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Investir dans les populations rurales

## Rapport du Président

### Proposition de prêt

### République du Ghana

## Projet pour la promotion des perspectives, des bénéfices durables et de la résilience environnementale dans le monde rural

Numéro du projet: 2000002673

#### Note à l'intention des représentants au Conseil d'administration

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Pour: **Approbation**

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## **Sigles et acronymes**

FIDA11	Onzième reconstitution des ressources du FIDA
FVC	Fonds vert pour le climat
IGREENFIN	Initiative pour la finance verte inclusive
PROSPER	Promouvoir les perspectives, les bénéfices durables et la résilience environnementale dans le monde rural
TRE	taux de rentabilité économique
UCP	unité de coordination du projet

## Carte de la zone du projet



**Source:** FIDA; 20/09/2021

Les appellations figurant sur cette carte et sa représentation graphique ne constituent en aucun cas une prise de position du FIDA quant au tracé des frontières ou limites, ou aux autorités de tutelle des territoires considérés.

## Résumé du financement

<b>Institution initiatrice:</b>	FIDA
<b>Emprunteur:</b>	République du Ghana
<b>Organisme d'exécution:</b>	FIDA
<b>Coût total du projet:</b>	147,3 millions d'USD
<b>Montant du prêt du FIDA:</b>	52,5 millions d'USD
<b>Conditions du prêt du FIDA:</b>	33% à des conditions particulièrement concessionnelles et 67% à des conditions mixtes
<b>Cofinanceurs:</b>	Fonds vert pour le climat (FVC), institutions financières participantes, secteur privé, bénéficiaires, Gouvernement ghanéen
<b>Montant du cofinancement:</b>	Institutions financières participantes: 2,4 millions d'USD Secteur privé: 2,5 millions d'USD FVC: 25,4 millions d'USD
<b>Conditions du cofinancement:</b>	Prêts; dons
<b>Contribution de l'Emprunteur:</b>	22,5 millions d'USD
<b>Contribution des bénéficiaires:</b>	19,3 millions d'USD
<b>Déficit de financement:</b>	22,7 millions d'USD
<b>Montant du financement climatique accordé par le FIDA:</b>	14,9 millions d'USD
<b>Institution coopérante:</b>	FIDA

## Recommandation pour approbation

Le Conseil d'administration est invité à approuver la recommandation telle qu'elle figure au paragraphe 56.

### I. Contexte

#### A. Contexte national et justification de l'intervention du FIDA

##### Contexte national

1. Le Ghana est un pays à revenu intermédiaire de la tranche inférieure dont l'économie est relativement solide malgré sa dépendance à l'égard des exportations de quelques produits de base et sa vulnérabilité aux fluctuations brutales des cours des matières premières et aux changements climatiques. La pandémie de COVID-19 a entraîné un ralentissement économique et des problèmes d'ordre socioéconomique. Les niveaux de pauvreté et d'insécurité alimentaire et nutritionnelle restent élevés: 23% de la population du Ghana vit dans la pauvreté, et 8,2% dans l'extrême pauvreté. Le pays présente un taux de prévalence de 7% de la sous-alimentation et de 49,6% de l'insécurité alimentaire modérée et grave.
2. La plus forte prévalence de la pauvreté est enregistrée dans la Northern Belt (ceinture du Nord) et dans certaines régions de la Middle Belt (ceinture centrale) – elle peut atteindre 62% dans les zones rurales. La plupart des communautés rurales pratiquent des activités agricoles pluviales à faible niveau d'intrants et de production et l'élevage de petits ruminants. Face à une base de ressources naturelles fortement appauvrie, ces agriculteurs sont de fait coupés de l'économie nationale. Les difficultés du secteur sont exacerbées par les répercussions des changements climatiques.

##### Aspects particuliers relatifs aux questions que le FIDA doit transversaliser en priorité

3. Conformément aux engagements en matière de transversalisation pris au titre de la Onzième reconstitution des ressources du FIDA (FIDA11), le Projet pour la promotion des perspectives, des bénéfices durables et de la résilience environnementale dans le monde rural (PROSPER) a été validé comme:
  - ☒ **incluant un financement climatique.** Des mesures d'adaptation et d'atténuation seront intégrées dans les programmes destinés aux filières, et appuyées par des mécanismes financiers spécifiques.
  - ☒ **tenant compte des enjeux nutritionnels.** Le projet: augmentera la production de cultures et d'aliments d'origine animale à haute valeur nutritionnelle; favorisera la conservation des produits alimentaires, la transformation après récolte et l'ajout de valeur; contribuera à une alimentation plus nutritive par l'éducation nutritionnelle et des initiatives de communication visant à faire évoluer la société et les comportements.
  - ☒ **axé sur les jeunes.** Le projet aidera à la création d'entreprises dirigées par des jeunes dans les filières sélectionnées, et apportera une assistance ciblée axée sur l'inclusion financière, le développement des compétences et le renforcement des capacités.
4. **Climat et environnement.** Les communautés rurales restent tributaires du bois de feu, ce qui entraîne une perte de ressources forestières estimée à 2% par an. L'agriculture est la deuxième source d'émissions de gaz à effet de serre après le secteur de l'énergie. Le Ghana s'est engagé à mettre en œuvre une Politique nationale de lutte contre les changements climatiques, comme il l'a précisé dans sa communication nationale à la Convention-cadre des Nations Unies sur les changements climatiques et dans la contribution déterminée au niveau national qu'il a présentée au titre de l'Accord de Paris.

5. **Genre.** Bien que les femmes représentent 58% de la population active des zones rurales, le pays se classe au 117<sup>e</sup> rang sur 156 dans le Rapport sur l'écart entre les sexes dans le monde publié par le Forum économique mondial. En 2015, le Gouvernement ghanéen a adopté une Politique nationale pour l'égalité femmes-hommes ainsi qu'une Stratégie pour l'égalité femmes-hommes et le développement agricole.
6. **Nutrition.** Les enfants de moins de 5 ans souffrent pour 17,5% d'un retard de croissance et pour 6,8% d'émaciation. La Politique nationale en matière de nutrition met l'accent sur les pratiques d'alimentation des nourrissons et des jeunes enfants, sur la nutrition chez les femmes en âge de procréer et sur la promotion d'une alimentation saine et adéquate du point de vue nutritionnel. Le Ghana a rejoint le mouvement Renforcer la nutrition en 2011.
7. **Jeunes.** La population des zones rurales comprend 56% de jeunes, 12% de personnes sans emploi et 50% de personnes sous-employées, d'après une estimation réalisée en 2020. Cette situation entraîne une migration de plus en plus importante des zones rurales vers les zones urbaines. Les initiatives gouvernementales de communication et de développement au service de l'emploi, du renforcement des capacités et des débouchés pour les jeunes issus de familles de petits exploitants qui pratiquent une agriculture de semi-subsistance restent limitées.
8. **Personnes handicapées.** Trois pour cent de la population du pays présente un handicap. On observe une forte corrélation entre le handicap, la pauvreté et le statut socioéconomique des ménages touchés. Le Ghana a adopté une loi sur la protection des personnes handicapées (loi n° 715) en 2006.

#### **Justification de l'intervention du FIDA**

9. La persistance d'une pauvreté inextricable dans les communautés rurales dépendantes de l'agriculture pluviale est l'un des problèmes de fond. La solution consiste à renforcer les économies rurales en transformant le pilier que constituent les activités – principalement de subsistance – des petits exploitants agricoles en des systèmes durables sur les plans financier et environnemental et liés à des marchés qui fonctionnent. Les changements climatiques devraient avoir des conséquences sur les ressources indispensables en eau, l'approvisionnement en énergie, la production végétale et la sécurité alimentaire. Les zones couvertes par le projet comptent parmi les plus touchées par les changements climatiques, la Northern Belt étant la région la plus vulnérable à cet égard.

#### **B. Enseignements tirés**

10. L'une des priorités du projet est le renforcement des capacités des institutions rurales. L'objectif est de permettre aux institutions rurales et aux microentreprises et petites et moyennes entreprises: de générer des fonds propres; de progresser vers une agriculture qui soit résolument « à vocation commerciale »; de nouer des partenariats solides avec des entreprises agricoles pour faciliter l'accès aux marchés.
11. Pour y parvenir, il faut une production durable à la fois sur le plan financier et sur le plan environnemental. Il convient d'opérer une transition des anciennes pratiques de production vers une agriculture et une gestion des ressources naturelles climatiquement rationnelles – tant dans l'exploitation qu'en dehors. Les mesures d'adaptation aux changements climatiques et d'atténuation de leurs effets ont été très largement adoptées lorsqu'elles ont été intégrées dans des programmes de production liés aux marchés et à des instruments financiers.
12. Le manque d'accès stable à des financements abordables s'est révélé être un problème insurmontable pour les institutions rurales et les microentreprises et petites et moyennes entreprises par le passé. Il est urgent de renforcer les capacités, de développer des produits et de proposer des mesures d'atténuation des risques climatiques dans le secteur de l'agriculture pluviale.

13. Les concepteurs du projet ont fait fond sur l'expérience acquise par le FIDA en matière d'instruments de financement ciblant les bénéficiaires les plus défavorisés, et ont mis l'accent sur la cohésion et le potentiel de chaque groupe visé.

## II. Description du projet

### A. Objectifs, zone d'intervention et groupes cibles

14. **Objectif de développement.** Le projet PROSPER vise à renforcer l'intégration, la résilience face aux changements climatiques et la viabilité environnementale des petites exploitations agricoles et des entreprises dans les filières prioritaires de la Northern Belt et de la Middle Belt, en tirant parti de l'augmentation de la demande générée par le Gouvernement en faveur du secteur de la transformation de produits agricoles.
15. En outre, le projet permettra d'appuyer les filières de cultures arbustives et l'aviculture et d'ouvrir des débouchés aux personnes handicapées, activités absentes des projets en cours du FIDA, si l'on excepte les opérations d'urgence lancées pendant la pandémie de COVID-19. Ce sera la première intervention au Ghana qui associera le Fonds vert pour le climat (FVC) au secteur agricole.
16. La **stratégie de ciblage géographique** du projet est axée sur les besoins de la population rurale du Ghana, la prévalence élevée de la pauvreté et de l'insécurité alimentaire et nutritionnelle, la forte concentration de jeunes femmes et hommes dans les zones rurales, l'existence de débouchés économiques, les processus de dégradation de la base de ressources naturelles nécessaires à la production, et la vulnérabilité au climat. Par conséquent, la zone géographique du projet couvre les cinq régions de la Northern Belt et trois régions voisines de la Middle Belt (Bono-Est, Bono et Oti).
17. Les principaux **groupes cibles** du projet sont les ménages pauvres et très pauvres, qui ont un accès limité aux moyens de production et peu de débouchés économiques en raison de leur marginalisation et des effets négatifs des changements climatiques. Les institutions rurales et les microentreprises et petites et moyennes entreprises seront ciblées dans le cadre du projet.
18. Les ménages sont considérés comme très pauvres s'ils ne détiennent pas plus de 1 hectare de terres cultivables ou s'ils ne possèdent pas de terres, et comme pauvres s'ils détiennent moins de 2 hectares. Les personnes vulnérables au sein de la population rurale pauvre comprennent: les femmes (40%); les jeunes femmes et hommes sans emploi âgés de 18 à 35 ans (30%); les personnes handicapées faisant partie de la population économiquement active (5%), qui pour beaucoup sont des membres de ménages très pauvres.
19. Les agriculteurs orientés vers le marché disposant de 2 à 10 hectares de terres cultivables bénéficieront également d'un appui dans le cadre du projet. Le nombre total de bénéficiaires est estimé à 100 000 personnes. Conformément aux directives du FIDA en matière de ciblage, le projet PROSPER associera des mécanismes de ciblage géographique, de ciblage communautaire, d'autociblage et de ciblage direct.
20. Les principales garanties contre l'accapement par les élites seront l'autociblage, la détermination participative des ménages pauvres et des autres ménages prioritaires, et un processus de sélection rigoureux. L'équipe du projet veillera au respect des critères de sélection objectifs préalablement approuvés et à la transparence des systèmes de partage d'informations et des processus décisionnels.

### B. Composantes, résultats et activités

21. **Composante 1: renforcement des institutions rurales et amélioration des infrastructures socioéconomiques.** On attend comme effet direct de cette composante des moyens d'existence plus solides et durables dans les zones cibles,



appuyés par des institutions rurales renforcées et une amélioration des infrastructures socioéconomiques. Les activités sont axées sur l'investissement dans des biens collectifs en faveur des 100 000 bénéficiaires ciblés.

- **Sous-composante 1.1: le renforcement des capacités des institutions, des entreprises et des ménages ruraux** (11,3 millions d'USD – 7,7% du coût total du projet) comprend un éventail d'activités de renforcement des institutions et de transfert de compétences visant à permettre aux groupes cibles: i) d'assumer la responsabilité de leurs propres initiatives de développement, ainsi que l'obligation redditionnelle correspondante; ii) de favoriser une gestion communautaire durable des ressources naturelles; iii) de renforcer leur capacité à pratiquer une agriculture moderne, durable et résiliente face aux changements climatiques; iv) d'adopter une alimentation plus saine et d'instaurer l'équité femmes-hommes.
- **Sous-composante 1.2: l'amélioration des infrastructures socioéconomiques** (24,3 millions d'USD – 16,5% du budget total) consistera à réaliser des investissements dans des biens collectifs retenus par les communautés locales dans le cadre du processus de planification de pôles. Trois types complémentaires d'infrastructures résilientes face aux changements climatiques pourront être retenus: i) travaux d'aménagement des bassins versants réalisés sur les exploitations ou en dehors, et mesures d'atténuation des risques naturels; ii) routes de desserte et pistes agricoles; iii) infrastructures sociales collectives.

22. **Composante 2: accroissement des avantages économiques pour les petits exploitants et les petits opérateurs dans les filières agricoles sélectionnées.**

L'effet direct attendu est une augmentation des avantages retirés par les petits producteurs et les petites entreprises de l'élargissement des débouchés commerciaux pour les produits agricoles, par un appui complet sur le plan financier et dans les domaines du renforcement des capacités et de la commercialisation. Les investissements dans le cadre de la première composante concerneront les ressources humaines, physiques et naturelles des communautés ciblées, tandis que ceux réalisés au titre de la deuxième seront axés sur des « biens collectifs » afin de stimuler de manière durable la capacité des groupes de producteurs agricoles (les jeunes en particulier) et des entreprises à dégager des bénéfices.

- **Sous-composante 2.1: trois activités seront déployées pour nouer des liens pérennes avec les marchés et développer les entreprises** (13,3 millions d'USD – 9% du coût total). L'**analyse des filières** permettra d'examiner chacune des filières nationales sélectionnées et de répertorier les acteurs situés à proximité des communautés cibles. La **promotion des liens entre les producteurs et les acteurs des filières** visera à promouvoir la conclusion d'accords contractuels durables et équitables entre les producteurs qui pratiquent une agriculture résiliente face aux changements climatiques et les grandes entreprises agricoles. Cette activité sera axée sur les institutions rurales et les microentreprises et petites et moyennes entreprises qui montreront leur intérêt pour les interventions de renforcement des capacités et un potentiel dans ce domaine. Le projet permettra d'élaborer des **plans d'activité** solides, réalistes et chiffrés précisément, qui tiennent compte des ressources et des perspectives de chaque entité, sont conçus dans une optique écologique et favorisent la résilience climatique.

23. **Sous-composante 2.2: le renforcement de l'accès aux services financiers ruraux** (85,8 millions d'USD – 58,2% du coût total) vise à encourager une culture de l'épargne au sein des bénéficiaires, à faciliter la mise en œuvre de plans d'activité et à offrir un accès pérenne à des sources de financement abordables. Par l'intermédiaire des institutions rurales et de microentreprises et petites et moyennes entreprises liées à celles-ci, les agriculteurs seront intégrés dans des

filières en expansion et auront un accès stable à des services financiers abordables – notamment à des investissements verts – pour développer des entreprises agricoles, l’objectif étant de favoriser une croissance rapide du secteur. Les services financiers appuyés par le projet seront structurés autour de trois instruments adaptés aux capacités des groupes de bénéficiaires. Premièrement, les **groupes d’épargne et de crédit** encourageront l’épargne au sein des communautés cibles. Deuxièmement, un **fonds pour les dons de contrepartie** permettra de faciliter l’action des institutions rurales en développement en faveur de l’agriculture commerciale et la participation des microentreprises et petites et moyennes entreprises aux filières sélectionnées, et de favoriser l’accroissement de la sécurité alimentaire et nutritionnelle au sein des groupes les plus vulnérables. Troisièmement, un **mécanisme de financement mixte** servira à assurer aux institutions rurales et aux microentreprises et petites et moyennes entreprises en expansion un accès durable aux services financiers tout en attirant des capitaux privés. Ce mécanisme comprendra des lignes de crédit du FVC/de l’Initiative pour la finance verte inclusive (IGREENFIN). Les critères d’admissibilité énoncés dans le manuel opérationnel IGREENFIN pour les investissements verts seront appliqués à tous les prêts et dons octroyés dans le cadre du projet.

24. **Composante 3: gestion du projet et participation à l’élaboration des politiques.** L’effet direct attendu est l’obtention de manière efficiente et en temps voulu des résultats escomptés en matière de développement et l’appui à la formulation de politiques sectorielles fondées sur des données probantes.
- **Sous-composante 3.1: gestion du projet** (12,4 millions d’USD – 8,4% du coût total). L’exécution du projet PROSPER sera facilitée par une structure d’appui à l’exécution intégrée à l’organisme gouvernemental hôte, qui assurera la liaison avec l’équipe du projet et: un appui technique et financier pour la gestion du projet; l’établissement des rapports et la tenue de la comptabilité; la gestion proactive des connaissances et l’apprentissage; le suivi-évaluation.
  - **Sous-composante 3.2: la participation à l’élaboration des politiques** (300 000 USD – 0,2%) encouragera la mise en place d’un cadre d’action propice à la réalisation des cibles et des objectifs du projet. Ce travail s’articulera notamment autour des thèmes suivants: la finance climatique/verte, l’instauration de mesures d’incitation visant à encourager les institutions financières et le secteur privé à investir dans des filières agricoles vertes et résilientes face aux changements climatiques; l’élimination des obstacles aux investissements privés dans les filières; l’accès accru aux terres productives pour les femmes et les jeunes, et la disponibilité des services financiers pour les petits exploitants et les microentreprises et les petites et moyennes entreprises.
25. Le projet sera exécuté selon une approche prudente par étapes, en commençant par un petit nombre de régions où les activités de lancement seront menées sans solliciter excessivement les ressources gouvernementales et les ressources de gestion et en s’alignant sur le modèle de financement du projet. Le projet sera ensuite étendu aux régions restantes, selon des conditions de déclenchement bien définies, telles que: le comblement du déficit de financement du projet; le respect par le Gouvernement de ses engagements de cofinancement au cours de la phase initiale; l’établissement d’accords avec les partenaires d’exécution et le bon avancement des procédures connexes. Si une ou plusieurs des conditions ci-dessus ne sont pas satisfaites, il pourrait s’ensuivre une restructuration du projet et l’adoption éventuelle d’autres mesures correctives dans le cadre d’un examen à mi-parcours précoce.
- C. Théorie du changement**
26. Les investissements dans les capacités techniques et commerciales des petits producteurs (ainsi que dans la transition vers des systèmes agricoles respectueux

du climat) visent à permettre à des communautés entières de passer d'une production axée sur la subsistance à une production viable sur les plans financier et environnemental et liée à des filières nationales bien développées. L'équipe du projet s'emploiera à: combler les fossés qui existent actuellement entre les producteurs ruraux et les marchés; accélérer l'établissement des dispositifs contractuels; mettre en place des modalités innovantes en matière de finance verte pour rendre le crédit abordable. Le développement d'une production primaire rentable et des services connexes devrait se traduire par un large essor économique des communautés rurales, une plus grande inclusion des groupes marginalisés et vulnérables, et une réduction de la pauvreté, de l'insécurité alimentaire et de l'insécurité nutritionnelle.

#### **D. Alignement, appropriation et partenariats**

27. Le projet PROSPER s'inscrit dans le droit fil des objectifs de développement durable, du Plan-cadre de coopération des Nations Unies pour le développement durable, du cadre d'action pour le développement du Gouvernement ghanéen et du Cadre stratégique du FIDA 2016-2025. Il contribuera aux objectifs stratégiques définis dans le programme d'options stratégiques établi par le Fonds pour le Ghana et sera exécuté en coordination avec des partenaires de développement tels que l'Organisation des Nations Unies pour l'alimentation et l'agriculture, le Programme alimentaire mondial, la Banque mondiale, la Banque africaine de développement, l'Union européenne et Affaires mondiales Canada.

#### **E. Coût, avantages et financement**

28. Le déficit de financement de 22,7 millions d'USD pourra être comblé dans le cadre de cycles ultérieurs du Système d'allocation fondé sur la performance (selon des conditions de financement à définir, dans le respect des procédures internes et sous réserve de l'approbation par le Conseil d'administration) ou par un cofinancement à déterminer pendant l'exécution.
29. Les composantes 1 et 2 du projet sont comptabilisées en partie dans le financement de l'action climatique. Le montant préliminaire alloué par le FIDA au projet au titre du financement de l'action climatique est estimé à 14,96 millions d'USD (selon les méthodes appliquées par les banques multilatérales de développement pour suivre le financement de l'adaptation aux changements climatiques et de l'atténuation de leurs effets).

##### **Coût du projet**

30. Le coût total du projet sur les huit années est estimé à 147,3 millions d'USD (soit 1,25 milliard de GHS), provisions pour imprévus comprises. Le coût des activités a été évalué à: 35,6 millions d'USD (24,1% du coût total) pour la composante 1; 99,1 millions d'USD (67,2%) pour la composante 2; 12,7 millions d'USD (8,6%) pour la composante 3 (appui à l'exécution).

Tableau 1

**Coût du projet par composante et sous-composante et par source de financement**

(en millions d'USD)

<i>Composante/sous-composante</i>	<i>FIDA</i>		<i>Déficit de financement</i>		<i>FVC</i>		<i>Autres cofinanciers</i>		<i>Bénéficiaires</i>		<i>Emprunteur</i>		<i>Total</i>	
	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>
<b>1. Renforcement des institutions rurales et amélioration des infrastructures socioéconomiques</b>														
1.1. Renforcement des capacités des institutions rurales, des entreprises et des ménages	4,8	42,6	2,5	22,0	0,5	4,8	-	0,0	-	0,0	3,5	30,6	11,3	7,7
1.2. Amélioration des infrastructures socioéconomiques	17,4	71,9	3,2	13,1	-	0,0	-	0,0	-	0,0	3,6	15,0	24,3	16,5
<b>Sous-total</b>	<b>22,3</b>	<b>62,6</b>	<b>5,7</b>	<b>15,9</b>	<b>0,5</b>	<b>1,5</b>	<b>-</b>	<b>0,0</b>	<b>-</b>	<b>0,0</b>	<b>7,1</b>	<b>19,9</b>	<b>35,6</b>	<b>24,1</b>
<b>2. Accroissement des avantages économiques pour les petits exploitants et les petits opérateurs dans les filières agricoles sélectionnées</b>														
2.1. Liens pérennes avec les marchés et développement des entreprises	1,5	11,0	6,5	48,8	1,4	10,3	-	0,0	-	0,0	4,0	29,9	13,3	9,0
2.2. Accès aux services financiers ruraux	25,7	29,9	4,3	5,0	21,8	25,4	4,9	5,7	19,3	22,5	9,8	11,4	85,8	58,2
<b>Sous-total</b>	<b>27,2</b>	<b>27,4</b>	<b>10,8</b>	<b>10,9</b>	<b>23,2</b>	<b>23,4</b>	<b>4,9</b>	<b>4,9</b>	<b>19,3</b>	<b>19,5</b>	<b>13,8</b>	<b>13,9</b>	<b>99,1</b>	<b>67,2</b>
<b>3. Gestion du projet et participation à l'élaboration des politiques</b>														
3.1. Gestion du projet	3,0	24,5	6,1	49,3	1,6	13,3	-	0,0	-	0,0	1,6	12,8	12,4	8,4
3.2. Participation à l'élaboration des politiques	0,0	14,7	0,2	50,7	0,1	19,5	-	0,0	-	0,0	0,1	15,0	0,3	0,2
<b>Sous-total</b>	<b>3,1</b>	<b>24,2</b>	<b>6,3</b>	<b>49,4</b>	<b>1,7</b>	<b>13,5</b>	<b>-</b>	<b>0,0</b>	<b>-</b>	<b>0,0</b>	<b>1,6</b>	<b>12,9</b>	<b>12,7</b>	<b>8,6</b>
<b>Total</b>	<b>52,5</b>	<b>35,6</b>	<b>22,7</b>	<b>15,4</b>	<b>25,4</b>	<b>17,3</b>	<b>4,9</b>	<b>3,3</b>	<b>19,3</b>	<b>13,1</b>	<b>22,5</b>	<b>15,3</b>	<b>147,3</b>	<b>100,0</b>

Tableau 2

**Coût du projet par catégorie de dépenses et par source de financement**

(en millions d'USD)

Catégorie de dépenses	FIDA11		Déficit de financement		FVC – adaptation		FVC – atténuation		FVC – don		Institutions financières		Bénéficiaires		Secteur privé		Gouvernement		Total		
	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	
<b>Dépenses d'investissement</b>																					
Travaux de génie civil	16,9	72,0	3,0	12,8	-	-	-	-	-	-	-	-	-	-	-	-	3,5	15,0	23,4	15,9	
Matériel, biens et véhicules	1,0	27,9	1,5	41,9	-	-	-	-	-	-	-	-	-	-	-	-	1,1	30,2	3,6	2,5	
Consultants nationaux	3,1	25,1	5,5	43,9	-	-	-	-	2,0	16,1	-	0,3	-	-	-	-	1,8	14,6	12,4	8,4	
Formation et ateliers	5,6	39,6	5,8	40,9	-	-	-	-	2,0	14,4	-	-	-	-	-	-	0,7	5,0	14,2	9,6	
Dons et subventions	11,6	60,0	1,0	5,0	-	-	-	-	-	-	-	-	6,7	35,0	-	-	-	-	19,3	13,1	
Crédit, fonds de garantie	12,2	19,7	2,5	4,0	13,8	22,2	6,9	5,1	-	-	2,4	3,7	12,6	20,2	2,5	4,1	9,3	15,0	62,1	42,2	
<b>Total des dépenses d'investissement</b>	<b>50,4</b>	<b>37,3</b>	<b>19,2</b>	<b>14,2</b>	<b>13,8</b>	<b>10,2</b>	<b>6,9</b>	<b>5,1</b>	<b>4,0</b>	<b>3,0</b>	<b>2,4</b>	<b>1,7</b>	<b>19,3</b>	<b>14,3</b>	<b>2,5</b>	<b>1,9</b>	<b>16,5</b>	<b>12,2</b>	<b>135,0</b>	<b>91,7</b>	
<b>Dépenses récurrentes</b>																					
Salaires, traitements et indemnités	0,7	7,1	2,9	28,9	-	-	-	-	0,7	7,0	-	-	-	-	-	-	5,7	57,0	10,1	6,8	
Coûts de fonctionnement	1,3	60,3	0,5	24,7	-	-	-	-	-	-	-	-	-	-	-	-	0,3	15,0	2,2	1,5	
<b>Total des dépenses récurrentes</b>	<b>2,0</b>	<b>16,7</b>	<b>3,5</b>	<b>28,2</b>	-	-	-	-	<b>0,7</b>	<b>5,7</b>	-	-	-	-	-	-	<b>6,1</b>	<b>49,5</b>	<b>12,3</b>	<b>8,3</b>	
<b>Total</b>	<b>52,5</b>	<b>35,6</b>	<b>22,7</b>	<b>15,4</b>	<b>13,8</b>	<b>9,3</b>	<b>6,9</b>	<b>4,7</b>	<b>4,7</b>	<b>3,2</b>	<b>2,4</b>	<b>1,6</b>	<b>19,3</b>	<b>13,1</b>	<b>2,5</b>	<b>1,7</b>	<b>22,5</b>	<b>15,3</b>	<b>147,3</b>	<b>100,0</b>	

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Tableau 3

**Coût du projet par composante et sous-composante, et par année**

(en milliers d'USD)

	<i>Totaux incluant les provisions pour imprévus</i>								
	2022	2023	2024	2025	2026	2027	2028	2029	Total
<b>1. Renforcement des institutions rurales et amélioration des infrastructures socioéconomiques</b>									
1.1. Renforcement des capacités des institutions rurales, des entreprises et des ménages	786,3	1 211,1	1 615,5	2 769,0	2 162,4	1 172,9	958,4	622,0	11 297,6
1.2. Amélioration des infrastructures socioéconomiques	26,5	2 321,3	4 561,1	4 942,0	5 040,8	3 634,7	3 707,4	30,7	24 264,5
<b>Sous-total</b>	<b>812,8</b>	<b>3 532,4</b>	<b>6 176,6</b>	<b>7 710,9</b>	<b>7 203,2</b>	<b>4 807,6</b>	<b>4 665,9</b>	<b>652,7</b>	<b>35 562,1</b>
<b>2. Accroissement des avantages économiques pour les petits exploitants et les petits opérateurs dans les filières agricoles sélectionnées</b>									
2.1. Liens pérennes avec les marchés et développement des entreprises	924,6	1 548,9	2 082,7	2 613,7	2 544,8	1 889,2	1 043,4	663,9	13 311,1
2.2. Accès aux services financiers ruraux	465,9	11 483,9	13 402,8	15 149,0	16 792,2	15 285,4	12 229,6	954,1	85 762,8
<b>Sous-total</b>	<b>1 390,5</b>	<b>13 032,8</b>	<b>15 485,4</b>	<b>17 762,6</b>	<b>19 337,0</b>	<b>17 174,6</b>	<b>13 273,0</b>	<b>1 617,9</b>	<b>99 073,9</b>
<b>3. Gestion du projet et participation à l'élaboration des politiques</b>									
3.1. Gestion du projet	1 814,3	1 074,6	1 779,4	1 625,5	1 759,4	1 523,4	1 392,0	1 402,8	12 371,3
3.2. Participation à l'élaboration des politiques	23,6	72,7	35,9	36,6	77,5	38,1	26,9	27,4	338,7
<b>Sous-total</b>	<b>1 837,9</b>	<b>1 147,3</b>	<b>1 815,2</b>	<b>1 662,1</b>	<b>1 836,9</b>	<b>1 561,5</b>	<b>1 418,9</b>	<b>1 430,2</b>	<b>12 710,0</b>
<b>Total</b>	<b>4 041,2</b>	<b>17 712,5</b>	<b>23 477,2</b>	<b>27 135,7</b>	<b>28 377,1</b>	<b>23 543,7</b>	<b>19 357,7</b>	<b>3 700,8</b>	<b>147 346,0</b>

### **Stratégie et plan de financement et de cofinancement**

31. Le projet sera financé par un prêt du FIDA d'un montant de 52,5 millions d'USD au titre de FIDA11, soit 35,6% du coût total; le déficit de financement de 22,7 millions d'USD (15,4%) pourra éventuellement être financé au titre de FIDA12. Des contributions supplémentaires seront apportées par: le FVC – 25,4 millions d'USD de financement parallèle (17,3%); le Gouvernement ghanéen – 22,5 millions d'USD, contribution constituée principalement de dépenses de personnel (administrations publiques) et d'exonérations de taxes et de droits (15,3%); les institutions financières participantes – 2,4 millions d'USD (1,6%); des institutions du secteur privé – 2,5 millions d'USD (1,7%); les bénéficiaires – 19,3 millions d'USD (13,1%) sous la forme de contributions en espèces et en nature pour l'accès au crédit. Pour chaque dollar provenant du financement du FIDA, la contribution nationale est de 0,62 USD, et la contribution internationale de 0,34 USD. La contribution nationale (contribution des bénéficiaires incluse) représente 31,7% du coût total du projet.

### **Décaissement**

32. Les fonds décaissés par le FIDA seront versés sur un compte désigné ouvert à la Banque centrale du Ghana et libellé en dollar des États-Unis, et seront gérés par l'unité de coordination du projet (UCP) à l'aide du système national. Un compte bancaire opérationnel en devises locales sera également utilisé. Les fonds provenant du compte désigné serviront exclusivement au financement des dépenses autorisées au titre du projet, tel qu'énoncé à l'annexe 2 de l'accord de financement. Des fonds seront transférés à intervalles réguliers du compte désigné au compte opérationnel pour les dépenses pouvant être financées par le FIDA. Deux autres comptes (désigné et opérationnel) seront ouverts pour recevoir les fonds du FVC. Les modalités régissant les flux de fonds seront définies conformément aux procédures de gestion des finances publiques mises en place par le Gouvernement ghanéen. Les méthodes de décaissement seront fondées sur les rapports du projet; les décaissements seront effectués en fonction des rapports financiers intérimaires, comme indiqué dans la lettre à l'Emprunteur. Les autres méthodes de décaissement comprendront des avances, des paiements directs et des remboursements.

### **Résumé des avantages et analyse économique**

33. Les agriculteurs, et notamment les femmes et les jeunes, devraient bénéficier directement du projet. Par ailleurs, les microentreprises et petites et moyennes entreprises et les institutions rurales tireront profit des retombées positives de ses activités. Les bénéficiaires indirects comprendront les institutions locales et les familles des travailleurs directement employés dans le cadre du projet. Les zones cibles bénéficieront de l'essor de l'économie locale qui découlera des activités.
34. Le principal flux d'avantages qui ressort de l'analyse correspond aux revenus et aux profits tirés des activités commerciales dans les filières cibles. On prévoit en outre des avantages non financiers importants: amélioration des accès grâce à des routes de desserte et à des pistes agricoles; accroissement du potentiel productif résultant des travaux d'aménagement des bassins versants réalisés sur les exploitations ou en dehors et de la restauration des ressources naturelles; biens collectifs; augmentation des recettes fiscales; renforcement de la sécurité nutritionnelle.
35. L'analyse économique, qui repose sur les modèles élaborés pour les principaux modes de production appuyés par le projet PROSPER, donne un taux de rentabilité économique (TRE) de 21,4%. L'analyse de sensibilité montre un TRE élevé dans différents scénarios défavorables. Avec une augmentation des coûts comprise entre 10% et 60% associée à une diminution de 10% des avantages, le TRE reste supérieur ou égal au coût d'opportunité du capital (estimé à 12,25%).

### Stratégie de sortie et durabilité

36. La stratégie de sortie comprend un retrait logique et graduel de l'appui aux activités à mesure que les liens avec le secteur privé se renforceront. On prévoit une participation étroite du Gouvernement, des bénéficiaires et des institutions partenaires dès le début pour permettre l'appropriation par les parties prenantes locales. La stratégie de sortie pourra être modifiée si les seuils de déclenchement de la phase d'expansion ne sont pas atteints et que le projet est restructuré.

## III. Risques

### A. Risques et mesures d'atténuation

37. Les principaux risques et les mesures d'atténuation correspondantes sont présentés dans la matrice intégrée des risques du projet (appendice III). L'UCP recevra une formation afin d'être en mesure d'affiner la matrice au cours de l'exécution et d'établir un journal des risques, notamment au moyen des outils de détermination, d'analyse, de prévention, de suivi et de gestion des risques. Elle actualisera régulièrement le journal des risques afin d'éclairer la prise de décisions.

Tableau 4

#### Synthèse globale des risques

<i>Domaines de risque</i>	<i>Risque inhérent</i>	<i>Risque résiduel</i>
Contexte national	Élevé	Substantiel
Stratégies et politiques sectorielles	Substantiel	Modéré
Contexte environnemental et climatique	Élevé	Modéré
Portée du projet	Substantiel	Modéré
Capacités institutionnelles d'exécution et durabilité	Élevé	Modéré
Gestion financière	Modéré	Faible
Passation des marchés au titre du projet	Substantiel	Modéré
Impact environnemental, social et climatique	Modéré	Faible
Parties prenantes	Substantiel	Modéré
<b>Risque global</b>	<b>Substantiel</b>	<b>Modéré</b>

### B. Catégorie environnementale et sociale

38. Les risques environnementaux et sociaux potentiels sont considérés comme **modérés à faibles**. Les principaux risques sont liés aux activités des filières, en particulier la production primaire pluviale et l'ajout de valeur, et aux infrastructures socioéconomiques, notamment les travaux de restauration des ressources naturelles, les routes de desserte et les pistes agricoles. La majeure partie des effets sur l'environnement devraient être de faible ampleur, propres à chaque site et évitables, ou être limités grâce à des plans d'atténuation. Classée dans la **catégorie B**, l'opération nécessite une étude formelle de l'impact environnemental et social. D'autres analyses des dimensions relatives aux conflits, ainsi que des plans de gestion environnementale et sociale propres aux différents sites seront pris en compte de manière systématique tout au long de l'exécution. Un responsable climat et garanties et un spécialiste des questions de genre, d'inclusion sociale et de vulnérabilité seront engagés pour assurer le respect des mesures de protection et la durabilité du projet.

### C. Classement au regard des risques climatiques

39. En ce qui concerne l'évaluation des risques liés aux changements climatiques, le risque est considéré comme **élevé** pour le projet. Les communautés cibles sont tributaires de ressources naturelles vulnérables aux aléas climatiques, notamment dans le cas de l'agriculture pluviale et des cultures arbustives. La zone du projet est de plus en plus exposée aux sécheresses et aux crues soudaines, à des périodes sèches inattendues, à des précipitations imprévisibles et à des températures extrêmes. Les émissions de gaz à effet de serre pourraient



s'amplifier en raison de l'augmentation de la production végétale et animale et des activités de transformation, et des répercussions négatives de la variabilité du climat.

#### **D. Soutenabilité de la dette**

40. Depuis 2015, la dette du Ghana est considérée comme soutenable selon l'indice annuel de la Banque mondiale et du Fonds monétaire international (FMI) relatif à l'analyse de la soutenabilité de la dette.
41. Dans son communiqué du 19 juillet 2021, le Conseil d'administration du FMI a indiqué que le Ghana avait été durement touché par la pandémie de COVID-19. Les interventions du Gouvernement ghanéen ont aidé à endiguer la pandémie et ont soutenu l'économie, mais ont débouché sur un déficit budgétaire record. Les perspectives économiques s'améliorent, mais il demeure des risques; la pandémie a eu de graves répercussions sur l'activité économique, et la dette publique a atteint 79% du produit intérieur brut.

### **IV. Exécution**

#### **A. Cadre organisationnel**

##### **Gestion et coordination du projet**

42. Le Ministère de l'alimentation et de l'agriculture de la République du Ghana, en tant qu'organisme principal du projet PROSPER, hébergera celui-ci. Un comité de pilotage de projet assurera la supervision générale de l'exécution. Une UCP sera responsable de la coordination des activités du projet et des garanties fiduciaires, environnementales et sociales, ainsi que des garanties en matière de changements climatiques, y compris pour les questions de genre et de vulnérabilité. L'UCP sera basée dans la zone du projet et travaillera aux côtés du personnel des administrations publiques concernées. Une équipe spécialisée placée sous la responsabilité de l'UCP sera basée dans l'ARB Apex Bank pour gérer le mécanisme de financement mixte.

##### **Gestion financière, passation des marchés et gouvernance**

43. L'UCP sera chargée de la gestion financière dans sa globalité. Le système de gestion financière sera conforme aux exigences fiduciaires du FIDA, du Gouvernement ghanéen et des autres parties prenantes. L'UCP supervisera et exécutera l'ensemble des transactions relatives à la passation des marchés, y compris celles financées par le FVC.
44. Les dispositions de la politique anticorruption du Fonds et les procédures de signalement d'irrégularités seront intégrées dans le manuel d'exécution du projet. Le FIDA applique une politique de tolérance zéro à l'égard des pratiques frauduleuses ou des actes de corruption, de collusion ou de coercition commis dans le cadre de projets financés par des prêts ou des dons<sup>1</sup>.

##### **Participation et retour d'information du groupe cible du projet**

45. La stratégie mise en place dans le cadre du projet pour assurer la transparence et la participation des citoyens comprendra: un accès transparent aux informations et aux rapports; le suivi-évaluation des partenaires d'exécution, des bénéficiaires et des tierces parties; la participation active de la société civile; la création d'un mécanisme de retour d'information des bénéficiaires; un processus de sélection transparent des prestataires de services dans le cadre de la passation des marchés.

<sup>1</sup> Voir la [Politique révisée du FIDA en matière de prévention de la fraude et de la corruption dans le cadre de ses activités et opérations](#).

### **Mécanisme de réponse aux doléances**

46. Le cadre de gestion environnementale et sociale intégrera la procédure de règlement des plaintes du FIDA en tant que mécanisme de réponse aux doléances. Il sera conforme aux Procédures de protection des lanceurs d'alerte<sup>2</sup>.

### **B. Planification, suivi-évaluation, apprentissage, gestion des savoirs et communication**

47. La **planification du projet** sera effectuée conformément aux pratiques en vigueur dans les projets financés par le FIDA au Ghana. Le principal outil de planification sera le plan de travail et budget annuel (PTBA).
48. Le **suivi-évaluation** permettra d'informer les parties prenantes et l'UCP des résultats et de l'efficacité de l'exécution afin d'éclairer ce processus décisionnel. L'équipe du projet suivra une approche axée sur les résultats, en mesurant les progrès accomplis au regard des objectifs du PTBA.
49. Concernant **l'apprentissage, la gestion des connaissances et la communication**, l'équipe du projet établira notamment une stratégie de gestion des connaissances et de communication pour recueillir et diffuser les connaissances acquises sur des questions essentielles durant l'exécution. Elle participera et contribuera aux activités de coopération Sud-Sud et triangulaire menées dans le cadre des activités régionales de l'IGREENFIN, et en tirera profit.

### **Innovations et reproduction à plus grande échelle**

50. L'une des innovations du projet est l'utilisation du financement climatique à grande échelle pour réduire la pauvreté et l'insécurité alimentaire et nutritionnelle, et ce, pour la toute première fois au Ghana. Ce financement climatique substantiel favorisera la transition d'une approche axée sur la croissance, qui a atteint ses limites, à un développement agricole durable sur les plans financier et environnemental. Les technologies efficaces qui doivent être reproduites à plus grande échelle dans le cadre du projet PROSPER comprennent le système de suivi-évaluation en ligne mis au point à l'occasion du Programme en faveur des petites entreprises rurales, et la diffusion de prévisions météorologiques.

### **C. Plans d'exécution**

#### **Plans de préparation à l'exécution et de démarrage**

51. Le bureau de pays du FIDA coordonnera avec l'organisme principal du projet les préparatifs en vue de l'exécution du projet. Les principales activités de préparation et de démarrage comprennent: i) la cartographie et la détermination préalables des communautés cibles; ii) la préparation de partenariats avec des partenaires clés du projet; iii) la consolidation du partenariat déjà en place avec la Banque du Ghana et l'ARB Apex Bank.

#### **Supervision, examen à mi-parcours et plans d'achèvement**

52. Le projet sera directement supervisé par le FIDA. Un examen à mi-parcours sera mené à la fin de la quatrième année. L'examen à l'achèvement du projet sera effectué en temps voulu à partir d'une évaluation indépendante.

### **V. Instruments et pouvoirs juridiques**

53. Un accord de financement entre la République du Ghana et le FIDA constitue l'instrument juridique aux termes duquel le financement proposé sera consenti à l'Emprunteur. Une copie de l'accord de financement négocié figure à l'appendice I.
54. La République du Ghana est habilitée, en vertu de ses lois, à recevoir un financement du FIDA.

<sup>2</sup> Voir le [Cadre des retours d'information opérationnels des parties prenantes: amélioration de la transparence, de la gouvernance et de la responsabilité.](#)

55. Je certifie que le financement proposé est conforme aux dispositions de l'Accord portant création du FIDA et aux Principes et critères applicables aux financements du FIDA.

## **VI. Recommandation**

56. Je recommande au Conseil d'administration d'approuver le financement proposé en adoptant la résolution suivante:

DÉCIDE: que le Fonds accordera à la République du Ghana un prêt à des conditions mixtes d'un montant de trente-cinq millions cent soixante-quinze mille dollars des États-Unis (35 175 000 USD), qui sera régi par des modalités et conditions conformes, en substance, aux modalités et conditions indiquées dans le présent rapport.

DÉCIDE EN OUTRE: que le Fonds accordera à la République du Ghana un prêt à des conditions particulièrement concessionnelles d'un montant de dix-sept millions trois cent vingt-cinq mille dollars des États-Unis (17 325 000 USD), qui sera régi par des modalités et conditions conformes, en substance, aux modalités et conditions indiquées dans le présent rapport.

Le Président  
Gilbert F. Hougbo

## Negotiated financing agreement

### "Promoting Rural Opportunities, Sustainable Profits and Environmental Resilience Project (PROSPER)"

(Negotiations concluded on 10 December 2021)

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

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

Project name: Promoting Rural Opportunities, Sustainable Profits and Environmental Resilience Project ("PROSPER") ("the Project")

The Republic of Ghana (the "Borrower"), represented by the Ministry of Finance,  
and

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

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

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

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

**WHEREAS** for this purpose, the Borrower shall make available counterpart financing for the Project upon terms and conditions set forth in this Financing Agreement.

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

#### Section A

1. The following documents collectively form this Agreement: this document, the Project Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2) and the Special Covenants (Schedule 3).
2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of December 2020, and as may be amended hereafter from time to time (the "General Conditions") are annexed to this Agreement, and all provisions thereof shall apply to this Agreement. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein, unless the Parties shall otherwise agree in this Agreement.
3. The Fund shall provide financing (the "Loan"), to the Borrower which shall be constituted of a Loan on blend terms and a Loan on highly concessional terms, which the Borrower shall use to implement the Project in accordance with the terms and conditions of this Agreement.

**Section B**

1. The amount of the Loan eligible to blend terms is thirty-five million, one hundred and seventy-five thousand dollars (US\$35,175,000).
2. The amount of the Loan eligible to highly concessional terms is seventeen million, three hundred and twenty-five thousand dollars (US\$17,325,000).
3. The Loan granted on highly concessional terms shall be free of interest but shall bear a fixed service charge as determined by the Fund at the date of approval of the Loan by the Fund's Executive Board. The Loan is payable semi-annually in the Loan Service Payment Currency. The Loan shall have a maturity period of forty (40) years, including a grace period of ten (10) years starting from the date of approval of the Loan by the Fund's Executive Board. The principal of the Loan will be repaid at two per cent (2%) of the total principal per annum for years eleven (11) to twenty (20), and four per cent (4%) of the total principal per annum for years twenty-one (21) to forty (40).
4. The Loan granted on blend terms shall be subject to interest on the principal amount outstanding and a service charge as determined by the Fund at the date of approval of the Loan by the Fund's Executive Board. The interest rate and service charge determined will be fixed for the life cycle of the Loan and payable semi-annually in the Loan Service Payment Currency, and shall have a maturity period of twenty five (25) years, including a grace period of five (5) years starting from the date of approval of the Loan by the Fund's Executive Board.
5. The Loan Service Payment Currency shall be in the United States dollars (USD).
6. The first day of the applicable Fiscal Year shall be 1st January.
7. Payments of principal and interest shall be payable on each 15 April and 15 October.
8. The IFAD funds will be disbursed into a designated account denominated in United States dollars at the Bank of Ghana, and will be operated by the Project Coordination Unit (PCU) using the national system. An operational bank account in the local currency will also be used. The proceeds from the designated account will be used exclusively to finance eligible Project expenditures, as stipulated in Schedule 2 of this Agreement. Funds will be transferred periodically from the designated to the operational account for expenditures eligible for IFAD financing.
9. The Borrower shall provide counterpart financing for the Project in the amount of US\$ 22.5 million in the form of taxes and duties, and in-kind contribution.

**Section C**

1. The Lead Project Agency shall be the Ministry of Food and Agriculture of the Republic of Ghana.
2. The following are designated as additional Project Parties: Ministry of Trade and Industry (MoTI), Ghana Incentive-Based Risk Sharing Agricultural Lending Limited (GIRSAL); Ghana Commodity Exchange (GCX), ARB APEX Bank, Ghana Agricultural Insurance Pool (GAIP) and Participating Financial Institutions (PFIs). Additional Project Parties are described in Schedule 1.
3. A Mid-Term Review will be conducted as specified in Section 8.03 (b) and (c) of the General Conditions; however, the Parties may agree on a different date for the Mid-Term Review of the implementation of the Project.

4. The Project Completion Date shall be the eighth (8<sup>th</sup>) anniversary of the date of entry into force of this Agreement.

5 Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the provisions of the Borrower's procurement laws, to the extent such are consistent with the IFAD Procurement Guidelines.

#### **Section D**

1. The Fund will administer the Loan and supervise the Project.

#### **Section E**

1. The following are designated as additional grounds for suspension of this Agreement:

- (a) Key Project staff shall have been transferred, suspended, or terminated without the Fund's prior no-objection; and
- (b) The Project Implementation Manual (PIM) and/or any provision thereof, has been waived, suspended, terminated, amended or modified without the prior agreement of the Fund and the Fund, after consultation with the Borrower, has determined that it has had, or is likely to have, a material adverse effect on the Project.

2. The following are designated as additional grounds for cancellation of this Agreement:

- (a) The PIM or any provision thereof, has been waived, suspended, terminated, amended or substantially modified without the prior agreement of the Fund and the Fund, after consultation with the Borrower, has determined that such waiver, suspension, termination, amendment or modification has had, or is likely to have, a material adverse effect on the Project, and the Borrower has not taken any measures to remedy the situation.

3. The following are designated as additional general conditions precedent to withdrawal:

- (a) The IFAD no objection to the PIM, including the Financial and Administrative Manual and Procurement Guidelines shall have been obtained;
- (b) IFAD no objection to the appointment of the Project Coordinator and the Finance Manager has been obtained;
- (c) Key Project staff has been appointed as per section 8 Schedule 3 of this Agreement;
- (d) An appropriate and functional accounting software shall have been deployed at the Project Coordinating Unit; and
- (e) The Borrower shall provide counterpart contribution for the first Project year as specified in the first 18 months Annual Work Plan and Budget (AWPB).

4. The following are the designated representatives and addresses to be used for any communication related to this Agreement:

For the Republic of Ghana:

The Chief Director  
Ministry of Finance  
Finance Drive, Accra  
P.O. Box MB 40  
Accra, Ghana

For the Fund:

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

[Copy to:]

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

REPUBLIC OF GHANA

\_\_\_\_\_  
"[Authorised Representative Name]"  
"[Authorised Representative title]"

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

INTERNATIONAL FUND FOR  
AGRICULTURAL DEVELOPMENT

\_\_\_\_\_  
Gilbert F. Houngbo  
President

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

## Schedule 1

### *Project Description and Implementation Arrangements*

#### I. Project Description

1. *Target Population.* The Project shall benefit the poor and poorest households, that should be 100,000 beneficiaries, with limited access to assets and economic opportunities due to, marginalization and the negative impacts of climate change. Vulnerable people within the poor rural population include: women (40 per cent); unemployed young women and men between 18 and 35 years (30 per cent); and economically active people with disabilities (5 per cent).

2. *Project area.* The Project will extend to all five regions in the Northern Belt, (Upper West, Upper East, North East, Savannah and Northern), and three neighbouring regions in the Middle Belt (Bono East, Bono and Oti) (*the "Project Area"*).

3. *Goal.* The goal of the Project is to contribute to reduced poverty, improved natural resources management and healthy, sustainable and climate resilient rural livelihoods.

4. *Objectives.* The objective of the Project is to strengthen the integration, climate resilience and environmental sustainability of smallholders and businesses in priority value chains (VCs) in the Northern and Middle Belts, taking advantage of increased demand generated by government efforts to strengthen agroprocessing.

5. *Phased approach.* The Project will start implementation in three adjacent regions in the Northern Belt to ensure filling of the financing gap and firming up implementation arrangements.

6. *Replication and scalability phase:* The Project will be scaled up to the remaining five target regions by the middle of the third year of implementation, according to four trigger conditions: (i) filling the financing gap (currently estimated at USD 22.7 million); (ii) Borrower meeting its PROSPER cofinancing commitments during the start-up phase; (iii) MoUs with implementing partners established and progressing well; and (iv) satisfactory arrangements in place with regard to the operation of the Matching Grants and Blended Finance Facility.

7. *Components.* The Project shall consist of the following Components:

7.1 *Component 1: Development of rural institutions and socio-economic infrastructure.* The component will be implemented through two sub-components:

7.1.1 *Sub-Component 1.1: Capacity-building of rural institutions, MSMEs and households.* The objective is to comprise a range of institution-building and skill-transfer activities aimed at enabling target groups to: (i) take ownership of and accountability for their own development initiatives; (ii) promote sustainable community-based natural resource management; (iii) strengthen their ability to implement modern, sustainable and climate-resilient farming; and (iv) adopt healthier diets and gender equity.

7.1.2 *Sub-Component 1.2: Development of socio-economic infrastructure.* The objective is to realize some of the investments in public goods chosen by local communities through the cluster planning process. Three complementary types of climate-resilient infrastructure will be eligible: (i) off-farm or watershed works, and hazard mitigation measures; (ii) feeder roads and farm tracks; and (iii) communal social infrastructure.

7.2 *Component 2: Strengthening economic benefits for smallholders and small operators around selected agricultural value chains.* The component will be implemented through two sub-components:

7.2.1 *Sub-component 2.1: Sustainable market linkages and business development,* which comprises three activities:



- (i) Value chain analysis will examine each selected national value chain and map the actors close to target communities;
- (ii) Promotion of linkages between producers and value chain actors will aim at promoting sustainable and equitable contractual agreements between producers engaged in climate-resilient farming and large-scale agribusinesses. These agreements will focus on rural institutions and MSMEs that demonstrate interest and potential during capacity-building interventions.
- (iii) The Project will generate sound, achievable and fully costed business *plans* suitable to the resources and prospects of each entity, green in design, and climate resilient.

7.2.2 *Sub-component 2.2: Access to rural financial services* aims to promote a savings culture among beneficiaries, facilitate the implementation of business plans and ensure enduring access to affordable financial resources. Through rural institutions and related MSMEs, farmers will be integrated into expanding value chains and have lasting access to affordable financial services for developing agribusinesses – including green investments – to stimulate rapid sectoral development. Financial services supported by the project will be structured around three instruments tailored to the capacities of beneficiary groups.

- (i) The first, *savings and loans*, will aim to spark greater savings within target communities.
- (ii) The second, *a matching grants fund*, will facilitate emerging rural institutions' engagement in commercial agriculture and smaller MSMEs' participation in selected value chains through support to business plans referred to in 7.2.1 (iii), developed by the poorest groups and smaller enterprises. It will also support the promotion of food and nutrition security among the most vulnerable groups.
- (iii) The third, *a blended finance facility (BFF)*, will operate to ensure sustainable access to financial services for growing rural institutions and MSMEs while crowding in private capital. The BFF will include inter-alia lines of credit from the GCF/Inclusive Green Finance Initiative (IGREENFIN). The BFF will be established and managed by the ARB-APEX Bank and disbursed through Participating Financial Institutions.

## II. Implementation Arrangements

8. *Lead Project Agency ("LPA")*. The Project Implementation Agency will be the Ministry of Food and Agriculture of the Republic of Ghana ("LPA").

9. *Project Steering Committee*. The LPA will establish a **Project Steering Committee** (PSC) to provide overall oversight of project implementation. It will be chaired by the Chief Director of MoFA and include representatives of Ministry of Finance (MoF), Ministry of Trade and Industry (MoTI), Ministry of Local Government, Decentralization and Rural Development (MLGDRD) and all relevant ministries and agencies, Bank of Ghana, ARB Apex Bank and regional coordinating councils from the Project Area (refer to the PIM). Members shall include private sector non-state actors (such as NGOs) and youth and women who operate along the relevant agricultural VCs as practitioners or advocates. The PSC will meet at least twice a year, and as necessary. The main responsibilities of the PSC will include: (i) providing strategic and policy guidance to the Project Coordination Unit (PCU); (ii) ensuring overall conformity with government policies and strategies; (iii) reviewing project progress and performance; (iv) approving the AWPB; (v) resolving implementation problems or conflicts; and (vi) assisting the PCU in obtaining government assistance for the Project when needed.

10. *Project Coordination Unit (PCU)*. The Project will be implemented through the Project Coordination Unit, which will be established in an implementation area of PROSPER, envisaged to be located in Tamale. The PCU will be responsible for coordination of project activities and for fiduciary, climate change and environmental and social safeguards, including gender and vulnerability. The PCU will operate under the supervision of the Directorate of Agricultural Extension Services (DAES), which will provide direct oversight. The PCU will be responsible for all financial management of the Project. The financial management system will meet the fiduciary requirements of IFAD, the Borrower and other stakeholders. The PCU will oversee and implement all procurement transactions, including procurement carried out by GCF funding.

11. *ARB-APEX Bank*. The ARB-APEX Bank will establish the BFF, blending resources from different sources including GCF/IGREENFIN and IFAD loan under PROSPER. A standalone MoU will be signed between MoFA/PROSPER and ARB-APEX Bank. A dedicated team (Project Investment Unit - PIU) reporting to the PCU will be anchored within ARB Apex Bank to manage the BFF. The PCU and dedicated team at APEX Bank will be responsible for following up on the compliance with the IGREENFIN Operational Manual regarding investments to be supported by the Matching Grant Fund and the BFF.

12. The PCU staff shall be hired by the Lead Project Agency competitively and in accordance with criteria and procedures to be developed in agreement with the Fund. The appointment of such personnel shall have IFAD's prior no objection. The Terms of Reference (ToRs) for Project staff shall be included in the PIM. The PCU of this Project will be established on the platform of the PCU of the IFAD- financed Ghana Agricultural Services Investment Project (GASIP).

13. *Implementing partners*. Key implementation partners will include selected MoFA departments, Ministry of Local Government, Decentralisation and Rural Development (MLGDRD), District Departments of Agriculture, Regional Departments of Agriculture, ARB-APEX Bank, Ministry of Trade and Industry (MoTI), Ghana Enterprises Authority (GEA) including Business Resource Centres (BRCs) and Business Advisory Centres (BACs), Ministry of Environment, Science, Technology and Innovation (MESTI), Ghana Commodity Exchange (GCX), Ghana Incentive Based Risk Sharing Agricultural Lending (GIRSAL) and Ghana Agricultural Insurance Pool(GAIP). PROSPER will enter into MoUs with the above entities that will outline implementation modalities and the role of each of these partners. From a safeguards and climate change stand point, the PCU will be working closely with Environmental Protection Agency (EPA) and the Environment and Climate Change Unit of MoFA at District, Regional and National levels to ensure consistency and compliance of project implementation with national regulations and the SECAP guidelines.

14. *Monitoring and Evaluation*. The PCU will be responsible for preparing the annual workplan and budget (AWP/B) and procurement plan for the Project, and for securing approval from its management and IFAD. The plan will include an activities plan along with targets and an expenditure plan and should reflect overall project targets and activities.

15. *Knowledge Management*. A comprehensive knowledge management action plan will be developed in the early stages of implementation. Output, outcome and impact data generated by the M&E system will inform case studies, briefs and reports. These will be used for policy dialogue, peer learning and potential scaling up. Knowledge management products will be communicated through multiple media, including blogs, written publications, video and social media. PROSPER will participate in, contribute to and benefit from the South-South-Triangular-Cooperation activities under IGREENFIN regional activities.

16. *Project Implementation Manual*. The PCU shall be responsible for the finalisation of a Project Implementation Manual (PIM) that shall describe: (i) implementation of project activities; (ii) the administration of Loan proceeds and Project Parties' responsibilities; (iii) financial management and procurement procedures; and (iv) monitoring and evaluation of Project progress and results. The PIM shall be approved by the Project

Steering Committee, before IFAD's non objection is obtained. To ensure that the Blended Finance Facility will provide Green financing, the eligibility criteria in the IGREENFIN operational manual for green investments will be applied to all Blended Finance Facility financing. The Operational Manual of IGREENFIN will be considered part of PROSPER PIM and its provisions will apply to GCF and IFAD investments. The dedicate team (PIU) in APEX Bank and PROSPER PCU, which include climate and safeguards specialists along with PROSPER M&E team will verify adherence to the provisions of the PIM and the Operational Manual of the IGREENFIN.

## Schedule 2

### Allocation Table

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

Category	Loan Amount Allocated (expressed in USD)	Percentage
1. Civil work	15 200 000	100 % net of: Borrower and beneficiary contribution
2. Equipment and materials	910 000	100 % net of: Borrower and beneficiary contribution
3. Consultancies and training	7 860 000	100 % net of: Borrower and beneficiary contribution
4. Grants and subsidies	10 420 000	100 % net of: Borrower and beneficiary contribution
5. Credit, guarantee funds	11 020 000	100 % net of: Borrower and beneficiary contribution
6. Operating costs	1 840 000	100 % net of: Borrower and beneficiary contribution
Unallocated	5 250 000	
<b>TOTAL</b>	<b>52 500 000</b>	

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

- (i) Category 1: "Civil works" includes construction, renovation and rehabilitation
- (ii) Category 3: "Consultancies and training" includes workshop
- (iii) Category 4: "Grants and Subsidies" includes the matching grant fund.
- (iv) Category 5: "Credit, guarantee funds" includes blended loans under the Blended Finance Facility.
- (v) Category 6: "Operating costs" includes salaries, allowances and operating expenses

2. *Disbursement arrangements*

(a) *Start-up Costs.* To facilitate a prompt start up, withdrawals in respect of expenditures for start-up costs in the services and recurrent costs categories incurred before the satisfaction of the general conditions precedent to withdrawal shall not exceed an aggregate amount of USD 500,000. Activities to be financed by Start-up Costs will require the no objection from IFAD to be considered eligible. The start-up funds will include inter alia: (i) establishment of the PCU and salaries of key staff; (ii) formulation of the Project Implementation Manuals including the financial procedures, accounting and procurement manual; (iii) preparation of the first annual work plan and budget (AWPB) and procurement plan; (iv) organization of a start-up workshop; (v) deployment of a suitable accounting software; (vi) finalization of the

scope of work and the terms of reference (ToRs) of the internal auditor as well as report format; and (vii) finalization of the agreement/MoU templates to be used with the implementing partners.

(b) Co-financiers. The financiers of PROSPER are Government, IFAD, Green Climate Fund (GCF) (Grant, Adaptation and Mitigation), participating financial institutions (PFIs), private sector and beneficiaries (RIs, MSMEs and local communities). The contribution of GCF is as follows: GCF adaptation is USD 13.8 million; GCF mitigation is USD 6.9 million; and GCF grant is USD 4.7 million. Government of Ghana's contribution is estimated at USD 22.5 million mainly in the form of tax exemptions and GoG staff costs. Beneficiaries' in-kind and cash contribution is estimated at USD 19.1 million, mainly through Business Plans. PFIs and the private sector represent USD 4.9 million.

### Schedule 3

#### *Special Covenants*

#### **I. General Provisions**

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

1. Within six (6) months of entry into force of the Financing Agreement, the Project will procure and install a customize accounting software as it is the practice in IFAD on-going supported projects, to satisfy International Accounting Standards and IFAD's requirements.
2. Within six (6) months of entry into force of the Financing Agreement, the Project will enter into Memorandum of Understandings (MoU) with implementing partners that will structure the collaboration, define roles, responsibilities and duties with regards to implementation, financial management, accounting and reporting.
3. *Planning, Monitoring and Evaluation.* The Borrower shall ensure that a Planning, Monitoring and Evaluation (PM&E) system shall be established within twelve (12) months from the date of entry into force of this Agreement.
4. *Gender.* The Borrower shall ensure gender equality. Due to limited employment-opportunity- induced migration of men from the rural areas, women continue to shoulder the responsibility of the family and its livelihood activities. The income from these activities for majority of the rural households is inadequate to act as an incentive for reverse migration.
5. *Land tenure security.* The Borrower shall ensure that the land acquisition process, if any, will be completed and that compensation processes will be consistent with applicable laws.
6. *Audit.* The Borrower shall ensure that PROSPER shall appoint, based on terms of reference approved by the Fund, the Audit Service of Ghana (GAS), to audit the financial statements of the entire Programme on an annual basis, in accordance with international auditing standards and IFAD guidelines on Programme Audits. An audited annual financial statement for the entire Programme, together with a management letter on audit observations on internal controls, shall be submitted to the Fund within six (6) months of the fiscal year end.
7. *Anticorruption Measures.* The Borrower shall comply with IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations.
8. *Sexual Harassment, Sexual Exploitation and Abuse.* The Borrower and the Project Parties shall ensure that the Project is carried out in accordance with the provisions of the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, as may be amended from time to time.
9. *Ifad Client Portal (ICP) Contract Monitoring Tool.* The Borrower shall ensure that a request is sent to IFAD to access the project procurement Contract Monitoring Tool in the IFAD Client Portal (ICP). The Borrower shall ensure that all contracts, memoranda of understanding, purchase orders and related payments are registered in the Project Procurement Contract Monitoring Tool in the IFAD Client Portal (ICP) in relation to the

procurement of goods, works, services, consultancy, non-consulting services, community contracts, grants and financing contracts. The Borrower shall ensure that the contract data is updated on a quarterly basis during the implementation of the Project.

10. *The Key Project Personnel are:* National Project Coordinator, Financial Manager, two accountants, Senior Policy, Monitoring and Evaluation and Knowledge Management officer and assistant, Procurement and Contract Officer, Senior Value Chains / Agribusiness Expert and two junior officers; Infrastructure Expert, Rural Financial Services Expert, a geographic Information System Specialist. From a safeguards and climate change standpoint, the PCU will embed a Safeguards and Climate Specialist and Gender, Social Inclusion and Vulnerability Specialist to work with EPA and Environment and climate Change Unit of MOFA to ensure consistency and compliance of project implementation with national regulations and the SECAP guidelines. The PIU in the ARB-APEX Bank will comprise a BFF Coordinator and two field officers supported by a dedicated Gender, Social Inclusion and Vulnerability Officer and Safeguards and Climate Officer. In order to assist in the implementation of the Project, the PCU, unless otherwise agreed with IFAD, shall employ or cause to be employed, as required, key staff whose qualifications, experience and terms of reference are satisfactory to IFAD. Key Project Personnel shall be recruited under a consulting contract following the individual consultant selection method in the IFAD Procurement Handbook, or any equivalent selection method in the national procurement system that is acceptable to IFAD. The recruitment of Key Project Personnel is subject to IFAD's prior review as is the dismissal of Key Project Personnel. Key Project Personnel are subject to annual evaluation and the continuation of their contract is subject to satisfactory performance. Any contract signed for Key Project Personnel shall be compliant with the national labour laws and the ILO International Labour Standards in order to satisfy the conditions of IFAD's updated SECAP. Repeated short-term contracts must be avoided, unless appropriately justified under the project's circumstances.

## **II. SECAP Provisions**

1. The Borrower shall carry out the preparation, design, construction, implementation, and operation of the Project in accordance with the nine standards and other measures and requirements set forth in the Updated Social, Environmental Climate Assessment Procedures of IFAD ("SECAP 2021 Edition"), as well as with all applicable laws of the Borrower and/or the sub-national entities relating to social, environmental and climate change issues in a manner and substance satisfactory to IFAD. The Borrower shall not amend, vary or waive any provision of the SECAP 2021 Edition, unless agreed in writing by the Fund in the Financing Agreement and/or in the Management Plan(s), if any.

2. For sub-projects presenting high or substantial social, environmental and climate risks, the Borrower shall carry out the implementation of the sub-project in accordance with the measures and requirements set forth in the Environmental and Social Impact Assessments (ESIAs)/Environmental, Social and Climate Management Frameworks (ESCMFs); the Project social and environment categorization B and climate categorization (high) and/or Resettlement Action Plans/Frameworks (RAPs/Fs) and Environmental, Social and Climate Management Plans (ESCMPs) for high risk projects; and Abbreviated ESIAs and/or Abbreviated RAP/F and ESCMPs for substantial risk projects and Free, Prior and Informed Consent (FPIC) Plans, FPIC Implementation Plans, Pesticide Management Plans, Cultural Resources Management Plans and Chance Finds Plans (the "Management Plan(s)"), as applicable, taken in accordance with SECAP requirements and updated from time to time by the Fund.

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

3. The Borrower shall not, and shall cause the LPA, all its contractors, its sub-contractors and suppliers not to commence implementation of any works, unless all Project affected persons have been compensated and/or resettled in accordance with the specific RAP/Abbreviated RAP, FPIC and/ or the agreed works and compensation schedule.
4. The Borrower shall cause the LPA to comply at all times while carrying out the Project with the standards, measures and requirements set forth in the SECAP 2021 Edition and the Management Plan(s), if any.
5. The Borrower shall disclose the draft and final ESIA reports and all other relevant Management Plan(s) with Project stakeholders and interested parties in an accessible place in the Project -affected area, in a form and language understandable to Project -affected persons and other stakeholders. The disclosure will take into account any specific information needs of the community (e.g. culture, disability, literacy, mobility or gender).
6. The Borrower shall ensure or cause the ELPA to ensure that all bidding documents and contracts for goods, works and services contain provisions that require contractors, sub-contractors and suppliers to comply at all times in carrying out the Project with the standards, measures and requirements set forth in the SECAP 2021 Edition, ESCMPs and the Management Plan(s), if any.
7. The Borrower will ensure that a Project -level grievance mechanism is established that is easily accessible, culturally appropriate, available in local languages, and scaled to the nature of the Project's activity and its potential impacts to promptly receive and resolve concerns and complaints (e.g. compensation, relocation or livelihood restoration) related to the environmental and social performance of the Project for people who may be unduly and adversely affected or potentially harmed if the Project fails to meet the SECAP standards and related policies. The Project-level grievance mechanism needs to take into account indigenous peoples, customary laws and dispute resolution processes. Traditional or informal dispute mechanisms of affected indigenous peoples should be used to the greatest extent possible.
8. Any event which occurs in relation to serious environmental, social, health & safety (ESHS) incidents (as this term is defined below); labor issues or to adjacent populations during project implementation that, with respect to the relevant IFAD Project:
  - (i) has direct or potential material adverse effect;
  - (ii) has substantially attracted material adverse attention of outside parties or create material adverse national press/media reports; or
  - (iii) gives rise to material potential liabilities.

The Borrower shall ensure or cause the LPA, contractors, sub-contractors and suppliers to ensure that the relevant processes set out in the SECAP 2021 Edition as well as in the ESCMPs and Management Plan(s) (if any) are respected. In the occurrence of such event, the Borrower shall:

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



- Propose changes, including corrective measures to the Management Plan(s) (if any), in accordance with the findings of such assessment and consultations, for approval by IFAD.

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

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

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

10. The Borrower shall fully cooperate with the Fund concerning supervision missions, midterm reviews, field visits, audits and follow-up visits to be undertaken in accordance with the requirements of SECAP 2021 Edition and the Management Plan(s) (if any) as the Fund considers appropriate depending on the scale, nature and risks of the Project.

11. In the event of a contradiction/conflict between the Management Plan(s), if any and the Financing Agreement, the Financing Agreement shall prevail.

# Logical framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outreach</b> Total number of persons receiving services promoted or supported by PROSPER	<b>1.b Estimated corresponding total number of households members</b>				Project reports	Semi-annual	PROSPER PCU	Effective stakeholder identification, needs assessment and gender/youth targeting is carried out at the community level
	Household members - Number of people	0	210000	420000				
	<b>1.a Corresponding number of households reached</b>				Project reports	Semi-annual	PROSPER PCU	
	Households - Households	0	35000	70000				
	<b>1 Persons receiving services promoted or supported by the project</b>				Project reports	Semi-annual	PROSPER PCU	
	Males - Males	0	30000	60000				
	Females - Females	0	20000	40000				
	Young - Young people	0	15000	30000				
	Total number of persons receiving services - Number of people	0	50000	100000	Ghana Statistical Services/ PROSPER surveys	Mid-term Review and completion	PROSPER PCU	
	<b>PWD receiving services promoted or supported by the project</b>							
	Females - Number	0	1000	2000				
	Males - Number	0	1500	3000				
	Young - Number	0	750	1500				
Total number of PwD receiving services - Number of people	0	2500	5000					
<b>Project Goal</b> Contribute to reduced poverty, improved natural resources management and healthy, sustainable and climate resilient rural livelihoods.	<b>HH living below the poverty line in the districts targeted</b>				Ghana Statistical Services/ PROSPER surveys	Baseline, Mid-term Review and completion survey using COI methodology	PROSPER PCU	Political stability. Macroeconomic conditions remain stable or improve. No major political shocks in the region
	Households - Percentage (%)	0		8				
	<b>Households reporting reduction in production losses due to adverse climate events</b>				Ghana Statistical Services/ PROSPER surveys using COI methodology	Baseline, Mid-term Review and completion survey using COI methodology	PROSPER PCU	
	Households - Percentage (%)	0		70				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Development Objective</b> Strengthen the integration, climate resilience and environmental sustainability of smallholders and businesses in priority VCs in the Northern and Middle Ecological Belts taking advantage of the increased demand created by the national agro-processing strategy.	<b>Percentage of target households in the project supported communities reporting an increase in income contributed to by the services provided by the Project</b>				Baseline survey, Project reports	Baseline, Mid-term Review and completion	PROSPER PCU	Political stability. Macroeconomic conditions remain stable or improve. No major political shocks in the region.
	Targeted households - Percentage (%)	0		60				
	<b>2.2.1 Persons with new jobs/employment opportunities</b>				Baseline survey, Project reports	Baseline, Mid-term Review and completion survey using COI methodology	PROSPER PCU	
	Males - Males	0	3338	6675				
	Females - Females	0	2225	4450				
	Young - Young people	0	5000	10000				
	Total number of persons with new jobs/employment opportunities - Number of people	0	5563	11125				
	<b>SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers</b>				Baseline survey, Project reports	Baseline, Mid-term Review and completion survey using COI methodology	Mid-term Review and completion	
	Household members - Number of people	0		315000				
	Households (%) - Percentage (%)	0		75				
	Households (number) - Households	0		52500				
	<b>SF.2.1 Households satisfied with project-supported services</b>				Baseline survey, Project reports	Baseline, Mid-term Review and completion survey using COI methodology	Mid-term Review and completion	
	Household members - Number of people	0		315000				
	Households (%) - Percentage (%)	0		75				
Households (number) - Households	0		52500					
<b>Outcome</b> Outcome 1. Financially and environmentally sustainable	<b>Rural Institutions with improved capacity</b>				Baseline survey using COI	Baseline, Mid-term Review and completion survey	PROSPER PCU	Political stability. Macroeconomic conditions remain stable

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
livelihoods developed and nutrition security enhanced in project areas					methodology, Project reports			or improve. No major political shocks in the region.
	Rural Institutions - Number	0	1687	3375				
	<b>3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices</b>				Baseline survey using COI methodology, Project reports	Baseline, Mid-term Review and completion survey using COI methodology	PROSPER PCU	
	Total number of household members - Number of people	0		252000				
	Households - Percentage (%)	0	30	60				
	Households - Number	0	21000	42000				
	<b>3.2.1 Number of tons of greenhouse gas emissions (CO2) avoided and/or sequestered</b>				Baseline survey using COI methodology, Project reports	Baseline, Mid-term Review and completion survey using COI methodology	PROSPER PCU	
	Hectares of land - Area (ha)	0		39 217				
	tCO2e/20 years - Number	0		-1 945 462				
	tCO2e/ha - Number	0		-49.60				
	tCO2e/ha/year - Number	0		-2.50				
	<b>1.2.9 Households with improved nutrition Knowledge Attitudes and Practices (KAP)</b>				Baseline survey using COI methodology, Project reports	Baseline, Mid-term Review and completion survey using COI methodology	PROSPER PCU	
	Women-headed households - Households	0		672				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Households (number) - Households	0		8400				
	Households (%) - Percentage (%)	0		70				
	Household members - Number of people	0		50400				
	<b>Persons in rural areas accessing public socio-economic infrastructures to build environmental resilience</b>				Baseline survey using COI methodology, Project reports	Baseline, Mid-term Review and completion survey	PROSPER PCU	
	Persons - Percentage (%)	0		40				
	<b>2.2.6 Households reporting improved physical access to markets, processing and storage facilities</b>				Baseline survey using COI methodology, Project reports	Baseline, Mid-term Review and completion survey using COI methodology	PROSPER PCU	
	Households reporting improved physical access to markets - Percentage (%)	0		10				
<b>Output</b> Output 1.1 Strengthening of rural institutions and enterprises	<b>Rural Institutions and MSMEs trained</b>				M&E Data/ Component reports	Annually	PROSPER PCU	Political stability. Macroeconomic conditions remain stable or improve. No major political shocks in the region.
	Rural Institutions - Number	0	2250	4500				
	MSMEs - Number	0	400	800				
<b>Output</b> Output 1.2 Climate proofing smallholder production technologies	<b>Climate smart demonstrations installed</b>				M&E Data/ Component reports	Annually	PROSPER PCU	Political stability. Macroeconomic conditions remain stable or improve. No major political shocks in the region.
	Demonstrations - Number	0	100	320				
	<b>3.1.1 Groups supported to sustainably manage natural resources and climate-related risks</b>				M&E Data/ Component reports	Annually	PROSPER PCU	
	Total size of groups - Number of people	0	50000	100000				
	Groups supported - Groups	0	2560	5300				
	Males - Males	0	30000	60000				
	Females - Females	0	20000	40000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Young - Young people	0	15000	30000	M&E Data/ Component reports	Annually	PROSPER PCU	
	<b>3.1.2 Persons provided with climate information services</b>							
	Males - Males	0	9000	18000				
	Females - Females	0	6000	12000				
	Young - Young people	0	4500	9000				
	Persons provided with climate information services - Number of people	0	15000	30000				
	<b>Output</b> Output 1.3 Promotion of nutrition-sensitive farming and healthy-diets	<b>1.1.8 Households provided with targeted support to improve their nutrition</b>						
Total persons participating - Number of people		0	15000	72000				
Males - Males		0	7500	36000				
Females - Females		0	7500	36000				
Households - Households		0	2500	12000				
Young - Young people		0	7500	7500				
<b>1.1.7 Persons in rural areas trained in financial literacy and/or use of financial products and services</b>				M&E Data/ Component reports	Annually	PROSPER PCU		
Males - Males		0	30000				60000	
Females - Females		0	20000				40000	
Young - Young people		0	15000				30000	
Persons in rural areas trained in FL and/or use of FProd and Services (total) - Number of people		0	50000				100000	
<b>Output</b> Output 1.4 Development of socioeconomic infrastructures	<b>Clusters benefitting from infrastructures for enhancing environmental management and climate resilience (off-farm/watershed and communal social infrastructures)</b>				M&E Data/ Component reports	Annually	PROSPER PCU	Political stability. Macroeconomic conditions remain stable

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Clusters - Number	0	60	320				or improve. No major political shocks in the region.
	<b>2.1.5 Roads constructed, rehabilitated or upgraded</b>				M&E Data/ Component reports	Annually	PROSPER PCU	
	Length of roads - Km	0	90	90				
<b>Outcome</b> Outcome 2. Smallholders and small businesses are empowered to take advantage of the increasing market demand for agricultural produce	<b>2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities</b>				Baseline survey using COI methodology, Project reports	Baseline survey using COI methodology, Project reports	PROSPER PCU	Political stability. Macroeconomic conditions remain stable or improve. No major political shocks in the region.
	Number of POs - Organizations	0	1013	2025				
	<b>1.2.4 Households reporting an increase in production</b>				Baseline survey using COI methodology, Project reports	Baseline, Mid-term Review and completion survey using COI methodology	PROSPER PCU	
	Total number of household members - Number of people	0	175000	350000				
	Households - Percentage (%)	0	25	50				
	Households - Households	0	25000	50000				
	<b>1.2.5 Households reporting using rural financial services</b>				Baseline survey using COI methodology, Project reports	Baseline, Mid-term Review and completion survey using COI methodology	PROSPER PCU	
	Total number of household members - Number of people	0	175000	350000				
	Households - Percentage (%)	0	25	50				
	Households - Households	0	25000	50000				
<b>Output</b> Output 2.1 Creation of sustainable marketing linkages and business development	<b>2.1.3 Rural producers' organizations supported</b>				M&E Data/ Component reports	Annually	PROSPER PCU	Political stability. Macroeconomic conditions remain stable or improve. No major political shocks in the region.
	Total size of POs - Organizations	0	45000	90000				
	Rural POs supported - Organizations	0	2250	4500				
	Males - Males	0	27000	54000				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Females - Females	0	18000	36000				
Young - Young people	0	13500	27000					
<b>Output</b> Output 2.2 Access to rural financial services	<b>1.1.5 Persons in rural areas accessing financial services</b>				M&E Data/ Component reports	Annually	PROSPER PCU	Political stability. Macroeconomic conditions remain stable or improve. No major political shocks in the region.
	Women in rural areas accessing financial services - savings - Females	0	12000	12000				
	Young people in rural areas accessing financial services - savings - Young people	0	9000	9000				
	Men in rural areas accessing financial services - savings - Males	0	18000	18000				
	Men in rural areas accessing financial services - credit - Males	0	7200	14400				
	Women in rural areas accessing financial services - credit - Females	0	4800	9600				
	Young people in rural areas accessing financial services - credit - Young people	0	3600	7200				
	Total persons accessing financial services - savings - Number of people	0	30000	30000				



Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Total persons accessing financial services - credit - Number of people	0	12000	24000				
<b>Outcome</b> Outcome 3. Development of an enabling policy environment that will help achieve the project's goals and objectives	<b>Policy 3 Number of existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment</b>				Baseline survey using COI methodology, Project reports	Baseline survey using COI methodology, Project reports	PROSPER PCU	Political stability. Macroeconomic conditions remain stable or improve. No major political shocks in the region.
	Number	0	0	2				
<b>Output</b> Output 3.1 Financial policies to enhance smallholders' access to financial services and formalize MSMEs	<b>Policy 1 Number of policy-relevant knowledge products completed</b>				M&E Data/ Component reports	Annually	PROSPER PCU	Political stability. Macroeconomic conditions remain stable or improve. No major political shocks in the region.
	Knowledge Products - Number	0	5	10				

## Integrated Project Risk Matrix

Country Context	High	Substantial
Political Commitment	High	Substantial
<p><b>Risk:</b></p> <p>A change of Government and Ministers in the relevant Ministries during the project cycle may result in implementation delays, lack of interest from a new elected Government, or even civil unrest. While the overall system is stable and in the past democratic elections have seen peaceful transitions, the change in Government or priorities could lead to issues. This is magnified in the significant risks related to counterpart funding, corruption perception index and quality of public administration.</p>	High	Substantial
<p><b>Mitigations:</b></p> <p>PROSPER will maintain a regular engagement with relevant Government officials to address issues on project management (communication, information sharing, reporting) throughout the entire project cycle. Political environment will be continuously monitored, and appropriate measures will be developed in case the need to deal with political changes arises, including re-alignment of project with Government agenda.</p>		
Governance	Substantial	Moderate
<p><b>Risk:</b></p> <p>The risk that the country exhibits governance failures that may undermine project implementation and achievement of project development objectives. Another risk is project level governance failure. Despite the fact that Ghana has a well-established democracy and institutions and Ghana Audit Services is a capable institution and annual budgets are discussed by the Parliament, these risks are judged to be substantial. For example risks related to corruption perception index and quality of public administration are substantial.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Supervisions missions and other implementation support / follow up measures will be conducted minimum twice a year. Missions and follow up efforts will include FM and procurement specialists. The ICO will ensure that audits are conducted on time. External and internal audit findings will be assessed and followed up proactively with the project, implementing ministry and borrower representative.</p>		
Macroeconomic	High	Substantial
<b>Risk:</b>	High	Substantial

<p>Macroeconomic and global difficulties such as inflation, fuel and energy challenges, local and foreign market failures, fiscal and monetary policies affecting access to finance, government inability to provide counterpart funding, inadequate imports of hybrid seeds and fertilizers can represent a risk to PROSPER implementation. Major currency fluctuations would affect prices, demand and availability imported inputs and export markets.</p>		
<p><b>Mitigations:</b></p> <p>Following actions are expected to lead to addressing the above risks:</p> <p>(i) Strengthening community institutions and developing their internal capital and physical assets to develop resilience to external shocks.</p> <p>(ii) Obtaining high level government support from the early stages of project design; thus increasing potential of GoG support in case of adverse macroeconomic conditions and reducing probability of constraining inputs or any other necessary elements on PROSPER's beneficiaries.</p> <p>(iii) PROSPER will develop market linkages and strengthen RIs access to financial services to facilitate their access credit from financial institutions. This will contribute to building the beneficiaries resilience to shocks.</p> <p>(iv) Government contribution will be mostly in the form of in-kind contribution; thus reducing any potential impact of non-ability of the Government to provide cash contributions.</p> <p>(v) IFAD operational policy regarding re-structuring will be applied in case of evolving macro-economic situation that would require revisiting costs.</p>		
<p>Fragility and Security</p>	<p>Substantial</p>	<p>Moderate</p>
<p><b>Risk:</b></p> <p>The ongoing COVID-19 pandemic might result in mid-to-longer term economic difficulties or even civil unrest. Some of the response measures adopted by governments in the peak of each wave to prevent transmission of the disease, such as movement and gathering restrictions, may impact employment, rural-urban movements and have some economic impact. The duration and strength of COVID in Ghana is still uncertain.</p> <p>Development of vaccines and new medical protocols are contributing to reducing these risks. Despite the conflict and socio-political turmoil in a handful of neighbouring countries, (i.e. Burkina Faso, Niger, Nigeria), Ghana's global environment remains relatively calm. Nevertheless, the risk of welcoming influxes of unexpected climate and conflict related internally displaced people should not be discarded.</p>	<p>Substantial</p>	<p>Moderate</p>

<p><b>Mitigations:</b></p> <p>IFAD is actively participating in COVID-19 response dialogues, both at the UN Country Team level and in implementing its emergency operation (ESRF) with the government, to prevent and support mitigating negative impacts of the outbreak on the population (cash transfer, support Government programs). ESRF is working closely with other DPs and the Government to support measures that would help cope with post COVID realities, such as e-platforms for extension and marketing.</p> <p>PROSPER will continue working with the GoG and monitor these growing threats at the outskirts of its frontiers, throughout implementation. Systematic reporting on the handling of security and conflict issues will enable IFAD and PROSPER to anticipate accordingly. During project implementation, special attention will be given to such issues so the project can adequately monitor this potential exogenous risk that could hinder IFAD and PROSPER efforts, should it occur.</p>		
Sector Strategies and Policies	Substantial	Moderate
Policy alignment	Substantial	Moderate
<p><b>Risk:</b></p> <p>While national policies and strategies are generally in line with IFAD policies, some weakness in sector strategies and policies still exist, especially on subsidies and short-term focused political programmes over long-term agriculture development. This is namely related to blanket subsidies or unfavourable exports/imports policies, especially on agro-inputs. This could increase difficulty to deliver project expected outcomes.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>These risks are managed through a continuous policy dialogue engagement and development partners coordination during the entire project cycle.</p>		
Policy Development and Implementation	Substantial	Moderate
<p><b>Risk:</b></p> <p>The development and implementation of agricultural sector policies could provide a challenging environment in some of PROSPER's critical areas e.g. matching grants, access by PROSPER's target group to inclusive finance, enterprise development and climate finance.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>From the onset, promoting inclusive policy dialogue, integrating perspectives of different stakeholders since design, proper</p>		

<p>coordination between different stakeholders, and building institutional capacities, are elements that will contribute to the desired support for the sector, leading to PROSPER's success. From the second year of implementation, PROSPER will support the preparation of policy-relevant knowledge products based on project evidence.</p> <p>PROSPER's policy dialogue sub-component will address key policy areas that are relevant to the Project's objectives and implementation such as green agriculture, climate change, inclusive finance, etc.</p> <p>Ghana ICO will continue to participate actively in the ASWG and the private sector platform, contribute to advocate for supportive policy formulation, and will liaise with Development Partners to develop position papers aiming for increasingly effective policies in the agriculture sector during the entire project cycle.</p>		
Environment and Climate Context	High	Moderate
Project vulnerability to environmental conditions	Substantial	Moderate
<p><b>Risk:</b></p> <p>Possible environmental and climate shocks or extreme events (e.g. earthquakes, land erosion, siltation) would have significant adverse risks and/or impacts on food and nutrition security, agricultural productivity, access to markets, value-chains and infrastructure and local development perspectives. While the above mentioned natural environmental risks are not posing major threats (with the exception of occasional earthquakes), illegal mining is leading to noticeable water pollution and environmental degradation. Deforestation is another environmental risk. Climate related risks such as floods, droughts, unusual climate conditions are more probable. The potential incidence of pests and diseases would result in increased vulnerability or deterioration of the target populations' livelihoods and ecosystems.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>Where these exist, special measures will be taken to adequately protect project's interventions throughout the project cycle. The project has developed an ESMF / ESMP which will contribute to address any unintended project impact, as well as externalities. PROSPER's aims at improving NR management and addressing climate risks. This will help address some of the above mentioned potential risks. With regard to climate related risks, the project will promote climate insurance. Project interventions will not lead to any tree clearing but on the contrary it will promote afforestation and forests preservation through promotion of alternative livelihoods.</p>		
Project vulnerability to climate change impacts	High	Moderate

<p><b>Risk:</b></p> <p>Unreliable and erratic rainfall, floods, long dry spells and destruction of infrastructure and productive assets due to extreme weather conditions could delay/ affect project implementation. Climate change could impact production negatively, thus affecting PROSPER's beneficiaries and reducing the potential of achieving PROSPER's objectives. Project's environmental and social category is B and the climate risk assessment is moderate to high.</p>	High	Moderate
<p><b>Mitigations:</b></p> <p>PROSPER's design is focused on improving NRM and introducing intensive climate adaptation and mitigation measures to support PROSPER's beneficiaries. This will be achieved through a range of Project's interventions such as capacity building on climate resilient agricultural practices (details and expected timeframe are referenced in the PDR); promotion of technically feasible and financially affordable soil and water management practices with farmers; facilitation of provision of weather information for decision making to farmers; provision of crop insurance to farmers. Lastly, the MG scheme and the BFF loan facility will support a wide spectrum of adaptation and mitigation measures.</p> <p>Additionally, foreseen socioeconomic infrastructures and other agriculture activities financed under PROSPER (small sections of feeder roads 7-9.5 km long) linking two villages, and/or agricultural land, which are mostly community owned, are expected to be small, low risks, mostly site specific and easily manageable.</p> <p>Consistent with IFAD Safeguards standards/policies the initial project environmental, social and climate screening, and PROSPER being a category B operation, an environment and social management framework (ESMF) has been prepared to help mitigate the Project induced impacts and external shocks in an adequate manner. The preparation was done adopting a consultative and inclusive approach. Moreover, a Gender, Social Inclusion and Vulnerability Specialist as well as Safeguards and Climate Specialist will be part of the PCU to ensure timely project compliance on safeguards, social inclusion and climate change. The GCF unit in the ARB-APEX bank will include safeguards, climate, Social Inclusion, and Vulnerability Specialists as well.</p> <p>A crucial part of PROSPER's intervention aims at helping beneficiaries in targeted areas to cope with climate change impacts to achieve improved and more sustainable livelihoods while participating in selected VCs schemes.</p>		

Project Scope	Substantial	Moderate
Project Relevance	Moderate	Low
<b>Risk:</b> PROSPER becomes less relevant if it is not aligned with IFAD and government priorities.	Moderate	Low
<b>Mitigations:</b> The objectives and interventions of the project are fully aligned with national development policies and IFAD priorities and are deemed responsive to the needs and challenges of the target groups.  Project relevance and the needs of the target group will continue to be confirmed further during project start-up, baseline surveys, and supervision and follow up missions. Corrective measures/adjustments such as restructuring will be taken if appropriate (even during early stages of implementation), to ensure project relevance is maintained. The M&E system will play an important role for continuous flow of information within the project and with key stakeholders, for early detection of potential difficulties.		
Technical Soundness	High	Moderate
<b>Risk:</b> Complexities; such as - time consuming VC surveys and situation assessments at the beginning of the project may delay project implementation - MoUs for implementation are not signed on time or project implementation does not progress according to plan - cofinancing from the Government does not materialize - FIs remains risk averse and delay implementation of the BFF - limited agribusiness expertise in the implementing agency results in priority to production (supply) aspects and supply driven implementation - the lack of participation of agribusinesses, particularly of those which are new to the concept of partnering with community institutions, might cause delay in market linkage development; and - capacity of the extension services	High	Moderate
<b>Mitigations:</b> PROSPER will mitigate these risks by building on prior IFAD projects experiences from the onset and through actions like: i) building on the experiences of successful VC and microenterprise development projects such as a GASIP and REP, as well as coordination with AAFORD, especially on financial linkages to formal financial institutions and micro-insurance services; ii)		

prioritizing the presence of agribusiness and commercial agriculture expertise in the team from the start (REP and GASIP, which are about to be completed, have experienced staff in the areas of commercial VC and microenterprise development); iii) drawing upon agribusinesses which already proven to partner successfully with other projects such as GASIP, other non-IFAD projects and scale up their outreach to the PROSPER target group, as well as by developing marketing linkages through government supported initiatives such as 1D1F and PERD; (iv) capacity building of AEAs and provision of TA to backstop BRCs during implementation; (v) phasing approach is developed to allow addressing any potential issues with implementation arrangements; (vi) Government funding is mostly in form of in-kind contribution; (vii) Key project staff ToRs include follow up on meeting the triggers and follow up / timely recording of Government in-kind contribution; (viii) Institutional support will be provided to Government services including AEAs. .		
Institutional Capacity for Implementation and Sustainability	High	Moderate
Implementation Arrangements	High	Moderate
<b>Risk:</b> <ul style="list-style-type: none"> <li>- Management unit located far away from project communities</li> <li>- Overburdened project management unit due to limited staff</li> <li>- Delays in replacement/recruitment of key staff and limited field presence might result in management constraints</li> <li>- Complex implementation arrangements that have several parties</li> <li>- Presence of several partners and service providers might result in complex implementation arrangements</li> <li>- MoUs delayed with Project Partners; such as APEX-Bank, BRCs, GIRSAL, etc</li> </ul>	High	Moderate
<b>Mitigations:</b> <ul style="list-style-type: none"> <li>(i) The PCU will be located centrally in the Project areas, close to the beneficiaries</li> <li>(ii) Implementation will be phased thus allowing the Project team to build their capacity and experience</li> <li>(iii) Phased implementation will allow taking corrective measures at an early stage through restructuring and / or any other corrective measures</li> <li>(iv) Introducing clarity on the roles of different parties of the implementation structure as well as roles of different partners, thus reducing complexity</li> <li>(v) Ensuring strong support by the implementing ministry through project implementation to allow filling any gaps and addressing any staffing constraints</li> <li>(vi) Once implementation commences, PROSPER will recruit TA to support implementation.</li> </ul>		
<b>Risk:</b>	Substantial	Moderate



<p>Non-effective Market Linkages for Project Beneficiaries:  <b>Risk:</b>  - The risk that PROSPER's efforts to create marketing linkages for RIs and MSMEs does not succeed due to lack of interest by agribusinesses  - Failure of smallholders producers to meet market requirements with regard to quantity and quality</p>		
<p><b>Mitigations:</b></p> <p>Since the beginning of the project activities will focus on building capacity of RIs and MSMEs not only on climate risks and NR degradation but also with regard to FAB and improved production and financial literacy. It will also strengthen the extension teams to ensure state of the art knowledge is accessible to the beneficiaries. The RIs and MSMEs will also have access to financial services such as VSLAs, matching grants and BFF. This will help farmers to continue credit worthy and credible partners to agribusinesses under formal market linkages arrangements.</p> <p>Consciousness efforts will be made to link farmers' groups and MSMEs to VC actors. In addition to incentives such as increased opportunities for expanding their businesses, incentives such as access to know how and concessional BFF loans is expected to encourage agribusinesses to have strong links to the target groups.</p>		
<p><b>Risk:</b></p> <p>Poor farmers Performance due to Climate Impacts  Risks  High climate high risks would lead to sub-optimal production and failure of the smallholders to meet their commitments to the partnering agribusinesses and financial institutions.</p>	High	Moderate
<p><b>Mitigations:</b></p> <p>Since start-up, the project will raise smallholders' awareness on climate risks and how to climate proof their farming operations. Under component 2, farmers will be supported to develop green and climate resilient business plans to access MGs and the BFF facility. The project will make arrangements to link the farmers to GIRSAL (agricultural risk mechanism) and GAIP (agricultural climate insurance) to mitigate any loss due to climate risks or any other shocks.</p>		
<p><b>Risk:</b></p> <p>PFI's are Risk Averse and not Willing to lend to PROSPER's Target Group  Risks:  PFI's consider PROPSER's target group high risk and does not agree to engage in business relationship with most of them.</p>	Substantial	Moderate

<p><b>Mitigations:</b></p> <p>Since its start-up, the project will build the organisational capacity of the beneficiaries groups and take them through a gradual graduation approach, starting with financial literacy, saving mobilisation, matching grant support for the poorest groups, and access to low interest rate BFF. These actions, coupled with intensive efforts to create market linkages, introduce Ag risk mechanism and climate insurance as well as building the capacity to the PFIs through training and developing products suitable for PROSPER's target group, are expected to address possible risks for the PFIs.</p>		
<p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>- The risk that the investments under the MG fund and BFF does not comply with green financing requirements</li> <li>- The risk that project implementation does not focus sufficiently on nutrition activities</li> </ul>	High	Moderate
<p><b>Mitigations:</b></p> <ul style="list-style-type: none"> <li>- IGREENFIN Operational Manual for green investments will be included in PROSPER PIM.</li> <li>- Project staff ToRs will include specific focus on ensuring green investments and compliance with the IGREENFIN Operational Manual</li> <li>- Project design include significant focus on nutrition including farmers training, specific MG category for nutrition</li> <li>- Specific TA for nutrition is included in the design</li> <li>- Partnerships with line Government departments to support implementation of nutrition activities</li> </ul>		
Monitoring and Evaluation Arrangements	Substantial	Moderate
<p><b>Risk:</b></p> <p>Weak M&amp;E processes and systems could lead to inadequate Project's capacity to deal with complexity, monitor, validate, analyse and communicate results, capture lessons, and adjust implementation to seize opportunities and take corrective actions in a timely manner.</p> <p>Risk of inadequate flow of information from the districts, APEX Bank to the PCU.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>M&amp;E risks are mitigated by a clear structure from the onset, by leveraging existing M&amp;E expertise within host agency, and by maintaining a participative-collaborative approach for the definition of specific tools with main stakeholders.</p> <p>The project will have a dedicated M&amp;E team, who will derive the M&amp;E plan collaboratively with the line ministry, district staff and</p>		

<p>with relevant stakeholders, farmers organisations and agribusinesses. M&amp;E focal points at regional, district levels and in APEX Bank will be established.</p> <p>The key responsibilities of the M&amp;E system will rely on the M&amp;E Unit at the PCU, composed of an M&amp;E manager and M&amp;E officers. All other implementation agencies at regional level will play important roles in collecting and analysing data to assess outcomes and impact of project activities. The M&amp;E unit will set up a monitoring-evaluation manual and a computerized monitoring-evaluation data system to provide periodic, GIS based system, complete and reliable data. Several M&amp;E tools and guidelines will be incorporated in the M&amp;E system along with the Core Outcome Indicators (COI) Survey, which would allow for effective monitoring of the project situation at baseline, mid-term and completion.</p> <p>PROSPER's M&amp;E system aims for continuous information flow among relevant stakeholders and will allow the development of corrective measures as soon as issues are identified, from the beginning of implementation. PROSPER also feeds from other IFAD operations' experiences, lessons, knowledge and products (REP, GASIP, AAFORD), including what regards to project evaluation and monitoring.</p> <p>The institutional arrangement for implementation will ensure that PROSPER's M&amp;E is fully integrated into the MoFA planning, M&amp;E, and policy formulation processes, which turns the PROSPER's M&amp;E system into an important element of project's sustainability and exit strategy.</p>		
Project Financial Management	Moderate	Low
Project Organization and Staffing	Moderate	Low
<p><b>Risk:</b></p> <p>The implementing entity has excess number of qualified and experienced financial management staff thereby increasing cost significantly.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>The entity has three chartered Accountants and one finalist. All have experience in managing IFAD project. Two junior Accounts Assistants will be engaged to replace two senior accountants on completion of GASIP. PROSPER will make complete and appropriate staffing a condition precedent to disbursement and throughout project cycle</p>		
Project Budgeting	Substantial	Moderate
<p><b>Risk:</b></p> <p>1) IFAD disbursement cap may result in funds not being available when needed</p> <p>2) Disbursement cap Information may not be readily available at</p>	Substantial	Moderate

the time of AWPB preparation 3) The use of GIFMIS implies that the AWPB is integrated in the national budget, which could cause delays in budget approval		
<b>Mitigations:</b> 1) Project must obtain disbursement cap before completion of AWPB. 2) Project must liaise with FMD and PMD through the Country Director 3) The PMU will work toward an early submission of the AWPB. Any setback caused by the use of national systems will be discussed and mitigated by negotiating with government authorities.		
Project Funds Flow/Disbursement Arrangements	Substantial	Moderate
<b>Risk:</b> Delays in justifying prior advances, particularly, MoFA Directorates of District Agriculture due to the use of the revolving fund mechanism	Substantial	Moderate
<b>Mitigations:</b> Programme Accountants and Technical Specialists shall constantly remind implementing partners to justify advances at least once a month. Restriction rule of minimum 80% of advances justified before the release of any new advance shall be applied. The amount of the advances should be kept low. .		
Project Internal Controls	Moderate	Low
<b>Risk:</b> 1) Internal control systems will not allow for an effective control system to be put in place. 2) Low capacity and performance of government and private implementing partners	Moderate	Low
<b>Mitigations:</b> 1) The arrangement proposed for staffing will guarantee proper segregation of duties. The Internal Auditors of the lead implementing agency shall conduct ex-post review of PROSPER at least twice a year, and each expenditure will be validated by the internal audit system of GIFMIS 2) Contractual arrangements and reporting templates and guidelines for project finances shall be spelt out in MOUs/MOAs with implementing partners and service providers. Quarterly reports shall be required of implementing partners to feed into the Project IFRs.		
Project Accounting and Financial Reporting	Substantial	Moderate

<p><b>Risk:</b></p> <p>1) Lack of experience in using the national accounting platform – GIFMIS resulting in late submission and poor quality of the financial reports</p> <p>2) Difficulties to meet the reporting requirement of all co-financiers</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>1) Sensitization and migration is planned for the staff to use in the current programme before PROSPER start-up to enhance experience before implementation of the new project</p> <p>2) Careful definition of reporting requirement per financier at project start-up phase</p>		
Project External Audit	Low	Low
<p><b>Risk:</b></p> <p>No major risk is identified for external audit given the good track record of the GAS in auditing IFAD financed projects</p>	Low	Low
<p><b>Mitigations:</b></p> <p>,</p>		
Project Procurement	Substantial	Moderate
Legal and Regulatory Framework	Substantial	Moderate
<p><b>Risk:</b></p> <p>The procurement regulations are out of tune with the Amended PPA Act 914 of 2016 which can make the interpretation of the law difficult.</p> <p>Procurement monitoring received a “D” rating from PEFA, due to the incomplete nature of the procurement information published by the Public Procurement Authority (PPA). Specifically, the information from the PPA database is provisional for FY2016 and FY2017, has not updated regularly and had not been independently verified by PPA or the Auditor General.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p> <p>IFAD prior review thresholds will take into account the CPI score for Ghana. Additionally, all procurement entities, as well as bidders, suppliers, contractors, consultants and service providers, shall observe the highest standard of ethics during the procurement and execution of contracts financed under IFAD funded Projects, in accordance with paragraph 69 of the Procurement Guidelines. The Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations shall apply to all projects, vendors and third parties, in addition to the relevant national anticorruption and fraud laws.</p>		

<p>The Procuring Entity should establish a review panel at the level of the implementing agency, which will provide the first level of review for procurement complaints before eventually submitting them to the PPA.</p> <p>All NCB documents should have a Notice of Intention to Award provision/template and should be used.</p> <p>Use of standard bidding documents, use of procurement plan, and clear procurement arrangements from the onset.</p>		
<p>Accountability and Transparency</p>	<p>High</p>	<p>Substantial</p>
<p><b>Risk:</b></p> <p>Transparency International assigned a corruption perception index (CPI) score of 43/100 to Ghana, thus falling within the “medium” bracket.</p> <p>There is only a single level system to handle procurement complaints. In fact, although an appeals authority (ACB) exists at national level, it is not independent and there is no appeals review panel at the level of the implementing agency.</p> <p>The absence of Notice of Intention to Award and standstill period in Bidding documents/Request for Proposals do not enable bidders know when a contract is to be awarded so they should decide whether to complain or not.</p> <p>No debarment system. PPA's list of debarred suppliers refers to the World Bank debarred list.</p> <p>Ghana's Commission of Human Rights and Administrative Justice (CHRAJ) is an independent anti-corruption agency.</p> <p>Ghana has a one level system to handle complaints. PPA is responsible for the administrative review process and inaugurates a 7-member Appeals and Complaints Panel that reports back to PPA.</p> <p>No debarment system. PPA's list of debarred suppliers refers to the World Bank debarred list.</p> <p>Ghana's Commission of Human Rights and Administrative Justice (CHRAJ) is independent anti-corruption agency</p>	<p>High</p>	<p>Substantial</p>
<p><b>Mitigations:</b></p> <p>IFAD prior review thresholds will take into account the CPI score for Ghana. Additionally, all procurement entities, as well as bidders, suppliers, contractors, consultants and service providers, shall observe the highest standard of ethics during the procurement and execution of contracts financed under IFAD funded Projects, in accordance with paragraph 69 of the Procurement Guidelines. The Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations shall apply to all projects, vendors and third parties, in addition to the relevant national anticorruption and fraud laws.</p> <p>The Procuring Entity should establish a review panel at the level of the implementing agency, which will provide the first level of</p>		

<p>review for procurement complaints before eventually submitting them to the PPA.</p> <p>All NCB documents should have a Notice of Intention to Award provision/template and should be used.</p> <p>Use of standard bidding documents, use of procurement plan, and clear procurement arrangements from the onset.</p>		
Capability in Public Procurement	Moderate	Low
<p><b>Risk:</b></p> <p>The current implementation arrangement provides that the PCU of PROSPER will be embedded within the existing structures of the GASIP. GASIP has a Procurement Unit with 1 staff member, which could result in procurement delays and hamper project implementation.</p> <p>There is room for improving the quality of the bidding document. Procurement staff have full access to the PPA website. Procurement and financial management functions are separated.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>Strengthen the procurement unit through the recruitment of an additional procurement staff (Procurement Officer) and training in IFAD procurement guidelines during the first year of implementation. S/He will be monitored to ensure adherence to IFAD procurement procedures and processes while at the same time serves as a back up to the PROSPER Procurement Manager. GASIP's staff member has about 13 years general procurement experience, and 8 years specific donor-funded procurement experience.</p>		
Public Procurement Processes	Substantial	Moderate
<p><b>Risk:</b></p> <p>-The PPA stipulates 2 - 6 weeks of Bidding for NCB contracts. There is the likelihood that Bidders may not have sufficient time to submit competent bids which could result in either adverse selection of retendering with attendant delays to project implementation.</p> <p>-The NCB document for works procurement and the Bidding document does not include a template for Environmental, Social, Health and Safety (ESHS) Performance Security. There is the risk that ESHS procedures may not be followed during implementation, which could cause delays if the rights of individuals are violated.</p> <p>-Procurement plans are not updated regularly. This could make procurement process monitoring difficult.</p> <p>-Contract registers at MoFA and GASIP are not updated regularly.</p> <p>The country procurement methods for goods, works and services</p>	Substantial	Moderate

are consistent and congruent with IFAD's Access by foreign firms to bidding documents is not known.		
<b>Mitigations:</b>  -PROSPER will ensure that the Procurement Plan includes the minimum bidding period, suitable for the different procurement methods, from the onset. -The Works Procurement methods should be strengthened to include a template in the Bidding documents for Environmental, Social, Health and Safety Performance Security so as to ensure compliance of Contractors' C-ESMP plans during construction. -PROSPER will ensure that all procurement plans and contracts register are updated regularly throughout project implementation in the required format and submitted regularly to IFAD.		
Environment, Social and Climate Impact	Moderate	Low
Biodiversity Conservation	Moderate	Low
<b>Risk:</b>  The risk that the project may cause significant threats to or the loss of biodiversity, availability of diversified nutritious food, ecosystems and ecosystem services, territories of the indigenous peoples, or the unsustainable use/production of living natural resources. These risks are limited, as the project will promote use of best farming practices as well as promote agricultural intensification.	Moderate	Low
<b>Mitigations:</b>  SECAP procedures will be applied, which will lead to working closely with the Environmental Protection Agency (EPA) of Ghana to address any adverse impacts, throughout the entire project cycle. An ESMF is developed as part of the project design. All the above risks are assessed as not significant. All necessary measures are incorporated in the design to address unintended limited impacts as well as externalities. No deforestation or agriculture in forested areas. Use of chemicals will be monitored and necessary measures will be applied to address any potential impacts.		
Resource Efficiency and Pollution Prevention	Moderate	Low
<b>Risk:</b>  The risk that the project may cause significant pollution to air, water, and land, and inefficient use of finite resources that may threaten people, ecosystem services and the environment at the local, regional, and global levels.	Moderate	Low
<b>Mitigations:</b>  SECAP procedures will be applied, thus reducing any such likelihood. Arrangements and monitoring to ensure construction		



works, agriculture or any other project interventions will not lead to harm to the environment or the communities.		
Cultural Heritage		No risk envisaged - not applicable
That the project will be implemented in areas of cultural heritage or lead to harming any such assets.		
Indigenous People		No risk envisaged - not applicable
There are no Indigenous Peoples in Ghana as per the UN definition; therefore, no such risk is envisioned particularly in project interventions areas.		
Labour and Working Conditions	Substantial	Moderate
<b>Risk:</b> Though PROSPER interventions are foreseen to be small in scale and mostly localized, the size of agriculture plots are very limited, therefore, during ploughing and/or harvesting, and/or construction of community infrastructure there is a likelihood to use labour forces during a short period of time.	Substantial	Moderate
<b>Mitigations:</b> Provision is made in the ESMF to adequately cope with the likelihood of engaging labour forces or the presence of labour influx in the project intervention areas. During supervision and follow up missions, close follow up will be made to ensure appropriate use of labour.		
<b>Risk:</b> Child labour is forcefully prohibited in Ghana, however there is likelihood that this could happen. However, in case of presence of children in tree crops production practices, resulting in Child labour, practical measure will be taken to immediately mitigate such a behaviour.	Substantial	Moderate
<b>Mitigations:</b> Strict adherence to government policies to prevent child labour. Facility for reporting any violation followed by prompt investigation of any reported case. The ESMF is prepared to address child labour issues.		
Community Health and Safety	Moderate	Low
<b>Risk:</b>	Moderate	Low

<p>During project implementation, although most activities will be done using manual tractions, it is likely the tools and other material used could harm or threaten the safety and security of farmers, and/or workers or even visitors. Furthermore, the risk that the project may cause moderate to low adverse impacts on the physical, mental, nutritional or social health/safety status of an individual, group, or population, including as a result of gender based violence is also very unlikely and thus, significantly unexpected.</p>		
<p><b>Mitigations:</b></p> <p>The project will be nutrition sensitive, will ensure gender and youth mainstreaming, as described in PDR. The project interventions are designed to improve income, livelihoods, and nutrition status of the target groups. It is not envisioned that there will be significant environmental, social, or physical impacts and SECAP provisions, especially ESMF recommendations, will be applied from the onset to ensure that any such impacts are addressed as part of project interventions.</p>		
Physical and Economic Resettlement	Low	Low
<p><b>Risk:</b></p> <p>The risk that the project may cause significant adverse physical, social, cultural, or economic impacts (especially for marginalized groups), from land acquisition, and involuntary loss of land, assets, and restriction to access to assets, income sources, or means of livelihoods is limited simply because (i) all agriculture lands will occur on community owned lands; (ii) feeder/truck roads connecting two villages and/or agricultural fields are very short (7-9.50 Km of length); (iii) construction of socioeconomic community infrastructure will occur on communally owned pieces of land.</p>	Low	Low
<p><b>Mitigations:</b></p> <p>The project is not envisioned to pose such risk. SECAP policies, and specifically ESMF recommendations will be applied to ensure that any such impacts are addressed as part of the project interventions.</p>		
Greenhouse Gas Emissions	Substantial	Moderate
<p><b>Risk:</b></p> <p>Ecological damage might occur through mono-cropping, deforestation, and/or the processing/transformation of some VC crops, etc. in the process of promoting tree crop production.</p>	Substantial	Moderate
<p><b>Mitigations:</b></p>		

Strict adherence to government environmental and natural resources management policies, throughout project cycle. The programme will focus on rehabilitation of existing planting areas, plantations in denuded land and intercropping with staple crops and planting in farmland instead of fresh plantations, unless properly evaluated.		
Vulnerability of target populations and ecosystems to climate variability and hazards	Moderate	Low
<b>Risk:</b> As indicated above, the rural smallholder population in the target areas (Northern and Middle belts), typically engaged in rainfed agriculture, is subject to various impacts of climate and ecosystem variability (dry spells, delayed/short rainfall, droughts, floods, pests and locusts invasion, etc.) which affects their productivity, livelihoods, and infrastructure.	Moderate	Low
<b>Mitigations:</b> Project interventions are designed with the goal of building resilience of target groups to climate change impacts and effects, as well as reducing greenhouse gases emissions in project's value chains. Intensive trainings and capacity buildings with regard to climate risks, adaptation and mitigation. The BPs will integrate climate adaptation and mitigation measures. A key element to deal with climate variability and help mitigating this type of risk is the climate-related financing, including providing access to agricultural insurance schemes. GAIP, the GoG's entity in charge of crop insurance, is among AAFORD partners which will be linked to PROSPER's interventions from the onset, as previously indicated.		
Stakeholders	Substantial	Moderate
Stakeholder Engagement/Coordination	Substantial	Moderate
<b>Risk:</b> - Failure to create linkages with other IFAD projects offering complementary services - Inadequate stakeholder engagement/coordination - Gaps in roles definition - Inadequate/insufficient information disclosure - Misunderstandings or duplication/inconsistencies between partners working in the same target area might dilute project effectiveness - Smallholders' lack of access to financial resources beyond project's one time start-up support might cause lack of continuity of marketing linkages between smallholders and agribusinesses	Substantial	Moderate
<b>Mitigations:</b>		

<p>PROSPER will be implemented in a consultative, participatory and inclusive manner. PROSPER will therefore mitigate these risks through the following key actions:</p> <p>i) Strong linkages with AAFORD, GASIP and REP from the earliest stages of implementation. PROSPER will be building on the on-going IFAD projects to complement its activities where possible: working with AAFORD to provide affordable credit supply to target households; building on REP achievements such as use of BRCs for creating market linkages, business planning, capacity building of groups and micro enterprises, leveraging on the demand by 1D1F; and with GASIP for linkages to agribusiness partners.</p> <p>ii) PROSPER is building on ongoing and future interventions by other donors such as the World Bank, AfDB, Canada. Continuous coordination and interactions with all DPs supported programs (since start-up) will be ensured. The project implementation arrangements contain strong coordination mechanisms such as Project Steering Committees and use of existing experienced PCU. Preparation of AWPB will be done in a participatory manner, etc. Strong coordination will take place both and central level and in the field.</p> <p>iii) The project design addresses key gaps such as value chains weaknesses, NR degradation, lack of access to financial resources, etc.</p> <p>iv) The project design include sound M&amp;E, KM and communication arrangements which will contribute to information gathering and dissemination; thus leading to better information sharing and coordination.</p> <p>v) As project cycle advances, development of bankable BPs that receive continuous financial support through affordable bank loans will allow target households to gradually increase acreage and profitability over successive agricultural seasons and sustain their agribusiness linkages.</p>		
Stakeholder Grievances	Moderate	Low
<p><b>Risk:</b></p> <p>As stated in the PDR and above, all participating land sites will be communally owned, small in size and free of any claim. Nevertheless, land tenure issues can de-incentivise participation of farmers -including youth and women- in PROSPER. Moreover, agriculture, construction of community activities may result in harming some people who might rightfully seek ways of claiming their rights.</p>	Moderate	Low
<p><b>Mitigations:</b></p> <p>The ESMF includes a participatory Grievance Redress Mechanism (GRM) that enables project beneficiaries and/or affected persons to freely and easily lodge their claims and seek</p>		

<p>for a peaceful reparation, throughout project implementation. On the land acquisition issues, throughout implementation PROSPER will further engage with GOG's departments responsible for land tenure policy to promote solutions to securing land access on longer-term basis or ownership transfer to those who want to farm.</p>		
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