaries will be approved by the PMU. In order to qualify for assistance, beneficiary groups will need to sign an agreement with the Project which will specify their responsibilities such maintaining accounting records, record of beneficiaries, benefit costs.

76. The Community Facilitator in consultation with the women's groups and market intermediaries will identify opportunities for processing and marketing of livestock products. The IG Specialists will identify value chain constraints in the livestock sector and identify needs of women groups for business development, equipment, credit and technical training. It will be the Specialists' responsibility to identify economically feasible opportunities and assist in implementing each of them. The Community Facilitator will deliver the proposed assistance together with the IG Specialists.

Component 4: Project Management.

77. This component will finance the incremental cost associated with Project management. The specific costs to be financed will include staff salaries, short term technical assistance, vehicles, office equipment, allowances and travel for the Project staff; office operation and maintenance, financial management, routine monitoring and evaluation and external audits. The component is detailed below in Chapter IV, Implementation and Institutional Arrangements.

e. Alignment with country rural development policies and IFAD strategies

78. The proposed Project is in line with the Government of Tajikistan's strategy for rural poverty reduction and the National Development Strategy 2006 - 2015. The proposed Project is also fully consistent with the Joint Country Support Strategy (JCSS) for 2009-2012 which recognizes the critical role of agriculture in Tajikistan's overall economic development and emphasizes improved agricultural productivity as one of the key themes for donor engagement. The LPDP will contribute to a key JCSS outcome for the agriculture sector: "to improve the productivity, profitability and diversification of the agricultural sector to the main benefit of smallholder farmers.

79. The Project is also in line with IFAD's corporate strategic framework which stipulates a focus on improving the livelihoods of the rural poor by strengthening their own organizations and enabling them to access productive technologies and resources.

IV IMPLEMENTATION AND INSTITUTIONAL ARRANGEMENTS (KSF 4)

a. Project management and oversight

(i) The Executing Agency and Oversight Committee

80. The proposed arrangements visualise a partnership approach in the implementation of Project activities between State, civil society, technical service providers and community organizations. The Ministry of Agriculture and Environmental Protection will have the overall responsibility for management of the Project on behalf of the Government of Tajikistan. A national Project Steering Committee (PSC) will provide overall policy guidance and maintain oversight of the Project's Annual Work Plans and Budgets (AWPBs). The Deputy Minister (Livestock) of the MOA will be the Chairman of the PSC. Its other members would include senior representatives of the Ministry of Finance, the State Committee of Investment and State Property Management, Ministry of Water Resources and Land Reclamation, the State Committee for Land Management and Geodesy (SCLMG), the National Academy of Agricultural Science, the Governor of the Project region, representative of the State Committee for Women's Affairs and Families, and representatives of the participating communities. To ensure that the Project receives strategic guidance on issues related to marketing, input supplies and processing from the perspective of the private sector, the membership of PSC will include representation from the private agro-business sector preferably dealing with livestock products. The PSC membership may be amended depending on Project requirements, with the prior approval of IFAD. The PSC would provide policy guidance and facilitate coordination with other development programmes and projects. It would meet every six months. PSC will review Project progress and approve its annual work plan and budget, including the annual financial statements. The Project Management Unit (PMU – see below) would act as the secretariat of the PSC, taking responsibility for implementing its decisions and preparation of meeting agenda and minutes.

81. To carry out its mandate to help poor rural people overcome poverty, IFAD needs to ensure that development funds reach them in the most efficient, effective and transparent manner possible. There is no room for fraud and corruption, which divert resources elsewhere. In 2005 IFAD adopted an anti-corruption policy. The policy's goal is to prevent fraud and corruption in IFAD-supported programmes and projects, and in contracts at the local, national, regional and international levels. The policy affirms that the Fund shall apply a zero-tolerance policy in this regard. The development partner community has noted corruption, fraud, and abuse of funds in previous and current projects as a matter of serious concern. As a result safeguards are built into the Project design to ensure that the laid down IFAD and GOT procedures and guidelines are followed for staff recruitment, procurement, financial management and disbursement. In addition, independent audit of accounts will be conducted by a certified and reputable auditing firm on an on-going basis to reduce the risk of misuse of IFAD funds. Consistent with its commitment to good governance, accountability, and transparency, both IFAD and the GOT reserve the right to investigate, directly or through its agents, any alleged corrupt, fraudulent, collusive, or coercive practices relating to the Project. In particular, all contracts financed by IFAD in connection with the Project will specify the right of IFAD and GOT to audit and examine the records and accounts of all contractors, suppliers, consultants, and other service providers as they relate to the LPDP. In relation to the Project, the Government will ensure the disclosure of Project-related procurement actions, including consulting services contracts and the procurement of major equipment and civil works, is widely disseminated in local newspapers and on the internet.³⁹ In connection with the finalization of the PIM and design of the M&E system a governance and anti-corruption framework will be developed with emphasis on stakeholders' participation in the decision making process, and monitoring of general project activities and the procurement of goods and services.

(ii) The main implementing agencies and their roles

79. A well staffed **Project Management Unit (PMU)** will be established under the supervision of the Ministry of Agriculture. The PMU will be based in Dushanbe and also have a sub-office in Kurgan Tube which is in close proximity to the six Project Districts. This arrangement is based on experience gained by the ongoing IFAD-financed KLSP and indeed other donors, projects and programmes.

³⁹ Please see also Working Paper 10, Governance Framework.

Overall engagement with Government and the development community in Tajikistan and access to associated communication infrastructure requires a main base in Dushanbe. At the same time the sub-office in Kurgan Tube will provide a facility accessible to Project field management, local government and Project beneficiaries. The PMU will be responsible for overall management, coordination, oversight, monitoring, supervision, knowledge management and evaluation. The PMU will manage the day-to-day functions of the Project. All staff of the Project Management Unit will be contracted on an open, transparent and competitive basis and are expected to have qualifications and experience commensurate with their duties. Recruitment of the Project Director and other PMU professional staff will be subject to 'no objection' from IFAD. In addition to the Project Director, the PMU will comprise: a Livestock Development Specialist; a Pasture Development Specialist; a Community Development Specialist; a Women's Income Generation Specialist (who will be a woman); three District Project Officers (each covering two districts); a Monitoring and Evaluation (M&E) Officer; a Chief Accountant; a Procurement Officer; an Assistant Procurement Officer; an Assistant Accountant; two Secretaries; four drivers and three other support staff (cleaner for the central office and guard and cleaner for the sub-office). The terms of reference of the PMU and its staff is outlined in the Project Implementation Manual together with a job description for each of the key staff members.

80. The PMU will: (i) ensure that the Project is implemented in accordance with its design; (ii) submit Annual Work Plans and Budgets (see below); (iii) organize start up workshops in each district; (iv) ensure timely recruitment of all implementing agencies such as those required for baseline survey, IFAD Results and Impact Management System (RIMS) survey, community facilitation and technical facilitation; (v) ensure effective coordination of all activities and agencies involved; (vi) maintain appropriate accounts, including reports on withdrawal applications and disbursements; (vii) manage procurement in accordance with IFAD and Government guidelines; (viii) ensure compliance with environmental requirements and other safeguard measures; (ix) prepare quarterly progress and annual reports in formats agreed upon with IFAD; (x) coordinate with the Government and keep them informed of progress; (xi) assist with participatory monitoring and evaluation together with local communities; and (xii) assist IFAD and Government supervision and evaluation missions. The PMU will hold regular monthly coordination and planning meetings with all staff, including representatives of the implementing partners such as the Community Facilitator (see below) as and when required. In these meetings work plans, targets, performance, monitoring and report requirements will be discussed and agreed.

81. **Annual Work Plans and Budgets (AWPBs).** The PMU would prepare draft annual work plans and budgets (AWPBs), for each Project year, to be submitted to the PSC for review and approval. The draft AWPBs would include, among other things, a procurement plan (an initial eighteen-month plan and then twelve-month plans for subsequent years in accordance with the new General Conditions), and a detailed description of planned Project activities during the coming Project year, and the sources and uses of funds. The draft AWPBs would be submitted to IFAD for comments and clearance, no later than sixty days before the beginning of the relevant Project year. If required the PMU, through the PSC, could propose adjustments in the AWPB during the relevant Project year, which would become effective after clearance by IFAD. Provision has been made in the Project costs for Annual Stakeholder Review and Planning Workshops at which Annual Performance Report findings and management implications would be discussed and fed into the AWPB preparation process.⁴⁰

82. **Progress Reports.** The PMU would submit both six-monthly and annual progress reports in English to IFAD to provide essential information on the physical and financial progress of Project activities and regular assessment of Project impact using a format that would be agreed at the time of Project start-up. These progress reports would feed into Annual Performance Reports (see below).

83. **Project Implementation Manual.**⁴¹ The PMU will use the Project Implementation Manual developed by the IFAD LPDP design missions with regard to overall implementation including procurement, job, descriptions, Terms of Reference and beneficiary selection criteria. The manual will be modified at Project start-up to the extent entailed by the component activities finally agreed upon. The Project Implementation Manual may be amended upon the PMU's proposal and IFAD approval.

⁴⁰ See also Section C below on 'Monitoring and Evaluation'.

⁴¹ See Volume II Project Implementation Manual.

84. **Technical Assistance (technical facilitation).** The LPDP design makes provision for substantial international and national Technical Assistance (TA) in its early stages of implementation. The TA requirement applies not only to the technical demands of the components but also to Project management. Accordingly, design makes provision for: (i) International Community Development TA to provide support in developing a realistic, effective, adapted, inclusive and gender-focused approach; (ii) International TA for Locust Management, including developing a long-term, regional locust control strategy; (iii) Legal International and National TA to assist in preparation and stakeholder discussions of Pasture Law, including issues in the private sector, veterinary law, local governance, essentially all the policy and legal issues that would prevent or could entitle people to benefit from livestock; (iv) a Technical Team (TT) consisting of an International Pasture Management Specialist, an International Livestock Specialist, a National Pasture Management Specialist, a Livestock Economist and a Geographic Information Systems (GIS)/Mapping Specialist to assist with preparation and implementation of Pasture Management Plans as well as with technical advice related to implementation of project demonstrations, trials and training and strengthening of veterinary services; (v) International Income Generation TA to identify value chain constraints in the livestock sector and identify needs of women groups for business development, equipment, credit and technical training; (vi) a Project Management Advisor; (vii) a lump sum for short-term TA to assist the setting up of the Project's accounting system, including software, adaptation and staff training; and (viii) a lump sum for supplementary short-term TA as required with respect to gender, targeting, Project management, knowledge management and development of the Project's communication strategy.

85. **Start-up Activities.** Appointment of the Project Director will be a condition for Grant effectiveness. Project start-up activities will include the following: (i) an IFAD inception mission to assist in establishment of the PMU and contracting of the Community Facilitator as well as finalising the Annual Work Plan and Budget for PY1 and the Project Implementation Manual; (ii) recruitment of national staff according to agreed TORs and service rules; (iii) finalization of the Procurement Plan for the first 18 months of the Project using IFAD's procurement guidelines; (iv) finalization of detailed specifications for vehicles, office equipment and supplies required according to the agreed procurement plan and invitation for bids and subsequent procurement using applicable procurement procedures; (v) a Project Start-up Workshop to: (a) inform all Project stakeholders about the Project, including detailed presentation of Project objectives, components, activities and implementation arrangements; and (b) to reach agreement between Project management and stakeholders on targeting and M&E objectives and tools, as well as to select indicators and achievement benchmarks for monitoring and evaluation and (vi) holding district workshops to inform district stakeholders about the Project.

86. **Supervision.** The LPDP will be **directly supervised** by IFAD. According to need, one or two supervision and implementation support missions will be organized each year to assess overall progress and performance, gaps and constraints, and identify the necessary implementation support requirements.

87. **Community Organisations (COs), Pasture User Associations (PUAs) and Common Interest Groups (CIGs).** At the community level, several NGOs and projects have been financing Common Interest Groups and Village Organizations⁴² to ensure the participation of community members in project activities. The current IFAD investment is working in villages where there has been limited investment at the village level in the establishment of community based institutions. Where possible, the Project will go through existing organisations at the village level, in particular if these have been registered: either the *Mahallah* committees⁴³ or organisations already established by NGOs. Nevertheless, if needed, the LPDP will invest in the formation of broad based village organisations at the community level as the starting point of the Project. These would be in the form of a Village Development Group (VDG) consisting of at least three members (at least one of whom is a woman). The VDG will be elected at a general village meeting with attendance of a minimum 80%

⁴² Since 1998, MSDSP has been working with local community-based organizations (CBOs) to strengthen their capacity to identify, priorities, and realize their development agendas. At the village level, CBOs are known as Village Organizations (VOs).

⁴³ The 2008 Law on Public Self-Initiative formalises the *Mahallah* as a legal entity able to hold accounts and interact with government, non-government and donor agencies.

of the village population. At this meeting the villagers will be informed on the conditions of participation in the Project, and the VDG would be formed given that the villagers clearly demonstrate their willingness to be part of the Project (by a majority in an open voting).

88. In order to ensure the effective implementation of the Project an all-inclusive Pasture Users Association (PUA) will be created at the community level in accordance with the relevant legislation. PUA will, in a democratic manner, elect its Board (PUAB) representing and acting on behalf of the association. The PUAB will be elected by the association members consisting of all farm households having livestock. Each member will be represented with one vote per household. The Board members should represent different user groups. If a typical Board has nine members, then it would be expected that at least three members would be women, and other user groups such as small scale producers, cattle producers, sheep/goat producers would have a respective representation. The Board members would elect a chairperson. The PUAs, as focal points for the Project, will be used for the introduction of the Project and participatory identification of the target beneficiaries according to established criteria for each Project component. Smallholder households interested in participating in livestock development activities will be organised into CIGs for the Project interventions in this field. Women's CIGs will be used for the identification and implementation of income generating activities for women. It will be a sub-set of the PUA.

89. All the above community groups will be the key instrument for social mobilisation, identification, implementation and supervision of Project activities. Mobilisation and capacity building of these organisations will be provided by a Community Facilitator (CF) contracted under the Project with funding from the LPDP. The CF, with the assistance of other service providers, where needed, will also assist with the planning process and implementation of the priority investments and for monitoring their implementation. The processes of formation of the COs, PUAs, CIGs and selection of project activities, identification of beneficiaries, implementation and supervision are specified in the Project Implementation Manual.

90. **The District Hukumats and Jamoat Councils (JC)** representatives will be kept fully informed of Project activities and their support will be elicited as and when required. It is expected that Government facilities and resources will be used for the implementation of the livestock development, pasture development and income generating activities for women. The Hukumat and Jamoat Councils will be involved in helping to reform the pasture management system in the Project districts. In addition, it is envisaged that the Jamoat Council may undertake a role in monitoring progress of Project activities together with participating communities.

91. Annex V shows the proposed organizational structure of the Project. More information on the implementation arrangements is given in the Project Implementation Manual.

(iii) Technical partners in implementation

92. **Community Facilitator (CF);** The PMU will contract the services of an NGO or an INGO or other suitable agency which has experience of organizing communities and following a community based approach to project implementation and management in rural Tajikistan. Previous experience of working in the selected Project districts will be an asset. Apart from formation and strengthening of COs, CIGs, Pasture User Associations and Women's Income Generating Groups, the CF will assist the communities to undertake the implementation of the Pasture Management Plans. The PMU will contract, in an open competitive manner and based on expertise required, experience and cost, an agency to be the Project's Community Facilitator. The CF will be recruited within the first three months of the approval of the LPDP. A performance based contract will be negotiated between the PMU and the Community Facilitator which will specify the outputs expected from the CF. The contract will specify the scope and coverage of the work to be undertaken, expected deliverables and estimated budgets. After signing of contract, the PMU will release an agreed amount of mobilization funds to the Community Facilitator. The CF will prepare an annual work plan, estimated budget and deliverables. In order to assure uniformity of approach it is expected that a single contracted organisation will be responsible for all Community Facilitation under the Project. The agreement would be monitored closely by the PMU and renewed annually based on satisfactory performance. More information on the role of the Community Facilitator, including its Terms of Reference, is given in the PIM.

93. A short-list of likely, eligible candidate organisations to fill the posts of the Community Facilitator has been drawn up and is provided in Annex VII.

b. Project coordination

(i) Links with complementary projects

94. Tajikistan and twelve development partners have launched a Joint Country Support Strategy (JCSS) for 2010-2012 to enhance aid efficiency and effectiveness, and improve donor coordination in the country in line with the principles set out in the Paris Declaration for Aid Effectiveness. IFAD will closely align with the principles and approach established in the JCSS. As part of the design process, discussions were held with some of the major donors in Tajikistan to assess the potential for working together and building synergy between the proposed IFAD investment and existing or planned project investments by other donors. There are few donors working on livestock and pasture development in Tajikistan. However, links have been established with those who have worked in this area to learn from their experience or are planning to work in this area.

95. Collaboration between FAO and IFAD during the design process has already facilitated transfer of expertise from other projects being implemented by FAO in the Khatlon region with complimentary objectives, e.g. the European Commission funded project in Khatlon region, which is focusing on livestock production and pasture rehabilitation and SIDA funded support for the animal health sector and forage seed production in Tajikistan, which also covers the Khatlon region. The design teams also met with the FAO project staff currently implementing the Locust Control Programme which strives to reduce the occurrence and intensity of locust outbreaks in the region – thus protecting crops and rangelands from damage which seriously jeopardises the food security and livelihoods of the most vulnerable rural communities. The LPDP will work closely with the technical experts to identify possible solutions to the problem of locust in the pastures in the Project area.

96. Close coordination will be maintained during LPDP with the ADB financed Rural Development Project which has a significant Sustainable Land Management Component in which particular emphasis is being given to pasture land management and livestock management. The experience from pilot testing of new pasture and livestock management practices in the pilot districts around Dushanbe which the ADB is planning to conduct will be incorporated into the policy and regulatory framework that the LPDP is proposing to develop. It will also draw lessons for the implementation of the pasture development component more broadly.

97. Links have also been established with the Pilot Project for Climate Resilience (PPCR). This is the first programme developed under the Strategic Climate Fund (SCF), which is one of two funds within the design of the Climate Investment Funds (CIF). This initiative is funded by the World Bank, ADB, EBRD and DFID. Tajikistan is one of 9 countries selected for participation. The PPCR aims to pilot and demonstrate ways in which climate risk and resilience may be integrated into core development planning and implementation. In this way, the PPCR provides incentives for scaled-up action and initiates transformational change. LPDP will look for areas for collaboration during the implementation period and count on the technical capacity of PPCR where available. The LPDP will feed the implications of its pilot policy testing regarding pastures to the PPCR forum so that together the policy issues with an implication for Climate Change can be pursued. LPDP will also feed to the PPCR any other lessons that emerge from its financing of veterinary services, management of locusts, animal disease control, especially those with an implication on climate change to the forum. This will strengthen the policy dialogue effort of IFAD.

(ii) Integration within the IFAD country programme

98. The lessons from the IFAD financed grant for ICARDA for value addition in local processing of mohair yarn will be used to refine the opportunities for income generation from livestock especially given that a large amount of the wool is currently wasted because of poor breed selection, lack of a market for wool and insufficient processing and marketing opportunities. With reference to the Khatlon Livelihood Support Project, the LPDP will ensure that the lessons which emerge from its experience are transferred to the KLSP to enable it to appreciate fully that this is potentially a high pay-off activity with considerable benefit for the smallholder livestock farmer. Similarly, any lessons which emerge from KLSP's experience will be incorporated into LPDP. The Project will ensure that it arranges

opportunities to share experiences. In addition, the KLSP's Procurement and Financial Management Manuals will be adopted for the LPDP.

c. Monitoring and evaluation

99. Under this sub-component, the Project would finance: (i) annual stakeholder review and planning workshops; (ii) information dissemination and planning workshops, covering M&E, financial and procurement seminars and exchange of Project experiences; (iii) development of a Management Information System (MIS); (iv) baseline including RIMS survey and training, mid-term and completion studies; (v) gender assessments in the first and third year; (vi) participatory monitoring and evaluation; (vii) impact assessment; (viii) publications and printing associated with information dissemination and (ix) knowledge management.

100. The PMU will have overall responsibility for the M&E system and will hire a qualified Monitoring & Evaluation Officer fluent in English. He/she will be supported by staff to oversee the collection of data, its collation and analysis, and preparation of reports for use by Project management and other stakeholders. The Community Facilitator will be required to provide data on the profile of beneficiaries and participating communities in line with the indicators to be tracked in the Project Logical Framework (see Annex II). Formats to record the data will be developed in partnership between the PMU, facilitating partners and technical experts to ensure that meaningful and relevant data is collected for each Project component. All implementing partners will also be required to identify case studies and beneficiary profiles which highlight the Project's progress and impact over time. The Monitoring and Evaluation Officer will ensure that the Project maintains a standardised central system to compile overall monitoring and evaluation information for all Project districts, and conducts periodic case studies and village profiles to measure changes over time.

101. The proposed M&E system would provide comprehensive information for effective and efficient management of the project and contribute to learning from implementation experience for all stakeholders. The Project Log-frame provides an initial list of indicators to be used to track progress and assess achievements in terms of outputs and associated outcomes, as well as success in achieving the Project's objectives and development goal. The first level covers *input-output monitoring* for which the monitoring data would directly come from Project records maintained by both management and implementing partners providing both qualitative and quantitative information. The second level would cover *outcome monitoring* involving the assessment of short-term and medium-term outputs from different components. This would allow annual assessment of the Project's success in achieving its objectives. The third level would involve the *impact evaluation* of the Project. This would be undertaken at three stages during the life of the Project – baseline information at the start and impact evaluation at mid-term and on Project completion. These surveys would measure impact of the Project over time based on key indicators.

102. For designing the Management Information System (MIS) provision has been made for providing short-term technical assistance to the PMU for designing the system, training the staff, making the system operational and providing oversight and guidance on a continuing basis. Once the system has been designed and made operational, the Project staff and the Community Facilitator will be required to provide specific data on all activities and components managed by them in keeping with the indicators identified in the log-frame and maintain records of beneficiaries and village profiles on livestock and pasture resources and the activities of the Project by component. The system will be designed in a manner which allows gender disaggregation of data, poverty profiling of households, education status, livestock ownership pattern, information on livestock yields, pasture use and management practices, asset base and employment.

103. **Baseline Data:** A specialised agency will be recruited to undertake the baseline survey for the LPDP in PY1. The indicators for this survey will be developed by an M&E Officer using the key indicators in the Log-Frame, RIMS Framework. The methodology for the administration of the baseline survey, its sample size and indicators to be tracked will be shared and agreed with the PMU and IFAD. The PMU will supplement this baseline survey with information on each participating village regarding overall livestock ownership, pasture resources, and pasture and livestock management practices. From each village, information will be collected on a random sample of participants for each Project component and more detailed baseline information will be collected on them and tracked over time. The number of households to be selected from each village for this

purpose and the type of information that will be collected will be finalised by the technical specialist and agreed with PMU and IFAD. However, it is expected that roughly 10 households should be selected from each participating village. The type of information collected for each household would be related to the baseline situation with reference to those factors of production which the LPDP is intending to modify to ensure that the relevant indicators are tracked.

104. Participatory Monitoring & Evaluation: The PMU will make arrangements for participatory monitoring and evaluation of the activities under LPDP in coordination with local Jamoats and Community Interest Groups, Pasture User Associations and Women's Income Generating Groups. The progress reports of LPDP will contain a section on community and beneficiary feedback on Project activities. It will be the job of the M&E Officer to coordinate the feedback on the performance of all implementing partners and Project activities from the communities in periodic sessions with them. In case there is negative feedback on the performance of any implementing partner this will be conveyed to the implementing partner for remedial action. In case of continued negative feedback the PMU will consider termination of the contract of the agency. No contract will be renewed without feedback from the community. All supervision missions will also obtain community feedback on different Project activities as an essential feature of the supervision process.

105. Social Performance, Gender Indicators and Gender Assessment: LPDP will present data disaggregated along gender lines. The Project Log-Frame gives gender disaggregated targets for each sub-component. These will be carefully monitored. A first year gender assessment will be undertaken to ensure that all implementing partners have put in place a system of data collection that reports on gender indicators and monitors the extent to which LPDP is achieving its targets and objectives with respect to women. An overall gender assessment of the Project at the end of the first year of the Project will be undertaken followed by suggestions for specific measures to strengthen the participation of women in Project activities and the capacity of implementing partners in this regard. The Project will also make a special effort to monitor social performance. As part of the Project M&E activities, gender studies will be conducted to assess impact on gender relations and women's empowerment. The study will focus on the three dimensions of women's empowerment, namely access and control over income and assets, well-being and decision-making capacity.

d. Flow of funds, procurement and audit

106. Flow of Funds. IFAD will open a **Grant Account** in the name of GOT. GOT will request withdrawals from the Grant Account from time to time in accordance with Schedule 2 of the Project Grant Agreement. The Ministry of Finance (MOF) will open and thereafter maintain in the National Bank of Tajikistan, or another bank proposed by GOT and acceptable to IFAD, a **Designated Account** denominated in US\$, for the purpose of financing the Project. After the Designated Account is opened, upon GOT's request, IFAD will make one or more withdrawals of up to US\$ 1 000 000 (US\$ one million) in the aggregate (the "Authorised Allocation") from the Grant Account on behalf of GOT and deposit such amount into the Designated Account. IFAD will replenish the Designated Account from time to time upon request, in accordance with approved Project Annual Work Plans and Budgets (AWPBs). The Lead Project Agency (LPA), will open and maintain in any Bank branch in Dushanbe and, if necessary, Kurgan Tube, acceptable to IFAD, one or more current accounts denominated in TJS for Project operations (the "**Project Account(s)** LPDP"). A diagram of the proposed flow of funds for the Project is provided in Annex VI to this Main Report.

Procurement

107. Procurement of goods, works and consulting services financed by IFAD shall be subject to the provisions of the "IFAD Procurement Guidelines" December 2004 as amended from time to time by IFAD. To the extent possible, the goods, works and consulting services will be bulked into sizeable bid packages in such a manner as to permit the optimal use of competitive bidding. Before the commencement of procurement the PMU will furnish to IFAD for approval, a Procurement Plan. The Procurement Plan will specify the method of procurement for each contract to be financed, and thresholds, ceilings and preferences to be utilized in the implementation of procurement under the Project. It will also specify any additional requirements as may be set out in the Procurement Guidelines with respect to certain methods of procurement. An indicative initial Procurement Plan for the first eighteen months of Project implementation is provided in Annex VIII. The KLSP's Procurement Manual will be adopted for the LPDP.

108. **Financial Statements.** As part of the requirement for progress reports noted above, GOT, through the PMU, shall maintain separate accounts and records and thereafter prepare the financial statements of the operations, resources and expenditures related to the Project required by the General Conditions on Financial Statements in respect to each six-month period during each Fiscal Year, and deliver such financial statements to the Fund within two months after the end of each such period.

109. **Audit Reports.** GOT, through the PMU, shall appoint independent auditors acceptable to IFAD, under terms of reference cleared by IFAD, and in line with the IFAD Guidelines for Audits. The contract for the audit would be awarded during the first year of project implementation and thereafter, extended from year to year with the same independent auditor, subject to satisfactory performance and IFAD clearance. GOT through the PMU, would use the IFAD Guidelines for Project Audits in preparation of audit contracts and Terms of Reference (TORs). The auditors would give a separate opinion on each project account with respect to the funding mechanism, the use of project resources, the adherence to procurement rules, and the accountability of project participants. The auditors would also provide a "Management Letter" addressing the adequacy of the accounting and internal control systems. GOT, through the PMU, would submit the above-mentioned certified items to IFAD not later than six months after the end of the fiscal year to which they relate. GOT, through the PMU, shall submit to the Fund the reply to the management letter of the auditors within one (1) month of receipt thereof.

110. A **Mid-Term Review** would be carried out at the end of the Project's third year. The Review would cover, among other things: (i) physical and financial progress as measured against Programme Annual Work Plans and Budgets (AWPBs); (ii) performance and financial management of contracted implementing partners; and (iii) an assessment of the efficacy of technical assistance and (iv) the relevance of the Project components to livelihoods in the Project area and as a means of attaining Project objectives (v) the efficacy and efficiency of implementing arrangements (vi) expected impact of the Project on livelihoods, social aspects, gender and environment (vi) the sustainability and risks associated with the Project and (vii) recommendations to improve expected outcomes and impact. In addition, it is expected that the Review would look at the experience gained from Project support on the policy and regulatory framework for pasture management in the country and advise on measures to enhance its impact. To ensure the sustainability of activities under Component 3, an assessment of the sustainability of the income generating activities will be carried out with a view to introducing corrective measures if necessary.

111. **Impact Studies.** The PMU will outline the impact indicators that are to be monitored and make arrangements for their monitoring on a regular basis. Case studies and village profiles should be produced by the M&E section on a regular basis to highlight those cases in which the impact is clearly evident. Third Party Impact assessment studies will be contracted out to assess the progress of the Project. A short Third Party evaluation will be commissioned at the end of the Third year just prior to mid-term review. During the final year of Project implementation the M&E data collected over the Project implementation period will be used as part of a thorough assessment of Project achievements, in terms particularly of changes in the livelihoods of beneficiaries that relate to the implemented Project activities, and the sharing of lessons learned and development experience. The Project completion process will include stakeholder workshops to give the stakeholders the opportunity to evaluate the performance of the Project; to promote accountability; and to identify factors and responsibilities to increase the likelihood of sustainability, together with key success factors and shortcomings. A Third Party will be commissioned to undertake a survey at completion to feed into the results of the Project Completion Report.

V. Project costs financing AND BENEFITS

a. Project Costs

112. The total investment and incremental recurrent Project costs, including price contingencies, are estimated at US\$ 19.18 million (TJS 87.3 million). Physical and price contingencies make up 2% of the total Project costs due to the fact that the expenditures associated with the pasture investments and income generating activities together make up around 90% of the total Project costs. The foreign exchange component is estimated at US\$ 2.5 million or about 13% of the total Project costs. Taxes make up approximately US\$ 0.4 million. Funds allocated to Project Management are about 11% of total Project costs. The summary and detailed Project cost tables are presented in full in Annexes 1 and 2 respectively of Working Paper 1, Project Costs and Financing, and a summary of the Project's main cost tables is also provided in Annex IV of this Main Report. With an estimated 22,400 beneficiary households in the target group, the cost per household is about US\$850. The Project cost summary by component is presented in Table 1 below.

Table 1: Project Costs by Components

	(Somon Million)					(USD '000)				
	Local	Foreign	Total	% Total		Local	Foreign	Total	% Total	
				Foreign Exchange	Base Costs				Foreign Exchange	Base Costs
A. Institutional Development										
Development of Community Organizations	4.7	0.4	5.1	8	6	1,056	95	1,151	8	6
Institutional Strengthening	1.0	1.6	2.6	63	3	214	366	580	63	3
Subtotal Institutional Development	5.7	2.1	7.7	27	9	1,270	461	1,731	27	9
B. Livestock and Pasture Development										
Strengthening Private Sector Services	2.0	2.9	4.8	59	6	445	644	1,089	59	6
Improved Pasture Management	54.2	2.1	56.4	4	67	12,187	482	12,669	4	67
Subtotal Livestock and Pasture Development	56.2	5.0	61.2	8	73	12,632	1,126	13,757	8	73
C. Income Generating for Women	4.8	0.7	5.5	12	7	1,087	152	1,239	12	7
D. Project Management										
Project Management	6.3	2.6	8.9	30	11	1,415	595	2,010	30	11
Monitoring and Evaluation	0.3	0.3	0.6	43	1	78	57	135	43	1
Subtotal Project Management	6.6	2.9	9.5	30	11	1,493	652	2,145	30	11
Total BASELINE COSTS	73.3	10.6	84.0	13	100	16,482	2,391	18,872	13	100
Physical Contingencies	0.1	0.0	0.1	30	-	13	6	19	30	-
Price Contingencies	1.9	1.3	3.2	41	4	170	119	290	41	2
Total PROJECT COSTS	75.3	12.0	87.3	14	104	16,665	2,516	19,181	13	102

b. Project financing: IFAD financing, cofinancing, government, partners and beneficiary financing

113. The proposed Project Completion Date will be six years from the date of Grant Effectiveness and the proposed Grant Closing Date will be six months after the Project Completion Date. The Project will be financed by a proposed IFAD Grant of about US\$14.6 and a subsequent top-up grant of USD 3.4 million to finance about 94.0% % of the total Project costs; Government contribution in the form of waiving taxes and duties equivalent to US\$ 0.4 million, or 2.0% and Community contribution of US\$ 0.78 million, or 4.0% mainly as contributions in the form of cash and labour to the financing of improved technologies, fodder promotion and production, pasture development, small-scale infrastructure schemes, and construction of veterinary clinics.

114. IFAD's total financing for this projet is estimated at US\$18 million. The first grant will absorb the funds available under the current PBAS allocation period (US\$14.6 million). The remaining funding (US\$3.4 million) will be sought and, if available, will be provided under the revised 2010-2012 PBAS allocation, and under the next PBAS cycle 2013-2015, subject to Board approval.

115. The IFAD grant will be used as follows in the different Project components; 99% of the Institutional Development component (US\$ 1.75 million), 94% of the Pasture and Livestock Development component (US\$ 12.95 million), 91% of the Income Generating for Women component (US\$ 1.14), and 94% of the Project Management (US\$ 2.16 million). Project financing, detailed in Annex IV of this Main Report, is summarised by components and by expenditure accounts in Tables 2 and 3 below.

Table 2: Financing Plan by Components (US\$ thousands)

	IFAD GRANT		Ben Contribution		GOVT: Taxes		Total		For. Exch.	Local (Excl. Duties & Taxes)	
	Amount	%	Amount	%	Amount	%	Amount	%		Taxes	Taxes
A. Institutional Development											
Development of Community Organizations	1,157	100.0	-	-	-	-	1,157	6.0	98	1,059	-
Institutional Strengthening	588	96.9	-	-	19	3.1	607	3.2	381	207	19
Subtotal Institutional Development	1,745	98.9	-	-	19	1.1	1,764	9.2	479	1,266	19
B. Livestock and Pasture Development											
Strengthening Private Sector Services	854	73.4	82	7.0	227	19.6	1,163	6.1	689	247	227
Improved Pasture Management	12,100	95.3	585	4.6	13	0.1	12,699	66.2	502	12,184	13
Subtotal Livestock and Pasture Development	12,954	93.5	667	4.8	240	1.7	13,861	72.3	1,191	12,430	240
C. Income Generating for Women	1,138	91.3	108	8.7	-	-	1,246	6.5	158	1,087	-
D. Project Management											
Project Management	2,020	93.3	-	-	145	6.7	2,165	11.3	626	1,394	145
Monitoring and Evaluation	143	98.5	-	-	2	1.5	145	0.8	61	81	2
Subtotal Project Management	2,163	93.6	-	-	147	6.4	2,310	12.0	687	1,475	147
Total PROJECT COSTS	18,000	93.8	775	4.0	407	2.1	19,181	100.0	2,516	16,259	407

Table 3: Financing Plan by Expenditure Accounts (US\$ thousands)

	IFAD GRANT		Ben Contribution		GOVT: Taxes		Total		For. Exch.	Local (Excl. Duties & Taxes)	
	Amount	%	Amount	%	Amount	%	Amount	%		Taxes	Taxes
I. Investment Costs											
A. Civil Works	246	76.4	27	8.4	49	15.3	322	1.7	193	80	49
B. Goods, Equipment and Materials	642	69.5	51	5.5	231	25.0	924	4.8	643	50	231
C. Vehicles	186	75.0	-	-	62	25.0	248	1.3	174	12	62
D. Technical Assistance and Studies											
International TA	1,292	100.0	-	-	0	-	1,292	6.7	1,228	65	-
National TA	1,515	100.0	-	-	-	-	1,515	7.9	-	1,515	-
Studies	117	100.0	-	-	0	-	117	0.6	59	59	-
Subtotal Technical Assistance and Studies	2,925	100.0	-	-	0	-	2,925	15.2	1,286	1,639	-
E. Training and Workshops	278	100.0	-	-	0	-	278	1.5	92	186	-
F. Pasture Improvement Grants	11,115	95.0	585	5.0	-0	-0.0	11,700	61.0	-	11,700	-
G. IGA Grants	1,007	90.0	112	10.0	-	-	1,119	5.8	-	1,119	-
H. Pasture Reserve Fund	300	100.0	-	-	-	-	300	1.6	-	300	-
Total Investment Costs	16,700	93.7	775	4.3	342	1.9	17,816	92.9	2,389	15,086	342
II. Recurrent Costs											
A. Salaries and Allowances	761	100.0	-	-	-	-	761	4.0	-	761	-
B. Social Fund	180	100.0	-	-	-	-	180	0.9	-	180	-
C. Operating Expenses											
Vehicles	239	84.8	-	-	43	15.3	282	1.5	85	154	43
Office	120	84.8	-	-	22	15.3	142	0.7	42	78	22
Subtotal Operating Expenses	359	84.8	-	-	65	15.3	423	2.2	127	232	65
Total Recurrent Costs	1,300	95.3	-	-	65	4.7	1,365	7.1	127	1,173	65
Total PROJECT COSTS	18,000	93.8	775	4.0	407	2.1	19,181	100.0	2,516	16,259	407

c. Expected benefits, outcomes and impact

116. The Project would reach about 22,400 poor rural households from 100 targeted villages (assuming around 280 households per village on average, and reaching about 80%). About 108,500 ha of pasture would be improved. In addition approximately 1,600 women would benefit from the income generating packages. Implementation of the Pasture Management Plans and Income Generating Activities for Women would result in incremental production of at least 25%, and increased consumption and sales of meat and milk, which in turn would increase the income and improve the nutritional status of the beneficiaries in particular and the rural population in general in the Project districts.

117. Benefits would derive from: (i) increased pasture yields; (ii) raised cultivated feed crop yields and expanded cultivated feed crop area through increased rotation with cereal crops; (iii) improved capacity of smallholders for livestock management; (iv) establishment of sustainable livestock advisory and health services; and (v) opportunities for better breed improvement and selection. In addition, the Project will support investments for women's groups who lack access to credit by providing them with the initial capital and skills to start income generating activities. This will stimulate the establishment and growth a number of different micro-enterprises and ultimately increase household income.

118. The adoption of a **participatory community demand-driven approach** would result in: (a) empowering communities to manage their own resources in a more efficient manner; (b) accustoming the community to prioritize, plan and implement proposed economic activities; (c) assisting communities, organised on a voluntary basis, to interact more effectively with local administration, central government and other sources for the delivery of services; (d) helping to develop new relationships and public-private partnerships under a democratic form of governance; and (e) orienting communities and individuals to improve their livelihoods using market-based approaches. As a result, it is expected that communities and their organisations would be mobilised and strengthened through participatory and gender sensitive approaches matched with equally strengthened capacity of government agencies and other service providers who would be able to meet expressed community priorities in a timely and transparent manner.

119. Project interventions would also provide capacity building and training to the institutional partners leading in the end to the **institutional strengthening** of local and central administrations. Strengthening local planning capacities would also include developing the synergies between different interventions and donors activities.

120. The Project would support soil and water conservation interventions that would have a **positive impact on the environment** and natural resources of the project area. The main economic benefits would accrue from: (a) increased area of land saved and land reclaimed; (b) improved agro-ecosystems; (c) increased value of nutrient recovery in the soil; and (d) increased moisture availability, water infiltration and improved water quality in pastures through water supply and water harvesting structures.

121. The proposed Project would generate **additional employment opportunities** for the rural population in the Project area either as hired labour or as increased household labour requirements for both on-farm and off-farm activities as well as through Project supported works for rural infrastructure like water supply and water harvesting structures, rehabilitation of pasture schemes and improved pasture access. Most of these opportunities would benefit the poorest in the area.

122. The Project is expected to **boost economic activities** including trade and employment. However, principal increases in incomes would be largely dependent on farmers/rural entrepreneurs' willingness to move towards commercially viable agriculture by adopting better farm management practices thereby improving their market access, supporting marketing linkages, and generally creating a favourable economic environment that encourages farmers/rural entrepreneurs to produce more competitive products.

d. Financial and Economic Analysis⁴⁴

123. **Project Financial Analysis.** Five production models were prepared to serve as building blocks for the analysis: (i) Pasture Superficial Improvement; (ii) Pasture Radical Improvement; (iii) Controlled Grazing; (iv) Alfalfa; and (v) Annual Grass. Comparison of income in the without and with project (full development at Year 5) scenarios for these activities showed incremental increases of US\$/Ha of 16, 19, 12, 56 and 4 respectively. Also, financial analysis based on available village-level data was undertaken of what is anticipated as being a typical Project-supported Pasture Management Plan. The analysis showed: (i) a net incremental increase in income from a 3-year plan of US\$ 64,000; and (ii) a high benefit/cost ratio of 3.3 and IRR of 76%. Sensitivity analysis showed that the model is more sensitive to the changes in price and productivity assumptions rather than to variations in the production and investment costs. Finally, three indicative models were prepared for expected typical investments under the IGAs for Women component: (i) a poultry package; (ii) a small ruminant package; and (iii) a bee-keeping package. Annual incremental net benefits in US\$ derived from these three models were 457, 793 and 251.

124. **Economic Analysis.** An economic analysis was also undertaken to calculate the overall benefits of the Project using the illustrative models described above based on economic prices. The period of analysis was 20 years. The analysis generated a base case internal rate of return (IRR) of 21%. The base case net present value of the Project's net benefit stream, discounted at 10%, was US\$ 17.76 million.

⁴⁴ Please see also Working Paper 2, Financial and Economic Analysis.

125. **Sensitivity Analysis.** Economic returns were tested against changes in benefits and costs and for various lags in the realisation of benefits. The Project would be economically viable even if benefits decreased by 49% and investment costs increased by 95%. A one-year delay in Project benefits reduces the IRR to 18%. With a two-year delay in Project benefits, the IRR falls to approximately 15%.

e. Environmental Impact⁴⁵

126. Following review by IFAD of the LPDP Detailed Design Report, the Project has been environmentally classified by the Fund as category B: i.e. it is not likely to cause any significant negative environmental impact. In fact it is likely to have a significant positive impact on pasture lands, grassland productivity, livestock productivity and the overall policy and institutional arrangements responsible for natural resource management in Tajikistan particularly pastures. In order to ensure that there is no negative impact from the livestock development activities of the project, environment monitoring indicators will be made a key part of the reporting system and will be monitored on a regular basis. The positive impact on the environment will also be monitored and reported upon in the progress reports as well as in any Third Party assessments that are commissioned.

VI. PROJECT RISKS AND SUSTAINABILITY (KSF 5)

a. Risk analysis and assumptions

127. The Project faces several types of risks. These include administrative and managerial, financial, climate and technical. On the administrative side the key risk to the Livestock and Pasture Development Project is represented by the limited capacity of Project Management Units generally to recruit qualified staff, undertake procurement in a timely manner and establish an effective financial management, monitoring and reporting system. This has been a principal cause for delay in the implementation of many projects in Tajikistan. This risk will be mitigated by ensuring sufficient allowance in terms of time to allow the PMU to undertake these functions. A second measure to mitigate the weak capacity of PMU will be the recruitment of all PMU staff on competitive basis strictly on merit. Qualified Government staff can also apply but their selection will depend upon merit. In addition, the Project will be provided strong technical assistance in specified areas. This team of international consultants will train counterpart staff and build their capacity in the initial period of Project implementation. Misappropriations in procurement and project funds have been reported in the past. This risk will be mitigated by following IFAD procurement rules and guidelines carefully and unambiguously outlining the authority for procurement thresholds. Special effort will be put in place to ensure proper financial management and accounting systems. For this purpose the financial software 1C will be procured and used. The delegation of authority for large procurements from the PMU to the State Committee on Investments and State Property Management (SCISPM) may also be considered if required as a mitigation measure.

128. Tajikistan is assessed to be a country which is highly vulnerable to climate variability and change, with a very low capacity to cope. Deforestation and over-grazing have deteriorated soil quality and increased the risk of landslides and flooding. Tajikistan is one of the most vulnerable countries to climate change in Central Asia. Over the last two decades, the country has experienced sharp increases in the intensity and frequency of climate-induced extreme events. Expected extreme events include dramatic fluctuations in the hydrological cycle - especially from glacial retreat and unseasonal flash floods - and the consequential downstream impacts on water resources for hydro power, potable water, irrigation, food security, and rural livelihoods. With a legacy of environmental mismanagement, overgrazing of its pasture lands, under investment in infrastructure, lack of appropriate policy and regulatory framework for pasture and forest resources and limited institutional capacity, the country has already been impacted by climate variability and periods of droughts are followed by periods of flooding as was evidenced in Khatlon recently. Without additional capacity, targeted strategies and informed action plans, the country's vulnerability can only increase with projected climate change.⁴⁶ In order to help the country deal with these issues, the LPDP will focus on

⁴⁵ Please see also Working Paper 9, Environmental and Social Review Note.

⁴⁶ Pilot Program for Climate Resilience – Tajikistan. Joint Mission Report 12 to 22 October 2009. World Bank, EBRD, ADB and DFID.

sustainable management practices for its pasture resources which are a critical resource for smallholder livestock farmers relying on livestock for their sustenance. The LPDP will also coordinate its activities with the Pilot Programme for Climate Resilience (PPCR), an initiative of the Climate Investment Fund supported by EBRD, World Bank, ADB and DFID in which Tajikistan has been selected as one of the 9 individual countries for participation.⁴⁷

129. The other risks for the Project are technical in nature in the sense that the winter pastures where the Project is intending to work rely on rain but the annual precipitation levels in these areas are very low. Given the risk of drought in the Khatlon region. There are limited types of grasses and fodder crops that can be grown here. While some have experimented with drought resistant varieties in other parts of the country like Black Saxaul and Izen they have not been tried in this part of the country before. Furthermore some of these species take a considerable time to grow and will delay Project benefits and will, to that extent, be less attractive for the beneficiaries as well. To mitigate this risk species have to be identified very carefully. The Project will utilise its TA budget to explore the possibility of appropriate fodder crops such as wheat-grass (Apropyron) which was widely used in one of the dry regions of the Kazakhstan in a World Bank project. Dry land Lucerne and black cumin may also be options where the altitude and other conditions are appropriate. Another risk for the Project is the swarms of locusts that attack the pastures in districts bordering Afghanistan and then spread to other adjoining districts. The Government estimates that at least 20 to 30% of the pastures in these districts are affected by locust infestation. To counter this risk the Project has added a small sub-component to help strengthen Government combat this menace and coordinate its efforts with a regional initiative in this regard and the effort which FAO has embarked upon in collaboration with the Government.

b. Exit strategy and post-project sustainability

130. The exit strategy of the Livestock and Pasture Development Project is based on developing sustainable livelihood arrangements for smallholder farmers, investing in capacity development of the private sector and emphasizing the importance of an effective policy and regulatory framework for pasture resources in Tajikistan. The LPDP will adopt a private sector led approach to veterinary and extension services. It will strengthen the capacity of private veterinarians in the project area and identify a cadre of additional trainees of young men and women who are un-employed but willing and committed to providing services to the livestock sector and train and equip them for the job. The Project will also encourage the private sector to provide a range of ancillary services for enhancing livestock production such as improved fodder seed supply, local production of feed concentrates, silage preparation, artificial insemination services for breed improvement, processing of milk, meat, leather and woollen products. These service providers will be sustained through charging user fees and pricing of their services. Most of these are expected to be fully self-sustaining by the end of the Project period. In the pasture development component the exit strategy is based on putting in place policy, regulatory and institutional arrangements that can demonstrate that the sustainable rehabilitation and management of the pastures is in the long-term interest of all stakeholders. The activities under the Project's Improved Pasture Management sub-component will provide important lessons on how to make the Pasture User Associations a sustainable mechanism for managing the pasture resources by according them rights and responsibilities for effective management. The women's income generating activities are expected to be sustained based on proper selection of activities which can provide a sustainable source of income for them. The Project will adopt a value chain approach to the livestock sector and identify the key constraints that are faced by women in the production, processing and marketing of meat, dairy and other livestock products. This approach is expected to identify viable options that can be sustained beyond the life of the Project.

⁴⁷ The Selection of Countries to Participate in the Pilot Program for Climate Resilience: Report of the Expert Group

VII. Innovative features, learning and knowledge management (KSF 6)

a. Innovative features

131. Several innovative aspects have been introduced into the design of the Project. The first innovative aspect of the LPDP is the focus on the private sector led approach to the provision of veterinary and extension services. Prior to this, most of the investment has been in the State Veterinary Inspection Service which had limited resources, did not charge for its service and thus did not provide an adequate quality of vaccinations or medicines. While several agencies have tried to develop the capacity of the staff of the State Veterinary Inspection Service, most agencies have not adopted an entirely private sector led approach. FAO experimented with a partial system of cost recovery by training some private and some SVIS agents. As a result there has been considerable ambiguity on the orientation of the model, the capacity to levy user charges and the ability to sustain the services. The LPDP will develop these service providers as entirely private sector models and will assess their capacity for cost recovery and sustainability by including range of services in their portfolio. The LPDP will for the first time in consonance with the changed Government policy in this regard support and strengthen a fully private sector led approach to veterinary service provision in the country.

132. The second innovative feature of the Project is the development of a policy and regulatory framework for pasture management. The formulation of the policy on pasture management will draw lessons from a Kyrgyz example but will be based on a sound assessment of the technical and institutional issues key for pasture management and will be formulated in a participatory manner with key stakeholders at the district level and will include Jamoat Councils, pasture users and technical experts. The policy and regulatory framework is expected to provide an opportunity for transferring the responsibility and authority for pastures in a given location to Pasture User Associations which adopt a community led approach to pasture management. The LPDP will assess how this impacts the management, productivity and revenue generation capacity of the pasture lands in close partnership with key stakeholders. The lessons from this experience will stimulate a policy dialogue on a New Pasture Law for Tajikistan. In this connection the LPDP will build linkages with the ADB Rural Development project which is about to initiate some work on pastures in the districts adjoining Dushanbe. The Project will also build linkages with the Pilot Project on Climate Resilience for support at the highest policy level and draw further technical expertise from the Climate Investment Fund.

133. The third innovative element is the use of a value chain approach. While this concept is not entirely new in Tajikistan, it has not been systematically applied to the livestock sector to identify a range of enterprises and income generating opportunities for rural women. The LPDP will adopt a value chain approach to identifying enterprise development opportunities for women for the livestock sector.

b. Project knowledge products and learning processes

134. Knowledge generated by the Project would be documented for dissemination to regional and national audiences using a variety of instruments, including the electronic media, promotional meetings and workshops. A special effort will be made to share lessons from some of the innovative features of the Project which will be of interest to policy makers, the donor community and technical specialists, government officials, scientists, NGOs, and farming communities. The LPDP will produce special policy briefs, case profiles and case studies from its learning in the field. IFAD's Field Presence in Dushanbe will play a key role in helping to keep the donor community informed of the progress of the project and will identify opportunities for collaboration and sharing lessons. IFAD will make regular presentations of its progress in the Donor Coordination Council meetings. This will further facilitate coordination, networking and the sharing of learning from the Project among development practitioners in the country. The Project Design Missions have held individual meetings with all key donor agencies in the country and also briefed them jointly in a specially convened session of the DCC.

c. Policy dialogue and expected institutional outcomes

135. There is a substantial number of policy dialogue activities and institutional outcomes expected under the LPDP.

136. With regard to policy and associated potential legislation the LPDP has the possibility of contributing to: (i) the ongoing Government programme of reforms in the livestock and pasture sector; (ii) policy on the privatisation of public services, notably veterinary services; broader policy on the role of the private sector in economic development; and (iii) policy on institutional strengthening relative to community-based development organisations and their linkage with local government structures and processes.

137. Institutional outcomes expected under the Project are summarised in Table 4 below.

Table 4: Summary of Expected Institutional Outcomes

Institutions and Interest Groups	Expected Institutional Outcomes
Community	Possession of rights and title to pasture resources, understanding of entitlements regarding pasture resources; technical and organisational capacity (PUAs) for management of community pasture resources; improved technical capacity to make informed choices about livestock; capacity to access private and public sector support and marketing services.
Women	Improved capacity to operate in the public sphere to claim entitlement to pasture resources and participate in management decisions; improved technical capacity to make informed decisions about household livestock; improved market access; empowerment in social and economic spheres.
<i>Jamoats and Hukumats</i>	<i>Jamoats</i> and to a lesser extent <i>Hukumats</i> have enhanced technical capacity for pasture management; have clear terms of reference regarding responsibilities for pasture management; understand and follow norms for transparency and accountability.
Ministry of Agriculture and Environmental Protection (MOA)	Improved technical understanding of pasture management options and capacity to act as a facilitator in pasture management. Capacity to act as an administrator and enforcer of new regulations regarding pasture use and veterinary service provision that increase community and private sector involvement.
Pasture Management Trust	Has improved technical capacity to follow a management plan and clear procedures for communication with the <i>Jamoats</i> , the MOA and PUAs.
Locust Control Unit	Has improved technical capacity to follow a regional and local management plan and clear procedures for communication with the <i>Jamoats</i> , the Ministry of Agriculture and PUAs.
State Veterinary Inspection Services (SVIS)	Capacity to collaborate and provide support to private sector veterinarians according to government norms and development of horizontal linkages with <i>Jamoats</i> , PMU and PUAs for veterinary services.
Private Sector Veterinarians and entrepreneurs	Improved technical capacity to provide services for the target group and operate in the private sector through sound business planning.

d. Regional knowledge networking

138. Along with Tajikistan the other Central Asian countries such as Kazakhstan, the Kyrgyz Republic, Turkmenistan and Uzbekistan have many common problems that require joint reflection and common solutions. The LPDP has taken on some issues which are important for all the CIS countries such as: (i) the transformation of a public sector approach to the delivery of veterinary services to the private sector; (ii) an effective institutional and technical approach to pasture development in dry-land areas; and (iii) devising a regional approach to locust management. Lessons from the LPDP will be of great importance to the other countries. As such the Project intends to learn from the experience of these countries in these areas and to share with them its own experience in this regard. As described above, opportunities for regional exchange and visits have been built into the LPDP budget.

139. Tajikistan is also member of the Central Asian Countries Initiative for Land Management (CACILM) and has prepared a national programme under CACILM to address principal causes of land degradation in the country. It is also included in the IFAD grant to ICARDA for "Community Action in Integrated and Market-Orientated Feed-Livestock Production in Central and South Asia."

The information generated by the Project would be shared through regional and sub-regional networks where Tajikistan is already a member and contribute to knowledge on issues of common interest. Tajikistan's participation in the multi-donor Pilot Project for Climate Resilience is also expected to provide a forum to LPDP for networking at the regional level.

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TAJKISTAN: LIVESTOCK AND PASTURE DEVELOPMENT PROJECT
DESIGN COMPLETION REPORT – MAIN REPORT
ANNEX II: PROJECT LOGICAL FRAMEWORK

**Livestock and Pasture Development Project
Annex II: Project Logical Framework**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MONITORING MECHANISM AND INFORMATION SOURCES	ASSUMPTIONS/RISKS
A. PROJECT GOAL Contribute to reduction of poverty in Khatlon region (78% of people in Khatlon are estimated as being below the poverty line)	80% of targeted households with improvement in household asset ownership index; Reduction in the prevalence of child malnutrition by gender. ⁴⁸	RIMS Impact Survey Baseline Survey End line survey MTR and PCR reports	Political stability Appropriate CF, TF are selected Government continues its poverty reduction strategies
B. PROJECT PURPOSE Increase the nutritional status of 22 400 poor households from the six districts of Sharitus, Qabodion, Farkhor, Vakhsh, Jalolidin, Rumi and Panj.	At least 80% of targeted HHs reporting increased incomes from livestock by 25% or more.; At least 90% of women engaged in IGA report increased incomes.	Project surveys at baseline, mid-term and completion; Annual surveys of HHs	Favourable government policies Prices are relatively stable
C. COMPONENTS, OUTCOMES, OUTPUTS AND ACTIVITIES			
COMPONENT 1: INSTITUTIONAL DEVELOPMENT			
OUTCOME: Public sector organisations which are more effective and efficient at pro-poor development	Increase in good governance in terms of democratic accountability, transparency of financial management and gender equitability; Managerial capacity of national and local government and beneficiary organisations increased; Pro-poor policy and legislation with regard to sustainable pasture management	Progress Reports Annual Reports M&E Reports VO, CF and TF Reports Public Records (e.g. of Parliamentary Proceedings)	Favourable government policies Community interest
OUTPUTS: 1.1 100 Pasture User Associations (PUAs) established and functional 1.2 National Forum on LPDP pro-poor development 1.3 Regional workshops on LPDP pro-poor development 1.4 LPDP contributions to improved pasture management including policy dialogue, legal support, training of government staff 1.5 Training and study tours for VO members and	100 PUAs organised; # women on PUA committees; # women's sub-set organisations; Forum held Regional w/shops held Policy published, related legislation proposed/passed Training and study tours carried out	Progress Reports Annual Reports M&E Reports CF/TF Reports RIMS survey	Favourable government policies Community interest

⁴⁸ All 'people' indicators are to be disaggregated by gender.

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local government staff 1.6 Regional and local locust control studies, strategies and measures	Study findings published/debated; strategies formulated; equipment, materials, trained personnel in place		
COMPONENT 2: LIVESTOCK AND PASTURE DEVELOPMENT			
OUTCOME: Livestock production and productivity increased to the benefit of the assets and incomes of at least 22 400 poor and extremely poor rural households.	Livestock Productivity data.	Progress Reports Annual Reports M&E Reports RIMS survey CF/TF reports	Communities willing to participate in the project activities; Govt support is favourable
OUTPUTS: 2.1 At least 6000 beneficiary HH trained in improved livestock husbandry practices (by CF) 2.2 3600-4500 beneficiary HHs engaged in participatory fodder promotion and production demonstrations 2.3 40 groups (2600 HHs) engaged in improved sheep breeding trials 2.4 56 new veterinary clinics built and equipped 2.5 168 veterinarians trained (3 per new clinic) 2.6 Business Development Services (BDS) provided including plans, legal advice, and linkage with finance and markets 2.7 100 Pasture Management Plans (PMP) implemented; O&M arrangements for Project investments in place 2.8 108,500 ha of pasture rehabilitated (1,085 ha/village) 2.9 Pasture Reserve Fund	# HHs trained # in receipt of livestock extension # HHs engaged in participatory trials Area under production Yield data Sales data # HHs engaged in trials Area under production Productivity data Sales data #Clinics built and equipped # Veterinarians trained Treatment records Financial records # (by gender) and type of services provided Increase in assets among recipients of services # PMPs sustainably implemented (time line data) # and type of infrastructure rehabilitated sustainably (time line data) # of hectares rehabilitated sustainably (time line data) Pasture Reserve Fund established	CF/TF Reports Progress Reports Annual Reports Case studies	Communities willing to participate in the project activities; Govt support is favourable

TAJIKISTAN: LIVESTOCK AND PASTURE DEVELOPMENT PROJECT
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ANNEX II: PROJECT LOGICAL FRAMEWORK

COMPONENT 3: INCOME GENERATION FOR WOMEN			
OUTCOME: Poor and extremely poor women's assets and incomes increased through provision of IGA skills and materials including livestock	At least 90% of women engaged in IGA report increased incomes	Progress Reports Annual Reports M&E Reports CF and TF Reports	Prices motivate producers
OUTPUTS: 3.1 Training on IGA packages provided to 1 600 women 3.2. 1 100 women and 50 women's groups provided IGA packages.	# IGA training provided to women participants # IGA packages provided to women beneficiaries	Progress Reports Annual Reports M&E Reports RIMS surveys Feedback from beneficiaries	CF/TF and private sector have credibility with the communities.
COMPONENT 4: PROJECT MANAGEMENT			
OUTCOME: Efficient, cost effective and gender sensitive use of project and complementary donor resources.	PMU established at Dushanbe/Kurgan Tube Office and field equipment provided to PMU Project Steering Committees set up TA recruited MIS installed Surveys and studies completed Accounting system established AWP&Bs prepared and presented Audit reports submitted	Progress Reports Annual Reports M&E Reports RIMS survey	Sufficient financial and human resources available; Districts take active role; Target group-centric partnerships with CF and TF and with private sector exist
OUTPUTS: 4.1 Staff for PMU recruited 4.2 Office and field equipment provided 4.3 TA services recruited 4.4 Coordination committees established 4.5 M&E system established in PMU 4.6 Surveys and studies completed 4.7 Accounting system established 4.8 Five AWP&B prepared and approved 4.9 Regular audits completed	PMU established and functional; Committees established and effective; Accounting system established & functional M&E system functional and reports generated Staff trained and capacity enhanced; List of studies conducted AWP&B plans satisfactory	Mission reports Progress reports Annual reports	Human resources for successful interventions developed and exist;

Table 1: Rural Poverty and Agricultural/Rural Sector Issues

Priority Areas	Affected Group	Major Issues	Actions Needed
Land ownership and security of land tenure	Poor households <i>Dehkan</i> Farmers, Members of Cooperative Farms	<ul style="list-style-type: none"> • The land transfer process has not yet been completed. Many of the poorest farmers do not have the resources to take possession of their land due to lack of resources to farm the land. • Shareholders in <i>Dehkan</i> farms and members of cooperative farms do not always fully comprehend their land rights as a result of which they are unable to fully utilise the land to their advantage or receive the full benefits from the produce. • The old system of collective farming in which the managers dominated all decision making and received the major benefits is still very much in evidence. • People only have use rights to land and all property rights are invested in the State. As a result land tenure is uncertain and people are unable to use their land as collateral or trade it due to lack of property rights to land. • The new farm owners continue to work for “wages” rather than making investment decision on their own land. • Some poor households are reluctant to acquire the land due to tax implications, lack of funds to farm and fear that land title maybe withdrawn. • Some of the poorest households have little or no information on the implications of the reforms on acquisition of land ownership. • Even where the Government wants to give title there is insufficient land to give to all households. 	<ul style="list-style-type: none"> • Awareness about land use rights especially for farmers, shareholders and members of collective <i>dehkan</i> farms and cooperative farms. • Changes in the Land Code to enable farmers to rent out and rent in land and enable sharecropping arrangements in which farmers receive a greater share of the produce. • Change in the Constitution of the Republic of Tajikistan to enable people to secure property rights to land.

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Priority Areas	Affected Group	Major Issues	Actions Needed
Freedom to Farm	Smallholders, shareholders of <i>Dehkan</i> farms and members of cooperative farms wishing to diversify production for commercial purposes or for enhancing food security.	<ul style="list-style-type: none"> • Most of the poor households own small individual plots next to the homestead. • Despite the promulgation of Resolution 111 which gives farmers freedom to farm, many farmers, especially in irrigated areas are forced to grow cotton by Government representatives at the local level. 	<ul style="list-style-type: none"> • Awareness raising of farmers regarding their rights. • Training and orientation of government representatives at Hukumat and Jamoat level to ensure they fully understand the new Government policy. • Proper implementation of Resolution 111 and regular monitoring and supervision.
Pasture Ownership	Smallholder livestock farmers both men and women.	<ul style="list-style-type: none"> • Of the 4.1 million hectares of potential agricultural land in the country only 21% is arable, 3% is under perennial crops (orchards and vineyards), and 76% is pastures and hay meadows. • There is considerable variation in the manner in which pasture resources are distributed and used. • While the Government passed a Decree in 2003 that seasonal pastures should be given to agricultural enterprises and other land users a lot of the pasture resources are under State or communal or open grazing regimes. • Most villages have a large number of animals which are beyond the carrying capacity of the pastures to support. • The rapid decrease in cultivated fodder crops has exerted additional pressure on the pasture resources. • Summer pastures are not always easily accessible. • Winter pastures are degraded and need rehabilitation especially those in the arid and semi-arid areas; • The Government lacks resources to plant fodder varieties which are appropriate for these dry conditions. • Along the border with Afghanistan and Uzbekistan 	<ul style="list-style-type: none"> • Formation of pasture user groups and adopting proper regime for pasture management and use. • Formulation of a policy and regulatory framework which provides communities legal title to the pastures and provides them incentives for proper management and rehabilitation. • Rehabilitation of pastures through a proper system of pasture rotation, plantation of fodder varieties appropriate for dry land areas and installation of small water harvesting structures and gravity flow schemes where spring sources are available. • Local and regional solutions to combating the spread of locusts.

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Priority Areas	Affected Group	Major Issues	Actions Needed
		a sizable proportion of pastures are infested with locusts.	
Livestock Productivity	Smallholder farmers both men and women.	<ul style="list-style-type: none"> • Livestock is a key asset for small poor households who own more than 90% of the livestock in the country. • Poor genetic breed. • The smallholder diversifies her risk by holding a large number of poor quality animals. • The animals are generally of poor genetic breed, have low yields of milk and meat. In fact, yields in Tajikistan are the lowest in Central Asia. • Winter fodder represents a critical constraint for the small households. • Poor quality of pasture lands make this an inadequate source of supply to feed the animals and each village has generally less than half of the feed resources required to feed the animals. • There is extreme shortage of water to feed the animals. As a result large ruminant as seldom provided water in the homestead and are expected to meet their water requirements from rivers when they are taken to pastures. • There is limited access to good quality veterinary services and morbidity rates are high. • There is limited surplus milk production and limited capacity to collect and process milk for commercial marketing. • There is very limited capacity to process meat products for high value added. • There is limited demand for animal skin and virtually no demand for wool which is generally of very low quality. 	<ul style="list-style-type: none"> • Organization of farmers to receive extension advice in groups regarding improved livestock management and husbandry techniques. • Improved access to high quality fodder seed and arrangement for the provision of high quality inputs for livestock production. • Establishment of good quality veterinary services in close proximity to the village which provide a range of preventive and curative services as well as artificial insemination services. • Technical assistance and financing of market intermediaries which can help to provide high quality inputs and market the livestock products of the smallholder producer.
Agricultural productivity.	Small farmers both men and women.	<ul style="list-style-type: none"> • Growth in crop production, which accounts for 70% of sector output, has been largely driven by low value food and cereal crops • The sector's capital base has declined as obsolete plant has fallen into disuse and not been replaced. 	<ul style="list-style-type: none"> • A more sustainable basis for future growth is required, based on deeper factor markets for land and capital. • Positive net investment. • Stronger commodity markets. • Increased technology transfer.

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Priority Areas	Affected Group	Major Issues	Actions Needed
		<ul style="list-style-type: none"> Government control of cotton production and marketing remains the overriding focus of sector policy, based on central planning style production targets and local government coercion to achieve them. These policies have resulted in low productivity, stagnating output, and the accumulation of an unpaid producer debt estimated by government at \$US 280 million. Commodity markets remain weak, with a limited capacity to translate increased demand into improved production incentives. Markets for (non-cotton) agricultural commodities and farm inputs are weak and fragmented. Market integration is severely constrained by Tajikistan's pronounced physical barriers to internal trade and high transaction costs. 	<ul style="list-style-type: none"> Improved producer incentives. Agricultural policy reform Re-definition of the respective roles of government and the private sector. Resolution of the farmer debt crisis.
Land and natural resource degradation	Poor rural households dependent on rangelands and pastures.	<ul style="list-style-type: none"> Land degradation due to poor management practices and erosion Negative impact on assets of the poor and their incomes. Increasing vulnerability 	<ul style="list-style-type: none"> Community based programmes on integrated land and water management.
Inadequate institutional change	Small farmers both men and women	<ul style="list-style-type: none"> Most of the public institutions responsible for implementing the new policies still operate according to central planning principles, with production targets and coercion as the basis for planning and policy implementation. Local government structures and activities are particularly resistant to change. Limited budgetary resources, poorly trained staff, low salaries and corruption make it even more difficult to change these norms. 	<ul style="list-style-type: none"> A clear definition of the public roles and responsibilities required as a result of reform, accompanied by support for institutional re-organization and staff training. Rural households need to be organized and made more aware of the rights and opportunities created by reform, and given more support to take advantage of them.
Agricultural Input Supply and Use	Small farmers, shareholders of <i>Dehkan</i> farms and members of cooperatives farms.	<ul style="list-style-type: none"> Lack of good quality seed, lack of access to farm machinery, lack of access to fertiliser and pesticides. As a result of which yields of major crops and livestock are less than half of their potential yield. For example average cotton yield is around 1.5 to 1.8 tonnes per hectare although the potential yield could be between 3 to 4 tonnes per hectare. The yield of milk is around 2 litres per cow per day which is 1/3rd to 1/6th the potential 	<ul style="list-style-type: none"> Production of good quality seed for major crops especially fodder crops as well as importing quality seeds to meet the gap in supply. Seed certification to ensure high quality. Agriculture extension programmes for farmers to train them in the proper use of inputs.

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Priority Areas	Affected Group	Major Issues	Actions Needed
Rehabilitation of Irrigation Infrastructure	Farmers in irrigated areas where the pumping system has eroded.	<p>yield.</p> <ul style="list-style-type: none"> • There has been little or no investment in the irrigation systems which were established during the Soviet System and most of the systems are old and need rehabilitation. • High energy costs are another major issue for farmers dependent on pumping systems for irrigation. 	<ul style="list-style-type: none"> • Rehabilitation of the irrigation infrastructure. • Proper operation and maintenance of the irrigation infrastructure. • Establishing a proper system for collection of water user charges and investing in the irrigation system on a regular basis.
Debt Resolution and access to finance	Small farmers, shareholders of <i>Dehkan</i> farms and members of cooperatives farms.	<ul style="list-style-type: none"> • Many farmers inherited old debt when they received land use right titles. Legally this debt should not have been transferred with the land but farmers and Government officials are unaware of the correct legal position. • Collective <i>Dehkan</i> managers and managers of Cooperative farms access loans from banks and investors on behalf of the entire farm enterprise and the ordinary shareholders and members are not fully aware of the amount of debt, how it was used and what was paid back. When the managers are unable to pay this debt because of poor harvest, low price or any other reason, this debt is simply transferred to individual farmers. Thus in many cases farmers become liable in the debt while receiving no loans in hand. 	<ul style="list-style-type: none"> • Awareness raising programmes for farmers, government officials, lawyers and judges to inform them of the legal situation in which debts incurred by a legal corporate entity such as the former Kolkhozes and Sovkhozes and the current cooperative farms cannot be transferred to the members or inherited by the members with the land use rights. • Awareness raising of farmers and educating them regarding the situation of loan so that they insist on much higher standards of accountability and transparency in the management of the <i>Dehkan</i> and Cooperative farms. • Greater access to financial services from a range of service providers on competitive terms.
Marketing	Women and men in poor households in all areas	<ul style="list-style-type: none"> • Lack of market intermediaries for providing marketing services to the small farmer. • Lack of information on markets, prices, quality and quantity required. • Lack of marketing infrastructure such as proper storage, transportation and processing facilities. • High transportation costs due to nature of terrain. • Lack of local demand due to lack of processing facilities at the local level. • Poor maintenance of the limited existing structures 	<ul style="list-style-type: none"> • Support to private entrepreneurs and market intermediaries. • Linking market intermediaries with smallholder farmers. • Technical and financial assistance to improve the existing processing and marketing facilities. • Encouraging greater competition through the entry of private sector players. • Better regulation and supervision to ensure ethical business practices.

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Priority Areas	Affected Group	Major Issues	Actions Needed
Village level livelihoods and productive infrastructure	Women and men in poor households in all areas	<ul style="list-style-type: none"> • Lack of transparency in marketing transactions as a result of which farmers are paid less than they should receive and usually are not paid on time either for their produce. • Lack of basic rural infrastructure. • Poor maintenance of the limited existing infrastructure. • High cost of maintenance. • No effective system for collecting maintenance charges and rehabilitating the system. 	<ul style="list-style-type: none"> • Greater awareness raising of farmers and educating and training them in marketing so that they can obtain a higher share of the revenues from their farm enterprise. • Investment in community managed productive physical infrastructure at the village level. • Development of a public system for collecting user charges and levying differential charges for different level of services by the public utility. • Construction and maintenance of small schemes which the community can manage and operate.

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Table 2: ORGANISATION CAPABILITIES MATRIX

Institution	Strengths	Weaknesses	Opportunities/Risks	Remarks
Ministry of Agriculture and Environmental Protection	<ul style="list-style-type: none"> • Responsible for crop, livestock and pasture development. • Has separate functional heads looking after livestock and a Pasture Management Trust. • A good system of recording data at the district level which gives information on production. • Field presence up to district level. • Technical experience and knowledge. • The Ministry of Agriculture has established a Pasture Management Trust which has field staff at the district level. 	<ul style="list-style-type: none"> • Used to traditional functions of a MOA under a centrally planned economy and tend to dictate rather than respond to farmers needs. • Lack of strategic orientation. • Weak managerial capacity • Deteriorating technical knowledge. • Lack of operational funds for transport, for field work and for other travel expenses. • Extremely low levels of salary and poor system of incentives for high performance. • The system of agriculture taxation discourages accurate reporting and farmers tend to under-report production and profits. • The Pasture Management Trust has limited resources and last year it rehabilitated 140 hectares of pasture lands with its entire annual budget of TJS 200,000. • 	<ul style="list-style-type: none"> • Opportunity for demonstrating a more strategic orientation towards livestock and pasture development. • The project will help to pilot test a policy and regulatory framework for pasture management that can help to rehabilitate pastures and significantly increase livestock yields. • Opportunity for enhancing the capacity of Government in pasture resource assessment and updating their technical knowledge. 	
State Committee for Land Management and Geodesy (former State Committee for Land Management)	<ul style="list-style-type: none"> • Responsible for management of all land in Tajikistan in collaboration with specialized agencies. • A good system of recording data at the district level. • A clear concept of their role and responsibilities. 	<ul style="list-style-type: none"> • Cumbersome systems of mapping. • Overall orientation of enforcement of regulation and control. • Lack of strategic orientation. • Weak managerial capacity • Deteriorating technical knowledge. • Lack of operational funds for field work and mobility. 	<ul style="list-style-type: none"> • The project will help to pilot test a policy and regulatory framework for pasture management that can help to demonstrate how to more effectively manage the pasture resources of the country. 	

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<p>National Academy of Agricultural Sciences (NAAS)</p>	<ul style="list-style-type: none"> • Considerable scientific and professional capacity and experience. • Independent institutes in thematic areas of importance to the project, e.g. Soil Science, Livestock Research, Plant protection, Biology • A model of providing services at the village level has been established and used through MOUs with agencies such as the Mountain Societies Development Support Programme and FAO. 	<ul style="list-style-type: none"> • Orientated to the previous command economy. • Used to working with state farms and collectives rather than tackling the needs of small farmers. • Lack of operational funds for conducting on-farm trials. • Lack of a system through which the expertise at the Academy is disseminated at the district level. 	<ul style="list-style-type: none"> • The expertise of the NAAS can be effectively brought to the district level and a system developed for disseminating their expertise to the villages through the Department of Agriculture. • The field stations of the NAAS should provide a good base for livestock production and extension services to be carried out given provision of transport and running costs. • Develop applied research proposals and demonstrations in different disciplines, including soil science, animal science, plant protection, fodder crop production. 	
<p>Regional and District Administration</p>	<ul style="list-style-type: none"> • The Regional administration is seen as wielding real power. • The District Administration has generally good awareness of local level issues. • Local Government has a strong sense of its responsibilities at the district level as the chairman is appointed by the President with responsibility for development. • There is a system of contact between the different branches of government and the local communities. • The District administration is always interested in overseeing and participating in development activities and donor projects. • There is a well established 	<ul style="list-style-type: none"> • There is a strong tendency to try and follow the old Soviet economic system of control and command. • The Regional and District Administration feels it knows best about village level priorities and issues and does not feel much need for participation of local communities. • The funding at the district level is limited and there is little capacity to operate and maintain the rapidly deteriorating infrastructure or invest in new one. • The District Government sometimes gets involved with promoting vested interests. • The system of agricultural taxation prevents the people from revealing their actual 	<ul style="list-style-type: none"> • There is an opportunity to reorient Government systems to accommodate participatory planning and implementation with the involvement of local communities. • There is an opportunity to help Government reorient its resource planning and take responsibility for contributing to local level development. • The District Governments knowledge about local development issues can be capitalized upon by allowing them a mediating role in project activities. • Risk of political interference 	<ul style="list-style-type: none"> • This opportunity can be further capitalized upon by sending District Government representatives to regional countries where IFAD is successfully implementing participatory approaches. • This risk can be mitigated by putting in place strong selection criteria which can minimise the risk of political interference.

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	system of data collection.	production and agricultural income figures.		
Jamoat Administration and Councils	<ul style="list-style-type: none"> The Jamoat Governments have representatives from the village in its councils. Sub district administration has a strong connection with local communities. The Jamoat Government is keenly aware of local development issues and constraints. The Jamoat administration is keenly interested in participating in development activities and donor projects. There are good models of involving the Jamoat Government with development projects in the project area. 	<ul style="list-style-type: none"> The Jamoats are seen as not wielding any real power or authority. The Jamoat Government has limited financial resources. The Jamoat Government has limited technical skills. 	<ul style="list-style-type: none"> The interest of the Jamoat Government in local level development can be capitalized upon through their participation in project activities. The Jamoat Government's knowledge about local development issues can be capitalized upon by allowing them a mediating role in project activities. 	<ul style="list-style-type: none"> This will be a key in promoting of decentralized participatory approaches to development.
Traditional and local institutions (Head of Farms, Village heads or Wakils)	<ul style="list-style-type: none"> Significant informal power in dealing with community affairs. Broad-based representation and acceptance by local people. Active role in organising community development activities. Have good knowledge and mechanism for targeting the poor and vulnerable households. 	<ul style="list-style-type: none"> The people in these positions generally continue for a considerable length of time and there is little rotation in their roles and position. Sometimes the heads of these organizations can appropriate a disproportionate share of project resources for themselves. 	<ul style="list-style-type: none"> These local institutions can be very important in ensuring broad based community mobilization, poverty targeting and effective implementation of project activities. 	Strong accountability, transparency and monitoring measures need to put in place to ensure that project criteria are followed.
NGOs and private sector service providers such as ACTED, MSDSP, Caritas, FAO and UNDP.	<ul style="list-style-type: none"> International NGOs are well funded and have competent national staff. Good presence of both NGOs 	<ul style="list-style-type: none"> Each NGO project follows its own modality and a different type of approach. Often work independently of 	<ul style="list-style-type: none"> A good opportunity for establishing links between government and NGOs to combine the strengths of the 	<ul style="list-style-type: none"> This would require good collaboration among NGOs and a flexibility to learn from

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	<p>and service providers in remote areas.</p> <ul style="list-style-type: none"> • Extensive experience of working with local communities at various levels and an excellent understanding of participatory processes. • The NGOs have found effective methods of participatory development at the village or Jamoat or district level. 	<p>government structures.</p> <ul style="list-style-type: none"> • NGOs have limited resources and tend to follow donor preferences. 	<p>two.</p> <ul style="list-style-type: none"> • NGO participation can help to reorient government structures towards more participatory approaches. • The strengths of the different NGO approaches can be used to develop a hybrid approach with the greatest scope for participation, impact and sustainability. 	<p>the successes of each other.</p>
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Table 3: COMPLEMENTARY DONOR INITIATIVE/PARTNERSHIP POTENTIAL

Donor/Agency	Nature of Programme/Project	Project /Project Coverage	Status	Potential for Synergy and Complementarities
Asian Development Bank	Rural Development Project- 37530-04 Some key relevant components include Policy and Institutional Development and Reform, Sustainable Land Management (Pasture, Arable, and Forest) and Agriculture and Rural Business Support. (US\$ 23m)	To increase the productivity of farms and rural enterprises in Faizabod, Rudaki, Rogun, Vahdat, and Varzob rayons (districts) within an environmentally sustainable management framework.	On-Going	<p>The Project expects to develop policies and strategy for more effective pasture land management and capacity development. It proposes to implement new techniques and approaches to grassland and livestock planning and management to improve pasture land conditions within an economically, socially, and environmentally sustainable framework. The LPDP will draw lessons from this experience and incorporate them in its own endeavour to reform the policy and regulatory framework with respect to pasture management.</p> <p>The ADB project expected to develop a modern curriculum for pasture land management and train associated staff in it. The LPDP could assess the suitability of using the same curriculum for the Jamoats and communities in Khatlon. Furthermore, LPDP will join hands with the RDP to highlight the policy issues in pasture management, ownership and rehabilitation.</p>
	ADB regional assistance supporting development of the Central Asian Countries Initiative on Land Management (CACILM) . The aim is to systematically identify and address the most important land degradation problems in the region.	A multi-country program extending over ten years and involving all five former Soviet Central Asian countries	On-Going	LPDP could draw important lessons from the project and use the sector studies and research which has been produced as a result.
CIDA	Enhancing Agricultural Governance in Tajikistan (EAGT) (Can\$ 1.2m)	Strengthen farmers' associations throughout the Khatlon oblast. The project advanced an agrarian reform agenda that envisions increased autonomy for small producers, productivity gains and more	2007-2009 recently closed	IFAD could learn important lessons from these initiatives for more effective implementation by building on these lessons.

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		equitable sector growth.		
	Community-Based Agriculture Development in Tajikistan (Can\$ 8m). Grant given to AKF (C)	To enable communities to develop equitably and sustainably during Tajikistan's ongoing transition to a free market economy. To increase agricultural productivity and diversity; create jobs and increase income through enterprise development and enhance the capacity of communities and local government to organize, implement and sustain long-term development activities.	2007-2009 recently closed.	IFAD could learn important lessons from these initiatives for more effective implementation by building on these lessons.
European Bank for Reconstruction and Development (EBRD)	Private sector development focusing on small and medium sized enterprises (SMEs) and micro-businesses.	Country wide	To be implemented	Limited Scope for direct collaboration but the growth of the private sector could provide an impetus to the livestock sector if appropriate investments are made in the dairy, meat and wool processing industries.
	Support to the financial sector especially micro-finance	Provision of \$2 million for market development for AgroInvest Bank. Widen geographic coverage beyond the traditional business centres	On-Going	Limited scope for direct collaboration but the growth of the private sector could provide an impetus to the livestock sector if appropriate investments are made in the dairy, meat and wool processing industries.
European Union (EC)	EC Regional Strategy Paper for Central Asia 2007-2013, which foresees an investment of €719 million for regional programmes and country-based projects. Development Cooperation Instrument (DCI), (which replaced the successful and well-known TACIS in 2007) is among the instruments the EU uses to support Tajikistan economic transition to market economy.	More than 165 projects are currently being carried out across a wide-range of sectors, and regions. EU assistance focuses in particular on support for democratic development and good governance, regulatory reform and administrative capacity building, infrastructure development and energy efficiency. EU funding for projects in Tajikistan is provided in the form of grants, contracts and increasingly budget support.	On-Going	The IFAD project could benefit from the EU initiatives in building capacity of local Government institutions and civil society.
	Tajikistan also receives regional and thematic assistance from the EU.	The areas of support include areas like border management and drug control (BOMCA/CADAP), education (TEMPUS, Erasmus Mundus), water / environment, human rights and democracy (EIDHR), non-State actors (NSA) and SME development	On-Going	The IFAD participating partners such as the Community Facilitator and the Technical Facilitators could apply for grants which could then be used in the Project area for enhancing and leveraging the impact of IFAD investments especially in the area of fodder production, livestock disease management and pasture

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		(CA-Invest), and disaster preparedness (DIP-ECHO). The EC also provides ad hoc support (such as in the aftermath of the energy crisis in 2008) and with the Global Food facility, from which Tajikistan will benefit for support to social safety nets and the development of agriculture.		management.
	Improving Food Security in selected rural areas of Tajikistan through enhanced livestock production and pasture rehabilitation”	<p>The project operated in 6 southern districts of Khatlon oblast, namely, Baljuvon, Dangara, Hamadoni, Yovon, Vose and Muminobod. In these districts the project worked in 20 villages one in each Jamoat.</p> <p>The objective of the project was to improve access to food at the household level in remote rural rayons of Khatlon oblast by increasing levels of production and primary processing of livestock products, strengthening marketing, increasing household incomes</p>	2007-2009 recently concluded.	The lessons from the experience of this EU funded project implemented by FAO have already been incorporated into the LPDP as consultants from FAO who were responsible for implementing this programme were part of the design team.
Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ),	GTZ is implementing several programmes and projects in Tajikistan on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ).	<p>Promotion of basic education</p> <p>Support for micro-finance services in rural regions</p> <p>Support for legal and judicial reform</p> <p>Food security programme</p> <p>Sustainable management of natural resources in Gorno-Badakhshan</p>	Some closed some on-going	Limited potential for collaboration. However, some lessons could be shared.
Japan International Cooperation Agency (JICA)	The objective of this project is to establish a safe and sustainable drinking water supply system involving	Southern Khatlon Oblast	On-Going	Limited scope for collaboration.

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	the government and community. This will include drafting a repair plan for existing facilities along with an operation and maintenance plan			
Swedish International Development Agency (SIDA)	Seed Industry Development Project-Phase II:	<p>commenced in November 2004. During phase I of the project, the specific objective to provide “Institutional Support” within in the Ministry of Agriculture was given first priority, broad based advice that focused on policy development, seed legislation, PVP, seed legislation and variety registration and initial discussion to establish a National Seed Association. Other specific objectives (in fulfilling the overall objective) such a “raising standards of official variety testing”, “strengthening seed quality control and certification” and technical assistance to plant quarantine were also given attention.</p> <p>In the second phase SIDA has now broadened its support within the Natural Resource sector in Tajikistan from Seed Industry to Plant Genetic Resources, Higher Education of Plant Breeders and Genebank personnel under the assessorship of the Swedish University of Agricultural Sciences in Alnarp, Sweden, .</p>	<p>from 1st May 2007-31st December 2010).</p> <p>However, the Swedish Government decided in September 2007 to phase out all its bilateral assistance to Tajikistan by the end of 2010. SIDA was assigned the responsibility to develop phasing out plans for the remaining period 1st May 2008-31st December 2010.</p>	.IFAD can use the seed technology for forage and pasture crops which has been introduced by the Project.
	Support to Animal Health Sector in Tajikistan (US\$ 3 million)	<p>Country wide</p> <p>The project supports the State</p>	2008 to 2010.	The LPDP will use the services of the SVIS veterinarians as well as private veterinarians who were trained under this project and can be

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		Veterinary Inspection Service (SVIS) with the objective of enhancing the delivery of private veterinary services. The primary project objective is to increase household food security by enhancing the productivity of smallholder owned livestock and strengthening private-sector capacities to respond to animal health concerns.		used as technical resource for the project to provide livestock extensions services.
Swiss Development Cooperation (SDC)	Local Development Muminobod (LDM) project	Muminobod District	Closed.	There is scope for collaboration with some of the institutional infrastructure which was left behind by the project.
	Trade Promotion Program in Tajikistan (Textile and Clothing) (US\$ 1.5m)	The overall objective of this project is to contribute to the sustainable expansion and diversification of SMEs' exports in Tajikistan through increasing the competitiveness of the textile and clothing ("T&C") industry towards existing markets as well as towards new markets and improving the quality management infrastructure.	2009-2012	Discussions have been initiated with SDC/SECO to assess their interest in participating with LPDP to assess the scope for processing, designing and marketing of woollen products from the project districts with TA from SDC/SECO.
UK Department for International Development (DFID)	In Tajikistan DFID has focused on economic growth, governance, aid effectiveness and human capital development. (UK 13m from 2003 to 2009). DFID is promoting harmonisation and donor coordination through formation and implementation of Joint Country Support Strategy. It has also provided considerable emergency assistance to the country.	Country wide and generally in disaster prone areas. Its funding has been used to finance Growth (40%) and social sector and governance (60%) aspects in the country.	On-Going.	Not clear how LPDP could collaborate at this stage.
UNDP	Support to Effective National Aid Coordination and Investment Promotion Signed in April 2009 between UNDP and the State Committee on Investments and State Property Management of the Republic of Tajikistan (SCISPM). The project is	Its implementation will span a three-year period – until December 2012.	On-Going	

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	financed by UNDP and DFID.			
	Rural Women Empowerment in Central Asia	Enhancement of rural women's economic empowerment in targeted districts awareness raising among all stakeholders about effective ways to incorporate gender equality in local development and policy making. Jirgatal, Nurabad, Tavildara, Aini, K. Mastchoh, Panjakent districts.	2008-2010	
	UNDP Communities Programme	To ensure the sustainable development of the most marginalized communities throughout the country. The project is fostering employment and income-generation opportunities, improving the quality and accessibility of public services and making local governments more accountable and representative of its constituents. Sughd, Districts of Republican Subordination, Eastern and Western Khatlon	January 2010 – December 2012	
USAID	Water User Association Support (US\$ 9.2m)	The program aims to create and strengthen Water User Associations (WUAs) so that farmers can operate, manage, and make the investment decisions needed to maintain and improve their on-farm irrigation and drainage systems. As a result, the land is irrigated more efficiently, crop yields are increased, natural resources are not wasted, and farmers experience economic benefits. Regional	5/2005-4/2010	
	Tajikistan Land Reform Budget: \$4.5 million	The project will help develop and implement market-driven land policies and legislations, as well as promote transparent processes for	10/2009 - 11/2012	

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		restructuring of farms. The project will conduct awareness campaigns targeted at land users, training, and provide legal aid to farmers		
	Productive Agriculture Budget: \$9,5 million	The project will help farmers increase production and processing of agricultural products in Western Khatlon, around Dushanbe, and Sughd Region. This work aims to address the basic needs of farmers in food-insecure areas of Tajikistan and increase their incomes.	9/2009-9/2014	
World Bank	Agricultural Development	Community Agriculture and Watershed Management Project	Under implementation since 2004	To learn lessons and work in partnership
	Land registration and cadastre system for sustainable agriculture project	Land registration and cadastre system for sustainable agriculture project	Just starting, implemented by SCLM (now SALMGC)	To benefit from procedures developed and technology introduced.
	Additional Financing Food Security and Seed Imports (US\$ 6.35m)	The objective of the Emergency Food Security and Seed Imports Project (EFSSIP) for Tajikistan is to increase domestic food production and reduce the loss of livestock to help at least 28,000 poorest households in a timely manner to reduce the negative impact of high and volatile food prices. More specifically, the project will provide agricultural production inputs and critical livestock-related inputs to the poorest farmers and female-headed households, to support their immediate food security needs.	2009-2013	
World Bank, ADB, EBRD and DFID	Pilot Program for Climate Resilience. was the first program developed and operational under the Strategic Climate Fund (SCF), which is one of two funds within the design of the Climate Investment Funds (CIF).	The PPCR aims to pilot and demonstrate ways in which climate risk and resilience may be integrated into core development planning and implementation. In this way, the PPCR provides incentives for scaled-up action and initiates	Approved in November 2008. On-Going	The pilot programmes are expected to be strategically aligned with other donor funded activities to provide financing for projects that will produce experience and knowledge useful to designing scaled-up adaptation measures. As such LPDP will look for areas for collaboration during the implementation period and count on

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		<p>transformational change. Tajikistan is one of 9 countries selected for participation.</p>	<p>the technical capacity of PPCR where available. However, LPDP will feed the implications of its pilot policy testing regarding pastures to the PPCR forum so that together the policy issues with an implication for Climate Change can be pursued. LPDP will also feed to the PPCR any other lessons that emerge from its financing of veterinary services, management of locusts, animal disease control, especially those with an implication on climate change to the forum. This will strengthen the policy dialogue effort of IFAD.</p>
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Table 4: TARGET GROUP PRIORITY NEEDS AND PROJECT PROPOSALS

Typology	Poverty level	Coping actions	Priority needs	Project Response
<p>Smallholder Livestock Farmers</p> <p>Have limited land, skills, assets and income and cannot cover family basic needs. These households tend to be large with low levels of education.</p>	<p>According to the 2007 Tajikistan Living Standards Survey (TLSS), and using the poverty line of US\$ 2.15 per day in Purchasing Power Parity (PPP), the poverty headcount has declined to 41 percent in 2007. The incidence of extreme poverty⁴⁹ declined from 42.1 percent in 2003 to 17.3 percent in 2007.⁵⁰</p> <p>According to the latest data by the National Statistics Committee, 53% of the population was below the poverty line of US\$ 1.37/day and 17% was below the extreme poverty line of US\$ 0.87/day in 2007.⁵¹ Poverty is mainly a rural phenomenon in Tajikistan, with the rural poor accounting for 75 percent of all poor and 72 percent of the extreme poor.⁵² In Khatlon the poor make up around 78% of the rural population.</p>	<p>Food insecurity is high among the extreme poor and worsens between late winter and early spring. Common coping strategies include reducing the number of meals to two or fewer per day and altering the nature of food consumed. As a result, the poorest quintile of the population consumes fewer than 2,000 calories per person per day on average.⁵³</p> <p>Production on small household garden plots to supplement other meagre resources.</p> <p>Liquidation of assets especially livestock assets and diversification of risk by stocking a large number of poor quality animals.</p> <p>Having a large number of children as a coping strategy. The poor typically have three or more children,</p>	<p>Provision of skills and extension services to increase the productivity of their existing asset base such as land, livestock and labour.</p> <p>Provision of assets and training for enhancing the opportunities for income generation.</p> <p>Access to improved quality of agriculture inputs and services that can help reduce their losses and increase their production such as veterinary services and artificial insemination for breed improvement.</p> <p>Strengthening private sector market intermediaries who can facilitate linkages of poor households to markets and help them sell and process their surplus produce.</p> <p>Finding markets for products which are currently wasted or not used optimally such as milk,</p>	<p>The project has designed a livestock and pasture development component to deal with each of the constraints identified here in an integrated manner.</p> <p>Its sub-components, directed to poor and extremely poor households primarily dependent upon livestock for their livelihoods, include support to: (a) fodder promotion and production; (b) improved sheep breeding; (c) strengthening private veterinary services; (d) livestock extension; (e) strengthening entrepreneurs (input supply, processing, marketing); (f) development of pasture management plans and organisations (pasture users associations); and (g) grants to rehabilitate pastures (re-growth of pasture plants and animal water points). There is also provision for linking these initiatives to overall pasture management policy-making and institutional capacity-building and to regional and local locust control action.</p>

⁴⁹ Extreme poverty refers to food poverty. It reflects the cost of a typical food basket needed to consume 2,250 calories per person per day with typical needs. The value of this extreme poverty line is equivalent to 89 somoni per month at end-2007 prices.

⁵⁰ Tajikistan Living Standards Survey. 2007

⁵¹ Poverty was estimated in the Tajikistan Living Standards Survey (TLSS) at 81% in 1999; 64% in 2003; 57% in 2004 and 53% in 2007 (however due to changes in methodology this estimate is not comparable with the previous estimates).

⁵² World Bank. *Republic of Tajikistan Poverty Assessment*. October 2009.

⁵³ Source: World Bank. *Republic of Tajikistan. Poverty Assessment*. October 2009.

⁵⁴ World Bank. *Republic of Tajikistan Poverty Assessment*. October 2009.

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		Many households in Tajikistan send workers abroad as a poverty-coping strategy. About 25 percent of households participating in the 2007 TLSS included a migrant worker who was abroad or had returned in the past year. The strong growth in remittances between 2003 and 2007 accounts for about half of the observed reduction in poverty. ⁵⁴	meat, skins and wool. Assistance in rehabilitating the natural resource base on which the poor rely heavily like the pasture resources. Greater management and control of pasture resources to the communities who use them.	
Typology	Poverty level	Coping actions	Priority needs	Project Response
Private Livestock Service Providers and Market Intermediaries	<p>The private candidates who offer themselves for training as veterinary agents are often trained veterinarians or technicians but have limited employment opportunities. They are young men and women in search of productive employment opportunities.</p> <p>The market intermediaries come from a diverse set of economic backgrounds and some have the capital base or limited technical knowledge to initiate a small enterprise such as a dairy farm, bee-keeping, seed cleaning or seed supply services.</p>	<p>To look for productive employment opportunities.</p> <p>Migrate to Russia.</p> <p>Take on jobs for which they are not well suited which leads to considerable frustration and discouragement.</p> <p>The small entrepreneurs initiate a small business but because of weak capital base, lack of managerial, technical or business skills they very quickly lose their equity investment and run into losses and debt.</p>	<p>Strengthen their technical skills, update their knowledge and provide them with a proper veterinary clinic, equipment and supplies for the first year to help establish them on a sustainable basis.</p> <p>To provide them technical, managerial and business skills and key assets partially on grant and partially through an existing micro-leasing or micro-finance institution to ensure their success as they are the market intermediaries which can benefit the smallholder household.</p>	<p>A private sector led approach to developing veterinary and breed improvement services in close proximity to the village on a sustainable basis by charging uses for fee and cost of medicines and supplies</p> <p>Development of private market intermediaries who can provide high quality input services, marketing and processing facilities and can help to market the surplus produce of smallholder farmers.</p>
Typology	Poverty level	Coping actions	Priority needs	Project Response
Women and women headed households Women's status and	Overall poverty and flourishing traditional believes about the place of women, has resulted in a considerable drop out of girls from secondary and higher	Due to the high number of men who migrate outside in search of jobs, women have had to assume a higher responsibility on farms and women make up	Women have to undertake a disproportionate share of the farm labour but have limited access to new technology, improved inputs, credit and	Women will be provided extension training to upgrade their knowledge about livestock production and management.

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<p>position in society has undergone a critical change in the aftermath of the collapse of the Soviet Union.</p>	<p>education institutions.</p> <p>Tajikistan struggles with high infant, under-five mortality and maternal mortality rates. Recent research shows that violence against women is becoming a common phenomenon for Tajikistan.</p> <p>Female-headed households (FHHs) face additional challenges. The civil war created approximately 25,000 female-headed households, predominately in Khatlon and Garm. FHHs have less access to land, irrigation and livestock.⁵⁵ They are also less food secure, but receive more humanitarian assistance. Even with this assistance, their monthly income is less than male-headed households. Individuals living in female-headed households experience a greater risk of extreme poverty (29 percent) than those in male-headed households (21 percent).⁵⁶</p>	<p>60% of agricultural workers. Within agriculture, they work as seasonal labour and receive very small and irregular payments.⁵⁷</p> <p>Women also undertake the most menial tasks within the sector such as cotton picking, weeding and cleaning.</p> <p>In the livestock sector women are mainly responsible for the care of animals within the homestead and undertake much of the work of feed preparation, milking and cleaning.</p> <p>Try and engage in income supplementing activities such as poultry rearing, processing of fruits and vegetables, stitching and processing of dairy products.</p>	<p>markets. It is critical to enhance women's skills, technical knowledge and access to new and improved inputs.</p> <p>Women can benefit from access to training in improved farming techniques, animal husbandry, fodder cultivation, agriculture inputs, credit,</p> <p>Women should be provided training, equipment and technical assistance for helping them add value to their surplus production and establish market links that can help them access markets more effectively.</p> <p>Off-farm income generating opportunities to supplement family income.</p>	<p>Women from poor households will also be provided access to improved fodder seed and inputs from enhancing their access to winter fodder.</p> <p>Women without any livestock will be provided a range of livestock packages to help them obtain a sustainable source of livelihood.</p> <p>Women will be provided technical skills and assistance to help them add value to their surplus produce and help add value to their products and market them better.</p>
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⁵⁵ Socio-Economic Survey of Households, Farms and Bazaars. Save the Children 1998.

⁵⁶ Jane Falkingham. Country Briefing Paper. Women and Gender Relations in Tajikistan. Asian Development Bank. April 2000.

⁵⁷ Tajikistan. Country Gender Profile. JICA Tajikistan Office June 2008.

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Table 5: STAKEHOLDER MATRIX/PROJECT ACTORS AND ROLES

Component 1	Sub-component	Coverage	Perennial institutions involved	Potential contractors, periodic inputs	Other possible partners in execution
Institutional Development	(i) Community organization	100 villages	PMU/CDS Community Facilitator	Technical Assistance	ACTED, CARITAS, Local NGOs, International NGOs.
	(ii) Institutional Strengthening				
	(a) Project-related Orientation		PMU	IFAD Support Mission	
	(b) Strengthening Pasture Management Policy and Capacity		PMU Technical Assistance	Pasture Management Trust	ADB Rural Development Project.
	(c) Locust Control		PMU Technical Assistance	Locust Management Unit	FAO
Component 2	Sub-component	Coverage	Perennial institutions involved	Potential contractors, periodic inputs	Other possible partners in execution
Livestock and Pasture Development	(i) Strengthening Private Sector Services				
	(a) Fodder Promotion and Production		PMU Community Facilitator	Technical Assistance	Livestock Research Institute Agrarian Institute
	(b) Improved Sheep Breeding		PMU (LS)	Technical Assistance	MOA
	(c) Strengthening Private Veterinary Services		PMU Community Facilitator	Technical Assistance	State Veterinary Inspection Service FAO
	(d) Livestock extension		PMU Community Facilitator	Community Facilitator's sub-contractor Technical Assistance	Livestock Research Institute Agrarian Institute State Veterinary Inspection Service
	(e) Strengthening Entrepreneurs		PMU	Technical Assistance	BDS Providers Skilled people in communities.
	(ii) Improved Pasture Management				
	(a) Development of Pasture Management Plans		PMU Community Facilitator Technical Facilitator Government Khatlon Pasture Management Trust	Pasture Users Associations (PUAs) Technical Assistance	Rural Development Project- ADB Pilot Project for Climate Resilience- ADB/WB/EBRD/DFID.
	(ii) Pasture Improvement Grants				

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	(a) rehabilitation of winter, spring and all year pastures and other public infrastructure		PMU Community Facilitator	PUAs Technical Assistance Pasture Management Trust Private contractors	
	(b) income-generating investments		PMU Community Facilitator	CIGs Private contractors	
Component 3	Sub-component	Coverage	Perennial institutions involved	Potential contractors, periodic inputs	Other possible partners in execution
Income Generation for Women	(i) Poultry packages		PMU Community Facilitator	Technical Assistance	ACTED, ATAC, MehAngaiz, GhumKhor
	(ii) Bee-keeping packages		PMU Community Facilitator	Technical Assistance	ACTED, ATAC, MehAngaiz, GhumKhor
	(iii) Small ruminant packages and		PMU Community Facilitator	Technical Assistance	ACTED, ATAC, MehAngaiz, GhumKhor
	(iv) Livestock processing and marketing activities		PMU Community Facilitator	Technical Assistance	ACTED, ATAC, MehAngaiz, GhumKhor
Component	Sub-component	Coverage	Perennial institutions involved	Potential contractors, periodic inputs	Other possible partners in execution
Project Management	Oversight, Guidance and Coordination		MOA, IFAD, PSC, PMU	SCISPM Technical Assistance	
	Recruitment and Procurement		PMU, PSC, IFAD		
	Financial Management		PMU, PSC, MOA, IFAD		
	Monitoring & Evaluation		PMU, Implementing Partners	Technical Assistance Beneficiary participants.	AKF Learning & Evaluation Unit
	Baseline survey, Gender Assessment, RIMS survey, Mid-Term, Third Party Evaluations		PMU, IFAD	Private firms	Goscomstat.
	External Audit		PMU, PSC	Private firms	
	Supervision		PMU, PSC, MOA, IFAD	Private consultants	

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Tajikistan
Livestock and Pasture Development Project
Components Project Cost Summary

	(Somoni Million)					(USD '000)				
	Local	Foreign	Total	% Foreign Exchange	% Total Base Costs	Local	Foreign	Total	% Foreign Exchange	% Total Base Costs
A. Institutional Development										
Development of Community Organizations	4.7	0.4	5.1	8	6	1 056	95	1 151	8	6
Institutional Strengthening	1.0	1.6	2.6	63	3	214	366	580	63	3
Subtotal Institutional Development	5.7	2.1	7.7	27	9	1 270	461	1 731	27	9
B. Livestock and Pasture Development										
Strengthening Private Sector Services	2.0	2.9	4.8	59	6	445	644	1 089	59	6
Improved Pasture Management	54.2	2.1	56.4	4	67	12 187	482	12 669	4	67
Subtotal Livestock and Pasture Development	56.2	5.0	61.2	8	73	12 632	1 126	13 757	8	73
C. Income Generation for Women	4.8	0.7	5.5	12	7	1 087	152	1 239	12	7
D. Project Management										
Project Management	6.3	2.6	8.9	30	11	1 415	595	2 010	30	11
Monitoring and Evaluation	0.3	0.3	0.6	43	1	78	57	135	43	1
Subtotal Project Management	6.6	2.9	9.5	30	11	1 493	652	2 145	30	11
Total BASELINE COSTS	73.3	10.6	84.0	13	100	16 482	2 391	18 872	13	100
Physical Contingencies	0.1	0.0	0.1	30	-	13	6	19	30	-
Price Contingencies	1.9	1.3	3.2	41	4	170	119	290	41	2
Total PROJECT COSTS	75.3	12.0	87.3	14	104	16 665	2 516	19 181	13	102

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Tajikistan
Livestock and Pasture Development Project
Expenditure Accounts Project Cost Summary

	(Somoni Million)					(USD '000)				
	Local	Foreign	Total	% Foreign Exchange	% Total Base Costs	Local	Foreign	Total	% Foreign Exchange	% Total Base Costs
I. Investment Costs										
A. Civil Works	0.5	0.8	1.3	60	2	120	180	300	60	2
B. Goods, Equipment and Materials										
Goods, Equipment and Materials	1.2	2.7	3.9	70	5	266	609	875	70	5
C. Vehicles										
Vehicles	0.3	0.8	1.1	70	1	74	172	245	70	1
D. Technical Assistance and Studies										
International TA	0.3	5.2	5.5	95	7	62	1 178	1 240	95	7
National TA	6.6	-	6.6	-	8	1 482	-	1 482	-	8
Studies	0.2	0.2	0.5	50	1	55	55	110	50	1
Subtotal Technical Assistance and Studies	7.1	5.5	12.6	44	15	1 599	1 233	2 832	44	15
E. Training and Workshops										
Training and workshops	0.8	0.4	1.2	33	1	177	86	262	33	1
F. Pasture Improvement Grants	52.1	-	52.1	-	62	11 700	-	11 700	-	62
G. IGA Grants	5.0	-	5.0	-	6	1 119	-	1 119	-	6
H. Pasture Reserve Fund	1.3	-	1.3	-	2	300	-	300	-	2
Total Investment Costs	68.3	10.1	78.5	13	93	15 354	2 279	17 633	13	93
II. Recurrent Costs										
A. Salaries and Allowances	3.1	-	3.1	-	4	702	-	702	-	4
B. Social Fund	0.7	-	0.7	-	1	166	-	166	-	1
C. Operating Expenses										
Vehicles	0.8	0.3	1.1	30	1	173	74	248	30	1
Office	0.4	0.2	0.6	30	1	87	37	124	30	1
Subtotal Operating Expenses	1.2	0.5	1.7	30	2	260	112	372	30	2
Total Recurrent Costs	5.0	0.5	5.5	9	7	1 128	112	1 240	9	7
Total BASELINE COSTS	73.3	10.6	84.0	13	100	16 482	2 391	18 872	13	100
Physical Contingencies	0.1	0.0	0.1	30	-	13	6	19	30	-
Price Contingencies	1.9	1.3	3.2	41	4	170	119	290	41	2
Total PROJECT COSTS	75.3	12.0	87.3	14	104	16 665	2 516	19 181	13	102

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Tajikistan
Livestock and Pasture Development Project

Expenditure Accounts by Components - Totals Including Contingencies

(USD '000)

	Livestock and Pasture Development							Total
	Institutional Development		Strengthening			Project Management		
	Development of Community Organizations	Institutional Strengthening	Private Sector Services	Improved Pasture Management	Income Generating for Women	Project Management	Monitoring and Evaluation	
I. Investment Costs								
A. Civil Works	-	-	302	-	-	20	-	322
B. Goods, Equipment and Materials								
Goods, Equipment and Materials	-	75	725	53	-	62	9	924
C. Vehicles								
Vehicles	-	-	-	-	-	248	-	248
D. Technical Assistance and Studies								
International TA	103	249	-	489	167	284	-	1 292
National TA	1 000	95	78	157	-	186	-	1 515
Studies	-	-	-	-	-	-	117	117
Subtotal Technical Assistance and Studies	1 103	344	78	646	167	470	117	2 925
E. Training and Workshops								
Training and workshops	53	188	18	-	-	-	19	278
F. Pasture Improvement Grants	-	-	-	11 700	-	-	-	11 700
G. IGA Grants	-	-	40	-	1 079	-	-	1 119
H. Pasture Reserve Fund	-	-	-	300	-	-	-	300
Total Investment Costs	1 157	607	1 163	12 699	1 246	801	145	17 816
II. Recurrent Costs								
A. Salaries and Allowances	-	-	-	-	-	761	-	761
B. Social Fund	-	-	-	-	-	180	-	180
C. Operating Expenses								
Vehicles	-	-	-	-	-	282	-	282
Office	-	-	-	-	-	142	-	142
Subtotal Operating Expenses	-	-	-	-	-	423	-	423
Total Recurrent Costs	-	-	-	-	-	1 365	-	1 365
Total PROJECT COSTS	1 157	607	1 163	12 699	1 246	2 165	145	19 181
Taxes	-	19	227	13	-	145	2	407
Foreign Exchange	98	381	689	502	158	626	61	2 516

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Tajikistan

Livestock and Pasture Development Project

Project Components by Year -- Totals Including Contingencies

(USD '000)

	Totals Including Contingencies						Total
	2011	2012	2013	2014	2015	2016	
A. Institutional Development							
Development of Community Organizations	156	259	239	201	201	100	1 157
Institutional Strengthening	115	192	133	71	50	46	607
Subtotal Institutional Development	272	451	372	272	251	146	1 764
B. Livestock and Pasture Development							
Strengthening Private Sector Services	-	339	347	335	142	-	1 163
Improved Pasture Management	154	834	3 788	5 647	2 275	-	12 699
Subtotal Livestock and Pasture Development	154	1 173	4 135	5 982	2 417	-	13 861
C. Income Generation for Women	41	462	603	140	-	-	1 246
D. Project Management							
Project Management	524	360	369	330	287	295	2 165
Monitoring and Evaluation	41	7	38	12	6	41	145
Subtotal Project Management	564	367	407	341	294	336	2 310
Total PROJECT COSTS	1 031	2 454	5 517	6 735	2 962	482	19 181

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Livestock and Pasture Development Project
Expenditure Accounts by Years -- Totals Including Contingencies
(USD '000)

	Totals Including Contingencies						Total
	2011	2012	2013	2014	2015	2016	
I. Investment Costs							
A. Civil Works	20	73	74	76	78	-	322
B. Goods, Equipment and Materials							
Goods, Equipment and Materials	62	264	272	252	56	17	924
C. Vehicles							
Vehicles	248	-	-	-	-	-	248
D. Technical Assistance and Studies							
International TA	319	509	383	82	-	-	1 292
National TA	174	310	313	306	268	145	1 515
Studies	41	5	32	5	-	34	117
Subtotal Technical Assistance and Studies	533	824	728	393	268	179	2 925
E. Training and Workshops							
Training and workshops	58	60	63	48	27	22	278
F. Pasture Improvement Grants	-	500	3 500	5 500	2 200	-	11 700
G. IGA Grants	-	420	560	140	-	-	1 119
H. Pasture Reserve Fund	-	75	75	75	75	-	300
Total Investment Costs	922	2 215	5 272	6 484	2 705	218	17 816
II. Recurrent Costs							
A. Salaries and Allowances	59	134	137	140	144	148	761
B. Social Fund	14	32	32	33	34	35	180
C. Operating Expenses							
Vehicles	24	49	50	52	53	54	282
Office	12	25	25	26	26	27	142
Subtotal Operating Expenses	36	74	75	77	79	81	423
Total Recurrent Costs	109	239	245	251	257	264	1 365
Total PROJECT COSTS	1 031	2 454	5 517	6 735	2 962	482	19 181

TAJIKISTAN: LIVESTOCK AND PASTURE DEVELOPMENT PROJECT
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ANNEX IV– SUMMARY OF MAIN COST TABLES

Tajikistan
Livestock and Pasture Development Project
Components by Financiers
(USD '000)

	IFAD GRANT		Ben Contribution		GOVT: Taxes		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
A. Institutional Development											
Development of Community Organizations	1 157	100.0	-	-	-	-	1 157	6.0	98	1 059	-
Institutional Strengthening	588	96.9	-	-	19	3.1	607	3.2	381	207	19
Subtotal Institutional Development	1 745	98.9	-	-	19	1.1	1 764	9.2	479	1 266	19
B. Livestock and Pasture Development											
Strengthening Private Sector Services	854	73.4	82	7.0	227	19.6	1 163	6.1	689	247	227
Improved Pasture Management	12 100	95.3	585	4.6	13	0.1	12 699	66.2	502	12 184	13
Subtotal Livestock and Pasture Development	12 954	93.5	667	4.8	240	1.7	13 861	72.3	1 191	12 430	240
C. Income Generation for Women	1 138	91.3	108	8.7	-	-	1 246	6.5	158	1 087	-
D. Project Management											
Project Management	2 020	93.3	-	-	145	6.7	2 165	11.3	626	1 394	145
Monitoring and Evaluation	143	98.5	-	-	2	1.5	145	0.8	61	81	2
Subtotal Project Management	2 163	93.6	-	-	147	6.4	2 310	12.0	687	1 475	147
Total PROJECT COSTS	18 000	93.8	775	4.0	407	2.1	19 181	100.0	2 516	16 259	407

TAJIKISTAN: LIVESTOCK AND PASTURE DEVELOPMENT PROJECT
DESIGN COMPLETION REPORT – MAIN REPORT
ANNEX IV– SUMMARY OF MAIN COST TABLES

Tajikistan
Livestock and Pasture Development Project
Disbursement Accounts by Financiers
(USD '000)

	IFAD GRANT		Ben Contribution		GOVT: Taxes		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
1. Civil Works	246	76.4	27	8.4	49	15.3	322	1.7	193	80	49
2. Equipment, Goods and Vehicles	828	70.7	51	4.3	293	25.0	1 172	6.1	817	62	293
3. Training and Workshops	278	100.0	-	-	0	-	278	1.5	92	186	-
4. Technical Assistance and Studies /a	2 925	100.0	-	-	0	-	2 925	15.2	1 286	1 639	-
5. Pasture Improvement Grants	11 115	95.0	585	5.0	-0	-0.0	11 700	61.0	-	11 700	-
6. IGA Grants	1 007	90.0	112	10.0	-	-	1 119	5.8	-	1 119	-
7. Pasture Reserve Fund /b	300	100.0	-	-	-	-	300	1.6	-	300	-
8. Operating Expenses	1 300	95.3	-	-	65	4.7	1 365	7.1	127	1 173	65
Total PROJECT COSTS	18 000	93.8	775	4.0	407	2.1	19 181	100.0	2 516	16 259	407

\a Includes a contract with the Community/Technical Facilitator. The contract involves salaries and operational costs, provision of vehicles and other equipment as well as sub-contracts (if required).

\b To be used in emergency or contingency situations (like locust invasion or sudden increase of prices) with no objection from IFAD.

TAJIKISTAN: LIVESTOCK AND PASTURE DEVELOPMENT PROJECT
DESIGN COMPLETION REPORT – MAIN REPORT
ANNEX IV– SUMMARY OF MAIN COST TABLES

Tajikistan
Livestock and Pasture Development Project
Expenditure Accounts by Financiers
(USD '000)

	IFAD GRANT		Ben Contribution		GOVT: Taxes		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%			
I. Investment Costs											
A. Civil Works	246	76.4	27	8.4	49	15.3	322	1.7	193	80	49
B. Goods, Equipment and Materials											
Goods, Equipment and Materials	642	69.5	51	5.5	231	25.0	924	4.8	643	50	231
C. Vehicles											
Vehicles	186	75.0	-	-	62	25.0	248	1.3	174	12	62
D. Technical Assistance and Studies											
International TA	1 292	100.0	-	-	0	-	1 292	6.7	1 228	65	-
National TA	1 515	100.0	-	-	-	-	1 515	7.9	-	1 515	-
Studies	117	100.0	-	-	0	-	117	0.6	59	59	-
Subtotal Technical Assistance and Studies	2 925	100.0	-	-	0	-	2 925	15.2	1 286	1 639	-
E. Training and Workshops											
Training and workshops	278	100.0	-	-	0	-	278	1.5	92	186	-
F. Pasture Improvement Grants	11 115	95.0	585	5.0	-0	-0.0	11 700	61.0	-	11 700	-
G. IGA Grants	1 007	90.0	112	10.0	-	-	1 119	5.8	-	1 119	-
H. Pasture Reserve Fund	300	100.0	-	-	-	-	300	1.6	-	300	-
Total Investment Costs	16 700	93.7	775	4.3	342	1.9	17 816	92.9	2 389	15 086	342
II. Recurrent Costs											
A. Salaries and Allowances	761	100.0	-	-	-	-	761	4.0	-	761	-
B. Social Fund	180	100.0	-	-	-	-	180	0.9	-	180	-
C. Operating Expenses											
Vehicles	239	84.8	-	-	43	15.3	282	1.5	85	154	43
Office	120	84.8	-	-	22	15.3	142	0.7	42	78	22
Subtotal Operating Expenses	359	84.8	-	-	65	15.3	423	2.2	127	232	65
Total Recurrent Costs	1 300	95.3	-	-	65	4.7	1 365	7.1	127	1 173	65
Total PROJECT COSTS	18 000	93.8	775	4.0	407	2.1	19 181	100.0	2 516	16 259	407

TAJIKISTAN: LIVESTOCK AND PASTURE DEVELOPMENT PROJECT
 DESIGN COMPLETION REPORT – MAIN REPORT
 ANNEX IV– SUMMARY OF MAIN COST TABLES

Tajikistan
 Livestock and Pasture Development Project
Disbursements by Semesters and Government Cash Flow
 (USD '000)

	Financing Available			Costs to be Financed		
	IFAD GRANT	Ben Contribution	Total	Project Costs	GOVT: Taxes	Cumulative Cash Flow
	Amount	Amount			Cash Flow	
1	472	-	472	515	-43	-43
2	472	-	472	515	-43	-86
3	1 138	45	1 183	1 227	-44	-130
4	1 138	45	1 183	1 227	-44	-175
5	2 586	127	2 713	2 759	-45	-220
6	2 586	127	2 713	2 759	-45	-265
7	3 168	157	3 324	3 368	-43	-309
8	3 168	157	3 324	3 368	-43	-352
9	1 404	58	1 462	1 481	-19	-371
10	1 404	58	1 462	1 481	-19	-390
11	232	-	232	241	-8	-398
12	232	-	232	241	-8	-407
Total	18 000	775	18 774	19 181	-407	-407

TAJIKISTAN: LIVESTOCK AND PASTURE DEVELOPMENT PROJECT
DESIGN COMPLETION REPORT – MAIN REPORT
ANNEX IV– SUMMARY OF MAIN COST TABLES

Tajikistan
Livestock and Pasture Development Project
Allocation of Grant Proceeds
IFAD GRANT
(USD '000)

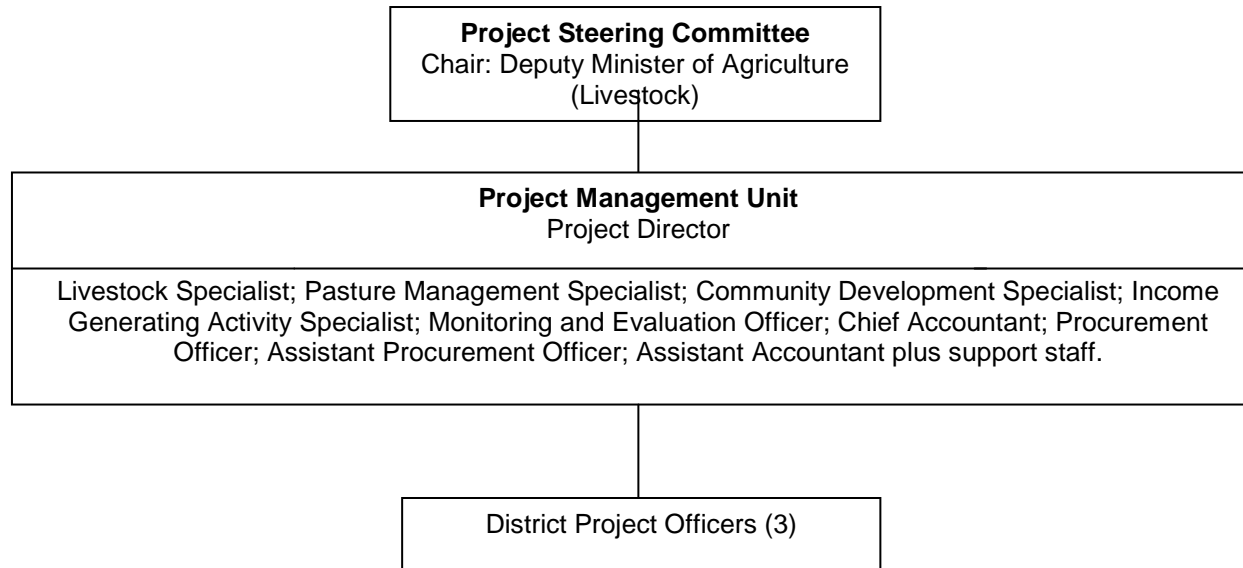
	Suggested Allocation of Grant Proceeds		Total Project Cost			Average Disbursement %			Grant Amounts						
	Grant Amount	Disbursement %	Total	Local	Foreign	Total	Local	Foreign	Unallocated			Allocated			
									Total	Local	Foreign	Total	Local	Foreign	
1. Civil Works	246	76	322	129	193	76	56	90	246	-	-	-	246	72	174
2. Equipment, Goods and Vehicles	828	71	1 172	355	817	71	17	94	828	-	-	-	828	59	770
3. Training and Workshops	278	100	278	186	92	100	100	100	278	-	-	-	278	186	92
4. Technical Assistance and Studies /a	2 925	100	2 925	1 639	1 286	100	100	100	2 925	-	-	-	2 925	1 639	1 286
5. Pasture Improvement Grants	11 115	95	11 700	11 700	-	95	95	-	11 115	-	-	-	11 115	11 115	-
6. IGA Grants	1 007	90	1 119	1 119	-	90	90	-	1 007	-	-	-	1 007	1 007	-
7. Pasture Reserve Fund /b	300	100	300	300	-	100	100	-	300	-	-	-	300	300	-
8. Operating Expenses	1 281	95	1 365	1 238	127	95	95	100	1 300	19	13	6	1 281	1 160	121
Unallocated	19	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	18 000	94	19 181	16 665	2 516	-	-	-	18 000	19	13	6	17 980	15 537	2 443

Grant amounts financed by IFAD GRANT

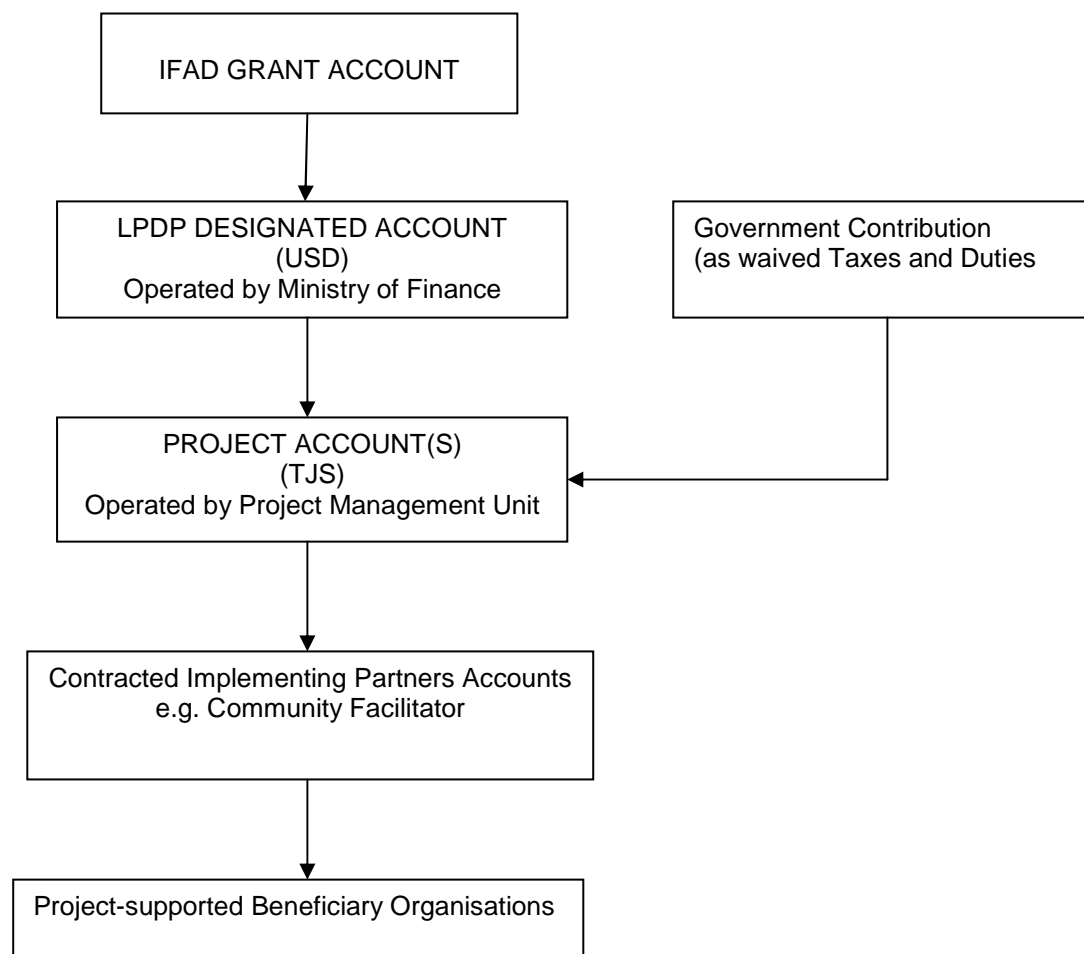
\a Includes a contract with the Community/Technical Facilitator. The contract involves salaries and operational costs, provision of vehicles and other equipment as well as sub-contracts (if required).

\b To be used in emergency or contingency situations (like locust invasion or sudden increase of prices) with no objection from IFAD.

Annex V: Project Organigramme



Annex VI: Project Flow of Funds



TAJIKISTAN: LIVESTOCK AND PASTURE DEVELOPMENT PROJECT
 DESIGN COMPLETION REPORT – MAIN REPORT
 ANNEX VII– DRAFT SHORT LIST OF POTENTIAL FACILITATORS

ANNEX VII: DRAFT SHORT LIST OF IMPLEMENTING AGENCIES FOR THE SERVICES OF COMMUNITY/TECHNICAL FACILITATOR

Potential Facilitators	Project districts in which currently operating	Community mobilization approach	Gender	Technical expertise	Length of experience in community development	Organizational resources
ACTED	Farkhor, Shahrituz	Flexible system of community mobilization, often operate through <i>mahallahs</i> .	Gender mainstreamed and have women fieldworkers	Pasture, livestock, agriculture, agro-processing, private sector development, social inclusion, income-generating activities, food security.	Since 1996	Office in Khatlon. Established M&E system. Core staff: 4 livestock specialists, 14 community facilitators.
MSDSP	None but active in Khatlon.	Established methodology of village organization with emphasis on community action planning and federating at sub-district and district level.	Create women's organizations as part of the VO's and have women fieldworkers	Water, agriculture, livestock, agro-processing, private sector development, income-generating activities.	Since 1993	Office in Khatlon. Established M&E system. Core staff: 25 specialists in various areas (community development, NRM, infrastructure, 4 livestock, etc.)
Caritas Switzerland	None but working in Khatlon	Emphasis on village level organization and on federating community based organizations; emphasis on transferring self-governance principles to constitutional bodies.	Gender mainstreamed and have women fieldworkers	Watershed, water, agriculture, livestock, agro-processing, private sector development, income-generating activities.	6 years	Office in Khatlon. Core staff: 9 NRM/ agric. specialists, 10 community facilitators.
GAA	None but working in Khatlon and plan to expand involvement with an EU grant.	Tend to operate at the level of individual households.	All poor households targeted including many women headed households.	Micro-watershed work, pasture rehabilitation, alternative energy supplies, seeds, private sector development.	Since 1994	Core staff: 7 professionals and 17 regional officers
Oxfam	Farkhor, Shahrituz	Flexible system of community mobilization	Gender mainstreamed and have women fieldworkers	Watershed, water, agriculture, livestock.	10 years	Office in Khatlon. Established M&E system. Core staff: 50 officers in various areas (community development, NRM, infrastructure, livestock, etc.)

TAJKISTAN: LIVESTOCK AND PASTURE DEVELOPMENT PROJECT
DESIGN COMPLETION REPORT – MAIN REPORT
ANNEX VIII- INDICATIVE INITIAL PROCUREMENT PLAN

Annex VIII: Indicative Initial Procurement Plan

**TAJKISTAN
Livestock and Pasture Development Project (LPDP)
Procurement Plan**

Original: December 2010 (Project Design)
Revised:
Period: July 2011 - December 2012 (18 months)

Abbreviations: GB - Government Budget
Ben - Beneficiaries
CF - Community/Technical Facilitator
CW - Civil Works
TAS - Technical Assistance and Studies
TRW - Training and Workshops
CDF - Community Development Fund
RC - Recurrent Costs
ITA - Int'l Technical Assistance
NTA - National Technical Assistance
PRF - Pasture Reserve Fund
IGA - Income Generating Activities

NCB - National Competitive Bidding
IC- Consultant Services: Individual Consultants
CQ - Consultant Services: Consultant Qualification
QCBS - Consultant Services: Quality and Cost Based Selection
SOE - Statement of Expenditures
CPP - Community Participation in Procurement
DC - Direct Contracting
Shopping - National/Local Shopping
N/A - Not Applicable

Financier-ID Code	Package ID No	Combined Package No	Reference	Description	No of Lots	Loan Category	Procurement Method	Total Allocated Amount (US\$.000)	Allocated Amount for 18 months (US\$.000)	Prior/Post Review	Proposed No of Packages	Starting year/month	Tender Invitation Month	Bid Opening Date	Contract Signing Date	Delivery/Completion Latest Date	Contract Amount	Supplier/Contractor	
Component 1 - Institutional Development																			
Sub-component 1(a) - Development of Community Organizations																			
IFAD	1		1.a.1	District workshops		TRW	SOE	1.2	0.8			2011/10							
IFAD	2		1.a.2	Local study tours		TRW	SOE	5.4	1.3	Prior	1	2012/11							
IFAD	3		1.a.3	International study tours		TRW	SOE	46.7	30.8	Prior	multi	2011/10							
IFAD	4		1.a.4	ITA - Community Development		TAS	IC	103.3	82.0	Prior	1	2011/10							
IFAD	5		1.a.5	NTA - Contracting Community Facilitator		TAS	From IFAD's short list	1 000.0	300.0		1	2011/7	2011/7	2011/9	2011/10				
Sub-component 1(b) - Capacity Building of Project Partners																			
IFAD	6		1.b.1	National forum		TRW	SOE	5.1	5.1			2011/11							
IFAD	7		1.b.2	Regional workshop		TRW	SOE	2.0	2.0			2011/12							
IFAD	8		1.b.3	ITA - Pasture Management Legal		TAS	IC	186.8	123.0	Prior		2011/7							
IFAD	9		1.b.4	NTA - Pasture Management Legal		TAS	IC	94.8	28.8	Prior		2011/7							
IFAD	10		1.b.5	Technical training		TRW	IC/CQ	84.1	30.0	Prior/Post	multi	2011/10							
IFAD	11		1.b.6	Technical international study tours		TRW	SOE	97.0	30.8	Prior	multi	2011/11							
IFAD	12		1.b.7	Locust control study		TAS	IC/CQ	62.3	62.3	Prior		2012/4							
IFAD	13		1.b.8	Locust control measures		Goods	NCB/ Shopping	75.0	15.0	Prior	multi	2012/9							
Sub-total Component 1:								1763.7	711.9										

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ANNEX VIII- INDICATIVE INITIAL PROCUREMENT PLAN

Component 2 - Livestock and Pasture Development																
Sub-component 2(a) - Strengthening Private Sector Services																
IFAD/Ben	14		2.a.1	Participatory demonstrations		Goods	NCB/ Shopping	574.5	186.8	Prior	multi	2012/2				
IFAD/Ben	15		2.a.2	Participatory trials		Goods	NCB/ Shopping	40.0	20.0	Prior	multi	2012/6				
IFAD	16		2.a.3	Vet Services -Building renovation/construction		CW	Shopping	301.7	72.6	Prior/ Post	multi	2012/4				
IFAD	17		2.a.4	Vet Services - Medicine and Equipment		Goods	Shopping	150.8	36.3	Prior		2012/8				
IFAD	18		2.a.5	Vet Services - Training		TRW	IC/CQ	18.1	4.4	Prior		2012/8				
IFAD	19		2.a.6	Strengthening Entrepreneurs - Business Advisers		TAS	IC/CQ	77.6	18.7	Prior		2012/11				
Sub-component 2(b) - Improved Pasture Management																
IFAD	20		2.b.1	ITA - Pasture Management Specialist		TAS	IC	344.1	215.7	Prior		2011/7				
IFAD	21		2.b.2	ITA - Livestock Specialist		TAS	IC	145.3	102.8	Prior		2011/7				
IFAD	22		2.b.3	NTA - Pasture Management Specialist		TAS	IC	56.8	27.8	Prior		2011/7				
IFAD	23		2.b.4	NTA - Livestock Economist		TAS	IC	66.6	27.8	Prior		2011/7				
IFAD	24		2.b.5	NTA - GIS/mapping Specialist		TAS	IC	33.3	13.9	Prior		2011/7				
IFAD	25		2.b.6	GPS equipment and other usables	2	Goods	Shopping	52.5	25.9	Prior	100	2011/7				
IFAD/Ben	26		2.b.7	Pasture Management Plans Investments		Grants	CPP/ NCB/ Shopping	11 700.0	500.0	Prior/ Post	multi	2012/6				
IFAD/Ben	27		2.b.8	Pasture Reserve Fund		PRF	Shopping	300.0		Prior	multi	2012/10				
Sub-total Component 2:								13861.3	1252.7							
Component 3 - Income Generating for Women																
IFAD	28		3.1	ITA - IGA Specialist		TAS	IC	166.6	102.8	Prior		2011/9				
IFAD/Ben	29		3.2	IGA - Poultry units	multi	Grants	NCB/ Shopping	255.0	127.5	Prior	500	2012/4				
IFAD/Ben	30		3.3	IGA - Bee-keeping units	multi	Grants	NCB/ Shopping	31.5	15.8	Prior	100	2012/4				
IFAD/Ben	31		3.4	IGA - Small ruminants package	multi	Grants	NCB/ Shopping	512.5	256.3	Prior	500	2012/4				
IFAD/Ben	32		3.5	IGA - Livestock processing and marketing	multi	Grants	Shopping	280.0		Prior	50	2013				
Sub-total Component 3:								1245.6	502.3							

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ANNEX VIII- INDICATIVE INITIAL PROCUREMENT PLAN

Component 4 - Project Management																		
Sub-component 4(a) - Project Management Unit																		
IFAD	33		4.a.1	Office renovation	2	CW	Shopping	20.3	20.3	Post	2	2011/9						
IFAD	34		4.a.2	Office equipment	multi	Goods	NCB/ Shopping	62.3	62.3	Prior	multi	2011/9	2011/10	2011/11	2011/12	2012/1		
IFAD	35		4.a.3	Vehicles	1 or 2	Goods	NCB	248.0	248.0	Prior	2	2011/9	2011/11	2011/12	2012/1	2012/3		
IFAD	36		4.a.4	ITA - Project Management Adviser		TAS	IC	283.8	139.0	Prior	1	2011/7						
IFAD	37		4.a.5	NTA - Accounting System		TAS	IC/CQ	15.2	15.2	Prior	1	2011/9						
IFAD	38		4.a.6	NTA - Short-term		TAS	IC	32.3	10.3	Prior	multi	2012						
IFAD	39		4.a.7	NTA - Translation Services		TAS	IC	41.7	10.8	Prior	multi	2011/9						
IFAD	40		4.a.8	NTA - Audit		TAS	CQ	97.0	30.8	Prior	1	2011/9						
IFAD	41		4.a.9	Recruitment of Project Director		RC	IC	77.6	18.6	Prior	1	prior project effectiveness						
IFAD	42		4.a.10	Recruitment of Livestock Specialist		RC	IC	50.1	8.7	Prior	1	2011/7						
IFAD	43		4.a.11	Recruitment of Pasture Management Specialist		RC	IC	50.1	8.7	Prior	1	2011/7						
IFAD	44		4.a.12	Recruitment of Community Development Specialist		RC	IC	50.1	8.7	Prior	1	2011/7						
IFAD	45		4.a.13	Recruitment of IGA Specialist		RC	IC	50.1	8.7	Prior	1	2011/7						
IFAD	46		4.a.14	Recruitment of District Project Officers		RC	IC	117.8	22.4	Prior	3	2011/12						
IFAD	47		4.a.15	Recruitment of M&E Officer		RC	IC	50.1	8.7	Prior	1	2011/7						
IFAD	48		4.a.16	Recruitment of Chief Accountant		RC	IC	57.2	10.0	Prior	1	2011/7						
IFAD	49		4.a.17	Recruitment of Procurement Officer		RC	IC	50.1	8.7	Prior	1	2011/7						
IFAD	50		4.a.18	Recruitment of Assistant Procurement Officer		RC	DC	21.5	3.7		1	2012/4						
IFAD	51		4.a.19	Recruitment of Assistant Accountant		RC	DC	21.5	3.7		1	2011/8						
IFAD	52		4.a.20	Recruitment of Secretary		RC	DC	27.4	5.0		2	2011/8						
IFAD	53		4.a.21	Recruitment of Drivers		RC	DC	85.8	14.9		4	2011/8						
IFAD	54		4.a.22	Recruitment of Support Staff		RC	DC	10.4	1.9		3	2011/8						
IFAD	55		4.a.23	Social Fund		RC	SOE	179.9	45.4									
IFAD	56		4.a.24	Travel and per diem		RC	SOE	41.7	10.8									
IFAD	57		4.a.25	Office running costs		RC	Shopping	423.3	109.9		multi							
Sub-component 4(b) - Monitoring and Evaluation																		
IFAD	58		4.b.1	Annual workshops		TRW	SOE	9.8	1.9									
IFAD	59		4.b.2	NTA - Baseline survey		TAS	CQ	25.1	25.1	Prior	1	2011/9						
IFAD	60		4.b.3	NTA - Development of MIS		TAS	IC/CQ	15.2	15.2	Prior	1	2011/9						
IFAD	61		4.b.4	ITA - Mid-term review		TAS	IC	31.9		Prior	2	2013						
IFAD	62		4.b.5	ITA - Project Completion Report		TAS	IC	34.4		Prior	2	2016						
IFAD	63		4.b.6	NTA - Concurrent evaluation and impact assessments		TAS	IC/CQ	10.6	5.2	Prior	2							
IFAD	64		4.b.7	Publication and Printing		Goods	DC	8.8			1							
IFAD	65		4.b.8	Dissemination workshops		TRW	SOE	8.8			multi							
Sub-total Component 3:								2309.9	882.6									
TOTAL LPDP (1+2+3+4):								19180.5	3349.5									