
Rapport du Président

Proposition de prêt

République populaire du Bangladesh

Programme de transformation agricole et rurale en faveur de la nutrition, de l'entrepreneuriat et de la résilience

Numéro du programme: 2000003884

Cote du document: EB 2023/138/R.14/Rev.1

Point de l'ordre du jour: 12 a) i) a)

Date: 11 mai 2023

Distribution: Publique

Original: Anglais

POUR: APPROBATION

Mesures à prendre: Le Conseil d'administration est invité à approuver la recommandation telle qu'elle figure au paragraphe 68.

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Équipe d'exécution du programme

| | |
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Carte de la zone du programme



Les appellations employées et la présentation des données n'expriment aucune position particulière du FIDA quant au tracé des frontières ou limites ni aux autorités concernées.

Carte établie par le FIDA | 09/08/2022

Résumé du financement

| | |
|---|--|
| Institution initiatrice: | Banque mondiale |
| Emprunteur/bénéficiaire: | Ministère des finances |
| Organisme d'exécution: | Ministère de l'agriculture |
| Coût total du programme: | 1 343 millions d'USD |
| Montant du prêt du FIDA: | 43 millions d'USD |
| Conditions du prêt du FIDA: | Mixtes: 25 ans, y compris un différé d'amortissement de 5 ans, assorti d'une commission de service de 0,75% et d'un taux d'intérêt de 1,25% l'an en droit de tirage spécial (ajustement pour les prêts en une seule monnaie) |
| Cofinanceur: | Association internationale de développement |
| Montant du cofinancement: | 500 millions d'USD |
| Conditions du cofinancement: | Prêt |
| Contribution de l'emprunteur/bénéficiaire: | 800 millions d'USD |
| Institution coopérante: | Banque mondiale |

I. Contexte

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

Contexte national

1. Le Bangladesh a enregistré des progrès rapides sur les plans social et économique au cours des dernières décennies, et figure depuis 2015 dans la catégorie des pays à revenu intermédiaire de la tranche inférieure. De 48,9% en 2000, le taux national de pauvreté est tombé à 24,5% en 2016, et l'extrême pauvreté est passée de 34,3% à 13,0% sur la même période. Cependant, le rythme de réduction de la pauvreté s'est ralenti ces dernières années, alors même que la croissance s'accélérait.
2. La croissance du produit intérieur brut (PIB) a chuté à 3,4% en 2020 du fait des restrictions liées à la pandémie de maladie à coronavirus 2019, mais a rebondi au cours des exercices financiers 2021 et 2022, atteignant d'après les estimations 7,2% en 2022 à la faveur d'une augmentation de la consommation privée et des investissements. Parallèlement, l'inflation a atteint 7,5% (juillet 2022), contre 5,3% l'année précédente, en raison de la flambée mondiale des prix des produits de base causée par la guerre en Ukraine, qui a touché de manière disproportionnée les populations pauvres.
3. En 2019, 20,5% de la population se trouvait sous le seuil de pauvreté – 10,5% dans une situation d'extrême pauvreté. Le taux national de sous-alimentation a atteint 9,7% (soit 15,9 millions de personnes) sur la période 2018-2020, tandis que le taux d'insécurité alimentaire grave s'est établi à 10,5%. Le taux d'insécurité alimentaire modérée ou grave était de 31,9%, mais les données indiquaient une diversification alimentaire progressive.
4. Pour rejoindre la catégorie des pays à revenu intermédiaire de la tranche supérieure d'ici à 2031, le Bangladesh devra créer des emplois et ouvrir des débouchés sur le marché du travail en mettant en place un environnement commercial concurrentiel, en diversifiant les exportations, en investissant dans le capital humain, en construisant des infrastructures efficaces, en renforçant le secteur financier et en instaurant un environnement réglementaire de nature à attirer l'investissement privé.

Aspects particuliers relatifs aux thématiques transversales prioritaires du FIDA

5. **Femmes.** Les possibilités d'emploi pour les femmes sont limitées: leur taux d'activité en milieu rural est de 38,6%, contre 80,3% pour les hommes. Les femmes occupent des emplois mal rémunérés, et les revenus des hommes sont en moyenne supérieurs de 21% aux leurs dans le secteur rural. Elles s'occupent pour l'essentiel seules de la famille et ont un accès et un contrôle limités en ce qui concerne les ressources et les fonds. Les normes sociales et culturelles les empêchent toujours de vendre des biens sur les marchés ou de participer à des activités économiques en dehors de leur foyer.
6. **Jeunes.** Le pourcentage de personnes âgées de 15 à 29 ans non scolarisés et sans emploi ni formation est de 30%, dont 87% de femmes. Ce pourcentage a augmenté depuis 2010, et le taux de chômage est plus élevé dans les zones rurales que dans les zones urbaines. Les jeunes n'ont généralement pas les moyens (terres, ressources et actifs) de créer leurs propres entreprises rurales.
7. **Nutrition.** Une [enquête en grappes à indicateurs multiples réalisée en 2019](#) a montré que, parmi les enfants d'âge préscolaire, 28% souffraient d'un retard de croissance, 23% présentaient une insuffisance pondérale et 10% environ étaient émaciés, et que 2,4% des enfants de moins de 5 ans avaient des carences en micronutriments et étaient exposés au risque de malnutrition. Plus de la moitié des

femmes au Bangladesh souffrent d'un déficit énergétique chronique, et 36,7% des femmes en âge de procréer sont anémiques.

8. **Climat.** Un [modèle d'évaluation intégrée de la Banque asiatique de développement \(2014\)](#) a montré que les pertes liées aux changements climatiques pourraient atteindre 9% du PIB chaque année. On s'attend à une hausse des températures moyennes et à une augmentation des précipitations annuelles, ce qui va allonger la saison de la mousson, accroître les risques d'inondation et modifier les calendriers de culture. L'élévation du niveau de la mer constitue une menace pour les zones côtières en raison de la perte de terres et de la salinisation des eaux souterraines. Le pays pourrait de ce fait compter 13 millions de [déplacés internes imputables aux changements climatiques d'ici à 2050](#).

Justification de l'intervention du FIDA

9. Le Gouvernement bangladais a demandé au FIDA d'appuyer son programme phare de transformation sectorielle, dont la direction est assurée par la Banque mondiale – faisant ainsi fond sur le partenariat étroit entre les deux entités. Les objectifs du Programme de transformation agricole et rurale en faveur de la nutrition, de l'entrepreneuriat et de la résilience (PARTNER) – diversification, sécurité sanitaire des aliments, entrepreneuriat et résilience des filières agroalimentaires au Bangladesh – s'inscrivent dans le droit fil du [programme d'options stratégiques pour le pays \(COSOP\) 2023-2028 du FIDA établi pour le Bangladesh](#).
10. Le FIDA a participé activement à la conception d'ensemble du programme et a collaboré étroitement avec la Banque mondiale et le Gouvernement tout au long du processus. Le Fonds entend également s'appuyer sur son expérience en matière d'accords de cofinancement de prêts axés sur les résultats, tels que le [Programme de compétitivité de l'agriculture et de l'élevage axé sur les résultats](#) au Sénégal.
11. En cofinçant le programme PARTNER à hauteur de 43 millions d'USD, le FIDA pourra intégrer un mécanisme relatif aux programmes axés sur les résultats dans son portefeuille d'activités au Bangladesh et accroître son expérience des prêts axés sur les résultats. Et surtout, il pourra jouer un rôle déterminant dans la transformation du secteur agricole bangladais, en gagnant en visibilité et en participant à l'élaboration des politiques, malgré une contribution de 3,2% seulement aux coûts totaux.
12. L'approche du programme axé sur les résultats est tout indiquée pour appuyer l'exécution du plan d'action élaboré au titre de la [Politique agricole nationale](#). Le plan d'action a été conçu pour couvrir une période initiale de cinq ans (2021-2025), tandis que la Politique agricole nationale donne des orientations sur 10 ans (2018-2028). Le programme PARTNER sera en outre la première opération de prêt axé sur les résultats dans l'agriculture au Bangladesh, ce qui marquera une étape clé.

B. Enseignements à retenir

13. L'[examen à l'achèvement du COSOP pour le Bangladesh \(2022\)](#) a permis de déterminer que les projets du FIDA dans le pays avaient contribué à i) réduire la pauvreté en créant des possibilités d'emploi et un écosystème favorable aux entreprises rurales; ii) appuyer de vastes interventions couvrant les moyens d'existence, les services et les infrastructures en milieu rural; iii) favoriser l'adaptation aux changements climatiques et les moyens d'existence durables; iv) mettre en œuvre une approche fondée sur le développement des filières qui a débouché sur une augmentation directe des revenus d'un grand nombre de bénéficiaires.
14. Les projets du FIDA ont permis d'atteindre les zones du pays les plus touchées par la pauvreté et les plus vulnérables face aux changements climatiques et ont compté une majorité de petits exploitants et de femmes parmi leurs bénéficiaires. Les moyens d'existence résilients face aux changements climatiques encouragés

dans le cadre du [Projet de développement et de colonisation des chars – Phase IV \(CDSP-IV\)](#), du [Projet d'amélioration de l'infrastructure et des moyens de subsistance dans les haor \(HILIP-CALIP\)](#) et du projet [Renforcement de la résilience des populations vulnérables par l'accès aux infrastructures, l'amélioration des compétences et l'information \(PROVATI\)](#) ont donné d'excellents résultats.

15. Le FIDA a fait fond sur l'expérience tirée de projets en cours comme le [Projet d'appui à la commercialisation et aux entreprises dans le secteur agricole \(PACE\)](#), le [Programme national d'appui aux techniques agricoles – Projet phase II \(NATP2\)](#) et le [Projet d'appui à la compétitivité de l'agriculture paysanne \(SACP\)](#), qui donnent les moyens aux paysans pratiquant une agriculture de subsistance de participer à des systèmes de production axés sur les marchés et de se coordonner avec les autres acteurs des filières. Les approches par filière du développement des entreprises agricoles et non agricoles, associées à des services financiers [dans le [Projet relatif au financement du développement des entreprises et de la création d'emplois \(FEDEC\)](#) et le [Projet de transformation des entreprises rurales \(RMTP\)](#), par exemple], ont permis de diversifier les sources de revenus et de transformer les moyens d'existence.

II. Description du programme

A. Objectifs, zone d'intervention et groupes cibles

16. **Le but** du programme PARTNER est d'opérer une transformation de l'agriculture pour favoriser la diversification vers des cultures à haute valeur et assurer la sécurité alimentaire et nutritionnelle, et de renforcer la résilience à long terme du secteur face aux changements climatiques.
17. **L'objectif de développement** est de favoriser la diversification, la sécurité sanitaire des aliments, l'entrepreneuriat et la résilience face aux changements climatiques dans les systèmes agroalimentaires bangladais, au moyen de trois domaines de résultats, à savoir: i) encourager une production alimentaire durable et nutritive; ii) accroître l'entrepreneuriat et l'accès aux services dans les filières; iii) moderniser les institutions et les politiques pour transformer l'agriculture.
18. Conformément aux directives du FIDA, la stratégie de ciblage repose sur des mécanismes de ciblage géographique et d'autociblage. Le nombre de bénéficiaires des activités du programme PARTNER est estimé à 5 millions de petits exploitants environ, dont au moins 40% de femmes et 50% de jeunes. Le programme sera exécuté à l'échelle du pays.

B. Composantes, résultats et activités

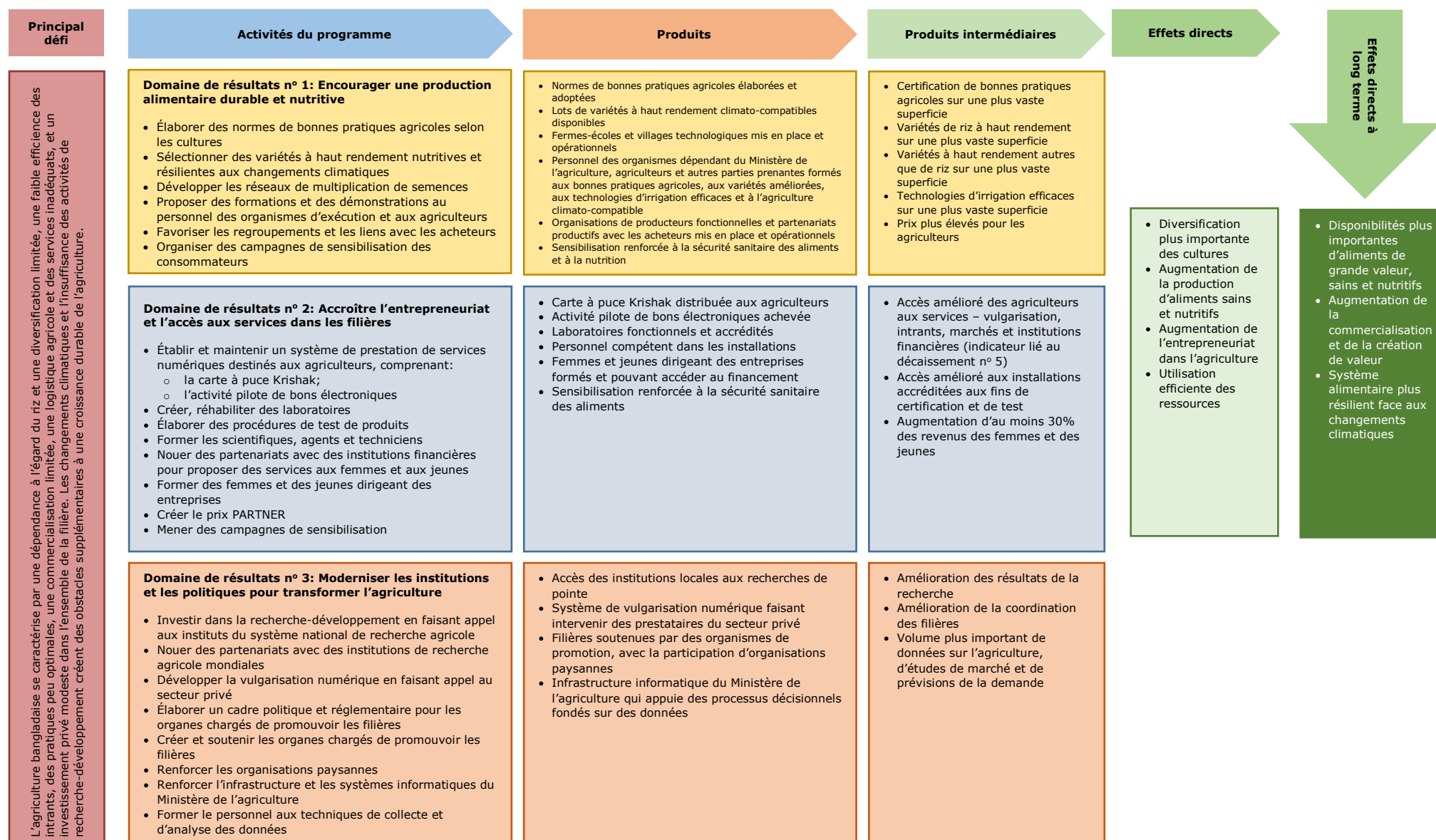
19. Les trois domaines de résultats (exposés ci-après) forment le socle des composantes du programme. Ils se décomposent en 10 indicateurs liés au décaissement.
- i) **Domaine de résultats n° 1: Encourager une production alimentaire durable et nutritive.** Le premier domaine de résultats vise à accroître la productivité des principales cultures – céréales, légumineuses, fruits, légumes et épices –, en encourageant la diversification de l'agriculture, en augmentant la sécurité sanitaire des aliments sur les exploitations et en renforçant la résilience du secteur face aux changements climatiques.
- ii) **Domaine de résultats n° 2: Accroître l'entrepreneuriat et l'accès aux services dans les filières.** Le deuxième domaine de résultats vise à fournir des subventions et des services de manière plus efficiente aux agriculteurs, à contribuer à réformer le système de sécurité sanitaire des aliments en renforçant les laboratoires d'analyse du pays et à favoriser l'accès à de meilleurs marchés.

- iii) **Domaine de résultats n° 3: Moderniser les institutions et les politiques pour transformer l'agriculture.** Le troisième domaine de résultats vise à réformer le système de recherche, d'enseignement et de vulgarisation agricole; à améliorer la coordination et la promotion des filières; à renforcer l'efficacité, l'efficacité et la coordination des politiques et des programmes agricoles, ainsi que la gestion des informations y afférentes.

C. Théorie du changement

20. La théorie du changement du programme est présentée à la Figure 1. Le programme s'attaquera aux problèmes suivants: i) la diminution de la superficie de terres agricoles disponibles pour nourrir une population croissante; ii) les systèmes de production centrés sur le riz, et la diversification limitée des cultures; iii) le taux de rendement décroissant de la production rizicole par rapport à la production horticole; iv) la prévalence persistante de la malnutrition. Une réorientation des priorités stratégiques du secteur agricole en faveur d'une diversification plus rapide et d'une réduction des écarts de rendement dans la production rizicole sera nécessaire pour s'attaquer à ces problèmes. Il faudra axer les investissements sur la recherche, les services de vulgarisation, la sécurité sanitaire des aliments, les organisations des filières, l'entrepreneuriat et l'efficacité d'utilisation des intrants pour favoriser la diversification au sein du secteur. Le programme PARTNER comprend également une activité pilote de coupons électroniques qui permettra d'expérimenter des mécanismes efficaces de fourniture de subventions aux intrants et de générer des enseignements pour réadapter l'actuel programme de subventions aux engrais. Cette approche préservera les résultats obtenus en matière de sécurité alimentaire tout en insufflant un nouvel élan à la transformation de l'agriculture et en renforçant la résilience du secteur face aux changements climatiques. L'équipe du programme a cependant renoncé à réaliser un suivi systématique du financement de l'action climatique.

Figure 1
Théorie du changement du programme PARTNER



D. Alignement, appropriation et partenariats

21. Le programme PARTNER participera à la réalisation des objectifs des politiques publiques et contribuera aux grandes priorités stratégiques définies dans le [huitième Plan quinquennal](#) – à savoir ramener l'extrême pauvreté à 5% et la pauvreté modérée à 12% (objectif de développement durable n° 1) – en finançant un sous-ensemble d'activités du plan d'action élaboré par le Ministère de l'agriculture au titre de la Politique agricole nationale.
22. Il cadre avec le [Bangladesh Delta Plan 2100](#), qui vise la sécurité alimentaire et hydrique, la croissance économique et la durabilité environnementale à long terme, parallèlement à la réduction de la vulnérabilité face aux changements climatiques et aux autres défis auxquels la région du Delta doit faire face. Parmi les autres documents d'orientation figurent le [Plan prospectif du Bangladesh pour la période 2021-2041](#) et le [Plan-cadre de coopération des Nations Unies pour le développement durable \(2022-2026\)](#).
23. Le programme PARTNER contribuera à l'objectif de développement durable n° 1 en augmentant de manière pérenne les revenus des familles d'agriculteurs pauvres et des jeunes entrepreneurs en milieu rural et à l'objectif de développement durable n° 2 en améliorant la sécurité alimentaire et nutritionnelle des ménages bénéficiaires. Le programme concourra également aux objectifs de développement durable n° 5 et 13 par différentes activités et initiatives.
24. Les indicateurs liés au décaissement sont directement reliés au [Cadre stratégique du FIDA pour 2016-2025](#) et au programme d'options stratégiques du Fonds pour le Bangladesh (COSOP). Les 4 indicateurs liés au décaissement (n° 1 à 4) au titre du premier domaine de résultat se réfèrent à l'objectif stratégique n° 1 du Cadre stratégique du FIDA, tandis que les indicateurs n° 5, 7 et 9 se rapportent aux objectifs stratégiques n° 2 du Cadre stratégique du FIDA et du COSOP.

E. Coût, avantages et financement

Coût du programme

Stratégie et plan de financement et de cofinancement

25. Le programme PARTNER sera exécuté sur une période allant de 2023 à 2028, avec un budget total de 1,343 milliard d'USD. L'Association internationale de développement (IDA) apportera 500 millions d'USD (37,2%) et le FIDA, 43 millions d'USD (3,2%). La contribution du Gouvernement couvrira les 800 millions d'USD restants, qui comprennent le budget à la disposition du Ministère de l'agriculture pour les programmes en cours et approuvés – lesquels sont conformes aux domaines de résultats du programme PARTNER – (625 millions d'USD), et une contribution supplémentaire de 175 millions d'USD. Les politiques de la Banque mondiale en matière d'imputation des taxes s'appliqueront à l'ensemble des dépenses engagées dans le cadre du programme, y compris celles financées par le FIDA. Le Tableau 1 ci-après expose en détail le financement du programme PARTNER.

Tableau 1
Résumé du plan de financement du programme PARTNER
(en millions d'USD)

| <i>Source</i> | <i>Montant</i> | <i>Part du financement total (%)</i> |
|--|----------------|--------------------------------------|
| 1. Gouvernement bangladais | 800 | 59,6 |
| 1.1. Budget disponible pour les programmes publics en cours et approuvés | 625 | 46,6 |
| 1.2. Budget supplémentaire | 175 | 13,0 |
| 2. Partenaires de développement | 543 | 40,4 |
| 2.1. Banque mondiale-IDA | 500 | 37,2 |
| 2.2. FIDA | 43 | 3,2 |
| Total | 1 343 | 100 |

Tableau 2
Coût du programme par domaine de résultats, par indicateur lié au décaissement et par source de financement
(en milliers d'USD)

| <i>Domaine de résultats (composante)</i> | <i>Indicateur lié au décaissement (IDD) (sous-composante)</i> | <i>Allocation</i> | | |
|---|--|-------------------|----------------|---------------|
| | | <i>Total</i> | <i>IDA</i> | <i>FIDA</i> |
| Domaine de résultats n° 1: Encourager une production alimentaire durable et nutritive | IDD 1 – Élaboration, déploiement et adoption de normes de bonnes pratiques agricoles dans la production de fruits et de légumes (hectare) | 59 730 | 55 000 | 4 730 |
| | IDD 2 – Élaboration et adoption de variétés de riz à haut rendement (hectare) | 55 386 | 51 000 | 4 386 |
| | IDD 3 – Diversification des cultures: céréales autres que le riz, légumineuses, oléagineux et cultures horticoles (hectare) | 65 160 | 60 000 | 5 160 |
| | IDD 4 – Adoption de technologies d'irrigation améliorées et efficaces par les agriculteurs (hectare) | 59 730 | 55 000 | 4 730 |
| Domaine de résultats n° 2: Accroître l'entrepreneuriat et l'accès aux services dans les filières | IDD 5 – Élargissement de la fourniture de services agricoles numériques grâce à la carte à puce Krishak (nombre) | 70 590 | 65 000 | 5 590 |
| | IDD 6 – Promotion de l'accréditation des processus de certification des semences et de vérification de la sécurité sanitaire des aliments (nombre) | 34 752 | 32 000 | 2 752 |
| | IDD 7 – Promotion de l'entrepreneuriat agroalimentaire auprès des jeunes et des femmes (nombre) | 42 354 | 39 000 | 3 354 |
| Domaine de résultats n° 3: Moderniser les institutions et les politiques pour transformer l'agriculture | IDD 8 – Augmentation des activités de recherche-développement dans les nouvelles technologies et innovations, et élaboration d'un système d'évaluation opérationnelle des services de vulgarisation et des instituts du système national de recherche agricole (pourcentage) | 99 912 | 92 000 | 7 912 |
| | IDD 9 – Création et mise en service d'organismes de promotion des filières pour certains produits (nombre) | 30 408 | 28 000 | 2 408 |
| | IDD 10 – Amélioration des systèmes d'information (services fournissant des statistiques agricoles et des études de marché, y compris pour les marchés étrangers) (nombre) | 24 978 | 23 000 | 1 978 |
| Total allocation | | 543 000 | 500 000 | 43 000 |

Tableau 3

Coût du programme par domaine de résultats et indicateur lié au décaissement et par année
(en milliers d'USD)

| Domaine de résultats | IDD | Année 1 | Année 2 | Année 3 | Année 4 | Année 5 | Total |
|--|--------|--------------|--------------|--------------|---------------|---------------|---------------|
| Domaine de résultats n° 1: | IDD 1 | 258 | 516 | 1 204 | 1 032 | 1 720 | 4 730 |
| Encourager une production alimentaire durable et nutritive | IDD 2 | 241 | 877 | 877 | 877 | 1 514 | 4 386 |
| | IDD 3 | - | 1 032 | 1 135 | 1 135 | 1 858 | 5 160 |
| | IDD 4 | 344 | 0 | 877 | 877 | 2 632 | 4 730 |
| Domaine de résultats n° 2: | IDD 5 | 430 | 387 | 1 290 | 1 935 | 1 548 | 5 590 |
| Accroître l'entrepreneuriat et l'accès aux services dans les filières | IDD 6 | - | 396 | 550 | 1 419 | 387 | 2 752 |
| | IDD 7 | - | 490 | 1 006 | 1 084 | 774 | 3 354 |
| Domaine de résultats n° 3: | IDD 8 | 791 | 1 582 | 1 582 | 1 582 | 2 374 | 7 912 |
| Moderniser les institutions et les politiques pour transformer l'agriculture | IDD 9 | 430 | - | 791 | 1 187 | - | 2 408 |
| | IDD 10 | - | 439 | 662 | 662 | 215 | 1 978 |
| Total allocation | | 2 494 | 5 719 | 9 976 | 11 791 | 13 020 | 43 000 |

Décaissement

26. Les décaissements seront subordonnés à la présentation par les pouvoirs publics d'éléments attestant la réalisation des résultats liés au décaissement, lesquels feront l'objet d'un examen par une agence de vérification indépendante du FIDA et de la Banque mondiale.
27. La Banque mondiale examinera chaque demande de retrait et indiquera le cas échéant au FIDA de procéder au paiement nécessaire. Les ressources du FIDA seront réparties entre les 10 indicateurs liés au décaissement au moyen d'un mécanisme de décaissement *pari passu* qui devra être utilisé lors de chaque demande de retrait. Tous les retraits seront versés sur un compte unique du Trésor (fonds consolidé) libellé en taka bangladais et détenu auprès de la Banque centrale du Bangladesh.
28. Une avance d'un montant maximal équivalent à 135 millions d'USD (dont 10 millions d'USD du FIDA) sera versée au titre du programme PARTNER. Cette avance sera déduite des décaissements dus à la réalisation des résultats liés au décaissement, ou lors des années ultérieures du programme. Les montants récupérés seront mis à disposition pour accorder des avances supplémentaires. Si les résultats liés au décaissement ne sont pas obtenus, l'avance devra être remboursée.

Résumé des avantages et analyse économique

29. Deux méthodes ont été utilisées pour évaluer l'impact économique du programme PARTNER: i) une simulation à l'aide d'une matrice de comptabilité sociale; ii) une analyse économique *ex ante*. Les deux méthodes ont donné des résultats positifs.
30. Les investissements du programme PARTNER augmenteront le PIB du Bangladesh de 0,33%. Le modèle de multiplicateur de la matrice de comptabilité sociale montre que l'injection d'une somme forfaitaire de 718 millions d'USD dans les comptes d'investissements exogènes du secteur agricole se traduit par un accroissement de 1,12 milliard d'USD du PIB de l'exercice financier 2020/2021, soit une progression de 0,33%.
31. Le taux de rentabilité économique interne du programme PARTNER s'établit à 33%, et sa valeur économique actuelle nette à 1,902 milliard d'USD (avec un taux d'actualisation de 15%).
32. Comparé au témoin, le programme PARTNER est un puits net de carbone, estimé à 59 241 057 tonnes d'équivalent dioxyde de carbone (tonnes éq. CO₂) sur 20 ans et à quelque 2 962 053 tonnes éq. CO₂ par an. Cependant, le volume brut des

émissions est positif (126 365 259 tonnes éq. CO₂ sur 20 ans). L'amélioration de la gestion de l'eau dans la riziculture irriguée a eu l'effet d'atténuation le plus important, à savoir une réduction de 87,8 millions de tonnes éq. CO₂.

Stratégie de retrait et pérennisation Dans un programme axé sur les résultats, le financement initial provient des budgets sectoriels nationaux, ce qui garantit la disponibilité des fonds. Une avance maximale de 25% du financement apporté par la Banque mondiale et le FIDA sera également décaissée au démarrage du programme. Des missions régulières et un système de contrôles et contreponds sont actuellement mis en place pour garantir la cohérence des allocations budgétaires publiques et des dépenses engagées avec les ambitions du programme.

III. Gestion des risques

A. Risques et mesures d'atténuation

34. Conformément aux directives pour la conception des projets publiées en mai 2022 par le FIDA, les risques présentés par les projets de type C sont traités par l'entité à l'initiative du programme – la Banque mondiale dans le cas présent. Ils sont récapitulés à l'appendice III.
35. Les Procédures d'évaluation sociale, environnementale et climatique (PESEC) du FIDA ne donnent pas d'indications spécifiques au sujet des programmes axés sur les résultats ou des opérations de prêt axé sur les résultats. Conformément aux exigences des PESEC concernant la réunion d'examen de la conception, l'équipe chargée de l'exécution du programme a élaboré un examen critique hors ligne.
36. Le risque lié aux capacités institutionnelles d'exécution et à la viabilité est « substantiel ». La coordination des différents organismes opérationnels placés sous la responsabilité du Ministère de l'agriculture sera exigeante, mais des mesures d'atténuation ont été mises en place, notamment un cadre institutionnel qui associe une unité de coordination du programme (UCP), rattachée au Département de la vulgarisation agricole, et des unités de coordination du programme dans les sept organismes d'exécution, dotées de responsabilités clairement définies au regard des indicateurs liés au décaissement. L'évaluation des capacités institutionnelles a également permis de déterminer les besoins en matière de renforcement des capacités du Ministère de l'agriculture et des sept organismes d'exécution.
37. **Risques fiduciaires (substantiels).** Le risque inhérent à la passation des marchés est « substantiel », en raison des retards possibles en début de procédure et des faibles capacités d'exécution de tâches telles que l'évaluation des offres et la gestion des contrats. Le risque inhérent à la gestion financière est également « substantiel », étant donné que de nombreux organismes opérationnels placés sous la responsabilité du Ministère de l'agriculture participeront à l'exécution des activités et aux passations de marchés. Les mesures d'atténuation suivantes ont été prévues: i) la mise à disposition de personnel spécialisé, formé à la gestion financière et à la passation de marchés dans toutes les unités de coordination du programme dans les organismes d'exécution, et d'un manuel détaillant les opérations de gestion financière; ii) la mise en application d'un manuel intégré de classification budgétaire et comptable dans le cadre du programme; iii) l'élaboration et la mise en œuvre d'un plan de modernisation de l'audit interne, couvrant notamment les audits internes fondés sur les risques; iv) la réalisation de rapprochements réguliers; v) l'établissement au sein du Ministère de l'agriculture d'un comité chargé de la mise en œuvre des observations des audits, lequel se réunira deux fois par an pour prendre des mesures appropriées si des irrégularités financières graves sont constatées dans le cadre de l'exécution du programme.

Tableau 4
Synthèse des risques

| <i>Aspect du risque</i> | <i>Niveau de risque inhérent</i> | <i>Évaluation du risque résiduel</i> |
|--|----------------------------------|--------------------------------------|
| Contexte national | Substantiel | Modéré |
| Stratégies et politiques sectorielles | Modéré | Modéré |
| Contexte environnemental et climatique | Élevé | Substantiel |
| Portée du programme | Substantiel | Modéré |
| Capacités institutionnelles d'exécution et viabilité | Modéré | Faible |
| Gestion financière | Substantiel | Modéré |
| Passation des marchés | Substantiel | Modéré |
| Impact environnemental, social et climatique | Modéré | Faible |
| Parties prenantes | Modéré | Modéré |
| Risque global | Substantiel | Modéré |

B. Catégorie environnementale et sociale

38. La Banque mondiale a mené à bien une [évaluation des systèmes environnementaux et sociaux \(ESES\)](#) pour déterminer les risques potentiels et les perspectives. Elle a examiné les procédures et systèmes des pouvoirs publics pouvant être utilisés pour remédier aux problèmes d'ordre environnemental ou social liés au programme PARTNER. L'ESES indique dans quelle mesure les politiques, la législation, les procédures du programme et les systèmes institutionnels dans le domaine environnemental et social cadrent avec les six principes fondamentaux des [directives de la Banque mondiale](#) sur la gestion environnementale et sociale dans les opérations des programmes axés sur les résultats.
39. L'équipe du programme PARTNER exclura toute activité susceptible d'avoir des conséquences problématiques, multiples ou inédites sur le plan environnemental ou social.

C. Classement au regard des risques climatiques

40. Le classement défini par le FIDA au regard des risques climatiques n'est pas applicable. Le Fonds se conformera aux procédures de l'ESES. La Banque mondiale considère que le risque climatique est élevé.

D. Soutenabilité de la dette

41. D'après l'[analyse de la soutenabilité de la dette réalisée conjointement par la Banque mondiale et le Fonds monétaire international en avril 2022](#), le risque de surendettement extérieur et global du Bangladesh reste faible. Les indicateurs relatifs à la dette extérieure et à la dette intérieure restent sous les valeurs définies dans le scénario de référence et dans les tests de résistance, malgré une limite de capacité d'endettement plus faible due à la révision à la baisse de cette dernière (de « forte » à « moyenne »).

IV. Exécution

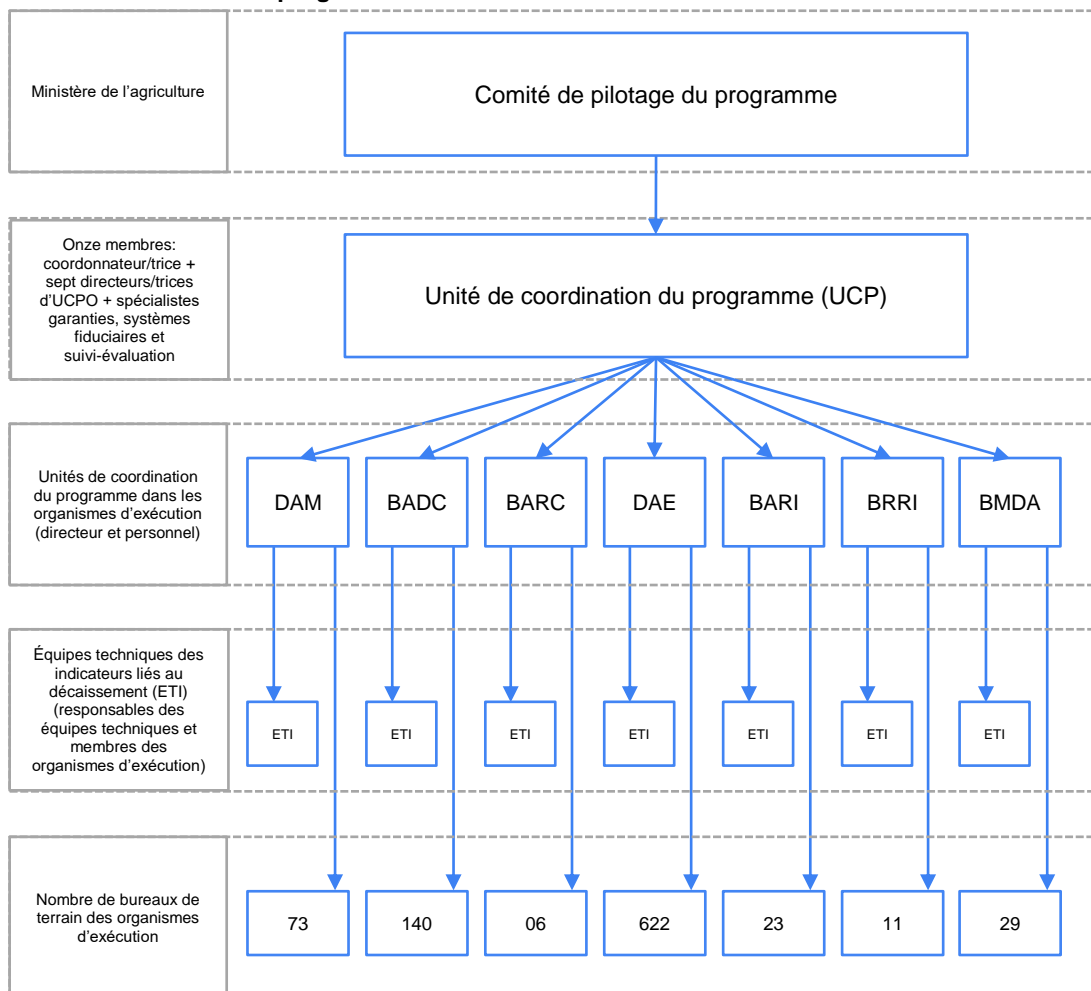
A. Cadre organisationnel

Gestion et coordination du programme

42. L'équipe du programme PARTNER utilisera le système de l'administration du pays pour ce qui concerne l'exécution, le contrôle, la gestion financière, la passation des marchés, les garanties, le suivi-évaluation et les modalités de communication d'informations. Le comité de pilotage du programme, l'UCP et les unités de coordination du programme dans les organismes d'exécution, et les équipes techniques des indicateurs liés au décaissement chargés de l'exécution et du suivi du programme PARTNER seront composés presque exclusivement de membres du personnel déjà en place dans les sept organismes d'exécution; les tâches seront assurées par le personnel parallèlement à ses responsabilités actuelles (Figure 2).

43. Le comité de pilotage, dirigé par le Secrétaire du Ministère de l'agriculture et composé des responsables des organismes d'exécution, donnera les orientations stratégiques globales, approuvera le budget et les plans d'activité annuels, effectuera un suivi général de l'exécution, facilitera la coordination entre les organismes et résoudra les éventuels problèmes en suspens appelant des décisions à haut niveau.

Figure 2

Cadre institutionnel du programme PARTNER

Note: UCPO = unités de coordination du programme dans les organismes d'exécution; DAM = Département de la commercialisation agricole; BADC = Bangladesh Agricultural Development Corporation; BARC = Bangladesh Agricultural Research Council; DAE = Département de la vulgarisation agricole; BARI = Bangladesh Agricultural Research Institute; BRRI = Bangladesh Rice Research Institute; BMDA = Barind Multipurpose Development Authority.

Gestion financière, passation des marchés et gouvernance

44. La Banque mondiale a réalisé une évaluation intégrée des systèmes fiduciaires du programme PARTNER comprenant différentes évaluations des risques et des mesures d'atténuation en matière de passation de marchés, de gestion financière, de gouvernance et de corruption.
45. L'évaluation de la gestion financière a été élaborée à partir de [l'évaluation des dépenses publiques et de la responsabilité financière \(2016\)](#) et du score indicatif du Bangladesh en 2021, ainsi que des informations actualisées sur l'exécution du [plan d'action concernant la réforme de la gestion des finances publiques \(2018-2023\)](#). Elle comprend également une synthèse des résultats issus des consultations des principales parties prenantes.

46. Les conclusions initiales indiquent que le système fiduciaire du programme est adéquat, ce qui donne une assurance raisonnable quant au fait que les fonds seront utilisés aux fins prévues.
47. Le Département de la vulgarisation agricole présentera les demandes de retrait relatives aux avances correspondant aux indicateurs liés au décaissement, ainsi que les valeurs de ces derniers une fois que les résultats liés au décaissement auront été obtenus.
48. Les dépenses au titre du programme seront communiquées au moyen du système de budgétisation iBAS++, qui sera également utilisé pour élaborer les états financiers annuels du programme.
49. Il a été considéré, avec un degré d'assurance raisonnable, que les systèmes de passation de marchés étaient à même d'appuyer l'obtention des résultats du programme. Par ailleurs, l'équipe chargée de l'évaluation a examiné la manière dont les risques de fraude et de corruption seraient gérés par les systèmes de gouvernance bangladais ainsi que les mesures d'atténuation prévues.
50. Aucune activité de passation de marché de grande valeur n'est prévue dans le cadre du programme PARTNER. Les organismes d'exécution signaleront à la Banque mondiale tout contrat de montant important. Un suivi des systèmes fiduciaires et des rapports relatifs à la gestion des contrats sera assuré tout au long de l'exécution pour repérer les contrats affichant un montant élevé.
51. L'audit du programme PARTNER sera effectué par la Direction de l'audit des projets bénéficiant d'une aide extérieure et par le contrôleur et vérificateur général des comptes.
52. Étant donné l'importance du programme et les capacités de du commissaire aux comptes, il a été convenu que l'audit se déroulera sur neuf mois. L'approbation d'une dérogation à la section 9.03 b) des Conditions générales du FIDA est sollicitée du Conseil d'administration du Fonds aux fins de la présentation des états financiers audités neuf mois suivant la fin de chaque année fiscale. Les rapports d'audit, y compris les rapports d'audit interne et les lettres de recommandation, seront mis à la disposition du Fonds. En cas de retard, le FIDA prendra les mesures nécessaires en concertation avec la Banque mondiale.
53. Les directives adoptées en 2016 par la Banque mondiale en matière de lutte contre la corruption dans les programmes axés sur les résultats s'appliqueront au programme PARTNER. Le Gouvernement bangladais prendra, en utilisant ses systèmes nationaux, les mesures appropriées pour prévenir la fraude et la corruption dans le cadre de l'exécution du programme et pour remédier à ce type de problèmes et éviter qu'ils ne se reproduisent.

Participation et retours d'information du groupe cible, et mécanisme de réponse aux doléances

54. Une étude préparatoire a été réalisée pour mettre en place un mécanisme de réponse aux doléances. Les observations de la Banque mondiale sont actuellement prises en compte.
55. Les communautés et les personnes estimant être lésées par les activités du programme PARTNER, telles que définies par les règles et procédures applicables, peuvent transmettre une plainte au mécanisme de réponse aux doléances existant du programme ou au [Service de règlement des plaintes de la Banque mondiale](#).

B. Planification, suivi-évaluation, apprentissage, gestion des savoirs et communications

56. Le cadre de résultats du programme PARTNER, qui comprend un ensemble d'indicateurs de résultats et un plan de suivi-évaluation, a été examiné durant la mission de conception menée dans le cadre de l'évaluation préalable. Les membres

de la mission ont défini des indicateurs relatifs à l'objectif de développement du programme, des indicateurs de résultats intermédiaires et des indicateurs liés au décaissement pour mesurer les résultats. Les indicateurs de base du FIDA ont été intégrés dans le cadre de résultats et explicitement définis dans le cadre logique du Système de gestion des résultats opérationnels. Des informations détaillées sur les indicateurs de résultats sont fournies dans le rapport d'évaluation préalable du programme.

57. Les protocoles de vérification relatifs aux indicateurs liés au décaissement sont également présentés dans le rapport d'évaluation préalable du programme. Outre l'analyse de l'agence de vérification indépendante, la Banque mondiale et le FIDA examineront les éléments fournis au regard des indicateurs liés au décaissement durant l'exécution afin d'établir si les critères sont satisfaits. Des informations en retour seront également communiquées à cette occasion afin de permettre d'apporter des corrections pendant l'exécution.

Innovations et reproduction à plus grande échelle Le programme PARTNER comprend un certain nombre d'innovations, notamment l'introduction de cartes à puce, de variétés de semences améliorées (rendement élevé, produits riches en nutriments, faible empreinte carbone, tolérance au stress, variétés hybrides, etc.) et des activités de recherche-développement sur les techniques agricoles modernes. Toutes ces innovations pourront éventuellement être reproduites à plus grande échelle et être adaptées en fonction du plan d'action élaboré au titre de la Politique agricole nationale.

C. Plans d'exécution

Plans de préparation à l'exécution et de démarrage

59. L'équipe du programme PARTNER doit utiliser les systèmes publics existants en matière de suivi-évaluation, de passation de marchés et de supervision fiduciaire pour exécuter le plan d'action élaboré au titre de la Politique agricole nationale. Des informations supplémentaires sur les activités de démarrage seront communiquées dans le manuel d'exécution du programme avant la mise en route.

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

60. La Banque mondiale sera officiellement chargée de la supervision du programme PARTNER, mais des missions de supervision seront également réalisées en coordination avec le FIDA et le Gouvernement. Une mission sera organisée au moins tous les 12 mois, et un suivi régulier des rapports de situation et des résultats sera assuré.
61. L'approche axée sur les résultats adoptée pour le programme PARTNER nécessite de renforcer les capacités de suivi-évaluation au cours de l'exécution. Un mécanisme à plusieurs niveaux sera piloté par l'UCP et les organismes d'exécution concernés, et une assistance technique sera proposée dans ce cadre pour renforcer les capacités en matière de suivi-évaluation durant le programme. Un système d'information de gestion appuyé par le programme PARTNER sera à la disposition de l'UCP.
62. L'examen à mi-parcours sera effectué au début de la troisième année d'exécution du programme. Il sera mené conformément aux procédures de la Banque mondiale. Le FIDA participera à l'examen pour veiller au respect des règles et procédures applicables.
63. Les pouvoirs publics procéderont à l'examen à l'achèvement du programme conformément aux directives du FIDA et de la Banque mondiale. Le document établi à l'issue du processus sera examiné par les trois parties et décrira les réalisations au regard des cibles et des objectifs du programme, les enseignements tirés de l'exécution et les possibilités de reproduction à plus grande échelle.

V. Instruments et pouvoirs juridiques

64. L'octroi à l'emprunteur/bénéficiaire du financement proposé est régi par un accord de financement entre la République populaire du Bangladesh et le FIDA. Une copie de l'accord de financement négocié figure à l'appendice I.
65. La Banque mondiale et le FIDA signeront une lettre de nomination pour l'exécution du programme PARTNER.
66. La République populaire du Bangladesh est habilitée, en vertu de son ordre juridique, à recevoir un financement du FIDA.
67. 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

68. Je recommande au Conseil d'administration d'approuver le financement proposé par la résolution suivante:

DÉCIDE: que le Fonds accordera à la République populaire du Bangladesh un prêt à des conditions mixtes d'un montant de quarante-trois millions de dollars des États-Unis (43 000 000 USD), qui sera régi par des modalités et conditions conformes en substance aux modalités et conditions indiquées dans le présent rapport.

Le Président
Alvaro Lario

Negotiated financing agreement

Program on Agricultural and Rural Transformation for Nutrition, Entrepreneurship, and Resilience (PARTNER)

(Negotiations concluded on 26 April 2023)

Loan No: _____

Program on Agricultural and Rural Transformation for Nutrition, Entrepreneurship, and Resilience ("PARTNER" or "the Programme")

The People's Republic of Bangladesh (the "Borrower")

and

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

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

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

WHEREAS, the Programme shall be co-financed by the International Development Association ("the Association" or "IDA") with the amount of five hundred million United States dollars (USD 500 000 000 – "IDA Financing"). The Borrower and the International Development Association have entered into a Financing Agreement dated _____ to provide financing for the Programme ("IDA Agreement");

Whereas, the Fund has agreed to provide financing for the Programme;

Now Therefore, the Parties hereby agree as follows:

Section A

1. The following documents collectively form this Agreement: this document, the Programme Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2) and the Special Covenants (Schedule 3).
2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of December 2022, and as may be amended hereafter from time to time (the "General Conditions") are annexed to this Agreement, and all provisions thereof shall apply to this Agreement, and all provisions thereof shall apply to this Agreement, except for the provisions identified in Section E paragraph 4 below. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein, unless the Parties shall otherwise agree in this Agreement.
3. The Fund shall provide a Loan (the "Financing") to the Borrower, which the Borrower shall use to implement the Programme in accordance with the terms and conditions of this Agreement.

Section B

1. The amount of the loan is thirty-one million nine hundred fifty thousand Special Drawing Rights (SDR 31 950 000).
2. The Loan is granted on blend terms, and shall be subject to interest on the principal amount outstanding and a service charge as determined by the Fund at the date of approval of the 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.
The principal of the Loan granted on blend terms will be repaid in equal instalments.
3. The Loan Service Payment Currency shall be in United States dollars.
4. The first day of the applicable Fiscal Year shall be 1 July.
5. Payments of principal and interest and service charge shall be payable on each 01 April and 01 October.
6. All withdrawals from the Loan Account will be made into a consolidated fund account (Treasury Account) in Bangladesh Taka maintained at the Bangladesh Bank. The Borrower shall inform the Fund of the detail bank information.
7. The Borrower shall provide counterpart financing for the Programme in the amount of eight hundred million United States dollars (USD 800 000 000) comprising the available budget of the Ministry of Agriculture's (MoAs) ongoing and approved programmes that are aligned with PARTNER's Result Area.

Section C

1. The Lead Programme Agency shall be the Ministry of Agriculture (MoA).
2. The following are designated as additional Programme Parties: Department of Agricultural Extension (DAE) as the lead implementing agency; Bangladesh Rice Research Institute (BRRI), Bangladesh Agricultural Research Institute (BARI); Bangladesh Agricultural Research Council (BARC); Bangladesh Agricultural Development Corporation (BADCO); Barind Multi-Purpose Development Authority (BMDA); Department of Agricultural Marketing (DAM).
3. The Programme Completion Date shall be 31st December 2028, or a later date agreed upon by the Parties.

Section D

1. The Financing shall be administered and the Programme supervised by the International Development Association as the Cooperating Institution.

Section E

1. The following are designated as additional grounds for suspension of this Agreement:
 - (a) The Programme Operations Manual (PIM or POM) and/or any provision thereof, has been waived, suspended, terminated, amended or modified without the prior agreement of the Fund/IDA 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 Programme.

- (b) In the event that the Borrower did not request a disbursement of the Financing, following the first 18 months, for a period of at least 12 consecutive months without justification.
 - (c) the Letter of Appointment with IDA, as further defined in Article III of the General Conditions, has failed to enter into full force and effect within 180 days of the date of this Agreement, and substitute funds are not available to the Borrower.
 - (d) the right of the Borrower to withdraw the proceeds of the IDA Financing has been suspended, cancelled or terminated, in whole or in part, or the IDA Financing has become due and payable prior to the agreed maturity thereof; or any event has occurred which, with notice or the passage of time, could result in any of the foregoing.
2. The following are designated as additional grounds for cancellation of this Agreement:
- (a) In the event that the Borrower did not request a disbursement of the Financing for a period of at least 12 months without justification; and
 - (b) The IDA Agreement shall have been cancelled.
3. The following are designated as additional conditions precedent to withdrawal:
- (a) The Letter of Appointment, as further defined in Article III of the GCs / or the Co-financing Agreement has entered into full force and effect;
 - (b) Withdrawal conditions for IDA Financing have been fully complied with; and
 - (c) The Government has furnished satisfactory evidence to IDA and IFAD that it has achieved the Intermediate Results Indicators of the respective Disbursement-Linked Results (DLRs), set out in Annex to Schedule 2 verified through an Independent Verification Agency (IVA).
4. The following provisions of the General Conditions of IFAD shall not apply to this Agreement:
- (a) Section 2.01 (Financing Closing Date): Financing Closing Date means the date on which the right of the Borrower to request withdrawals from the Loan Account ends, which is six months after the Programme Completion Date of 31 December 2028 or such later date as the Fund may designate by notice to the Borrower;
 - (b) Section 7.05 (Procurement): for purposes of this Agreement, all goods, works and consulting services to be financed out of the proceeds of the Loan shall be subject to the IDA Agreement, as may be amended from time to time. (d) Article 9 (Financial Reporting and Information): the financial reporting system of the Borrower shall be in accordance with Section ____, Schedule ____ of the IDA Agreement; and
 - (c) Article 8.03 (Progress Reports and Mid-Term Reviews): The MTR will be conducted according to IDA Agreement and the WB's applicable procedure, and IFAD will participate in the review to ensure alignment with IFAD's relevant policy and procedures; and.

- (d) Article 9.03 (Audit of Accounts): The audited financial statements shall be submitted by the Borrower nine months after each fiscal year-end, to align with the IDA timeframe for audit report submission.

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

For the Borrower:

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

For the Fund:

[click and type Title]
International Fund for Agricultural Development
Via Paolo di Dono 44
00142 Rome, Italy

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

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

PEOPLE'S REPUBLIC OF BANGLADESH

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

Date: _____

INTERNATIONAL FUND FOR
AGRICULTURAL DEVELOPMENT

Alvario Lario Hervás
President

Date: _____

Schedule 1

Programme Description and Implementation Arrangements

I. Programme Description

The Programme shall be the same as described in Schedule 1 of the IDA Agreement, as such may be amended by the Parties thereto from time to time.

The Programme shall be implemented in accordance with the provision of Schedule 2 of the IDA Agreement, as such may be amended by the Parties thereto from time to time.

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 (including the Disbursement Link Indicators as applicable) ("Category") and the allocation of the amounts to each category of the Financing. The amount allocated will be disbursed with the IDA financing for this programme on a *pari passu* basis applied at each disbursement.

| (Including Disbursement Linked Indicator as applicable) | Allocated- Inclusive of Taxes (Expressed in SDR) |
|---|---|
| (1) DLI#1 - Development, rollout, and adoption of GAP standards in fruit and vegetable production | 3 500 000 |
| (2) DLI#2 - Development and adoption of high yielding rice varieties | 3 250 000 |
| (3) DLI#3 - Crop diversification towards non-rice cereals, pulses, oilseeds, and horticulture crops | 3 850 000 |
| (4) DLI#4 - Adoption of improved and efficient irrigation technologies by farmers | 3 550 000 |
| (5) DLI#5 - Expansion of digital agricultural service provision through 'Krishak Smart Card' | 4 150 000 |
| (6) DLI#6 - Promotion of the accreditation of seed certification and food safety testing processes | 2 050 000 |
| (7) DLI#7 - Promotion of agri-food entrepreneurship for youth and women | 2 500 000 |
| (8) DLI#8 - Increase of R&D activities for new technologies and innovations along with development of an operational evaluation system for NARS institutes and extension services | 5 900 000 |
| (9) DLI#9 - Establishment and operationalization of the value chain promotional bodies for select commodities | 1 800 000 |
| (10) DLI#10 - Improvement of quality information system (agricultural statistics and market research services incl. foreign markets) | 1 400 000 |
| TOTAL AMOUNT | 31 950 000 |

Achievement of DLI/DLRs

The formula to calculate the achievement of DLIs/DLRs is set out in Annex A to Schedule 2.

Financing of taxes

To adopt a harmonized policy on taxes to the Bank, IFAD financing will be used to finance taxes in line with Borrower's regulation.

ANNEX A TO SCHEDULE 2 – Disbursement-Linked Indicators, Disbursement-Linked Results

| D L I | DLR | DLR value in SDR (IFAD) | Disbursement rules (IFAD) | Unit of measu re | Scal able ? | Target ⁴ (not cumulative) | | | | | Total target (cumulative) |
|--|---|-------------------------------|---|-------------------------|-------------------|--------------------------------------|-----------------------------------|-----------------------------------|---------------------|------------------|---|
| | | | | | | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | |
| DLI1. Development, roll-out and adoption of GAP standards in fruits and vegetables production | | | | | | | | | | | |
| | 1.1 GAP standards and protocols for fruits and vegetables developed and approved by MoA | 318 000 | 63,600 for each 3 new protocols | Number of protocols | Yes | 6 | 9 | | | | 15 |
| | <i>Disbursement (SDR)</i> | | | | | 127 200 | 190 800 | - | - | - | 318 000 |
| | 1.2 Farmers and certification staff trained in GAP certification | 637 000 | 63,700 for every new 200,000 farmers trained (in total 318,500) and 63,700 for every new 300 staff trained (in total 318,500) | Number of farmers/staff | Yes | Farmers: 100,000 Staff: 500 | Farmers: 200,000 Staff: 500 | Farmers: 300,000 Staff: 500 | Farmers: 400,000 | | Farmer trained = 1,000,000 / Staff trained = 1,500 |
| | <i>Disbursement (SDR)</i> | | | | | 63 700 | 191 100 | 254 800 | 127 400 | - | 637 000 |
| | 1.3 Area under fruits and vegetables with GAP certification | 2 545 000 | 127,250 for each additional 15,000 Ha | Ha | Yes | | | 75 000 | 75 000 | 150 000 | 300 000 |
| | <i>Disbursement (SDR)</i> | | | | | - | - | 636 250 | 636 250 | 1 272 500 | 2 545 000 |
| DLI total allocation (in SDR) | | 3 500 000 | | | | 190 900 | 381 900 | 891 050 | 763 650 | 1 272 500 | 3 500 000 |
| DLI2. Development and adoption of high-yielding rice varieties | | | | | | | | | | | |

⁴ DLRs which are time-bound, i.e., are required to be performed by the time set out in the matrix, are indicated with *. Any other DLRs with no * are not time-bound and may be achieved by the Closing Date.

| | | | | | | | | | | | |
|---|--|------------------|--|-------------------------|-----|----------------|-----------------------------|-----------------------------|-------------------------------|-------------------------------|-------------------------------|
| | 2.1 Stress-tolerant and nutrient-dense rice varieties generated | 1 785 000 | 357,000 for each new variety | Number of varieties | Yes | | 1 | 1 | 1 | 2 | 5 |
| | <i>Disbursement (SDR)</i> | | | | | - | 357 000 | 357 000 | 357 000 | 714 000 | 1 785 000 |
| | 2.2 Network established and operational for seed multiplication and marketing | 575 000 | 115,000 for additional 10t Breeder Seeds (BS), 800t Foundation Seeds (FS), 1,000t Certified Seeds (CS) | Number of tons of seeds | Yes | | BS-10t /FS-800t / CS-1,000t | BS-10t /FS-800t / CS-1,000t | BS-15t /FS-1,200t / CS-1,500t | BS-15t /FS-1,200t / CS-1,500t | BS-50t /FS-4,000t / CS-5,000t |
| | <i>Disbursement (SDR)</i> | | | | | - | 115 000 | 115 000 | 115 000 | 230 000 | 575 000 |
| | 2.3 New area under high-yielding rice varieties | 890 000 | 178,000 IFAD for each additional 40,000 Ha | Ha | Yes | 40 000 | 40 000 | 40 000 | 40 000 | 40 000 | 200 000 |
| | <i>Disbursement (SDR)</i> | | | | | 178 000 | 178 000 | 178 000 | 178 000 | 178 000 | 890 000 |
| DLI total allocation (in SDR) | | 3 250 000 | | | | 178 000 | 650 000 | 650 000 | 650 000 | 1 122 000 | 3 250 000 |
| DLI3. Crop diversification towards non-rice cereals, pulses, oilseeds and horticulture crops | | | | | | | | | | | |
| | 3.1 Stress-tolerant and nutrient-dense varieties developed and on-farm trial for non-rice crops conducted | 1 155 000 | 77,000 IFAD for each new variety | Number of varieties | Yes | | 3 | 4 | 4 | 4 | 15 |
| | <i>Disbursement (SDR)</i> | | | | | - | 231 000 | 308 000 | 308 000 | 308 000 | 1 155 000 |
| | 3.2 Seed/saplings/propagative material multiplication and marketing network (including private sector participation) established and operational | 577 500 | 115,500 for additional 10t BS, 800t FS, 1,000t CS | Number of tons of seeds | Yes | | BS-10t /FS-800t / CS-1,000t | BS-10t /FS-800t / CS-1,000t | BS-15t /FS-1,200t / CS-1,500t | BS-15t /FS-1,200t / CS-1,500t | BS-50t /FS-4,000t / CS-5,000t |
| | <i>Disbursement (SDR)</i> | | | | | - | 115 500 | 115 500 | 115 500 | 231 000 | 577 500 |

| | | | | | | | | | | | |
|--|--|------------------|--|--------------------|-----|-------------------------------------|-------------------------------------|--------------------------------------|--------------------------------------|------------------|---------------------------------------|
| | 3.3 New area under non-rice cereal, pulses, oil crops, fruits, and vegetables | 2 117 500 | 423,500 for each additional 40,000 Ha | Ha | Yes | 20 000 | 30 000 | 40 000 | 50 000 | 60 000 | 200 000 |
| | <i>Disbursement (SDR)</i> | | | | | - | 423 500 | 423 500 | 423 500 | 847 000 | 2 117 500 |
| DLI total allocation (in SDR) | | 3 850 000 | | | | - | 770 000 | 847 000 | 847 000 | 1 386 000 | 3 850 000 |
| DLI4. Adoption of efficient irrigation technologies by farmers | | | | | | | | | | | |
| | 4.1 Policy/Regulatory framework & strategic plan developed | 258 000 | 258,000 for Yes | Yes/No | No | Yes | | | | | Yes |
| | <i>Disbursement (SDR)</i> | | | | | 258 000 | - | - | - | - | 258 000 |
| | 4.2 New area under efficient irrigation technologies | 3 292 000 | 658,400 for each additional 20,000 Ha | Hectare (Ha) | Yes | | | 20 000 | 30 000 | 50 000 | 100 000 |
| | <i>Disbursement (SDR)</i> | | | | | - | - | 658 400 | 658 400 | 1 975 200 | 3 292 000 |
| DLI total allocation (in SDR) | | 3 550 000 | | | | 258 000 | - | 658 400 | 658 400 | 1 975 200 | 3 550 000 |
| DLI5. Expansion of digital agricultural service provision through KSC | | | | | | | | | | | |
| | 5.1 Policy/Regulatory framework developed | 319 000 | 319,000 for Yes | Yes/No | No | Yes | | | | | Yes |
| | <i>Disbursement (SDR)</i> | | | | | 319 000 | - | - | - | - | 319 000 |
| | 5.2 Digital extension services delivered and e-voucher pilot for new input subsidy mechanism implemented | 958 000 | 1) Upazilas covered by digital extension = 63,800 for every new 100 upazilas; same payment for the remaining 95 Upazilas from 401 to 495 2) Upazilas where e-subsidy pilot conducted = 127,800 for every 3 new Upazilas | Number of upazilas | Yes | Digital extension: 10 / e-subsidy:0 | Digital extension: 50 / e-subsidy:0 | Digital extension: 200 / e-subsidy:7 | Digital extension: 235 / e-subsidy:8 | | Digital extension: 495 / e-subsidy:15 |
| | <i>Disbursement (SDR)</i> | | | | | - | - | 383 200 | 574 800 | - | 958 000 |

| | | | | | | | | | | | |
|---|---|------------------|---|---------------------|-----|----------------|----------------|----------------|------------------|------------------|------------------|
| | 5.3 Farmers receiving services (extension support, input subsidy support, and credit support) through KSC | 2 873 000 | 287,300 for every new 500,000 farmers | Number of farmers | Yes | | 500 000 | 1 000 000 | 1 500 000 | 2 000 000 | 5 000 000 |
| | <i>Disbursement (SDR)</i> | | | | | - | 287 300 | 574 600 | 861 900 | 1 149 200 | 2 873 000 |
| DLI total allocation (in SDR) | | 4 150 000 | | | | 319 000 | 287 300 | 957 800 | 1 436 700 | 1 149 200 | 4 150 000 |
| DLI6. Promotion of the accreditation of seed certification and food safety testing processes | | | | | | | | | | | |
| | 6.1 Laboratories established (including refurbished/upgraded) with adequate HR and equipment | 1 474 000 | 294,800 for every 2 labs established | Number of labs | Yes | | 2 | 3 | 5 | | 10 |
| | <i>Disbursement (SDR)</i> | | | | | - | 294 800 | 294 800 | 884 400 | - | 1 474 000 |
| | 6.2 Accredited testing processes for agricultural commodities in testing labs | 576 000 | 57,600 for every 2 new processes accredited | Number of processes | Yes | | | 4 | 6 | 10 | 20 |
| | <i>Disbursement (SDR)</i> | | | | | - | - | 115 200 | 172 800 | 288 000 | 576 000 |
| DLI total allocation (in SDR) | | 2 050 000 | | | | - | 294 800 | 410 000 | 1 057 200 | 288 000 | 2 050 000 |
| DLI7. Promotion of agri-food entrepreneurship for youth and women | | | | | | | | | | | |
| | 7.1 Partnerships with businesses for OTJ training and PARTNER award mechanism established | 577 000 | 57,700 for every 3 new MoUs | Number of MoUs | Yes | | 10 | 10 | 10 | | 30 |
| | <i>Disbursement (SDR)</i> | | | | | - | 173 100 | 173 100 | 230 800 | - | 577 000 |

| | | | | | | | | | | | |
|--|---|------------------|---|---------------------------|-----|----------------|------------------|------------------|------------------|------------------|------------------|
| | 7.2 Youth and women entrepreneurs trained (including OTJ training) in commercial agriculture, agribusinesses, new agricultural innovations, and agricultural services | 1 923 000 | 192,300 for every new 2,000 | Number of youth and women | Yes | | 3 000 | 5 000 | 6 000 | 6 000 | 20 000 |
| | <i>Disbursement (SDR)</i> | | | | | - | 192 300 | 576 900 | 576 900 | 576 900 | 1 923 000 |
| | DLI total allocation (in SDR) | 2 500 000 | | | | - | 365 400 | 750 000 | 807 700 | 576 900 | 2 500 000 |
| DLI8. Increase of R&D activities for new technologies and innovations along with development of an operational evaluation system for NARS institutes and extension services | | | | | | | | | | | |
| | 8.1 Increase in R&D budget for NARS institutes | 2 950 000 | 590,000 for achieving following levels of R&D budget: Target 1: 110 percent of baseline budget; Target 2: 121 percent of baseline budget; Target 3: 133 percent of baseline budget; Target 4: 146 percent of baseline budget; Target 5: 161 percent of baseline budget | Percentage | Yes | 110 | 121 | 133 | 146 | 161 | 161 |
| | <i>Disbursement (SDR)</i> | | | | | 590 000 | 590 000 | 590 000 | 590 000 | 590 000 | 2 950 000 |
| | 8.2 MoUs/agreements on research collaboration with research labs and on scaling up NARS's research outcomes with MoA agencies and the private sector | 2 950 000 | 590,000 for every 5 new MoUs/agreements | Number of MoUs/agreements | Yes | | 5 | 5 | 5 | 10 | 25 |
| | <i>Disbursement (SDR)</i> | | | | | - | 590 000 | 590 000 | 590 000 | 1 180 000 | 2 950 000 |
| | DLI total allocation (in SDR) | 5 900 000 | | | | 590 000 | 1 180 000 | 1 180 000 | 1 180 000 | 1 770 000 | 5 900 000 |

| DLI 9. Establishment and operationalization of VC promotional bodies for select commodities | | | | | | | | | | | |
|--|--|-------------------|--|--------------------|-----|------------------|------------------|------------------|------------------|------------------|-------------------|
| | 9.1 Policy and regulatory framework developed and adopted by MoA | 322 000 | 322,000 for Yes | Yes/No | No | Yes | | | | | Yes |
| | <i>Disbursement (SDR)</i> | | | | | 322 000 | - | - | - | - | 322 000 |
| | 9.2 VC-specific promotional bodies for at least five commodities established and operational | 1 478 000 | 295,600 for every new body | Number of bodies | Yes | | | 2 | 3 | | 5 |
| | <i>Disbursement (SDR)</i> | | | | | - | - | 591 200 | 886 800 | - | 1 478 000 |
| DLI total allocation (in SDR) | | 1 800 000 | | | | 322 000 | - | 591 200 | 886 800 | - | 1 800 000 |
| DLI10. Improvement of quality information system (agricultural statistics and market research services incl. foreign markets) | | | | | | | | | | | |
| | 10.1 Upazilas with staff equipped in high-quality data collection capacity | 792 000 | 158,400 for every 100 new Upazilas; same payment for the remaining 95 Upazilas from 401 to 495 | Number of upazilas | Yes | | 100 | 200 | 195 | | 495 |
| | <i>Disbursement (SDR)</i> | | | | | - | 158 400 | 316 800 | 316 800 | - | 792 000 |
| | 10.2* Biannual Agricultural Policy Notes (including market forecasts) prepared and published | 608 000 | 152,000 for every Yes (=publish 2 bi-annual notes in a given year) | Yes/No | No | No | Yes | Yes | Yes | Yes | Yes |
| | <i>Disbursement (SDR)</i> | | | | | - | 152 000 | 152 000 | 152 000 | 152 000 | 608 000 |
| DLI total allocation (in SDR) | | 1 400 000 | | | | - | 310 400 | 468 800 | 468 800 | 152 000 | 1 400 000 |
| | | 31 950 000 | | | | 1 857 900 | 4 239 800 | 7 404 250 | 8 756 250 | 9 691 800 | 31 950 000 |

Schedule 3

Special Covenants

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 Programme:

1. The Program expenditure financed by IDA, IFAD, and GoB will be channelled through Treasury Single Account using iBAS for initial recording of expenditure. iBAS++ will be used to prepare the Annual Program Financial Statements.

2. To facilitate the implementation of each of the Programme Implementing Entity's respective part of the Programme, the Borrower shall make part of the proceeds of the Financing available to each Programme Implementing Entity under a subsidiary agreement between the Borrower and each Programme Implementing Entity, under the terms and conditions set out in the IDA Agreement.

3. *Planning, Monitoring and Evaluation.* The Borrower shall ensure that (i) a Planning, Monitoring and Evaluation (PM&E) system shall be established within twelve (12) months from the date of entry into force of this Agreement.

4. *Gender and youth.* The Borrower shall ensure that the concerns of women and youth are given due consideration in implementing the Programme and that the quotas for women and youth participation established in the Programme Operations Manual are met.

5. *Ethnic Sects and Communities Concerns.* The Borrower shall ensure that the concerns of Ethnic Sects and Communities (ESC) are given due consideration in implementing the Programme and, to this end, shall ensure that:

- (a) the Programme is carried out in accordance with the applicable provisions of the relevant ESC national legislation;
- (b) ESC are adequately and fairly represented in all local planning for Programme activities;
- (c) ESC rights are duly respected;
- (d) ESC, participate in policy dialogue and local governance;
- (e) The terms of Declarations, Covenants and/or Conventions ratified by the Borrower on the subject are respected;
- (f) The Programme will not involve encroachment on traditional territories used or occupied by indigenous communities.

6. *Environmental, Social and Climate Safeguards.* The Borrower shall ensure that the Programme will be implemented in compliance with the safeguards provisions specified in the IDA Agreement and shall ensure that: (a) all Programme activities are implemented in strict conformity with the Borrower's relevant laws/regulations (b) all Programme activities give special consideration to the participation and practices of ESC population in compliance with IFAD Policy, (c) Free Prior Informed Consent is obtained from all persons whose access to land and resources may be affected or hindered by Programme activities.

In the event of unforeseen land acquisition or involuntary resettlement under the Programme, the Borrower shall immediately inform IDA and the Fund and prepare the necessary planning documents, to be disclosed on IFAD website and at local level; (d)

women and men shall be paid equal remuneration for work of equal value under the Programme; (e) recourse to child labour is not made under the Programme; (f) fair treatment, non-discrimination, and equal opportunity of Programme workers (g) the measures included in the Gender Action Plan prepared for the Programme are undertaken, and the resources needed for their implementation are made available, in a timely manner; (h) all necessary and appropriate measures to implement the Gender Action Plan to ensure that women can participate and benefit equitably under the Programme are duly taken; and (i) easily accessible and responsive Programme-level grievance redress mechanism is established and operates effectively.

7. *Fraud and Corruption.* The Borrower shall ensure that the Programme is carried out in accordance with the provisions of the "World Bank's Guidelines on Preventing and Combating Fraud and Corruption in Program-for-Results Financing", dated February 1, 2012, and revised on July 10, 2015. For the purposes of this Agreement, a finding of corruption pursuant to the provisions of the "World Bank's Guidelines on Preventing and Combating Fraud and Corruption in Program-for-Results Financing" shall be deemed a finding of corruption under the "IFAD Policy on Preventing Fraud and Corruption in its activities and operations" as may be amended from time to time.

8. *Sexual Harassment, Sexual Exploitation and Abuse.* The Borrower and the Programme Parties shall ensure that the Programme 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.

Logical framework

| Results Hierarchy | Indicators | | | |
|--|---|----------|----------|------------|
| | Name | Baseline | Mid-Term | End Target |
| Outreach | 1 Persons receiving services promoted or supported by the project | | | |
| | Males - Males | | | 3 000 000 |
| | Females - Females | | | 2 000 000 |
| | Total number of persons receiving services - Number of people | | | 5 000 000 |
| | 1.b Estimated corresponding total number of households members | | | |
| | Household members - Number of people | | | 5 000 000 |
| | 1.a Corresponding number of households reached | | | |
| | Households - Households (disaggregated by gender of head) | | | 1 111 111 |
| Project Goal | | | | |
| Development Objective To promote diversification food safety entrepreneurship and resilience in the agrifood value chains of Bangladesh. | 1.2.2 Households reporting adoption of new/improved inputs technologies or practices | | | |
| | Total number of household members - Number of people | | | 4 500 000 |
| | Households - Percentage (%) | | | |
| | Households - Number | | | 1 000 000 |
| Outcome Result Area 1: Sustainable and Nutritious Food Production | 1.2.2 Households reporting adoption of new/improved inputs technologies or practices | | | |
| | Total number of household members - Number of people | | | 4 500 000 |
| | Households - Households | | | 1 000 000 |
| | Increased area of crops promoted by the project | | | |
| | Non-rice pulses oilseeds and horticulture crops - Area (ha) | | | 200 000 |
| | High-yielding rice varieties - Area (ha) | | | 200 000 |
| | Increased area under fruits and vegetables with GAP certification | | | |
| | Area - Area (ha) | | | 300 000 |
| Output Introduction of modern farming technologies and improved crop varieties | 1.1.3 Rural producers accessing production inputs and/or technological packages | | | |
| | Total rural producers - (Number of people disaggregated by gender and age) | | | |
| | 1.1.4 Persons trained in production practices and/or technologies | | | |
| | Total number of persons trained by the project - Number of people | | | 1 000 000 |
| | 1.1.2 Farmland under water-related infrastructure constructed/rehabilitated | | | |
| | Hectares of land - Area (ha) | | | 100 000 |
| | Stress-tolerant and nutrient dense varieties developed | | | |
| | Non-rice crops - Number | | | 15 |
| Rice - Number | | | 5 | |
| Outcome | 2.2.1 Persons with new jobs/employment opportunities | | | |
| | Males - Males | | | 4 800 |

| | | | | |
|--|---|--|---------|---------|
| Result Area 2: Increasing Entrepreneurship and Access to Services along the value-chains | Females - Females | | | 7 200 |
| | Young - Young people | | | |
| | Total number of persons with new jobs/employment opportunities - Number of people | | | 12 000 |
| | 1.2.5 Households reporting using rural financial services | | | |
| | Total number of household members - Number of people | | | 450 000 |
| | Households - Percentage (%) | | | |
| Households - Households | | | 100 000 | |
| Output | 2.1.2 Persons trained in income-generating activities or business management | | | |
| Increased access to services | Males - Males | | | 8 000 |
| | Females - Females | | | 12 000 |
| | Young - Young people | | | |
| | Persons trained in IGAs or BM (total) - Number of people | | | 20 000 |
| | 1.1.6 Financial service providers supported in delivering outreach strategies financial products and services to rural areas | | | |
| Service providers - Service Providers | | | 35 | |
| Outcome | SF.2.1 Households satisfied with project-supported services | | | |
| Result Area 3: Modernizing Institutions and Policies for Agriculture Transformation | Household members - Number of people | | | |
| | Households (%) - Percentage (%) | | | 80 |
| | Increase in R&D budget for NARS Institutes | | | |
| | Budget Increase - Percentage (%) | | | 61 |
| | MoUs and agreements on research collaboration with international research labs and the private sector | | | |
| Number of MOUs - Number | | | 30 | |
| Output | 2.1.3 Rural producers' organizations supported | | | |
| Coordination and Policy Support | Total size of POs - Organizations | | | |
| | Rural POs supported - Organizations | | | 500 |
| | Total number of members (disaggregated by gender and age) | | | |
| | Policy 1 Policy-relevant knowledge products completed | | | |
| | Number - Knowledge Products | | | 20 |
| | Policy 2 Functioning multi-stakeholder platforms supported | | | |
| Number - Platforms | | | 5 | |

Integrated programme risk matrix

| | | |
|---|-------------|-------------|
| Country Context | Substantial | Moderate |
| Political Commitment | Substantial | Moderate |
| Risk: <p>The country will have its national election held on January 2024 and this might impact the project start up due to the changes made in civil administration and interim government arrangements three months prior to the elections.</p> | Substantial | Moderate |
| Mitigations: <p>1. Continuous monitoring and implementation support by the ICO and the World Bank on project performance monitoring and reporting. 2. The project DPP is expected to be approved by April 2023 which will minimise the risk of a delayed start up significantly. 3. Even if there is a change in government, the institutional policies and development plans is likely to remain unchanged (National Agricultural Policy, 8th Five Year Plan etc.) which will support a smooth project execution.</p> | | |
| Governance | High | Substantial |
| Risk: <p>Government processes such as the preparation of the DPP, recruitment of key staff are cumbersome and can delay project start-up and implementation.</p> | High | Substantial |
| Mitigations: <p>(i) The ICO and the World Bank teams support the project and implementing agencies with the preparation of the relevant supporting documents for the government's internal processes, including DPP preparation (FAO TA) (ii) IFAD supports counterpart in its dialogue with the Ministry of Finance and planning commission, with regard to the DPP preparation.</p> | | |
| Macroeconomic | Substantial | Moderate |
| Risk: <p>Real GDP growth is expected to slow to 6.1 percent in FY23 as import suppression measures disrupt economic activity. Higher inflation will dampen private consumption growth, following substantial energy price increases. Export growth is expected to slow, as economic conditions in key export markets deteriorate, while rolling blackouts, gas rationing, and rising input costs weigh on manufacturers. A gradual reduction in poverty is expected, declining from 10.4 percent in FY22 to 10.0 percent in FY23. Over the medium term, the balance of payments is projected to return to surplus as import growth moderates. Bangladesh's economy performed well during the COVID-19 pandemic compared to peer countries. Relatively low debt-to GDP provided a fiscal buffer, and a stimulus program protected manufacturing capacity. A robust recovery continued in FY22 as movement restrictions were lifted. Rising commodity prices and a surge in imports in the second half of FY22 resulted in a substantial Balance of Payments (BoP) deficit and accelerating inflation. A series of policy measures to suppress imports and preserve foreign exchange reserves is expected to dampen growth, including electricity cuts and reduced business hours. Addressing longstanding structural challenges would help sustain GDP growth over the medium term, including increasing domestic revenues, modernizing the tariff regime, resolving financial sector vulnerabilities, and improving the business climate.</p> | Substantial | Moderate |

| | | |
|--|-------------|-------------|
| Mitigations: (i) The programme will significantly focus on strengthening institutional policies and all the DLIs have specific policy level targets to be achieved. (ii) Despite soaring inflation, the government has prioritized agriculture sector to the highest level and ensured uninterrupted supply of inputs. The project will further support this. | | |
| Fragility and Security | Moderate | Low |
| Risk: Bangladesh is not in the list of the World bank fragile countries but there is subject to natural hazards which is elaborated in the sections below. In terms of security situation is also stable and no threat is envisaged. | Moderate | Low |
| Mitigations: Regular monitoring and supervision by the IFAD and WB country offices in Bangladesh | | |
| Sector Strategies and Policies | Moderate | Moderate |
| Policy alignment | Low | Low |
| Risk: This risk is low considering Bangladesh has finalized its 8th five year plan in December 2020 that outlines the broad development objectives of the country including transformation of the agriculture sector. | Low | Low |
| Mitigations: (i) The project is actually supporting the National Agriculture Policy - Plan of Action (NAP-POA) and every DLI has actions to support new policy formulation (ii) IFAD has an active participation in the donor coordination group on agriculture that is chaired by the secretary of agriculture and FAO country rep. (iii) Consistent follow-up with the ministry, implementing agencies and PIUs assuring that the priorities of the implementing agencies and the donor agencies (IFAD, World Bank) remain aligned | | |
| Policy Development and Implementation | Substantial | Moderate |
| Risk: 1. Some policies are outdated especially the ones governing the agricultural sector and food sector | Substantial | Moderate |
| Mitigations: (i) The ICO and World Bank actively participates in the working group to help ministry of agriculture update their policies and sector transformation plan. (ii) IFAD actively contributes to knowledge generation and policy advocacy through UNCT and donor coordination mechanisms. (iii) Each DLI includes Policy development activities and milestone to be achieved | | |
| Environment and Climate Context | High | Substantial |
| Project vulnerability to environmental conditions | High | Substantial |

| | | |
|---|-------------|-------------|
| Risk: Bangladesh as a whole is highly prone to natural hazards including cyclones, storm surges, floods, landslides, earthquakes, tsunamis, sea-level rise and increasing saltwater intrusion. Therefore the inherent risk for vulnerability to environmental conditions is high. | High | Substantial |
| Mitigations: (i) Detailed mitigation measures are included in the CI's safeguard documents. | | |
| Project vulnerability to climate change impacts | Substantial | Moderate |
| Risk: Key climate change impacts for the project are linked to sea level rise contributing to increasing floods and increasing intrusion of saline seawater in addition to flash flood, riverine floods, cyclone, tidal surge, drought etc. All climate-induced phenomena could have significant effects on agriculture, with increasing salinity and mean temperatures having generally negative effects. | Substantial | Moderate |
| Mitigations: (i) Detailed mitigation measures are included in the CI's safeguard documents | | |
| Project Scope | Substantial | Moderate |
| Project Relevance | Moderate | Low |
| Risk: Lack of alignment with national and IFAD priorities might deviate the project objectives and results from the core PDO. | Moderate | Low |
| Mitigations: 1. The project is to provide support on NAP-POA implementation 2. The 3 RA and 10 DLIs are fully aligned to the national priorities and also with IFAD's latest COSOP. | | |
| Technical Soundness | Substantial | Moderate |
| Risk: The lending instrument, PforR, is new to the client ministry and it will require significant technical assistance to the ministry to make them familiar with the implementation of a PforR operations. There is also risk of DLI specific targets not being achieved, resulting into not delivering the project's development objectives.. | Substantial | Moderate |
| Mitigations: The project is designed to implement key elements of the GoB's strategy for agriculture development in Bangladesh. Thus, the design is not only comprehensive and supports the country's agricultural production system and its value chains, but it also fits country's diversified and challenging context. Going forward, technical capacity needs assessment will be conducted, and relevant risk mitigation measures will be incorporated into the Program design and implementation. The WB and IFAD Country Office will closely support and guide the project to remain on track and achieve its objectives. | | |
| Institutional Capacity for Implementation and Sustainability | Moderate | Low |
| Implementation Arrangements | Moderate | Low |

| | | |
|--|-------------|-------------|
| Risk: Coordination through various institutions under the MoA and weak capacity to implement the respective activities and achieve intended results. | Substantial | Moderate |
| Mitigations: This will be addressed through a PCU with strong leadership. A detailed institutional capacity assessment was undertaken during design to identify capacity building needs for both the ministry and the implementing line agencies. Mitigation measures to the risk associated with institutional and implementation arrangements will be proposed to enhance sustainability of the Program results. | | |
| Risk: The pari-passu arrangement between financing institutes might result into complexity in terms of flow of funds and implementation of activities. | Moderate | Low |
| Mitigations: The IFAD financing is blended with the world bank financing across all the DLIs, meaning that there will be no specific activities financed by individual financiers and the flow of funds will be uniform. The same arrangements have been applied in the ongoing NATP-2 project and this has proven to be fully functioning. | | |
| Risk: The selection of the IVA and the timing of the recruitment methodology/ process to validate that the targets are met , represent a high risks for project implementation. | Moderate | Low |
| Mitigations: IVA recruitment process as described in PAD | | |
| Monitoring and Evaluation Arrangements | Moderate | Low |
| Risk: Precedence in Bangladesh for projects with multiple implementing agencies to work in silos. Consequently, PIUs might have different interpretations of indicators. There is also the risk of not having an M&E framework established that would aggregate data from all implementing entities at the PIU level. Failure to disaggregate data on youth and gender may also not give the correct picture of the project reaching its intended target groups. | Moderate | Low |
| Mitigations: (i) The IFAD finances SACP project has already developed an M&E system which is being replicated throughout the MOA projects, which provides consistency in data collection and reporting (ii) The Independent Verification Agency (IVA) will verify the project's reports on results and provide a detailed report which will be further validated jointly by IFAD and WB (iii) An M&E specialist from IFAD participates in the project supervision missions to support the PIU M&E unit on data generation and reporting. | | |
| Project Financial Management | Substantial | Substantial |
| Project Organization and Staffing | High | Substantial |

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| <p>Risk:</p> <p>The Program will be implemented by government agencies and semi-autonomous bodies of Ministry of Agriculture; DAE, DAM, BARI, BIRRI, BARC, BADC, and BMDA and is reliant on the use of country systems. The MoA and some of the IAs have prior experience of implementing projects with World Bank and IFAD investment project financing (IPF) but none of them have experience in implementation of projects under PforR.</p> <p>Risk of inefficient and ineffective financial management arrangement due to the absence of experienced and qualified procurement and FM staff to meet the needs the program is recognised</p> | High | Substantial |
| <p>Mitigations:</p> <p>(i) Certify training on FM and procurement for staff in all levels. (ii) Prepare an updated FM operation manual and risk management manual. (ii) Mobilize additional financial management support through individual consultants of Project Coordination unit to enhance the capacity for smooth running of the financial management system for the Program.</p> | | |
| Project Budgeting | High | Substantial |
| <p>Risk:</p> <p>The Program budget will be reflected in the Government's budget. The Detailed Project Pro forma of PARTNER in under preparation by the Government. Unique code for the PARTNER will be used by all implementing entities. The inclusion of all Program activities undertaken by DAE, BMDA, BADC, BIRRI, BADC, BARI in the unique program code will enable effective monitoring of utilization of Program budget by each Program Implementing Agency. The following risks however are acknowledged:</p> <p>-Risk of inefficient allocation of budget due to lack of timely budget allocation to implementing agencies and inadequate coordination between budgeting processes and procurement planning. -Risk of delayed implementation of Program due to inefficient budget execution and duplicative institutional reporting arrangements</p> | High | Substantial |
| <p>Mitigations:</p> <p>(i) Institute arrangements in implementing agencies to ensure coordination between budget and procurement planning. (ii) Mainstream IBAS for recording and reporting Program expenditure for all implementing agencies. (iii) Ensure on-lending/granting arrangement with the off treasury PIUs (BIRRI, BARI, BADC, BARC)</p> | | |
| Project Funds Flow/Disbursement Arrangements | Substantial | Substantial |

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| <p>Risk:</p> <p>The government maintains a TSA with the Bangladesh Bank for all central government. Technical information on each DLI with time-wise activities and verification protocol of results will be used to prepare funds allocation against each results area. Fund flow outlined in the Treasury Rules and Supplementary Rules will apply. As the program funds will use the Treasury Model, Funds will be channelled through the Government system of budgetary allocations to the Consolidated Fund and expenditure processed through the existing treasury system of the Government.</p> <p>Budget releases take place no less than two months into a financial year. Budget releases are based on an Annual Operational Plan (AOP) approved by the respective ministries. Generally, funds are released at 4 equal instalments based on the development part of AOP. After releasing funds from the Treasury Single Account to PIUs, the financial delegation as per the financial rules of GoB and the respective PIUs will be followed for the expenses incurred in the PIUs. Each PIU will submit payment requests to the Chief Accounts and Finance Officer of the MOA for processing payments through iBAS++ from the Treasury Single Account directly to the vendors for goods and services for the Program implementation.</p> <p>The activities of the program will not be free from seasonal impacts therefore equal instalments of fund releases may cause difficulty in managing expenses during peak season for works.</p> | Substantial | Substantial |
| <p>Mitigations:</p> <p>(i) The Finance Unit of implementing agencies and the CAFO of Ministry of Agriculture will consider implementing subordinate office/organizational unit dimensions of BACS under the Program. (2) Deepening the organizational segment from the MOA to the responsible implementing agencies (DAE, BMDA, BRR, BARI, BADC, BARC and DAM) will enhance managerial accountability of funds allocated to deliver on the specific allocation at the lowest organizational unit level to minimize the risk of delay in distribution of Program funds to the frontline units responsible for the DLIs.</p> | | |
| Project Internal Controls | Substantial | Substantial |
| <p>Risk:</p> <p>Internal controls such as segregation of duties, authorization, supervision, budget controls are in place. The iBAS++ has the following in-built segregation of duties controls through its workflow. For all transactions, there are different levels of review and approval: entry, review, approval, activation (for reference data) with permission controlled through roles which are configured as privileges by a super user.</p> <p>The PAO will be responsible for observance and compliance of all relevant financial rules and regulations of the Program through the Program Director as the DDO. To maintain proper control, the PAO will receive regular Program Budget Execution Reports.</p> <p>The capacity of the internal audit function for the Program can be further enhanced. Internal audit units are not effective currently, internal audit activities consist primarily of exposed reviews focused on financial compliance. There is an on-going reform under the Bank finance PforR operation, Strengthening Public Financial Management Program to Enable Service Delivery (SPFMS) to strengthen and transform traditional internal audit function to risk based internal audit.</p> | Substantial | Substantial |

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| <p>Mitigations:</p> <p>(i) All PIUs, self-accounting entities will prepare and implement an internal audit modernization plan under the Program including by strengthening audit committees to enhance effectiveness of internal audit and institute risk-based internal audit.</p> <p>(ii) The proposed program will contribute towards enhancing the internal audit capacity of the PIUs. Some areas of focus for technical assistance include: (1) PFM training for internal auditors to broaden their knowledge for effective audit; (2) further training and pilot audits on focused areas such as IT audits based on the internal audit manual; (3) professionalization of the internal auditors by offering internationally recognized professional certification courses; and (4) introducing audit management software.</p> | | |
| Project Accounting and Financial Reporting | High | Substantial |
| <p>Risk:</p> <p>The iBAS++, together with the BACS, will be used to prepare the Annual Program Financial Statements. Program expenditure financed by IDA, IFAD and GoB will be channeled through TSA using iBAS for initial recording of expenditure under the unique program code with separate organizational code for each of the agency. There will also be fund code for each source of financing. In addition, as a part of corporate reporting requirement, self-accounting entities will include the Program expenditure of their respective part in the annual financial statement of entity financial statement.</p> <p>The Cash Basis accounting is used in the public sector. There are no initiatives yet to align the cash basis with the IPSAS cash standard to further improve reporting and ensure uniformity with international standards and best practices. As per the Government Financial Regulations (GFR) the spending authority maintains a separate set of financial records mostly on manual bases while iBAS is maintained only at the level of the Accounts Offices.</p> <p>Risk of delays in Preparation of Financial Statement is recognised. Inefficient reconciliation processes between spending units and CAFO of MOA</p> | High | Substantial |
| <p>Mitigations:</p> <p>(i) iBAS++ will ensure timely preparation of Financial Statement for the Program. (ii) It was also agreed with the line ministry that the reconciliation process would be on a fast track to consolidate the FS within 3 months from the end of each FY. (iii) In Addition, there will be monthly reconciliation between PIU and CAFO within seven working days of the following Month. (iv) To facilitate the reconciliation, each PIU will assign a dedicated person to aide day to day accounting and financial reporting.</p> | | |
| Project External Audit | Substantial | Substantial |

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| <p>Risk:</p> <p>The PARTNER program audit will be carried out by the Comptroller and Auditor General (C&AG) constitutionally appointed by the President. Of the ten directorates, Foreign Aided Project Audit Directorate (FAPAD) has been mandated to carry out the audit of all donors funded development projects and programs including those having both foreign aid as well as GOB funding together. Moreover, RPA through GOB arrangements, where initially expenditure is made from government treasury against GOB budget provision and then actual expenditure is reimbursed by DPs in government treasury, are also audited by FAPAD because of involvement of both DP's and GOB funding. Currently, OC&AG is undergoing reform, whereby it is moving to an entity audit model by combining revenue and development expenditure in a single financial statement and will be audited by a single audit directorate. Program expenditure will be made using treasury system. A separate set of financial statement will be prepared based on iBAS for the program which will include all the economic codes to be agreed for the program. The independent auditor will pay special attention to the risks of material misstatement of the financial statements due to fraud.</p> <p>There are long pending audit observations from the external audit carried out by the Foreign Aided Project Audit Directorate (FAPAD) for the development projects. Audit observations resolution takes a long time, particularly, on the development projects in all PIUs. In the result-based program approach, the resolution may take even longer because of lack of ownership in fulfilling the requirements to resolve audit issues</p> | Substantial | Substantial |
| <p>Mitigations:</p> <p>(i) Submission of Program External Audit Report by March 31 each year. Necessary capacity building support will be obtained from the government to meet the deadline. Also, the new organization reform at C&AG office will make the respective directorate more focused on the program audits and therefore the delivery seems to be more efficient.</p> <p>(2) Strengthen the audit committee and establish processes and mechanisms for completing annual audit, including procurement audit and resolving audit observations. Constitution of Audit Observation Resolution Committee at the Ministry to meet twice annually with the aim to take appropriate action in resolving (Serious Financial Irregularity) SFI of the program annually.</p> | | |
| Project Procurement | Substantial | Moderate |
| Legal and Regulatory Framework | Substantial | Moderate |

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| <p>Risk:</p> <p>Public procurement is regulated by the Public Procurement Act 2006 with supplemental Public Procurement Rules 2008, e-GP Guideline and Delegation of Financial Power (DOFP). The PPA 2006 has been amended several times, by the Public Procurement (1st and 2nd Amendment) Act 2009, the Public Procurement (Amendment) Act 2010 and the Public Procurement (Amendment) Act 2016.</p> <p>Overall Strengths:</p> <ul style="list-style-type: none"> • Existence of a single legal framework (PPA 2006/PPR 2008) that governs the entire public procurement system across the country. • Existence of a well-functioning nodal procurement policy unit, Central Procurement Technical Unit (CPTU). • CPTU has a widely used website and updated regularly. • A widely used Electronic Government Procurement (e-GP) System managed by CPTU. 62% procurements of the country by value were processed through e-GP in FY19. • e-GP system is self-sustainable (earns revenue). • Existence of comprehensive e-GP Guidelines. • Freely accessible standard tender documents for Goods, Works and Services. • Mandatory provision to pre-disclose eligibility and qualification criteria during procurement process. • Existence of a comprehensive capacity development program. • Existence of well-defined procurement methods. • Open Tendering Method (OTM) is the preferred method and alternative methods need justification. 80% of goods and works contracts were processed through OTM in FY19. • Conflict of interest and impartiality certificate requirements by the Tender Evaluation Committee (TEC) members during tender evaluation. • Presence of a functional complaint redress system with an appeal mechanism. • Existence of separate Public Private Partnership (PPP) Act and Guidelines. <p>Overall Weaknesses:</p> <ul style="list-style-type: none"> • Use of price cap in national Open Tendering Method (OTM) for works (rejecting bids more than 10% below or above the estimated cost), in lieu of the intended objective of improved quality and timely completion of works, resulted in market distortion. For example, (i) the average number of participants per procurement package decreasing from 4.2 to 2; (ii) single tenders in OTM packages increasing from 20% to 50% and (iii) large bidders monopolizing the procurement market and small bidders getting marginalized. • The Limited Tendering Method (LTM) for national works procurement, targeted to encourage small and new bidders with provisions such as price cap, lottery to determine the winner in the case of tied bids and not requiring any past experience, is not consistent with international good procurement practices, and resulted in failed constructions, delays and cost-overruns. Bidders' interviews revealed that most of the new and small bidders are not getting the intended advantage as the large bidders can also participate in the procurement process. • The sanction/debarment process lacks independent review (decision by the head of the procuring agencies is final) except by way of appeal to the judiciary. In addition, absence of detailed procedure/guidelines for debarment causing inconsistent implementation by procuring agencies. • Sustainable public procurement has not yet found its way into the public procurement legislation and practices. | <p>Substantial</p> | <p>Moderate</p> |
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| <p>Mitigations:</p> <p>Please reference detailed MAPS Assessment on the short, medium and long term mitigation measures proposed below:</p> <ul style="list-style-type: none"> - Remove \pm 10% cap from Open Tendering Method (NCT) for works - Undertake following alternative solutions to tackle the issue of abnormally low bids: <ul style="list-style-type: none"> • Incorporate abnormally low bid identification provision based on formula • Increase performance guarantee based on formula • Imposition of milestone based liquidated damage to encourage timely completion of works contracts • Enhance contract management through electronic contract management of e-GP (with geo tagging) • Adopt output and performance-based contracting where feasible • Remove \pm 5% cap and lottery from Limited Tendering Method • Assess how Limited Tendering Method can be used to give preferential treatment to small and medium sized bidders/enterprises, women-led enterprises and startups • Include definition of small and medium sized bidders/enterprises, women-led enterprises and startups in PPA/PPR and include this in the bidder registration process • Update rules to include provisions for promoting SMEs, women-led enterprises and startups • Introduce provision of annual enlistment for LTM bidders based on qualification/experience • Early release of bid security of the bidders except the top three bidders • Create a supplier database with unique identification of bidders and their beneficial owners. Track performance of the suppliers/contractors including specialized groups - Introduce suppliers/contractors' development program <p>Streamline emergency procurement provision including complete delegation of the procurement responsibility to the implementing agencies (i.e., selection of procurement method, approval of bid evaluation report and contract), engage UN agencies as partners, use of request for quotation methods without any thresholds etc.</p> <ul style="list-style-type: none"> - Include Quality-Based Selection (QBS) method in the PPA 2006 and PPR2008 <ul style="list-style-type: none"> • Introduce independent debarment process and provision of temporary suspension by the HOPE • Prepare detailed guidelines on debarment procedures including protocol for sharing and receiving feedback on fraud and corruption issues from the Anti-Corruption Commission (ACC). • Publish the consolidated PPA 2006 and PPR 2008 documents in English in the CPTU website for international use. • Finalize all standard/model procurement documents, as listed in the PPR 2008. • Finalize Bangla translated versions of the standard documents • Prepare procurement manual for Goods, Works and Services for all methods of procurement. • Develop a contract management manual • Update e-GP user manual and manual on registration process incorporating recent changes. • Prepare a policy document with detailed implementation road map for sustainable procurement. • Include provision of sustainable procurement in the PPA 2006 and PPR 2008. • Include provision of evaluating bids on the basis of "most advantageous bid" instead of the current "lowest evaluated bid" to facilitate preferential treatment to high quality goods/works including energy efficient/low carbon emitting products, sustainable goods and works. • Update the relevant standard tender documents with provisions of | | |
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| sustainable procurement including maintaining environmental and social safeguard during construction. • Prepare guidance note on sustainable procurement explaining applicability and procedure of using sustainability considerations in procurement | | |
| Accountability and Transparency | Substantial | Moderate |
| <p>Risk:</p> <p>Pillar IV MAPS Assessment takes aspects of the procurement system and governance environment to ensure that they are defined and structured to contribute to accountability, integrity and transparency.</p> <p>Overall Strengths</p> <ul style="list-style-type: none"> • Reasonably transparent process is followed in formulation of procurement legislation with consultation with large procuring agencies. • Adequate access to information in the procurement process. • Public Financial Management (PFM) system is governed by a set of strong legislative instruments with OCAG as the supreme audit organization. • Financial auditing carried out regularly which covers procurement. • Comprehensive procurement audit manual. • A strong anticorruption system is in place. • Presence of ethical standard in audits and public procurement (code of ethics) and national integrity strategy. • CPTU has developed and soft launched a citizen portal to disseminate procurement and contract management data following the Open Contracting Data Standard (OCDS) <p>Overall Weaknesses:</p> <ul style="list-style-type: none"> • Some transparency weaknesses - bidders not widely included in public consultation for legislation change. • Audit system is mostly external. <ul style="list-style-type: none"> o Internal control system is virtually absent. o accumulation of non-resolved observations. o Procurement performance audits not yet taking place. • Procurement complaint system is lengthy and takes 2-3 months' time to exhaust the entire process. <ul style="list-style-type: none"> o No mechanism for keeping review panel members up to date. o Complaint tracking mechanism not yet functional for e-GP • Inadequate monitoring of integrity in public procurement <ul style="list-style-type: none"> o no national statistics available on corrupt activities specific to procurement o no recognized role of civil society | Substantial | Moderate |

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| <p>Mitigations:</p> <p>Please reference detailed MAPS Assessment on the short, medium and long term mitigation measures proposed</p> <ul style="list-style-type: none"> - Use government tenderers' forums for wide consultation during amendment of procurement laws/guidelines - Launch citizen portal to share procurement and contract implementation data with the citizens following OCDS including facilities for data analytics based on key performance indicators. <p>Include citizen engagement provision in PPA2006/PPR2008</p> <p>Introduce standardized mechanism for internal control with the development of internal audit manual and module for training</p> <ul style="list-style-type: none"> - Introduce electronic mechanism for capturing audit data and resolution status - Carry out specialized procurement audits/ procurement performance audit especially in large agencies based on periodic risk assessment - Scale-up procurement training for the auditors with appropriate course content - Enforce the requirement of procurement post reviews through enhanced monitoring • Maintain an online data base for review panel cases including implementation status and decisions • Set a timeline to publish review panel decisions in the CPTU website - Arrange regular learning/discussion sessions on procurement issues for review panel members - Enhance e-GP's complaint handling module with facilities to track complaints and their resolution status - Reduce 4-tier complaint handling process to 2-tier process consisting review only at the PE and review panel levels <p>Introduce standstill period for large value/international procurements</p> <p>Introduce integrity module in e-GP (automatic identification of red flags during tender evaluation)</p> <ul style="list-style-type: none"> - Include comprehensive module on integrity and ethical aspects of procurement including identification of fraud and corruption red flags in the standard procurement training materials of CPTU - Include provision to earmark corruption related to public procurement in ACC database - Review the possibility of giving specific role to CSOs in public procurement | | |
| <p>Capability in Public Procurement</p> | <p>Substantial</p> | <p>Moderate</p> |

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| <p>Risk:</p> <p>Bangladesh has a well-functioning nodal procurement policy agency, the Central Procurement Technical Unit (CPTU). CPTU was established in 2002 under the Implementation Monitoring and Evaluation Division (IMED) of the Ministry of Planning (MOP) to carry out procurement reform activities and regulate and monitor the country’s public procurement functions. It is planned to be converted into an independent government agency to be known as the ‘Bangladesh Public Procurement Authority (BPPA)’ to facilitate enhanced autonomy in executing its functions. It will be done through a separate act, Bangladesh Public Procurement Authority Act. The act has been drafted and widely consulted and now at the final stage of placement in the parliament for approval.</p> <p>Overall Strengths:</p> <ul style="list-style-type: none"> • CPTU has clear mandate to carry out public procurement reform and implementation of the reform agenda (being transformed to Authority). • Large procuring agencies are well organized, procurement functions are largely decentralized, and procuring entities’ functions are legally defined. • An institutionalized procurement capacity building program is in place. • e-GP generates KPI based procurement reports. • The medium term rolling budgetary framework (MTBF) provides indicative budget for procurement organizations for 3 years which helps agencies to plan their procurement. • An integrated budget and accounting system (iBAS ++) system in place and helps budget control and management. • Average days for payment to the contractors is mostly within acceptable limit. (Survey result: 77% responded bidders received payment within 30 days of bill submission) • CPTU has recently developed and soft launched a citizen portal to disseminate procurement and contract management data following the Open Contracting Data Standard (OCDS). The portal has facilities for data analytics based on key performance indicators. <p>Overall Weaknesses:</p> <ul style="list-style-type: none"> • CPTU is constrained by its capacity in terms of legal structure, autonomy in decision making, limited staffing, and inadequate analytical and research capability. It largely depends on external experts and outsourced firms which is inadequate to regulate and monitor public procurement for more than 1300 organizations.. • Procurement data analytics not systematically used for policy formulation. • Absence of data capture through open data format. • Proper integration of public procurement into the financial management system yet to take place. e-GP system does not yet have an interface with the iBAS++ system resulting in disconnect between procurement value with the budget and real expenditure. • Procurement performance is not generally part of results agreement of the Procuring Entities/Agencies/Ministries and therefore does not contribute to career advancement. • Less recognition of ‘procurement’ as a professional service. • Legal provision on advance procurement planning is absent, though practiced by some PEs, but feel discouraged. | <p>Substantial</p> | <p>Moderate</p> |
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| <p>Mitigations:</p> <p>Please reference detailed MAPS Assessment on the short, medium and long term mitigation measures proposed</p> <ul style="list-style-type: none"> • Connect e-GP with iBAS++ to facilitate – (i) real time capturing of budget utilization, procurement commitment and procurement expenditure; (ii) monitoring and tracking of payment • Ensure generation of reports on payment delay (at national/agency/project/PE level) from the iBAS++ system • monitor the regular payment of bill to minimize the gap between submission of bill until the final payment. • Enhance existing e-GP procurement planning module to upload annual procurement plan covering e-GP and non e-GP procurements with updating functionality • Insert provision in the e-GP Guidelines/PPR 2008 to ensure mandatory uploading of all procurement packages in e-GP procurement plan of a PE or project as applicable. <p>Include advance procurement procedure in the procurement legislation Include provision in the legislation for mid-term strategic procurement plan Reduce the time gap between national budget and availability of the budget at PE level</p> <ul style="list-style-type: none"> • Prioritize formation of proposed Bangladesh Public Procurement Authority (BPPA) • Develop in-house institutional and technical capacity of BPPA (with a set of qualified, experienced and adequate number of trained officials) and gradual lessening of dependency on external support <p>Publish compilation of interpretations and clarifications provided by CPTU in official gazette</p> <ul style="list-style-type: none"> • Increase procurement approval thresholds at the agency and ministry level with enhanced accountability mechanism • Monitor compliance of the detailed procurement timeline given in PPR2008 • Adopt framework agreements at the level of the organization or ministry • Develop e-GP module for framework agreement and electronic catalogues/ e-market place • Develop guideline on using framework agreement <p>Include provision of electronic catalogue and e-market place in PPR2008/PPA2006</p> <ul style="list-style-type: none"> • Enhance the existing training program to include provision for more bidders' training • Launch online training module • Prepare strategic plan for procurement data management and analytics • Develop necessary data analytics and report generating provisions in e-GP including red flags <p>Prioritize implementation of 4 tier-based procurement competency and certification framework</p> <p>Include procurement performance as an indicator in the performance agreement for the ministry, agency and procuring entities</p> <p>Create a centralized procurement body at the central or regional level to procure commonly required items</p> | | |
| <p>Public Procurement Processes</p> | <p>Substantial</p> | <p>Moderate</p> |

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| <p>Risk:</p> <p>Public procurement in Bangladesh is now well established but remains mostly compliance based. The legal and regulatory framework is in place, there is an established regulator (CPTU) and a well performing e-GP system which is growing rapidly. Moreover, there is an extensive capacity development program. However, the emphasis has been given mainly on building this system and ensuring compliance with the essential requirements of the framework. There is scope to elevate the current system into a performance or output based system based on strategic vision and value for money consideration.</p> <p>Overall Strengths:</p> <ul style="list-style-type: none"> • Availability of an array of procurement methods including multi-stage procedures (pre-qualification, two stage tendering method) for large and complex procurement. • 62% procurements of the country by value were processed through e-GP in FY19. • Procurement lead time (invitation to contract signing) for all tenders decreased by 28% - from 86.7 days (FY12) to 62.2 days (FY19). • % share of awarded bids within original bid validity period increased to 90%. • % share of rejected bids decreased from 8% (FY12) to 3% (FY19). • Private sector is vibrant and competitive. • Citizen engagement in contract implementation monitoring is happening in 48 sub-districts with positive feedback. <p>Overall Weaknesses:</p> <ul style="list-style-type: none"> • 70% of contracts not completed on time - causing delay, cost overruns. • Absence of strategic procurement planning and analysis resulting in higher procurement cost and lower procurement performance. (e.g., too many small procurement packages for recurring items). • Procurement decision approval time for high value contracts (more than US\$ 6 million) is still high and a major source of delay for project implementation • Limited interaction with bidders: information and dialogue failures | <p>Substantial</p> | <p>Moderate</p> |
| <p>Mitigations:</p> <p>Please reference detailed MAPS Assessment on the short, medium and long term mitigation measures proposed</p> <p>Roll out newly developed electronic contract management (e-CMS) module of e-GP and monitor contract management performance</p> <p>Scale up citizen monitoring of contract implementation</p> <p>Undertake capacity development program on contract management and e-CMS including focused training on works contract management</p> <p>Include legal provision for strategic procurement analysis and planning at the organization/sectoral level based on spend analysis, need analysis and market analysis to determine appropriate procurement size and method of procurement.</p> <p>Include legal provision for mandatory market analysis for high value and complex procurements before initiating the procurement process to better understand the market composition, qualification of the bidders and specifications of the product</p> <p>Prioritize formation of Bangladesh government tenderers' forum to facilitate regular interactions and dialogues with the bidding communities in a systematic way</p> <p>Regularly hold dialogues with bidders to let them know about the changes in the legal provision and receive their feedbacks</p> <p>Carry out regular online bidder surveys and opinion polls on specific topics</p> <p>Carry out sector analysis and engagement based on e-GP data</p> | | |
| <p>Environment, Social and Climate Impact</p> | <p>Moderate</p> | <p>Low</p> |

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| Biodiversity Conservation | Moderate | Moderate |
| Risk: There are moderate risks related to biodiversity conservation as project intervention could create specialization and mono cropping. | Moderate | Moderate |
| Mitigations: (i) Encourage the use of local/indigenous varieties. (ii) Promote crop rotation and climate tolerant varieties. (iii) Protect forests and wetlands that are critical habitats for endangered species. (iv) Prohibit introduction of exotic species. | | |
| Resource Efficiency and Pollution Prevention | Substantial | Moderate |
| Risk: Project interventions could lead to increased waste water discharge into streams and pollution from small-scale agriculture. | Substantial | Moderate |
| Mitigations: The CI's safeguard policies contains detailed measures on protection against pollution. | | |
| Cultural Heritage | | No risk envisaged - not applicable |
| No Risk envisaged. | | |
| Indigenous People | Moderate | Low |
| Risk: Around 45 indigenous communities are present in Bangladesh most of them living in the Chittagong Hill Tracts, greater Mymensingh, greater Rajshahi, greater Sylhet, Patuakhali and Barguna. IPs are part of the vulnerable population in the country, the program will deploy measures to ensure that they are well represented in program-related decision making, that negative impact is avoided and that benefits also reach these groups.. | Moderate | Low |
| Mitigations: (i) There are no constrains for IPs to participate in project interventions and former projects by the implementing partner have equally targeted IPs. (ii) Project interventions are expected to result in increased incomes, increased food security and improved nutrition for all beneficiaries including IPs. | | |
| Labour and Working Conditions | Moderate | Low |
| Risk: Unsafe and unhealthy working conditions could occur in the farms and agricultural activities which are either directly or indirectly supported by the project. However, this risk is considerate moderate as the risks are small and site specific. | Moderate | Low |
| Mitigations: (i) Site specific health and safety guidelines will be developed based on project interventions. | | |
| Community Health and Safety | Moderate | Low |

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| Risk: There are moderate risks around rural communities related to agricultural development, in particular relating to the use of agrochemicals and the consumption of unsafe food. The project will however be aimed at reducing the use of those agrochemicals and ensuring their proper handling, as well as work on safe food production, thereby reducing the residual risk. | Moderate | Low |
| Mitigations: (i) Adequate roll out of health and safety mechanisms. (ii) Build awareness among project beneficiaries on the importance of health and safety. | | |
| Physical and Economic Resettlement | | No risk envisaged - not applicable |
| No risk envisaged. | | |
| Greenhouse Gas Emissions | Substantial | Low |
| Risk: potential and might also have significant potential for greenhouse gas emissions (e.g. beef, poultry, dairy, goats and rice). The program however includes measures to reduce emissions. Through those measures, the program is (by World Bank calculations) expected to be a net carbon sink. | Substantial | Low |
| Mitigations: (i) The ICO and the World Bank closely monitor and review the project's value chain activities and provide regular guidance and feedback on the potential opportunities to reduce greenhouse gas emissions | | |
| Vulnerability of target populations and ecosystems to climate variability and hazards | Moderate | Moderate |
| Risk: Bangladesh overall has a high exposure and vulnerability to climate change. The project initiatives might get impacted by extreme climate events or natural hazards as the project areas are particularly vulnerable to tropical cyclones and other climatic incidents. | Moderate | Moderate |
| Mitigations: The project is promoting climate smart agriculture and climate adaptation more broadly, including agri insurance to safeguard the assets as well as economic stability of the beneficiaries in the event of climatic incidents. | | |
| Stakeholders | Moderate | Moderate |
| Stakeholder Engagement/Coordination | Moderate | Moderate |
| Risk: Lack of proper stakeholder engagement/coordination may result into reduced ownership and underachievement of targets during the project life cycle. | Moderate | Moderate |
| Mitigations: The implementing agencies have a strong foot hold in the project areas and this can be leveraged to build multi dimensional stakeholder engagement and synergy. | | |
| Stakeholder Grievances | Moderate | Moderate |

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| Risk: Although the implementing ministry is familiar with the grievance redress mechanisms, the risk is moderate as a new mechanism needs to be established. | Moderate | Moderate |
| Mitigations: The CI has the capacity and expertise to support with GRM. | | |