
Rapport du Président**Proposition de prêt****République des Philippines****Projet d'innovation dans les filières au service d'une transformation durable des communautés bénéficiant de la réforme agraire (VISTA)**Numéro du projet: 2000003758

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POUR: APPROBATION**Mesures à prendre:** Le Conseil d'administration est invité à approuver la recommandation telle qu'elle figure au paragraphe 75.

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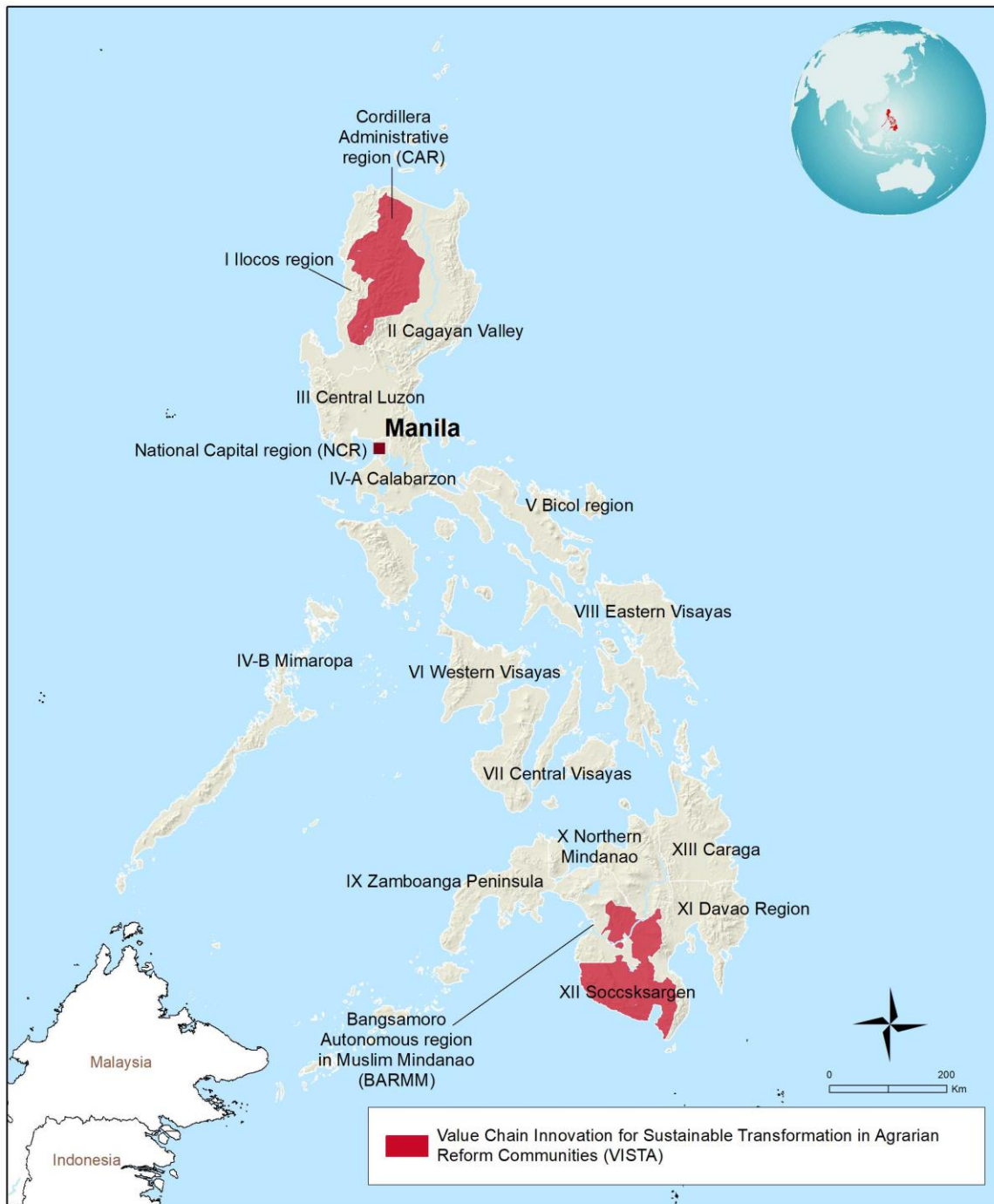
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Équipe d'exécution du projet

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Carte de la zone du projet



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 | 09/01/2024

Résumé du financement

Institution initiatrice:	FIDA
Emprunteur/bénéficiaire:	République des Philippines
Organisme d'exécution:	Département de la réforme agraire
Coût total du projet:	104.35 millions d'EUR
Montant du prêt 1 du FIDA:	23,12 millions d'EUR [Système d'allocation fondé sur la performance (SAFP)]
Conditions du prêt 1 du FIDA (SAFP):	Conditions ordinaires: 27 ans, y compris un différé d'amortissement de 8 ans, à un taux d'intérêt correspondant au taux de référence du FIDA et incluant une marge variable
Montant du prêt 2 du FIDA:	55,5 millions d'EUR_ [Mécanisme d'accès aux ressources empruntées (MARE)]
Conditions du prêt 2 du FIDA (MARE):	Conditions ordinaires: 27 ans, y compris un différé d'amortissement de 8 ans, à un taux d'intérêt correspondant au taux de référence du FIDA et incluant une marge variable
Contribution de l'emprunteur/bénéficiaire:	22,36 millions d'EUR
Contribution des bénéficiaires:	3,37 millions d'EUR
Montant du financement climatique apporté par le FIDA:	44.56 millions d'EUR
Institution coopérante:	Supervision directe par le FIDA

I. Contexte

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

Contexte national

1. Pays à revenu intermédiaire, la République des Philippines a enregistré en 2021 une contraction de son économie à hauteur de 9,5%, suivie d'un rebond de la croissance à 5,7% en 2021 et à 7,6% en 2022¹. Environ 19,9 millions de Philippines vivaient en dessous du seuil de pauvreté en 2021 (18,1%)², et la prévalence de l'insécurité alimentaire grave s'élevait à 54,9% chez les femmes et à 56% chez les hommes³.
2. Les Philippines comptaient 109,04 millions d'habitants en 2020, dont 52% vivaient en milieu rural⁴. La population active du secteur agricole est vieillissante, l'âge médian étant de 46 ans pour les hommes et de 52 ans pour les femmes. La part de l'agriculture dans le produit intérieur brut (PIB) a été ramenée de 14,1% en 2011 à 10% en 2021⁶. Les principales cultures sont le riz, le maïs, la noix de coco, la canne à sucre, la banane, le manioc, l'ananas et les légumes.
3. Parmi les problèmes touchant l'agriculture aux Philippines figurent la hausse du coût des intrants, la faiblesse de la productivité et la vulnérabilité aux chocs météorologiques. D'autres difficultés persistent, telles qu'une irrigation inadéquate, une faible mécanisation, un nombre limité d'installations post-récolte et des obstacles au crédit et à l'assurance. En outre, les disparités entre les femmes et les hommes découlant des normes sociétales entravent l'accès aux services de vulgarisation agricole, qui sont de qualité variable.
4. Les Philippines sont confrontées à des écosystèmes fragiles, particulièrement touchés par les aléas climatiques, et sont le cinquième pays au monde le plus sévèrement frappé par les phénomènes météorologiques extrêmes⁷. Les personnes les plus vulnérables sont les populations pauvres qui vivent dans les environnements les plus fragiles exposés aux typhons, aux moussons et à d'autres risques liés au climat.

Aspects particuliers relatifs aux thématiques transversales prioritaires du FIDA

5. Conformément aux engagements du FIDA en matière de transversalisation, le projet a été validé comme:
 - incluant un financement climatique;
 - porteur de transformations en matière de genre;
 - ciblant en priorité les peuples autochtones;
 - incluant des activités relatives à la capacité d'adaptation.
6. Le projet est conforme aux engagements transversaux du FIDA et suivra une approche axée sur le climat et propre à transformer la dynamique femmes-hommes, une attention particulière étant accordée aux peuples autochtones et à la participation des jeunes.

¹ Philippine Statistics Authority, 2022. Voir <https://psa.gov.ph/poverty-press-releases/nid/167972>.

² *Ibid.*

³ ONU-Femmes, [Philippines](#).

⁴ DataReportal, [Digital 2022: The Philippines](#).

⁵ Philippine Statistics Authority, 2021. [Highlights of the Philippine Population 2020 Census of Population and Housing \(2020 CPH\)](#) (Aperçu de la population philippine. Recensement de la population et des logements de 2020).

⁶ Statista, [Philippines: Share of economic sectors in the gross domestic product \(GDP\) from 2012 to 2022](#) (Poids des différents secteurs économiques dans le produit intérieur brut de 2012 à 2022).

⁷ D. Eckstein, M. Hufils et M. Wings, 2017. [Global Climate Risk Index 2019](#).

7. Les disparités persistantes entre les femmes et les hommes dans le secteur agricole et rural compromettent la performance de l'agriculture et empêchent le pays de parvenir à une croissance durable. Malgré les progrès réalisés en matière d'égalité femmes-hommes et d'autonomisation des femmes dans le cadre de l'agriculture et de la production alimentaire, le rôle et la charge de travail des femmes dans ces domaines doivent encore être reconnus et appréciés à leur juste valeur.
8. Les peuples autochtones représenteraient entre 10 et 20% de la population du pays. Ils vivent toujours dans des zones géographiquement isolées, n'ont pas accès aux services sociaux de base et ont peu de possibilités de mener des activités économiques de grande envergure, de se former ou de participer à la vie politique⁸.
9. Les jeunes des zones rurales choisissent souvent de quitter l'exploitation agricole de leurs parents pour chercher du travail en ville. Aujourd'hui, l'âge moyen des agriculteurs est de 57 ans, ce qui représente une menace sérieuse pour la sécurité alimentaire nationale à l'horizon 2030. Les jeunes agriculteurs sont pénalisés par le manque: i) d'accès au savoir, à l'information et à l'éducation, ii) de terres cultivables disponibles ou de crédits abordables, iii) d'emplois verts, iv) de lieux de consultation réservés aux jeunes⁹.
10. Les Philippines sont l'un des pays les plus vulnérables au monde face aux effets des ondes de tempête, la hauteur des vagues ayant augmenté du fait des changements climatiques. Les projections climatiques aux Philippines mettent en évidence une extrême variabilité spatiale et temporelle, mais révèlent de manière générale une hausse des températures et une modification de la saisonnalité des précipitations.

Justification de l'intervention du FIDA

11. **L'avantage comparatif du FIDA** réside dans son engagement à travailler aux côtés des personnes les plus pauvres et les plus vulnérables des zones rurales des Philippines. Grâce à l'expérience qu'il a acquise à l'échelle mondiale, le Fonds a une connaissance approfondie des difficultés des groupes les plus vulnérables et des possibilités qui s'offrent à eux. Aux Philippines, il a établi de solides relations avec des organismes publics, des organisations non gouvernementales et, de plus en plus, avec le secteur privé, afin de collaborer à l'obtention d'avantages à long terme au profit des communautés vulnérables.
12. Trois grands facteurs justifient en outre l'intervention du FIDA en faveur du développement des filières dans les zones des hautes terres, où la fragilité environnementale et les niveaux de pauvreté sont élevés: i) la mise à profit des résultats probants obtenus par le FIDA en ce qui concerne le développement des filières dans l'optique d'une réduction de la pauvreté rurale; ii) d'autres enseignements tirés du portefeuille, qui montrent que l'investissement dans les écosystèmes fragiles peut produire des avantages multiples, notamment sur le plan de la valeur économique, de la garantie de moyens d'existence locaux et de la protection des ressources naturelles; iii) le besoin urgent de stopper la conversion négative des terres dégradées et d'augmenter la résilience aux aléas climatiques et naturels.

B. Enseignements à retenir

13. Le Projet d'innovation dans les filières au service une transformation durable des communautés bénéficiant de la réforme agraire (VISTA) s'appuie sur l'expérience acquise dans le cadre du précédent projet, le Projet relatif aux partenariats ruraux d'activités agroalimentaires en faveur de la croissance et du développement inclusifs (RAPID), ce qui souligne l'importance des plans d'investissement stratégiques dans l'amélioration des filières. Les investissements du projet

⁸ Groupement international de travail pour les affaires indigènes, [Indigenous peoples in Philippines](#).

⁹ Voir <http://legacy.senate.gov.ph/lisdata/3128228181!.pdf>.

reposeront sur une approche améliorée de la planification stratégique des investissements.

14. Sur la base des enseignements tirés du projet RAPID et du Projet de convergence sur le renforcement des filières en faveur de la croissance et de l'autonomisation du milieu rural (CONVERGE), l'équipe du projet VISTA tiendra compte de la durabilité limitée des services de vulgarisation agricole, liée aux capacités des partenaires. Elle promouvra une méthode de vulgarisation axée sur des pratiques durables et résilientes aux changements climatiques.
15. En s'appuyant sur les enseignements tirés des projets CONVERGE et RAPID, l'équipe du projet VISTA adoptera une approche hybride du développement des filières, qui inclut les petits exploitants agricoles. L'accent sera mis sur la combinaison des aspects liés à la production et à la commercialisation, ce qui va dans le sens des stratégies efficaces mises en évidence dans les projets CONVERGE et RAPID.
16. Fondée sur la réussite du Projet relatif à la pêche, aux ressources côtières et aux moyens d'existence (FishCORAL), la composante du projet VISTA relative à la planification, à la protection et à l'amélioration des écosystèmes repose sur une approche holistique de la planification, conformément aux enseignements tirés de la planification à l'échelle écosystémique adoptée dans le cadre du projet FishCORAL.
17. En s'appuyant sur les enseignements tirés du Second projet de gestion des ressources agricoles des hautes terres de la Cordillera, l'équipe du projet VISTA tiendra compte des infrastructures au niveau communautaire, adoptera une approche propre à transformer la dynamique femmes-hommes et prévoira une sous-composante en matière de riposte aux situations d'urgence et aux catastrophes en vue de renforcer la résilience des ménages.
18. À la lumière des résultats du bilan du FIDA concernant les filières, l'équipe du projet VISTA donnera la priorité à la demande des marchés. Parce qu'elle renforce les partenariats avec le secteur privé grâce à l'appui des organisations partenaires et à une solide composante en matière de services de vulgarisation, la stratégie du projet VISTA relative aux services financiers en milieu rural repose sur une approche axée sur les marchés, qui englobe les services financiers internes liés aux filières.

II. Description du projet

A. Objectifs, zone d'intervention et groupes cibles

Finalité et objectifs

19. **La finalité du projet** VISTA est de réduire la pauvreté rurale et d'accroître la sécurité alimentaire, tout en protégeant et en améliorant les écosystèmes naturels dans les zones vulnérables des hautes terres. **L'objectif de développement du projet** est d'augmenter les revenus et de créer des emplois dans les hautes terres exposées à la fragilité au profit des groupes cibles, notamment les femmes, les jeunes et les peuples autochtones, ce qui passera par le renforcement des filières inclusives au moyen d'activités de conservation, de l'utilisation durable des ressources naturelles et de pratiques résilientes aux changements climatiques.

Zone géographique

20. Le projet proposé couvre les zones des hautes terres de l'ensemble des provinces de deux régions: Soccsksargen (région XII) sur l'île de Mindanao et la région administrative de la Cordillère à Luçon.

Groupes cibles

21. Les interventions du projet VISTA bénéficieront directement à 70 000 ménages de petits exploitants (environ 350 000 personnes) qui produisent les cultures sélectionnées. Au moins 50% des bénéficiaires seront des femmes, 30% des

personnes autochtones et 20% des jeunes âgés de 18 à 35 ans. Le projet étant conçu pour transformer la dynamique femmes-hommes, des stratégies destinées à encourager la participation des femmes seront mises en œuvre à tous les niveaux, ce qui passera notamment par un appui au leadership des femmes et par la détermination des besoins spécifiques des groupes de femmes locaux, des femmes autochtones et des jeunes femmes.

B. Composantes, résultats et activités

22. Le projet comprendra les composantes suivantes:
23. **Composante 1 – Planification, protection et amélioration des écosystèmes.** Il s'agira de promouvoir: i) le renforcement de la planification des ressources naturelles; ii) la capacité des communautés à s'adapter aux changements climatiques et à conserver les ressources naturelles; iii) des approches et des innovations inclusives permettant d'obtenir des avantages durables et écologiques dans l'ensemble des filières.
24. **Sous-composante 1.1 – Répertoire les investissements durables et les classer par ordre de priorité.** Cette sous-composante est axée sur l'examen des plans, des jeux de données et des investissements existants relatifs aux zones cibles. Le ou la prestataire technique établira des cartes géospatiales à la lumière de cet examen, en alignant les résultats sur les analyses des filières relevant de la composante 2, de façon à répertorier les options envisageables pour améliorer la production de ressources naturelles.
25. **Sous-composante 1.2 – Améliorer la gestion des ressources naturelles au profit des filières et à des fins de résilience.** L'une des priorités est de renforcer la capacité des communautés à s'adapter aux changements climatiques, à conserver l'eau, à améliorer la santé des sols, à réduire l'érosion des pentes et à accroître la biodiversité. Les investissements contribueront à améliorer l'utilisation de l'eau dans les écosystèmes des hautes terres au profit du développement durable des filières du café et du cacao. Cette sous-composante inclut également des services d'information sur le climat à l'intention des filières ciblées.
26. **Sous-composante 1.3 – Verdir les filières.** Il s'agira de soutenir la recherche appliquée, les expérimentations et les innovations au profit d'une utilisation durable des ressources naturelles, la réduction de l'impact environnemental dans les filières et la protection contre les risques climatiques au moyen de mesures axées sur la résilience. Les sous-composantes 1.1 et 1.2 portent sur les biens publics, dans le cadre d'une gestion des ressources au service de l'intérêt général, tandis que la sous-composante 1.3 met l'accent sur les mesures visant à rendre les activités commerciales plus écologiques, ce qui a des conséquences économiques directes pour les entreprises.
27. **Sous-composante 1.4 – Répondre aux situations d'urgence et aux catastrophes.** Dans le cadre de cette sous-composante, un plan d'urgence en cas de catastrophe est prévu pour éviter toute perturbation dans les zones du projet. La priorité est donnée aux investissements de projet destinés à sauvegarder les actifs, à remettre en état les terres agricoles et les systèmes d'eau et d'irrigation, et à renforcer la capacité des organisations communautaires rurales à faire face aux crises et à leurs conséquences. Cette sous-composante affichera un solde nul jusqu'à ce que les éléments indiqués dans le rapport de conception en déclenchent la mise en œuvre. Dès lors, le budget sera mis à jour et soumis à l'approbation du FIDA.
28. **Composante 2 – Développement durable des filières.** Les objectifs sont les suivants: i) améliorer la productivité des petites exploitations grâce à des interventions au niveau du système d'exploitation agricole, à des pratiques agricoles et à un accès amélioré aux installations et aux infrastructures post-récolte; ii) consolider et amplifier la commercialisation dans les filières

sélectionnées et réaliser des investissements verts en renforçant les capacités des organisations des filières dans les zones du projet; iii) répondre aux besoins en infrastructures résilientes aux changements climatiques pour favoriser le développement des filières.

29. **Sous-composante 2.1 – Amélioration durable de la production agricole et renforcement des services de vulgarisation.** Il s’agira d’améliorer la production agricole grâce à des investissements dans des modèles, des technologies et des systèmes agricoles. On encouragera les bonnes pratiques agricoles et l’amélioration de l’accès aux installations post-récolte, en particulier aux services de vulgarisation durables dans les filières du café et du cacao. Une école de commerce agricole sera mise en place aux fins de la mise à l’essai, de l’adoption et de la reproduction de pratiques et technologies agricoles durables et résilientes aux changements climatiques dans les zones cibles du projet.
30. **Sous-composante 2.2 – Commercialisation dans les filières et services financiers en milieu rural.** Cette sous-composante est axée sur la commercialisation et l’amélioration de la compétitivité dans les filières ciblées. Des investissements en faveur des agriculteurs et des organisations participant aux filières sont prévus pour permettre à ceux-ci de développer leur activité. Le plan d’investissement stratégique comprendra des investissements ciblés fondés sur les analyses des filières, pouvant recouvrir les activités de renforcement des capacités des organisations participant aux filières, les interventions menées au niveau des exploitations, les investissements postproduction et la facilitation de l’accès aux services financiers en milieu rural.
31. Dans le cadre du projet, les agriculteurs recevront des dons pour réaliser des investissements au niveau des exploitations. Des dons de contrepartie (pouvant représenter jusqu’à 50% du total) contribueront à financer les investissements postproduction: ils compléteront d’autres programmes publics et couvriront les investissements postproduction hors infrastructures visant à faciliter l’accès à des marchés de niche et de grande qualité. Pour accroître la portée et la durabilité dans un environnement financier hétérogène, l’équipe du projet VISTA élaborera une stratégie globale en matière de services financiers en milieu rural.
32. **Sous-composante 2.3 – Appui aux infrastructures liées aux filières.** Pour combler le grave manque d’infrastructures qui risque de compromettre les avantages du projet, on s’attaquera aux problèmes liés aux infrastructures d’accès, telles que les routes reliant les exploitations agricoles aux marchés. Cette sous-composante portera également sur les installations post-récolte, notamment les séchoirs solaires, les entrepôts de stockage, les bâtiments des centres de traitement et les serres équipées d’un système d’irrigation au goutte-à-goutte, qui permettent de produire des légumes à l’aide de systèmes de fertigation à énergie solaire.
33. **Composante 3 – Gestion du projet.** Cette composante vise à garantir l’établissement de liens solides entre les composantes, de processus de planification et de suivi-évaluation efficaces et intégrés, de mécanismes de coordination et de partenariats avec les principales parties prenantes.
34. **Sous-composante 3.1 – Gestion des activités du projet.** Cette sous-composante sera axée sur le renforcement des capacités d’exécution et de coordination du Département de la réforme agraire, du Département de l’agriculture et d’autres organismes d’exécution et partenaires, aux fins de la prestation efficace et efficiente des services liés au projet.
35. **Sous-composante 3.2 – Suivi et évaluation du projet et gestion des connaissances.** Il s’agira de recueillir et d’analyser rapidement des données et des informations fiables, et de présenter des rapports à l’équipe de gestion du projet et

aux parties prenantes de sorte qu'elles puissent prendre des décisions fondées sur des données probantes.

C. Théorie du changement

36. Les communautés agricoles des hautes terres sont touchées par la pauvreté rurale en raison de la diminution des ressources naturelles et des effets des changements climatiques. Le manque de ressources, de connaissances et de technologies entrave la capacité de ces communautés à accéder aux filières, ce qui se traduit par des marchés peu performants et par une faible capacité entrepreneuriale parmi les ménages les plus pauvres.
37. La première composante du projet VISTA porte sur le recensement et la hiérarchisation des investissements sur le terrain aux fins de l'amélioration de l'accès des communautés aux ressources naturelles durables. Ces investissements visent à renforcer la résilience climatique grâce à des infrastructures, à l'adoption de technologies et au renforcement des capacités, au profit de divers groupes tels que les femmes, les jeunes et les peuples autochtones.
38. Dans le cadre de la deuxième composante, le projet VISTA contribuera d'une part à favoriser l'adoption d'intrants, de technologies et de pratiques agricoles nouveaux ou améliorés aux fins d'activités de création de valeur ajoutée, et d'autre part à renforcer les capacités des organisations de producteurs ruraux et de leurs membres petits exploitants dans les filières sélectionnées, en améliorant l'accès de ces acteurs au développement des entreprises, aux services financiers, aux marchés et aux installations de production.
39. Le projet vise à réduire la pauvreté rurale, à renforcer les moyens d'existence et à améliorer la sécurité alimentaire dans un environnement viable grâce à l'amélioration de la résilience aux risques climatiques. Cet objectif sera atteint grâce à l'augmentation de la production et de la commercialisation dans les filières clés et à la multiplication des avantages économiques découlant des nouvelles possibilités d'emplois verts et de revenus offertes par les entreprises exploitant les ressources.
40. L'autonomisation des femmes passera par l'autonomisation économique, l'amélioration de la prise de décisions et de la représentation, et la promotion d'un équilibre équitable de la charge de travail. En outre, le projet VISTA favorisera l'autonomisation des peuples autochtones, en particulier des femmes et des jeunes, grâce à des initiatives tenant compte des relations intergénérationnelles, de sorte que les connaissances, l'identité et les traditions autochtones soient transmises aux générations suivantes.
41. La réussite du projet repose sur une collaboration harmonieuse des pouvoirs publics, des allocations garanties et une gestion foncière sans entrave, sous réserve de la participation active du secteur privé et de conditions du marché favorables. Elle suppose en outre que les perturbations climatiques sont minimales et que les produits du savoir sont utiles à un plus grand nombre de parties prenantes, ce qui permet d'assurer la reproduction et la transposition à plus grande échelle.

D. Alignement, appropriation et partenariats

42. Le projet VISTA contribuera aux objectifs de développement durable n^{os} 1, 2, 5, 8, 10 et 13. En outre, il contribuera directement à la réalisation des effets directs 2 et 3 du Plan-cadre de coopération des Nations Unies pour le développement durable couvrant la période 2024-2028.
43. L'objectif global du projet VISTA correspond bien à celui du FIDA, qui est de donner la priorité à la réduction de la pauvreté, à la sécurité alimentaire et à des moyens d'existence rémunérateurs, durables et résilients. En outre, le projet est parfaitement en phase avec les deux objectifs stratégiques du programme d'options stratégiques pour les Philippines (COSOP) couvrant la période 2023-2028.

44. La conception du projet VISTA est pleinement alignée sur les principales priorités gouvernementales, le projet contribuant à accroître la productivité et la compétitivité du secteur agricole, comme le prévoit le Plan de développement des Philippines pour 2023-2028. Le projet VISTA est aussi en phase avec les principales politiques nationales, notamment le Plan national de modernisation et d'industrialisation de l'agriculture et de la pêche (2021-2030), l'Initiative de convergence nationale pour un développement rural durable et la contribution déterminée au niveau national de 2021.

E. Coût, avantages et financement

Coût du projet

45. Le projet, d'une durée de six ans, a un coût total de 104,35 millions d'EUR, dont un financement du FIDA de 78,62 millions d'EUR.
46. Les composantes 1 (planification, protection et amélioration des écosystèmes) et 2 (développement durable des filières) du projet relèvent partiellement de l'action climatique. Le montant total alloué par le FIDA au projet au titre du financement de l'action climatique, calculé suivant les méthodes des banques multilatérales de développement pour le suivi du financement de l'adaptation aux changements climatiques et de l'atténuation de leurs effets, est estimé à 44 560 000 EUR (soit 56,7% du financement total du Fonds).

Tableau 1
Coût du projet par composante et par source de financement
(en milliers d'EUR)

Composante	Gouvernement		Administrations locales		Bénéficiaires			FIDA (SAFP)		FIDA (MARE)		Total	
	Contributions monétaires	%	Contributions monétaires	%	Contributions monétaires	Contributions en nature	%	Montant	%	Montant	%	Montant	%
	1. Planification, protection et amélioration des écosystèmes	3 905	14,9	932	3,5	-	257	1,0	6 207	23,7	14 901	56,9	26 202
2. Développement durable des filières	7 964	12,0	7 158	10,7	2 819	297	4,7	14 241	21,4	34 185	51,2	66 664	63,9
3. Gestion du projet	2 400	20,9	-	-	-	-	-	2 672	23,2	6 415	55,9	11 487	11,0
Total	14 269	13,7	8 090	7,8	2 819	554	3,2	23 120	22,1	55 500	53,2	104 353	100

Tableau 2
Coût du projet par catégorie de dépenses et par source de financement
(en milliers d'EUR)

Catégorie de dépenses	Gouvernement		Administrations locales		Bénéficiaires			FIDA (SAFP)		FIDA (MARE)		Total	
	Contributions monétaires	%	Contributions monétaires	%	Contributions monétaires	Contributions en nature	%	Montant	%	Montant	%	Montant	%
	Dépenses d'investissement												
1. Travaux	8 070	20,0	7 517	18,6	-	554	1,4	7 120	17,6	17 090	42,4	40 352	38,7
2. Biens, services et intrants	2 996	19,0	573	3,6	-	-	-	3 585	22,8	8 605	54,6	15 759	15,1
3. Dons et subventions	-	-	-	-	2 819	-	11,8	6 170	26,0	14 810	62,2	23 799	22,8
4. Services de consultants	1 348	8,7	-	-	-	-	-	4 180	26,8	10 032	64,5	15 560	14,9
5. Frais de fonctionnement	1 855	20,9	-	-	-	-	-	2 065	23,2	4 963	55,9	8 883	8,5
Total	14 269	13,7	8 090	7,8	2 819	554	3,2	23 120	22,1	55 500	53,2	104 353	100,0

Tableau 3
Coût du projet par composante et par année du projet
(en milliers d'EUR)

<i>Composante</i>	<i>Année 1</i>		<i>Année 2</i>		<i>Année 3</i>		<i>Année 4</i>		<i>Année 5</i>		<i>Année 6</i>		<i>Total</i>
	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>	<i>%</i>	<i>Montant</i>
1. Planification, protection et amélioration des écosystèmes	2 902	11,1	9 396	35,9	7 883	30,1	4 706	18,0	969	3,7	346	1,3	26 202
2. Développement durable des filières	1 657	2,5	10 940	16,4	19 275	28,9	21 571	32,4	12 023	18,0	1 200	1,8	66 665
3. Gestion du projet	2 331	20,3	2 717	23,7	2 137	18,6	1 492	13,0	1 155	10,1	1 654	14,4	11 486
Total	6 890	6,6	23 052	22,1	29 294	28,1	27 769	26,6	14 148	13,6	3 200	3,1	104 353

Stratégie et plan de financement et de cofinancement

47. Le FIDA financera le projet en versant une contribution au titre de son Système d'allocation fondé sur la performance (SAFP), sous la forme d'un prêt de 23,12 millions d'EUR (22,1%), et une contribution au titre de son Mécanisme d'accès aux ressources empruntées (MARE), sous la forme d'un prêt de 55,50 millions d'EUR (53,2%). Le Gouvernement philippin contribuera à hauteur de 14,27 millions d'EUR (13,7%), et les administrations locales à hauteur de 8,09 millions d'EUR (7,8%). Les bénéficiaires, dont les organisations de producteurs participant aux filières, apporteront une contribution monétaire de 2,82 millions d'EUR (2,7%) et une contribution en nature de 0,55 millions d'EUR.

Décaissement

48. Dans le cadre du projet, le FIDA transférera des fonds au moyen d'un mécanisme de fonds renouvelable, conformément au Manuel de gestion financière et de contrôle financier des projets du FIDA et à la lettre de présentation des modalités de gestion financière et de contrôle financier du projet.
49. Le Département de la réforme agraire établira le rapport financier intermédiaire consolidé et la demande de retrait, qu'il soumettra au FIDA via le Portail clients du Fonds pour ce qui est des prévisions de trésorerie et des demandes de décaissement émanant du FIDA.
50. Le Bureau du Trésor, par l'intermédiaire du Département de la réforme agraire, gèrera un compte désigné destiné à recevoir le produit des prêts.
51. Le Bureau du Trésor transférera les fonds des comptes désignés vers les comptes du projet en monnaie locale et procédera au transfert intégral des fonds.
52. Le décaissement se fera à la lumière de l'annexe II élaborée sur la base des tableaux de coûts COSTAB, qui seront toutefois ajustés en fonction du nombre requis de catégories de dépense et ventilés entre fonds du SAFP et fonds du MARE dans le but de faciliter le suivi du décaissement par instrument de financement.

Résumé des avantages et analyse économique

53. Le taux de rentabilité économique interne est de 29,4% et le rapport coûts-avantages économique est de 1,2. L'analyse de sensibilité indique que les modèles d'entreprise et le projet VISTA dans son ensemble se justifient d'un point de vue financier et économique, y compris dans la majorité des environnements défavorables et risqués.

Stratégie de retrait et durabilité

54. La pérennité du projet VISTA repose sur la transposition à plus grande échelle des entreprises des filières, l'accent étant mis sur le renforcement des capacités, les partenariats, l'accès aux financements et l'efficacité de la gestion. La priorité est accordée aux approches participatives, au renforcement des capacités des communautés, à la réforme des politiques publiques et aux filières résilientes et transposables à plus grande échelle. La démarche adoptée est celle de la convergence, qui favorise le renforcement des connexions entre les organismes et l'établissement de liens directs entre les parties prenantes, les organismes d'appui et les acteurs des filières du secteur privé. Le projet VISTA vise à établir des partenariats durables avec le secteur privé dans les filières, en incitant à l'investissement à des fins d'avantages mutuels. Les mécanismes de financement proposés sont axés sur l'amélioration de la gestion financière et l'accès à des modes de financement structurés et autonomes. La viabilité des infrastructures est assurée par l'alignement sur les politiques publiques du pays, la construction de routes durables et le transfert de la propriété à des groupes locaux à des fins de maintenance.

III. Gestion des risques

A. Risques et mesures d'atténuation

55. Dans l'ensemble, le risque lié au contexte national devrait passer de substantiel à modéré après l'adoption de mesures d'atténuation au cours de l'exécution du projet. Les perspectives économiques sont essentiellement positives et le FIDA communiquera étroitement avec les autorités nationales et locales pour suivre l'évolution des nouveaux problèmes liés aux obstacles économiques et politiques. Le risque inhérent au projet est jugé substantiel et le risque résiduel relatif aux stratégies et politiques sectorielles est modéré. Cela s'explique principalement par la complexité du régime foncier et de la réforme agraire aux Philippines. Pour atténuer ce risque, on s'appuiera sur des accords institutionnels et d'autres mesures décrites dans le rapport de conception. Les Philippines sont exposées aux risques environnementaux et aux catastrophes naturelles. Les Procédures d'évaluation sociale, environnementale et climatique (PESEC) s'appliqueront et les exigences en matière de sauvegarde seront également respectées. Les risques sont jugés modérés dans toutes les autres catégories, et des mesures d'atténuation des risques seront appliquées et feront l'objet d'un suivi, comme indiqué dans le rapport de conception.

Tableau 4
Synthèse des risques

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

B. Catégorie environnementale et sociale

56. Le risque environnemental et social est jugé modéré. Un cadre de gestion environnementale, sociale et climatique a été élaboré, de même qu'un plan relatif à la mobilisation des parties prenantes, un plan de mise en œuvre du consentement préalable, libre et éclairé, un cadre relatif aux peuples autochtones, un plan de réinstallation abrégé, une évaluation ciblée de l'adaptation, un aperçu annoté d'un plan de lutte phytosanitaire et des directives concernant le patrimoine culturel.

C. Classement au regard des risques climatiques

57. Le risque climatique associé au projet est jugé substantiel. Les zones du projet sont exposées à des phénomènes climatiques extrêmes, tels que les inondations, les tempêtes tropicales, les typhons et la sécheresse. Pour atténuer les risques, les mesures relatives aux PESEC seront associées à des stratégies ciblées d'adaptation aux changements climatiques. On trouvera des précisions supplémentaires sur les risques climatiques et les mesures d'atténuation dans la note d'examen des PESEC et les annexes correspondantes.

D. Soutenabilité de la dette

58. Aux Philippines, le risque global associé à la dette souveraine et au stress souverain est faible. La plupart des indicateurs commencent à revenir à la normale depuis la reprise qui a suivi le choc lié à la COVID-19. La dette publique devrait progressivement être ramenée à environ 57% du PIB à moyen terme,

principalement grâce à l'écart favorable entre taux d'intérêt et croissance. La couverture du service de la dette au niveau national est adéquate, les unités administratives locales et les organismes de sécurité sociale affichant un excédent budgétaire. Les outils de vérification du réalisme indiquent que les prévisions portant sur les principaux facteurs d'endettement se situent dans les normes. Les risques de solvabilité et de liquidité à moyen terme sont gérables. À plus long terme, les réformes structurelles visant à renforcer le potentiel de croissance et à lutter contre les risques découlant des changements climatiques devraient être poursuivies.

IV. Exécution

A. Cadre organisationnel

Gestion et coordination du projet

59. Le Département de la réforme agraire assumera la responsabilité globale de l'exécution du projet et s'appuiera sur ses structures existantes au niveau national, régional et provincial pour mener à bien les activités de projet.
60. Le Département de l'agriculture aidera le Département de la réforme agraire à mettre en œuvre les sous-composantes 1.2 et 2.1. Le bureau central du Département de l'agriculture mobilisera ses bureaux et ses antennes afin que ceux-ci jouent un rôle clé dans l'exécution du projet. Les unités administratives locales des provinces et municipalités cibles seront impliquées dans l'exécution des projets subsidiaires liés à l'agroforesterie et aux infrastructures rurales, en étroite coordination avec les bureaux régionaux et provinciaux.
61. Le comité de pilotage du projet, présidé par le Département de la réforme agraire et composé de membres des organismes publics nationaux concernés et d'autres institutions, agira en qualité d'organe directeur et définira l'orientation stratégique et le mécanisme de coordination générale du projet.

Gestion financière, passation des marchés et gouvernance

62. En ce qui concerne la gestion financière du projet, les systèmes de gestion des finances publiques du pays, le manuel de comptabilité publique et les autres réglementations et procédures relatives à l'encaissement et au décaissement du produit des prêts seront appliqués, dans la mesure où ils sont compatibles avec les procédures de décaissement standard et les directives en matière de gestion financière du FIDA. Le décaissement des fonds se fera en fonction des rapports financiers trimestriels intermédiaires soumis au FIDA dans les 30 jours suivant la fin de chaque trimestre. La Commission de vérification des comptes examinera le projet VISTA à la lumière des rapports financiers consolidés et soumettra ses rapports d'audit au FIDA dans les six mois suivant la fin de chaque exercice.
63. La passation des marchés sera effectuée conformément à la législation nationale en la matière et à ses règles et règlements d'application, pour autant qu'ils soient compatibles avec les Directives du FIDA pour la passation des marchés relatifs aux projets. On suivra la stratégie en la matière prévue dans le rapport de conception. Des plans en ligne de passation des marchés dans le cadre du projet seront élaborés à l'aide du système en ligne de bout en bout du FIDA pour la passation de marchés (Système OPEN). L'outil de suivi des contrats du FIDA servira à la gestion et au renouvellement des contrats. Les méthodes de passation des marchés applicables et les exigences en matière d'examen préalable seront respectées.
64. En ce qui concerne la gouvernance, les entités contractantes bénéficieront d'un renforcement de leurs capacités au démarrage, l'accent étant mis sur la post-sélection. La formation à la passation de marchés BUILDPROC sera assurée à tous les niveaux selon les besoins. Le médiateur de la République des Philippines est chargé de recevoir les plaintes administratives et pénales pour malversations et corruption, y compris celles relatives à des projets financés par une aide étrangère.

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

65. Le projet VISTA sera mené en collaboration avec un large éventail de parties prenantes, et les communautés présentes sur le terrain seront associées à la planification des investissements. L'équipe du projet s'attaquera aux obstacles liés au genre en prenant pour point de départ les méthodes axées sur les ménages, afin de parvenir à une transformation de la dynamique femmes-hommes. Elle accordera une attention particulière à la participation des femmes autochtones, en valorisant le rôle de ces dernières en tant que gardiennes des ressources naturelles et de la biodiversité et détentrices de riches systèmes de savoirs traditionnels.

Mécanisme de réponse aux doléances

66. Le bureau central de gestion du projet sera la principale unité chargée de veiller au bon fonctionnement du mécanisme de réponse aux doléances et de s'assurer que les autorités compétentes sont rapidement informées aux fins de la résolution des problèmes. Au niveau local, les retours d'information provenant des agriculteurs et des villages peuvent également être communiqués aux coopératives et aux associations paysannes. Les documents relatifs à la mobilisation des parties prenantes et aux processus de consentement préalable, libre et éclairé feront partie des rapports de projet. Des plans d'action seront établis dans chaque zone du projet pour garantir la prise en compte des retours d'information des parties prenantes.

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

67. Le système de suivi-évaluation produira des données fiables à l'appui d'une gestion axée sur les résultats et d'une prise de décision fondée sur des données probantes. L'équipe du projet veillera au suivi: i) des procédures; ii) de la performance; iii) des effets directs. Des plans de suivi-évaluation seront élaborés et leur exécution sera évaluée chaque année. Les Directives du FIDA pour la mesure des indicateurs de base relatifs aux effets seront appliquées dans le cadre des enquêtes initiales, à mi-parcours et à l'achèvement afin de mesurer les changements.
68. La stratégie de communication du projet VISTA impliquera un large éventail de parties prenantes, notamment les collectivités locales, les entités publiques, les ONG et les agriculteurs. Un plan de communication complet sera établi dès le début du projet. Ce plan stratégique sera élaboré en collaboration avec des spécialistes de la communication du FIDA, de manière à garantir la conformité avec les pratiques et les objectifs de l'institution.

Innovations et reproduction à plus grande échelle

69. L'équipe du projet expérimentera une approche régionale, qui consolide les plans de gestion des ressources naturelles dans le but d'harmoniser les priorités d'investissement des différents organismes. Cette approche permettra d'intégrer les considérations environnementales dans le cadre des filières, grâce à une mise à l'essai des pratiques innovantes en matière de respect de l'environnement. Une stratégie globale en matière de services financiers en milieu rural sera appliquée pour surmonter les obstacles à l'accès aux financements. L'équipe du projet VISTA se penchera également sur la recherche en matière d'adaptation aux changements climatiques et, entre autres, associera la gestion des ressources naturelles au développement des filières en ciblant une sélection de produits à cultiver. L'accent sera mis sur les pratiques agricoles durables, le reboisement et les initiatives relatives au café planté à l'ombre, et ce dans un souci de qualité et de respect de l'environnement.

C. Plans d'exécution

Plans de préparation à l'exécution et de démarrage

70. Les premières activités de projet peuvent faire l'objet d'un financement rétroactif. Cette option permettra de débloquer jusqu'à 1,0 million d'EUR entre la date d'approbation et la date d'entrée en vigueur du projet, de façon à couvrir les dépenses admissibles engagées durant cette période. Les trois premiers mois, l'accent sera porté sur la mise en place des bureaux de projet, le lancement de la planification intégrée et la mise au point du plan de travail et budget annuel et du plan de passation des marchés. Un manuel d'exécution du projet comprenant les mandats des principaux prestataires de services a été établi. Le Gouvernement philippin est encouragé à entamer les processus de passation de marchés auprès desdits prestataires avant le démarrage du projet.

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

71. Chaque année, le FIDA et le Gouvernement philippin effectueront une mission de supervision. Des missions d'appui annuelles axées sur des besoins techniques spécifiques seront également menées. Un examen à mi-parcours est prévu à la fin de la troisième année, et une mission à l'achèvement du projet permettra d'évaluer et de décrire, documents à l'appui, la performance globale en matière d'exécution et les résultats obtenus.

V. Instruments et pouvoirs juridiques

72. L'octroi à l'emprunteur/bénéficiaire du financement proposé est régi par un accord de financement entre la République des Philippines et le FIDA. Une copie de l'accord de financement négocié figure à l'appendice I.
73. La République des Philippines est habilitée, en vertu de son ordre juridique, à recevoir un financement du FIDA.
74. 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

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

DÉCIDE: que le Fonds accordera à la République des Philippines, au titre du Système d'allocation fondé sur la performance, un prêt à des conditions ordinaires d'un montant de vingt-trois millions cent-vingt mille euro (23 120 000 EUR), qui sera régi par des modalités et conditions conformes en substance aux modalités et conditions indiquées dans le présent rapport.

DÉCIDE EN OUTRE: que le Fonds accordera à la République des Philippines, au titre du Mécanisme d'accès aux ressources empruntées, un prêt à des conditions ordinaires d'un montant de cinquante-cinq millions cinq cent mille euro (55 500 000 EUR), 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

Value Chain Innovation for Sustainable Transformation in Agrarian Reform Communities ("VISTA")

(Technical Discussion concluded on 12 April 2024 and Negotiations officially concluded on 03 May 2024)

Loan No: _____

Project name: *Value Chain Innovation for Sustainable Transformation in Agrarian Reform Communities* ("the Project" or "VISTA")

The Republic of the Philippines (the "Borrower")

and

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

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

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

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

NOW THEREFORE, the Parties hereby agree as follows:

Section A

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

Section B

1. The total amount of the Loan is Seventy-eight million six hundred and twenty thousand EURO (EUR 78 620 000)
 - A. The amount of the first Loan (Performance Based Allocation System - "PBAS") is Twenty-three million one hundred and twenty thousand EURO (EUR 23 120 000) - Loan 1.

- B. The amount of the second Loan (Borrowed Resources Access Mechanism - "BRAM") is Fifty -five million five hundred thousand EURO (EUR 55 500 000) - Loan 2.
2. The first Loan (PBAS) funds and the second Loan (BRAM) funds are granted on ordinary terms and shall be subject to interest on the principal amount outstanding of the Loan at a rate equal to the IFAD Reference Interest Rate including a variable spread, payable semi-annually in the Loan Service Payment Currency, and have a maturity period of twenty-seven (27) years, including a grace period of eight (8) years, starting from the date as of which the Fund has determined that all general conditions precedent to withdrawal have been fulfilled in accordance with Section 4.02 (b) of the General Conditions and Section E.2 of the Financing Agreement.
3. The Loan Service Payment Currency shall be in EURO.
4. The first day of the applicable Fiscal Year shall be the 1st of January and ends on the 31st of December.
5. Payments of principal and interest shall be payable on each 15 April and 15 October.
6. The Loan proceeds shall be deposited in the account of the Treasurer of the Philippines, the Designated Account in EURO, in the Bangko Sentral ng Pilipinas. The Borrower shall inform the Fund of the officials authorized to operate the Designated Account. The Withdrawal Application shall be submitted in EURO.
7. There shall be a Project Account in Philippine Pesos (PHP) for the benefit of Implementing Partners in the Treasury.
8. The Borrower, through the DAR and partner local government units (LGUs), shall provide counterpart financing for the Project in the approximate amount of twenty-two million three hundred and sixty thousand EUROS (EUR 22 360 000) in the form of taxes and duties, salary and operating cost from the Government of the Republic of the Philippines. Meanwhile, the Beneficiaries of the Project [value chain participating organizations] shall provide counterpart financing in the approximate amount of three million three hundred and seventy thousand EUROS (EUR 3 370 000).

Section C

1. The Lead Project Agency shall be the Department of Agrarian Reform ("DAR"), which will be assisted by the Department of Agriculture ("DA") of the Borrower.
2. A Mid-Term Review will be conducted as specified in Section 8.03 (b) and (c) of the General Conditions; however, the Parties may agree on a different date for the Mid-Term Review of the implementation of the Project.
3. The Project Completion Date shall be the sixth (6th) anniversary of the date of entry into force of this Agreement and the Financing Closing Date shall be six (6) months later, or such other date as the Fund may designate by notice to the Borrower.
4. Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the provisions of the Borrower's procurement regulations, to the extent such are consistent with the IFAD Procurement Guidelines.

Section D

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

Section E

1. The following are designated as additional (general/specific) conditions precedent to withdrawal:

- (a) The IFAD no objection to the Project Implementation Manual (PIM) shall have been obtained.
- (b) The Key Project Personnel has been appointed as per section 9 Schedule 3 of this Agreement.
- (c) The first Annual Work Plan and Budget (AWPB) shall have been submitted and received no-objection from IFAD.

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

For the Borrower:

Secretary of Finance
Department of Finance
DOF Building, Roxas Blvd. corner Pablo Ocampo St, Manila 1004

For the Fund:

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

Copy to: Country Director of Philippines

[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].

THE REPUBLIC OF THE PHILIPPINES

Date: _____

INTERNATIONAL FUND FOR
AGRICULTURAL DEVELOPMENT

Alvaro Lario
President

Date: _____

Schedule 1

Project Description and Implementation Arrangements

I. Project Description

1. **Target Population.** The Project shall benefit 70,000 smallholder households (approximately 350,000 people) engaging with the production of selected crops. At least 50% of the total beneficiaries will be women. The total number of beneficiaries should also include at least 30% Indigenous People ("IPs"), and 20% should be young people (18-35 years).

2. **Project area.** The Project will cover the upland areas in all provinces of two regions: Region XII on the island of Mindanao, and the Cordillera Administrative Region ("CAR") in Luzon (the "Project Area").

3. **Goal.** The Project's goal is to reduce rural poverty and increase food security while protecting and enhancing the natural ecosystems in vulnerable upland areas.

4. **Objectives.** The Project Development Objective is to increase income and employment of target groups in fragile upland areas, including women, youth and IPs, through the strengthening of inclusive value chains with conservation and sustainable use of the natural resources and climate resilient practices.

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

5.1 Component 1: Ecosystem Planning, Protection, and Enhancement: This component aims to promote: (i) the development of natural resource planning; (ii) enhancing communities' capacity for climate change adaptation and conservation of natural resources; and (iii) inclusive approaches and innovations for sustainable and green benefits across value chains.

5.1.1 Sub-Component 1.1: Identify and Prioritize Sustainable Investments. This subcomponent focuses on reviewing existing plans, datasets, and investments affecting target areas. The Technical Provider ("TP") will create geospatial maps based on the review, aligning results with simultaneous Value Chain analyses in Component 2 to identify feasible options for supporting enhanced production from natural resources.

5.1.2 Sub-Component 1.2: Enhance Natural Resources Management for Value Chains and Resilience. A priority is to strengthen communities' capacity for climate change adaptation, water conservation, soil health improvement, slope erosion reduction, and biodiversity increase. Investments will support improved water-use in upland ecosystems for sustainable coffee and cacao value chain development. The subcomponent backs climate information services (CIS) for target value chains.

5.1.3 Sub-Component 1.3: Greening the Value Chain. This sub-component supports applied research, piloting, and innovations for sustainable natural resource use, reducing environmental impacts in value chains and climate-proofing through resilience measures. While subcomponents 1.1 and 1.2 focus on public good, managing resources for overall benefit, sub-component 1.3 emphasizes greening business operations, with direct economic implications for businesses.

5.1.4 Subcomponent 1.4: Response to Emergency and Disaster ("RED"). This subcomponent includes a disaster response contingency to prevent disruptions in project areas. Project financing prioritizes investments to safeguard assets, restore agricultural land, water/irrigation systems, and enhance rural community organizations' capabilities in handling crisis consequences. Until initiation, this sub-component maintains a zero balance, activating based on triggers identified in the design report.

5.2 Component 2: Sustainable Value Chain Development (“VCD”): This component aims to achieve three main objectives: (i) enhance smallholder farm productivity through farming system interventions, agricultural practices, and improved access to post-harvest facilities and infrastructure; (ii) strengthen and expand the commercialization of selected value chains and adopt greening investments by building VC organizations' capacity in the project area; and (iii) address climate-resilient infrastructure needs to support VCD.

5.2.1 Subcomponent 2.1: Sustainable Agriculture Production Improvements and Enhanced Extension Services. This subcomponent focuses on enhancing agricultural production by investing in farming models, technologies, and systems. It supports good agricultural practices and improved access to post-harvest facilities, including sustainable extension services designed for coffee and cacao. The Project will implement a Farm Business School (FBS) to test, adopt, and replicate environmentally sustainable and climate-resilient agriculture practices and technologies in the project areas.

5.2.2 Subcomponent 2.2: VC Commercialization and Rural Finance. This subcomponent aims to commercialize and enhance the competitiveness of target value chains. It includes investments in farmers and Value Chain Participating Organizations (“VPOs”) to expand their VC businesses. The Strategic Investment Plan (“SIP”) will articulate targeted investments based on VC analyses, potentially covering VPO capacity building, farm-level interventions, post-production investments, and facilitation of access to rural finance.

The Project will provide grants to farmers through VPOs for farm-level investments (seedlings, initial organic fertilizers). Matching grants of up to 50% will support post-production investments for VPOs, complementing other government programs and covering non-infrastructure post-production investments for access to high-quality and specialty markets.

Rural Finance Strategy: For expanded outreach and sustainability in a diverse financial sector environment, the Project will develop a comprehensive rural finance strategy. This strategy will focus on the development and piloting of financial instruments for more effective and catalytic use of matching grants, addressing both capitalization needs and the ability to leverage additional finance.

5.2.3 Subcomponent 2.3: VC-related Infrastructure Support. To address critical infrastructure gaps that may undermine project benefits, the Project will provide support in this sub-component covering access infrastructure constraints, such as farm-to-market roads (FMRs). It includes post-harvest facilities like solar drying pavements, storage warehouses, and processing center buildings, as well as greenhouses with drip irrigation for vegetable production using solar-powered fertigation systems for organized VPOs.

5.3 Component 3 - Project Management: This component aims to ensure strong links among components, efficient, integrated planning, monitoring and evaluation processes, coordination mechanisms, and partnership with key stakeholders.

5.3.1 Sub-Component 3.1: Project Operations Management. This sub-component will focus on enhanced implementation and coordination capability and capacity of DAR and DA, and other implementing agencies and partners for effective and efficient provision of project services.

5.3.2 Sub-Component 3.2: Project Monitoring, Evaluation, and Knowledge Management. This sub-component aims to capture and analyse robust data and information in a timely manner, and report to project management and stakeholders for evidence-based decision-making.

II. Implementation Arrangements

6. *Lead Project Agency.* The Lead Project Agency shall be the DAR, which will be assisted by the DA of the Borrower. Moreover, the DA will assist DAR in implementing Sub-component 1.2: Enhance natural Management for Value Chains and Resilience and 2.1: Sustainable Agriculture Production Improvements and Enhanced Extension Services.

7. *Project Steering Committee.* The Project Steering Committee will be chaired by the DAR and consisting of members of the DA, Department of Environment and Natural Resources (DENR), Department of the Interior and Local Government (DILG), Department of Public Works and Highways (DPWH), Department of Trade and Industry (DTI), National Economic and Development Authority (NEDA), Department of Finance (DOF), Department of Budget and Management (DBM), National Commission on Indigenous Peoples (NCIP), Philippine Commission on Women (PCW), Private Sector, Value Chain Participating Organizations Representatives, and other relevant institutions, will serve as the governing body and provide policy direction and overall coordination mechanism.

8. *Project Management Unit.* At the national level, the Central Project Management Office (CPMO) will be established, led by the DAR's Undersecretary of Foreign Assisted and Special Projects Office (FASPO). A designated National Project Manager will be appointed to handle the day-to-day operations. The CPMO will assume complete accountability for project performance, implementation, and fund utilization, with a direct responsibility for fostering convergence among national agencies. At the regional level, Regional Project Management Offices (RPMO) will be instituted in the Cordillera Administrative Region (CAR) and Region XII. Each RPMO will be headed by a DAR Regional Director and supported by a Deputy Project Manager responsible for the daily project operations. Project Provincial Management Offices (PPMO) will be established within the Provincial Support Services Division (SSD), under the authority of DAR Provincial Agrarian Reform Program Officer (PARPO). The daily operations at the provincial level will be overseen by a hired Provincial Project Coordinator. Coordination Committees will be organized at the Regional and Expanded Agrarian Reform Cluster levels.

9. *Implementing partners.* Overall, the DAR will take the lead in implementing the Project with support from the DA, Local Government Units (LGUs) and other relevant agencies, including the DENR, the DTI, and the NCIP as implementing partners. Implementation of activities will be in collaboration with multi-stakeholders such as the business service providers, private sector, financial institutions, Non-Governmental Organizations (NGOs), academes, among others.

10. *Monitoring and Evaluation.* The Monitoring and Evaluation (M&E) system will provide reliable data to support results-based management and evidence-based decision making. The Project will perform: (i) process monitoring; (ii) performance monitoring; and (iii) outcome monitoring. M&E Plans will be formulated by the M&E staff and the execution of the plans will be assessed annually. The Project will use IFAD's core outcome indicators measurement guidelines for baseline, mid-line, and end-line surveys to measure changes.

11. *Knowledge Management.* Knowledge management ("KM") will be done systematically throughout the entire project duration. There will be three key thrusts under KM: (i) knowledge generation; (ii) knowledge use; and (iii) building an enabling environment for evidence-based learning and knowledge sharing. In generating knowledge, the M&E system will be the main feeder of knowledge created from the Project. From project reports, lessons learned will be produced by the M&E staff. Other sources of knowledge include mission reports and results of research, assessments and evaluations, case studies, among others. Knowledge topics will cover processes, good practices, and innovations on upland agriculture development, linking the NRM and VC, lessons from each component, among others. Knowledge use is targeted. The main users of knowledge from and for the Project include the project management and staff, Agrarian Reform Beneficiaries, Farmer Cooperatives and Associations, Indigenous Peoples Organizations, enterprises, implementing partners, oversight agencies, development partners including IFAD.

12 *Project Implementation Manual.* A project implementation manual will be prepared by the DAR and will include all project procedures, including financial management procedures, procurement, monitoring and evaluation, as well as all operational procedures, in line with the FA. The project implementation manual and/or any provision thereof shall not be amended or modified without the prior agreement of the Fund if the Fund, after consultation with the Borrower, has determined that the change or modification has or is likely to have a material adverse effect on the Project.

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 1 and Loan 2 and the allocation of the amounts to each category of the Financing and the percentages of expenditures for items to be financed in each Category:

Category	PBAS (Loan 1) (expressed in EUR)	BRAM (Loan 2) (expressed in EUR)	Total (EUR)	Percentage eligible for IFAD financing
Works	7,120,000	17,090,000	24,210,000	100%
Goods, Services & Inputs	3,585,000	8,605,000	12,190,000	100%
Grants and Subsidies	6,170,000	14,810,000	20,980,000	100%
Consultancies	4,180,000	10,032,000	14,212,000	100%
Operating Costs	2,065,000	4,963,000	7,028,000	100%
TOTAL	23,120,000	55,500,000	78,620,000	

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

- (i) "Works": includes works and infrastructure-related expenditures.
- (ii) "Goods, Services and Inputs": includes goods, equipment and materials, vehicles and non-consultancy services.
- (iii) "Grants & Subsidies": includes grants and subsidies.
- (iv) "Consultancies": includes training, workshops, studies and capacity building.
- (v) "Operating Costs": includes Salaries & Allowances related to the Programme's management and coordination, and other operating expenditures, and excludes salaries and operational costs of deputed staff that will be financed by the Republic of the Philippines.
- (vi) The Percentage is applied to Project expenditures, excluding indirect taxes and shares of other financiers.

2. *Disbursement arrangements*

(a) *Retroactive financing.*

As an exception to section 4.07 (a) (ii) of the General Conditions, specific eligible expenditures incurred as of the date the project has been approved by the IFAD Executive Board, until the date of entry into force of this Agreement shall be considered eligible up to an amount equivalent to one million EURO (EUR 1,000,000.00) for activities relating to the project's start-up activities including recruitment and salary of staff, configuration of e-NGAs accounting software, honorarium allowances, office set-up costs and procurement of office equipment. Activities to be financed by retroactive financing and their respective category of expenditures and source of financing will require prior no objection from IFAD to be considered eligible. Pre-financed eligible expenditures shall be reimbursed to the

Borrower once additional conditions precedent to the first disbursement of funds are fulfilled.

(b) *Audit arrangements.*

The Commission on Audit (COA) of the Republic of the Philippines will audit, in accordance with acceptable to IFAD audit standards, project financial statements each year. It will send audit reports to IFAD within six months of the end of the financial year.

Schedule 3

Special Covenants

I. General Provisions

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

1. Within six (6) months of entry into force of the Financing Agreement, the implementing agency will procure and install a customize accounting software as it is the practice in IFAD on-going supported projects, to satisfy International Accounting Standards and IFAD's requirements.

2. Within six (6) months of entry into force of the Financing Agreement, the Project will enter into a Memorandum of Understandings (MoU) with implementing partners that will structure the collaboration, define roles, responsibilities and duties with regards to implementation, financial management, accounting and reporting.

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

4. *Gender.* The Borrower, through the DAR, shall ensure there will be strategies to encourage participation of women that will be implemented in all aspects of the project, including a focus on supporting women leadership, identifying specific needs of local women's groups, IP women and young women.

5. *Indigenous People Concerns.* The Borrower, through the DAR, shall ensure that the concerns of IPs are given due consideration in implementing the Project and, to this end, shall ensure that:

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

6. *Anticorruption Measures.* The Borrower, through the DAR, shall comply with IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations.

7. *Sexual Harassment, Sexual Exploitation and Abuse.* The Borrower, through the DAR and the Project Parties shall ensure that the Project is carried out in accordance with the provisions of the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, as may be amended from time to time.

8. *IFAD Client Portal ("ICP") Contract Monitoring Tool.* The Borrower, through the DAR, shall ensure that a request is sent to IFAD to access the project procurement Contract

Monitoring Tool in the IFAD Client Portal (ICP). The Borrower, through the DAR, shall ensure that all contracts, memoranda of understanding, purchase orders and related payments are registered in the Project Procurement Contract Monitoring Tool in the IFAD Client Portal (ICP) in relation to the procurement of goods, works, services, consultancy, non-consulting services, community contracts, grants and financing contracts. The Borrower, through the DAR, shall ensure that the contract data is updated on a quarterly basis during the implementation of the Project.

9. The Key Project Personnel are: National Project Director, National Project Manager, Regional Deputy Project Manager, Finance Officers, Procurement Officers, and Monitoring and Evaluation (M&E) Officer. In order to assist in the implementation of the Project, the CPMO/RPMO/PPMO, unless otherwise agreed with IFAD, shall employ or cause to be employed, as required, key staff whose qualifications, experience and terms of reference are satisfactory to IFAD. Key Project Personnel shall be seconded to the CPMO/RPMO/PPMO in the case of government officials or recruited under a consulting contract following the individual consultant selection method in the IFAD Procurement Handbook, or any equivalent selection method in the national procurement system that is acceptable to IFAD. The recruitment of Key Project Personnel is subject to IFAD's prior review. Key Project Personnel are subject to annual evaluation and the continuation of their contract is subject to satisfactory performance. Any contract signed for Key Project Personnel shall be compliant with the national labour regulations or the ILO International Labour Standards (whichever is more stringent) in order to satisfy the conditions of IFAD's updated SECAP. Repeated short-term contracts must be avoided, unless appropriately justified under the Project's circumstances.

10. *Budget Approval.* With respect to subcomponent 1.4 - *Response to Emergency and Disaster* ("RED"), the Borrower, through the DAR and the DBM, shall ensure, upon activation, that the budget will be updated for Fund's approval.

II. SECAP Provisions

1. The Borrower, through the DAR, shall carry out the implementation of the Project in accordance with the measures and requirements set forth in:

- (a) the Abbreviated Environmental, Social and Climate Management Framework (ESCMF);
- (b) the Abbreviated Resettlement Plan (RAP);
- (c) the Stakeholder Engagement Plan (SEP);
- (d) the Free, Prior and Informed Consent (FPIC) Implementation Plan;
- (e) the Indigenous Peoples Framework (IPF); and
- (f) Guidance for Cultural Heritage.

Measures will be taken in accordance with SECAP requirements and updated from time to time by the Fund.

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

2. The Borrower, through the DAR shall not, and shall cause all its contractors, its sub-contractors, and suppliers not to commence implementation of any works, unless all Project affected persons have been compensated and/or resettled in accordance with the specific Abbreviated RAP, FPIC and/ or the agreed works and compensation schedule.

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

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

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

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

In the occurrence of such event, the Borrower, through the DAR shall:

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

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

6. The Borrower, through the DAR, shall ensure that the relevant processes set out in the SECAP 2021 Edition as well as in the Management Plan(s) (if any) are respected.

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

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

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

Logical framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1 Persons receiving services promoted or supported by the project				Project MIS data	Annually	NPCO	The targeted rural areas are accessible and have the necessary infrastructure for effective outreach. The local communities are open to engagement and trust the intentions and benefits of the VISTA and participate actively. The existing government policies that support or do not hinder the project will remain stable throughout the project duration. The existing government policies that support or do not hinder the rural development project will remain stable throughout the project duration.
	Males - Males	0	14000	35000				
	Females - Females	0	14000	35000				
	Young - Young people	0	5600	14000				
	Indigenous people - Indigenous people	0	8400	21000				
	Total number of persons receiving services - Number of people	0	28000	70000				
	Male - Percentage (%)	0	20	50				
	Female - Percentage (%)	0	20	50				
	Young - Percentage (%)	0	8	20				
	1.a Corresponding number of households reached				Project MIS data	Annually	NPCO	
	Women-headed households - Households	0	5600	14000				
	Non-women-headed households - Households	0	22400	56000				
	Households - Households	0	28000	70000	Project MIS data	Annually	NPCO	
1.b Estimated corresponding total number of households members								
Household members - Number of people	0	140000	350000					
Project Goal Reduce rural poverty and increase food security while protecting and enhancing the natural ecosystems in vulnerable upland areas in CAR and Region XII	Increase in housing and farm asset indices from baseline data				Baseline, Mid term, and End-Line Studies	Start, Mid term, and EOP	Third Party Service Provider	Stable macroeconomic and fiscal outlook with no major changes in food security policies. The region is not affected by geopolitical conflicts that may cause instability,
	Percentage Increase - Households - Percentage (%)	0	3	10				
	Increase in the ratio of food expenditure to total family expenditure from baseline data							
Percentage increase - Households - Percentage (%)	0	5	15					
Development Objective Increase income and employment of target groups in fragile upland areas, including women, youth and IPs, through the strengthening	Increase in income of participating households from baseline				Baseline, Mid term, and End-Line Studies, PSA	Start, Mid term and EOP	Third Party Service Provider	Implementing and partner agencies, including LGUs fulfill their commitments and work effectively in coordination under NCI.
	Increase in household income - Percentage (%)	0	10	30				
	2.2.1 Persons with new jobs/employment opportunities				Project M&E/MIS	Annual		

of inclusive value chains with conservation and sustainable use of the natural resources and climate resilient practices	Total number of persons with new jobs/employment opportunities - Number of people	0	4000	10000			Project M&E/MIS Unit	Project area is not affected by major natural disasters or calamities. No major changes to government incentive programs and/or policies related to domestic agriculture and trade of value chain products.
	increase in crop yield among local communities in upland agriculture ecosystems.				Baseline, Mid term, and End-Line Studies, COI Survey	Start, Mid term, and EOP, Annually	Third Party Service Provider	
	Crop Yield - Percentage (%)	0	10	20				
	IE.2.1 Individuals demonstrating an improvement in empowerment				Project M&E/MIS	Annual	Project M&E/MIS Unit	
	Total persons - Number of people	0	20000	48000				
	SF.2.1 Households satisfied with project-supported services				Baseline, Mid term, and End-Line Studies	Start, Mid term, and EOP	Third Party Service Provider	
Household members - Number of people	0	210000	280000					
Outcome 1. Improved sustainable use of natural resources for sustainable production systems that can cope with negative impacts of climate change	1.2.1 Households reporting improved access to land, forests, water or water bodies for production purposes				Baseline, Mid term, and End-Line Studies, COI Survey	Start, Mid term, and EOP, Annually	Third Party Service Provider	Local institutions and communities are willing to engage and adequately capacitated by the Project on natural resource and environment protection. No major calamities and natural hazards affecting the project area.
	Total no. of households reporting improved access to land - Households	0	10000	30000				
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				Baseline, Mid term, and End-Line Studies, COI Survey	Start, Mid term, and EOP, Annually	Third Party Service Provider	
	Total number of household members - Number of people	0	50000	150000				
	Increase in adoption of NRM plans by participating local government units				Project M&E/MIS	Annually	Project M&E/MIS Unit	
	LGUs - Percentage (%)	0	30	80				
Output 1.1. High quality, VC-focused NRM plans implemented	Sub-project proposals (SPs) and VISTA investment plans approved				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	
	Investment Plans - Number	0	20	30				
Output 1.2. Households supported with activities to improve agroforests, enhance soil management, improve water resources, and conserve biodiversity	Area supported for agroforestry activities				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	No major calamities and natural hazards affecting the project area. and the social and environmental safeguards are applied properly.
	Agroforestry activities - Area (ha)	0	5000	6000				
Output 1.3. Innovative, inclusive and sustainable approaches on green value chains developed	Sub-project proposals on mechanisms for greening the VC (manual, guideline, and skills trainings) approved and implemented				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	No major calamities and natural hazards affecting the project area.
	Proposals Approved - Number	0	20	50				
Output 1.4. Response to Emergency and Disaster (RED)	Households supported by the disaster fund							Will be activated based on Government request if one or several of the expected shocks
	Number of Household supported - Households							

								have occurred. Targets will be set when the fund is activated.			
Outcome 2. Developed commercially viable and environmentally sustainable Value Chains of selected commodities	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices				Baseline, Mid term, and End-Line Studies, COI Survey, Project M&E/MIS	Start, Mid term, and EOP, Annually	Third Party Service Provider	No major calamities and natural hazards affecting the project area. Strong planning and coordination efforts between DA , DAR , LGUs and other implementing partners is ensured. No major changes in the availability, and prices of agricultural inputs. Training partners and extension specialists are available in the market.			
	Total number of household members - Number of people	0	49000	115500							
	1.2.4 Households reporting an increase in production										
	Total number of household members - Number of people	0	42000	98000							
	1.2.5 Households reporting using rural financial services										
	Total number of household members - Number of people	0	30000	80000							
	2.2.6 Households reporting improved physical access to markets, processing and storage facilities										
	Households reporting improved physical access to markets - Percentage (%)	0	40	50							
	2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities								Project M&E/MIS	Annually	Project M&E/MIS Unit
	Number of POs - Organizations	0	100	250							
	2.2.5 Rural producers' organizations reporting an increase in sales								Project M&E/MIS	Annually	Project M&E/MIS Unit
Number of Rural POs - Organizations	0	40	80								
Rural producers' organization reporting an increase in net profit				Project M&E/MIS	Annually	Project M&E/MIS Unit					
VPO given intensive training - Percentage (%)	0	40	80								
Output 2.1. Rural producers and their members provided with sustainable technologies, practices and agricultural inputs	1.1.3 Rural producers accessing production inputs and/or technological packages				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	Private sectors are active and willing to engage with rural producer organizations based on the Project terms. Government, private sector, and all other main stakeholders work in coordination, particularly during the investment planning stage. Social and environmental safeguards are followed strictly.			
	Total rural producers - Number of people	0	4000	10000							
	1.1.4 Persons trained in production practices and/or technologies										
	Total number of persons trained by the project - Number of people	0	10000	20000							
	Number of farms receiving standard certifications (i.e. GAP)				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit				
Farmers - Number	0	2500	5000								
2.1.3 Rural producers' organizations supported				Project M&E/MIS							

Output 2.2. Rural producer organizations and their members supported with investments for viable and inclusive VC	Rural POs supported - Organizations	0	200	500		Quarterly, Annually	Project M&E/MIS Unit	Private sectors are active and willing to engage with rural producer organizations based on the Project terms. Government, private sector, and all other main stakeholders work in coordination, particularly during the investment planning stage. Social and environmental safeguards are followed strictly.
	2.1.4 Supported rural producers that are members of a rural producers' organization				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	
	Total number of persons - Number of people	0	8000	20000				
	1.1.5 Persons in rural areas accessing financial services				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	
	Total persons accessing financial services - savings - Number of people	0	4000	10000				
	1.1.7 Persons in rural areas trained in financial literacy and/or use of financial products and services				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	
	Persons in rural areas trained in FL and/or use of FProd and Services (total) - Number of people	0	8000	20000				
Output 2.3. Rural producers supported with access to new or improved access and productive infrastructure and facilities	Rural Producers' organizations accessing investment matching grants				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	Private sectors are active and willing to engage with rural producer organizations based on the Project terms. Social and environmental safeguards are followed strictly.
	VC Participating Organizations	0	200	580				
	2.1.6 Market, processing or storage facilities constructed or rehabilitated				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	
	Total number of facilities - Facilities	0	40	100				
	2.1.5 Roads constructed, rehabilitated or upgraded				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	
	Length of roads - Km	0	20	80				
Outcome 3. Strengthened national and local institutional frameworks with policy initiatives on sustainable use of natural resources and environmentally responsible Value Chains	Existing/new laws, regulations, policies or strategies proposed to policy makers (national/local) approved and ratified				Project M&E/MIS	Annually	Project M&E/MIS Unit	A proper M&E/KM set up and plans at start up. Government interest and willingness to engage in policy development. Active engagement with stakeholders including effective implementation of GRM.
	Proposal - Number	0	2	5				
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				Project M&E/MIS	Annually	Project M&E/MIS Unit	
	Household members - Number of people	0	35000	122500				
Output 3.1. Operational implementation arrangements established at all project management levels	Coordination mechanisms with complete representations established				Project M&E/MIS	Quarterly, Annually	Project M&E/MIS Unit	Competent staff/consultants are available at project start up
	EARCC mechanisms - Number	0	27	27				
Output 3.2. Functional M&E/MI systems supportive of generating knowledge products for learning and policy engagement	Knowledge products on natural resources and responsible VCs published							Competent staff/consultants are available at project start up
	Learning materials - Number	0	8	20				
	Policy briefs - Number	0	2	5				

Integrated project risk matrix

Risk Categories and Subcategories	Inherent	Residual
Country Context	Substantial	Moderate
Political Commitment	Moderate	Low
<p>Risk(s): No major risks expected in Government's commitment or its political strategy that may affect the project's implementation and success. The current administration has recently been appointed and there is strong commitment from the top Government to attain food security and zero hunger as well as boosting the agriculture sector. The new President appointed himself agriculture secretary after he won the Philippines presidency in May 2022, to make agriculture a key priority of his government.</p> <p>Mitigations: Approval processes in the government are managed through a standard process and there is unlikely to be significant change. Continuous communications between IFAD and the Government at all levels to be aware of emerging issues in the face of political constraints. Focus on rural poor, women and youth can have an important comparative advantage to ensure ongoing support and favorable public opinion. VISTA implementation is less likely to be effected with political risks given the strong commitment from DAR, the collaborating agency DA, as well as oversight agencies NEDA and DoF.</p> <p>VISTA is fully aligned with the key government priorities on poverty reduction, food security, environment protection and climate resilience. The project will directly contribute to the growth of agriculture in marginalized upland areas, which is consistent with Government's commitment to strengthen inclusive and resilient agriculture sector.</p>		
Governance	Substantial	Moderate
<p>Risk(s): The weak capacity of the national government in managing public finances especially at the local level continues to be a challenge. The incidence of fraud and corruption is not uncommon especially at the local level that requires careful management of fiduciary aspects. Politicization of appointments and inefficient coordination mechanisms poses some risks, however, these risks are manageable at the agency and project level. DAR has long term partnership with IFAD and have extensive experience in implementing IFAD financed projects.</p> <p>Mitigations: The Philippines has a robust Commission on Audit and procurement standards. IFAD CO to maintain transparency of operation and portfolio supervision to assess procurement and financial management regularly. The project activities on institutional strengthening, particularly those in the dedicated component 3, will increase the capacity of institutions involved during implementation. Interagency governance structure at the national and regional level is setup considering the risks involved. The standard implementation procedures and systems will be set up</p>		

Risk Categories and Subcategories	Inherent	Residual
during the startup and supported with TA during the implementation. VISTA will develop robust information monitoring and audit systems, including third-party evaluations and oversight by PSC, NEDA and DoF.		
Macroeconomic	Substantial	Moderate
<p>Risk(s): The Philippines’ economy was adversely hit by the COVID-19 pandemic but has rebounded to almost previous growth levels. This illustrates the steady growth pattern. The impact of the Russia-Ukraine conflict is expected to be temporary on Philippines relying on strong domestic economy that can withstand the adverse effects. The country’s fiscal deficit improved from 8.3 percent of GDP in 2020 to 6.5 percent of GDP in 2022, but stimulus expenditure during the pandemic caused the national debt ratio to rise to 63.7 percent of GDP. That said, this uptick in public indebtedness is not a matter of concern as a large portion of national debt is denominated in local currency.</p> <p>The economic outlook is mainly positive; however challenges exist. Rising interest rates, a potential recession in major economies, and geopolitical tensions could dampen global trade and investment flows, impacting the Philippines indirectly. High inflation remains a concern, eroding purchasing power and potentially pushing the central bank to raise interest rates further, which could slow economic activity. The Philippines is heavily reliant on imported goods and energy, making it sensitive to fluctuations in global commodity prices.</p>		
<p>Mitigations: IFAD will closely communicate with the Government at national and local level to monitor any emerging issues in the face of economic and political constraints. ICO will monitor the developments in global markets and their potential impact on the Philippines (i.e. consulting with local experts and financial advisors for specific guidance tailored to needs).</p> <p>VISTA presents a sustainable approach that addresses both immediate challenges and long-term prospects through modernizing agricultural practices through technology adoption, infrastructure development, and improved access to financing. Encourage diversification and sustainable farming practices to boost productivity and resilience. VISTA will ensure that economic benefits reach all segments of society, particularly marginalized communities and rural areas, particularly in geographically isolated areas (uplands). VISTA will also invest in disaster preparedness and mitigation measures to minimize the economic impact of natural disasters, which are becoming increasingly frequent due to climate change.</p> <p>Contingencies are included in the costing structure. MTR will provide an opportunity to adjust/modify the project assumptions and costing as well as respond to issues that may arise from potential economic fluctuations. IFAD ICO will maintain close coordination with national and regional government to make contingency plans for timely response and monitor that counterpart allocations are made timely and in line with the AWPB.</p>		
Fragility and security	Substantial	Moderate

Risk Categories and Subcategories	Inherent	Residual
<p>Risk(s): There are civil conflicts in the Philippines, but these tend to be localized and sporadic. Risk of insurgency of minority groups, although unlikely could affect security for project implementation. The project areas are inherently fragile to climatic shocks due to their vulnerable location. Worldwide, rising prices of food, energy, and fertilizer further exacerbated the impacts on climate crisis and particularly worsen the household economies in rural areas.</p>		
<p>Mitigations: The VISTA is designed to foster active community engagement and participation to ensure that local stakeholders’ concerns and grievances are addressed promptly as well as will have mechanisms to maintain ongoing dialogue with community leaders. SECAP safeguards will be fully implemented to ensure sustainable and equitable natural resource management practices, which will have clear guidelines and agreements for resource use, such as land and water, to minimize disputes. The project also has a clear and strong targeting strategy to prevent unequal access to project resources or opportunities. The Project has allocated disaster risk fund to respond in the event of natural disasters which could reduce the risk of social unrest. Also, the strong coordination mechanism will ensure close coordination with local government authorities including NCIP and IFAD CO’s engagement with the UNDSS will ensure timely access to early warnings and rely on advice from these authorities on further measures to be adopted depending on the context. The project will follow standard emergency guidelines for calamities. As identified by the SECAP and ESCMF, project resources will be allocated to address climate risks. The budget reserved for disaster risk fund (in component 2) will strengthen the crisis response capacity. Project interventions aimed at increasing income and food/nutritional security will build the resilience of rural households against the economic and environmental shocks. The capacity building of state actors and communities through the provision of equipment and access to climate proof infrastructure, climate information, as well as vulnerability and risk analysis, natural resource management plans, and surveillance tools that are integrated to LGUs and local organizations will contribute to protect the fragile ecosystems of the most vulnerable populations.</p>		
Sector Strategies and Policies	Substantial	Moderate
Policy alignment	Substantial	Moderate
<p>Risk(s): Although VISTA aligns well with the existing national and regional priorities, the issues tend to arise at the local level, particularly related to the activities under the responsibility of LGUs, where lack of understanding or low capacity may lead to delays and overall lack of effectiveness and barriers to achieving strategic objectives. Fragmented policy frameworks on land tenure and implementation plans of agencies on natural resources, and overlap with other development projects (i.e. PRDP) operating in the same locations may create duplications, redundant work, and conflicting priorities.</p>		
<p>Mitigations:</p>		

Risk Categories and Subcategories	Inherent	Residual
<p>The Project is designed to align and directly contributes to the Philippines Development Plan (2023-2028). VISTA aligns with the key national policies including the National Agricultural and Fisheries Modernization and Industrialization Plan 2021-2030, the National Convergence Initiative (NCI) for Sustainable Rural Development aiming to address fragmentation and protect natural resources through environment-friendly enterprises and livelihood opportunities and the Philippines Nationally Determined Contribution (NDC) 2021. It also supports the National Greening Program of the Department of Environment and Natural Resources (DENR). 204. The project is also aligned with cross-cutting strategies identified in the Cordillera Regional Development Plan (RDP) 2023-2028.</p> <p>At present, the project is not expected to encounter any identified risks concerning the absence or conflict of legal frameworks pivotal to its implementation. The established safeguards measures and relevant instruments within the country’s system align reasonably well with IFAD’s SECAP, ESCMF and DAF. Any certifications and clearances, such as Environmental Compliance Certificate (ECC), FPIC or CP clearances from NCIP, will be obtained as per the practices implemented in previous projects.</p> <p>The National Convergence Initiative provides an important framework for each government agency to pursue its own programs but also secure a mandate to coordinate with other agencies in relation to rural poverty, particularly regarding sector policy and strategy. PSC will be established to provide strategic guidance and platform for policy cohesion among the all parties involved. The two main development projects (PRDP and MIADP) operational in the area are implemented by DA. A comprehensive analysis is conducted to identify common areas, build complementarities and avoid redundant/duplicated work with VISTA. A dedicated sub-component 1.1 is designed to conduct comprehensive review and assessment of existing plans across the agencies on natural resources and climate adaptation and ensure collaboration with local communities for wider consensus as well as integration of these consolidated plans into the LGUs and local organizations.</p>		
Policy development & implementation	Substantial	Moderate
<p>Risk(s):</p> <p>The complex nature of land tenure and land reform in the Philippines is a potential risk to project progress. Tenurial overlaps are common and the nature of these will be different in every context. There are several legal land use and management instruments which are implemented by the government in response to these overlaps. However, these processes take time, often beyond the life of a single project. Lack of structured and disciplined approach to coordination among many actors and donors may cause conflicting agendas and priorities in the development of policies and their integration into the national programmes.</p>		
<p>Mitigations:</p> <p>There are alternatives to legal resolutions to overlaps that involve joint understanding between the parties involved to progress activities. It is likely these types of arrangements, tailored to each situation, will be pursued by the Project. To mitigate, the Project will rely on institutional agreement among DAR, DA, NCIP and DENR in</p>		

Risk Categories and Subcategories	Inherent	Residual
<p>formulating the MOA among the four agencies, the following provisions will be included: (i) areas targeted for inclusion in Project VISTA should be free of tenurial concerns and agreed upon by the four agencies using evidenced-based data such as maps and surveys; (ii) for ancestral lands and domain, NCIP will commit to facilitate approval of FPIC/CP; and (iii) establishment of a working group at various levels if any conflicts arise. Coordination with RLUC/RDC. At the regional level, coordination among the four agencies can be facilitated through the Regional Land Use Committee (RLUC) of the Regional Development Council (RDC), supported by NEDA. The RCC can also provide support in resolving land tenure issues.</p> <p>Philippines has an active suite of policies and strategies related to the agriculture and SME sectors. VISTA is designed to influence these sector policies and strategies, The non-lending activities will be promoted in annual KLMPE, IPGN, ARDKPP, and ACPoR events organized by IFAD Country Office involving also the donor community to assist in raising strategic and policy issues and develop dialogue and action in relation to any identified concerns.</p> <p>A Project Steering Committee (PSC) will be established at national level to: i) provide policy guidance and strategic directions, ii) facilitate coordination to ensure alignment/complementarity of Programme interventions with other donors, and iii) ensure AWPB is prepared in a consultative manner. IFAD Supervision Missions will provide guidance and closely monitor the effectiveness of coordination mechanism with stakeholders.</p>		
Environment and Climate Context	Substantial	Moderate
Project vulnerability to environmental conditions	Substantial	Moderate
<p>Risk(s): Natural ecosystems in the Philippines have been radically altered, especially in the last century. The main drivers of ecosystems change are anthropogenic activities and as a consequence, its ability to provide ecosystem services has been highly degraded. The impacts of degraded natural capital have been manifested in numerous ways, for example flooding has become more common as a consequence of impaired hydrology and mismanaged watersheds. In addition, there are also governance issues that constrain the country’s ability to conserve its biodiversity resources.</p> <p>Upland farms and other production areas involved in the project are vulnerable to disruptions in the value chains particularly brought about by landslides during heavy rains and cyclone events, and earthquakes. These would lead to crop failure and damage to farm lands. Flooding also occurs in high elevation around rivers and tributaries and may cause damage to bridges and roads at the edges of the river systems. The lack of water, or the excess of water during high rainfall events and cyclones, also would lead to crop failure and damage to farmlands. Frequent tropical cyclones and strong winds shape the architecture of Philippine forests and influenced the rich biodiversity. The project activities will be vulnerable the extremes in water availability and extreme events, effecting agricultural value chains and supporting ecosystems.</p>		
<p>Mitigations: Project component targeted to address risks to the ecosystems and</p>		

Risk Categories and Subcategories	Inherent	Residual
<p>environmental considerations relevant for target value chains. SECAP measures will apply as embedded in the project design and compliance to safeguards requirements will be observed ie preparation of ESCMPs, enhancement of existing disaster risk management plans, and other applicable instruments defined within the country system that is relatively equivalent with IFAD’s SECAP.</p> <p>Soil and water conservation technologies would be introduced to the target regions such as agroforestry, terracing or contour farming, reforestation. Rural infrastructure will be climate-proofed to be included in their design from the outset. Technical assistance will be provided to the project beneficiaries to mitigate the environmental risks and at the same time increase their income.</p> <p>The project will follow the SECAP procedures and mitigation measures identified in the ESCMP. The project will also prepare a Regulatory Framework or Risk Assessment of Invasive Species and incorporate in the implementation plans.</p>		
Project vulnerability to climate change impacts	Substantial	Moderate
<p>Risk(s): Research has established the Philippines as one of the most vulnerable countries in the world to the impact of storm surges with increased wave heights due to climate change. Climate projections from PAGASA find increasing trends in rainfall observed over central portions of Luzon and southern sections of Mindanao (within the project areas of VISTA) which may drive increases in landslides and damage from extreme rainfall. Target communities have low adaptive capacities to climate change impacts. Many of the climate changes projected are likely to disproportionately affect the poorest groups in society and may exacerbate this trend.</p>		
<p>Mitigations: The project design will be informed by a strong evidence base and analysis on the impacts of climate change on the interventions and be designed with climate resilience considerations across all interventions. The assessment of climate risks will be an integral consideration in all planning processes to ensure that vulnerability to risks is mitigated. Value chain interventions will include climate risk assessment to identify measures to ensure climate resilient VCs. SECAP measures will apply as embedded in the project design and compliance to safeguards requirements will be observed ie preparation of ESCMPs, enhancement of existing disaster risk management plans, and other applicable instruments defined within the country system (includes the NDC) that is relatively equivalent with IFAD’s SECAP.</p> <p>VISTA will align with the Philippines’ Nationally Determined Contributions (NDCs) climate action plan which identified priority mitigation and adaptation strategies. The project will continue to monitor the impacts and provide technical assistance, when needed; introduce cultural practices that would favorably change the micro-climate of the production areas to prevent high moisture that induce fungal growth (disease) and damage the crops; Apply agroforestry practices such as planting nurse trees to protect the coffee and cacao from high intensity rainfall that would cause damage to the crop trees. Tree planting in open areas to mitigate high</p>		

Risk Categories and Subcategories	Inherent	Residual
temperatures in the long term when trees grow and provide shade and lower temperatures for higher farmer productivity. This in turn would protect the water sources from high temperatures and evaporation thus having more water during the dry season. The project will apply SECAP measures identified in the Targeted Climate Adaptation Assessment.		
Project Scope	Moderate	Moderate
Project relevance	Low	low
<p>Risk(s): No risks envisioned. The project relevance is ensured through the parallel process of the country strategic opportunities programme (COSOP) for 2023-2028 design which ensures alignment of IFAD's programme with national priorities and IFAD corporate priorities. The COSOP is guided by the preparation for the Philippines Development Plan (PDP) 2023-2028, the IFAD Strategic Framework 2016-2025 and IFAD's diverse programmatic and operational experiences in the country. It responds to the Government's interests in adding value to its development efforts through strong partnerships between government, private and social sector actors.</p>		
<p>Mitigations: The project design is conducted in a participatory Manner with wide range of stakeholders including beneficiaries and regional/national agencies. The design is fully aligned with the national development plans as well as agencies' priorities in the target region.</p>		
Technical soundness	Substantial	Moderate
<p>Risk(s): The project structure includes implementation of complex activities that necessitates technical support on natural resource management and value chain components. Involving two implementing agencies add more complexity to the institutional set-up, coordination, and implementation arrangements.</p>		
<p>Mitigations: The design considers key measures to mitigate the project complexity. The engagement with DA, as a collaborating agency providing technical assistance/support, although it seems adding more complexity in the institutional arrangements, will provide significant benefits to the implementation of technical components given the agency's in-depth experience in NRM and production enhancement activities. The institutional arrangement is not new in the Philippines and is used in other similar projects. The Coordination mechanism combined with IFAD CO support, capacity development, pre-start-up financing, are already put in place in the design modalities. The Project carefully assessed the requirement/need for external service providers to ensure that the implementing agency (DAR) receives critical support during the implementation, particularly from DA. The key project tools including PIM, action plans, and MoAs and key implementation manuals (i.e. grant manual) will be fully developed during the pre-start up period and comprehensive start up workshop will be organized. Adequate budget has been allocated for the provision of technical services to develop NRM plans and on-site technical</p>		

Risk Categories and Subcategories	Inherent	Residual
<p>designs to support implementing agencies. Rural finance component will be supported by a qualified service provider. The roles and responsibilities are clearly defined and the tasks are assigned considering the comparative advantages of both agencies. Financial management and procurement arrangements are built on the previous experiences of IFAD financed projects in the country. Before the start-up, the Project Implementation Manual will be further developed by groups of experts to provide necessary guidelines and manuals to streamline the processes especially with regards to investment planning, grant procedures, coordination mechanisms, monitoring and reporting, and extension/capacity development services.</p>		
Institutional Capacity for Implementation & Sustainability	Moderate	Low
Implementation arrangements	Moderate	Low
<p>Risk(s): DAR and DA had been working with IFAD with several projects in the country which were successful in their implementation (i.e. CHARM Project under DA, ConVERGE Project under DAR), this will be the first time that the two national agencies will collaborate to implement a project on both ARCs and non-ARCs. In addition, the DAR will be working with LGUs which have varied capacities in implementing sub-projects like rural infrastructure. A twin approach of natural resource management and value chain will be challenging to DAR especially that there will be several stakeholders involved like the DA, NCIP, DENR, private sector and people's organizations.</p>		
<p>Mitigations: Capacity building. To ensure effective project implementation, an in-depth capacity assessment of the DAR staff involved in the project at various levels will be conducted, along with a quick assessment of the implementing partners' capacities, particularly the LGUs. Based on the assessment results, the CPMO will design and deliver a capacity improvement program in the first year of the project. The progress of capacity building will be evaluated in the second year, and further capacity strengthening will be provided as needed. Coordination mechanism: To ensure the full involvement of government agencies in project implementation, the following measures will be put in place: (i) Formalize institutional commitment to the project through Memoranda of Agreement (MOAs) with clear roles and responsibilities; (ii) Conduct project orientation for the assigned staff of each agency; (iii) Establish a Project Steering Committee at the national level, Regional Coordination Committee (RCC) at the regional level, and Expanded ARC Cluster Coordination Committee (EARC-CC) which will be composed of relevant public and private organizations.</p>		
M&E arrangements	Moderate	Low
<p>Risk(s): Project VISTA will be collecting, processing and reporting several output and outcome indicators related to NRM and VC. In addition, there will be several stakeholders who will be involved in the collection and usage of data/information from the community up to the national level. The risks involved here include the completeness</p>		

Risk Categories and Subcategories	Inherent	Residual
of data, timely processing and reporting so that the M&E results can be available on time for project management decision making.		
Mitigations: A robust M&E system with a web-based MIS will be established by the Project in the first year of implementation. There will be M&E guidelines/plan and implementation will have adequate and competent M&E staffing at all levels. The M&E/MI systems will build on the M&E experiences of the CHARM Project and Project ConVERGE. The data/information flow will be embedded in the Project's organizational structure. DAR has put premium on a functional M&E system, thus, it will not be difficult to introduce improvement in the Project's M&E system.		
Procurement	Moderate	Moderate
Legal and regulatory framework	Low	Low
Risk(s): The risk that the Borrower's regulatory and institutional capacity and practices (including compliance with the laws) are inadequate to conduct the procurement in a manner that optimizes value for money with integrity.		
Mitigations: At start up, capacity developments interventions will be provided with emphasis on procurement planning		
Accountability and transparency	Moderate	Moderate
Risk(s): The risk that accountability, transparency and oversight arrangements (including the handling of complaints regarding, for example, SH/SEA and fraud and corruption) are inadequate to safeguard the integrity of project procurement and contract execution, leading to the unintended use of funds, misprocurement, SH/SEA, and/or execution of project procurements outside of the required time, cost and quality requirements.		
Mitigations: At start up, orient DAR organic/project hired personnel on IFAD Revised Policy on Preventing Fraud and Corruption in its Activities and Operations including its policy on preventing sexual harassment/exploitation and abuse. Provide capacity development interventions for ARBOs to act as NGO observers during the procurement process. ARBOs to be engaged as observers during contract implementation.		
Capability in public procurement	Moderate	Moderate
Risk(s): The risk that the implementing agency does not have sound processes, procedures, systems and personnel in place for the administration, supervision and management of contracts resulting in adverse impacts to the development outcomes of the project.		
Mitigations: DAR organic/project hired personnel including MLGU procurement personnel will be trained on the key aspects of procurement (procurement planning and post qualification stages) and contract management		
Public procurement processes	Moderate	Moderate
Risk(s):		

Risk Categories and Subcategories	Inherent	Residual
<p>The risk that procurement processes and market structures (methods, planning, bidding, contract award and contract management) are inefficient and/or anti-competitive, resulting in the misuse of project funds or sub-optimal implementation of the project and achievement of its objectives.</p>		
<p>Mitigations: At start up, procurement and contract management capacity training to be provided to DAR organic and project hired staff. Similar training to be provided for Implementing Partner MLGUs upon execution of Memorandum of Agreement. IFAD will require the presence of at least three bidders in all procurement activities as provided in its IFAD Project Procurement Guidelines.</p>		
Financial Management	Substantial	Substantial
Organization and staffing	Substantial	Substantial
<p>Risk(s):</p> <ul style="list-style-type: none"> • DAR's finance organization is established but its staff number and capacity may vary at sub-project levels and may be constrained in some cases considering that they also must perform and prioritize government regular duties and functions. • As experienced in past IFAD projects, regular government staff could not provide full time or focus time for project implementation. In most cases, assigned government staff could provide support in complying with government requirements and thus rely on hired staff in project implementation. • Past experiences showed the projects have difficulty in recruiting experienced individuals and retaining competent technical staff and in addressing turnover of contracted staff. • Coordination among finance counterparts could be hindered by ambiguities in FM arrangements due to various levels of project implementation and agencies involved. 		
<p>Mitigations:</p> <ul style="list-style-type: none"> • A steady complement of government delegated regular staff and recruited project finance staff will be maintained at all levels during the entire project duration. • Regular DAR officers and staff at the central, regional, and provincial offices will be delegated. A special order (S.O.) will be issued by DAR and collaborating agencies to assign regular staff and define roles and responsibilities. • Project finance staff will be contracted on a fixed term basis to augment DAR government staff in performing day-to-day project FM functions at all levels. TORs will be specifically defined for each position. • Project setting up and recruitment of key staff will be done at early stage by utilizing the retroactive financing. The Project organogram as well as specific tasks and functions of each unit in the organizational structure including accountabilities and responsibilities should be agreed by DAR and other parties involved. • To attract and retain hired competent technical staff, the Project should (i) ensure competitive salary and attractive benefit package, (ii) undertake less bureaucratic application, referral, and hiring processes; (iii) provide further capacity enhancement training to staff. • Continuous capacity building of government finance staff and project-hired staff on procurement, FM and anti-corruption policies. Detailed collaboration agreements for coordination between DAR, DA, and LGUs will be implemented. 		
Budgeting	Substantial	Substantial
<p>Risk(s):</p>		

Risk Categories and Subcategories	Inherent	Residual
<ul style="list-style-type: none"> VISTA is required to follow National Government (NG) budget processes and procedures of the Department of Budget Management (DBM) to obtain annual budget cover for IFAD loan proceeds and GoP counterpart fund requirements under DAR's regular agency budget in the General Appropriations Act (GAA). Otherwise, there might be significant delays in the use of project funds due to additional processes, and further review and approval by the DBM and Office of the President (OP) of budget authorization. Annual budgets might not be realistic considering actual project implementation conditions and budget execution issues. Implementing units (R/PPMOs) and collaborating agencies (DA and LGUs) having distinct budget concerns and varying absorptive capacity that could lead to slow implementation progress. 		
<p>Mitigations:</p> <ul style="list-style-type: none"> DAR must secure annual budget cover for VISTA through the annual GAA. Synchronize annual preparations of AWPB and agency budget for respective submissions to IFAD and DBM. Conduct of start-up training on IFAD AWPB and regular budget workshops for a participatory and wholistic budget preparations (involving all DAR implementing units and collaborating agencies such as DA and LGUs) early on covering the approaching budget period. Allocate resources strategically and set periodic disbursement milestones. Consolidated AWPBs to be submitted to IFAD for prior review and approval no later than 60 days before the start of the covered budget period. Government and/or IFAD will conduct supervision and implementation support missions on a regular basis or as needed to monitor and follow-through on budget execution and implementation issues. 		
Funds flow/disbursement arrangements	Substantial	Substantial
<p>Risk(s):</p> <ul style="list-style-type: none"> Delays in preparation and consolidation of IFRs and WA for submission to IFAD. Low liquidity and delays in transferring funds to sub-recipients. Long outstanding fund transfers and advances to operating units and collaborating agencies. 		
<p>Mitigations:</p> <ul style="list-style-type: none"> eNGAs will be customized for project IFR and financial reporting and regular training to be provided for eNGAS users. Clear funds flow and management, including reporting processes, procedures, and responsibilities must be defined in the PIM and MOAs with collaborating agencies. Monthly reporting and reconciliation of bank account balances. DAR to strictly implement and monitor compliance with relevant COA accounting and audit rules involving fund transfers and advances. 		
Internal controls	Moderate	Moderate
<p>Risk(s):</p> <ul style="list-style-type: none"> There is risk of internal control weakness or ineffective implementation of internal control systems as indicated by COA observations in the annual consolidated agency audit report of DAR for CY2022. 		
<p>Mitigations:</p> <ul style="list-style-type: none"> DAR CPMO will ensure timely issuance of further guidance on project internal control procedures during implementation. The PIM will provide for project internal control systems and any updates to the PIM will be made and disseminated accordingly. DAR Central Office will cause VISTA to be covered by internal audit activities of DAR Internal Audit Service. 		
Accounting and financial reporting	Moderate	Moderate

Risk Categories and Subcategories	Inherent	Residual
<p>Risk(s):</p> <ul style="list-style-type: none"> Project accounting will conform to the Government Accounting Manual (GAM) and will be done through the e-NGAs. However, existing government accounting systems are not integrated and automated to generate the consolidated financial reports of all implementing units and collaborating agencies by components and categories as per IFAD financial reporting requirements. There could be errors and delays in consolidating and reporting project financial transactions of all operating units and collaborating agencies to IFAD and COA. 		
<p>Mitigations:</p> <ul style="list-style-type: none"> The e-NGAs (e-National Govt Accounting System) will be used for IFAD reporting purposes of project financial transactions by component and categories.. Separate books of accounts and/or records will be maintained for VISTA by all implementing units and collaborating agencies. DAR Central Office will perform the consolidation of project financial transactions for submissions of IFRs and financial statements or reports. The PIM, in conjunction with existing COA accounting and audit rules, will include policies, procedures, and timelines in recording, reporting, and consolidating project financial transactions. 		
External audit	Substantial	Substantial
<p>Risk(s):</p> <ul style="list-style-type: none"> The Commission on Audit (COA) will conduct the project audits of VISTA at all project levels. There could be delays in the completion of project audits of implementing units and collaborating agencies by their respective COA regional offices, and the consolidation of the results at DAR Central Office. Prior year audit findings could be reiterated in the current year audit report and remain outstanding and unresolved. COA could issue an unsatisfactory audit report. 		
<p>Mitigations:</p> <ul style="list-style-type: none"> DAR will closely coordinate the annual project audit TORs and timeline with the COA, implementing units, and collaborating agencies to monitor status for timely completion, resolution of issues, consolidation, and submission to IFAD of satisfactory audit report and project financial statements, including management letter no later than six (6) months after the covered calendar year. DAR will ensure that any audit observation and recommendation will be resolved within 6 months after COA issuance of audit report and submit status for IFAD review and monitoring 		
Environment, Social and Climate Impact	Moderate	Moderate
Biodiversity conservation	Moderate	Moderate
<p>Risk(s):</p> <p>Species selection for reforestation and other agroforest crops may Challenge the biodiversity structure of the area; Genetic erosion of traditional crop varieties due to introduction of exotic crops, hybrids and entry of invasive species.</p>		
<p>Mitigations:</p> <p>Selection of indigenous and/or commonly found tree-crop species to be planted; Select species that are able to adapt to the projected climate conditions of the project site; Apply precautionary principle</p>		

Risk Categories and Subcategories	Inherent	Residual
and follow the mitigation hierarchy ¹⁰ . Participatory land use planning/zoning for protection of soil, water, biodiversity, forestry and climate change initiatives. Engage and consult a species specialist to evaluate species in target areas. Use SECAP and Abbr. ESCMF (Appendix 7) to guide implementing agencies in management of biodiversity.		
Resource efficiency and pollution prevention	Moderate	Moderate
Risk(s): Unregulated pesticide use & fertilizers would pollute water sources, reduce population of beneficial insects thereby reducing crop yield & eventually the income of beneficiaries. Agri & nursery waste management is non-existent or is minimal - pollutes waterways & bodies of water.		
Mitigations: The Project will strictly implement the provisions of PD 1144 governing the sale & use, storage of fertilizers & pesticides; Support local government initiatives on waste management; Provide trainings on organic agriculture to convert agri-wastes into organic fertilizer. The Project will ensure procurement of natural-resource commodities certified under appropriate certification and verification systems accepted for sustainable management of living natural resources in the Philippines. Extraction of construction aggregates only from approved quarry sites. Limit to suppliers that can demonstrate that they are not contributing to significant conversion or degradation of natural or critical habitats. The Project will ensure that individual Certificates of Land Ownership Award (CLOA) recipients are informed of or linked to existing government programs on sustainable farming that they can readily access, including trainings on resource efficiency and pollution control, capacity development, integrated pest management, organic/ natural farming systems, rainwater harvesting, soil and water conservation, slope stabilization and erosion control, among others.		
Cultural heritage	Moderate	Moderate
Risk(s): Project may impact features or physical and religious values of UNESCO sites that are present for CAR and Region 12 (i.e. Ifugao Rice Terraces and Allah Valley). The project interventions are limited to intangible aspects since there will be no massive earth-moving activities. Civil works are limited to rehabilitation of Communal Irrigation System (CIS) and FMRs and some community infrastructure like PHFs.		
Mitigations: All issues related to IP traditions and culture as well as traditional knowledge are robustly considered as part of Standard 4 on Indigenous Peoples and addressed through FPIC-IP and IPPF. Implement FPIC-IP and IPPF Capacity-building on FPIC and IPP implementation, monitoring, and reporting; Implement SEP & FPIC-IP; and IP Plan as provided in design.		
Indigenous Peoples	Substantial	Moderate
Risk(s): Exclusion of women including young women and indigenous women		

¹⁰ The mitigation hierarchy is applied by (a) anticipating and avoiding risks and impacts; (b) where avoidance is not possible, minimizing or reducing risks and impacts; (c) once risks and impacts have been minimized or reduced, mitigating them; and (d) where residual adverse impacts remain, compensating for or offsetting them, where technically and financially feasible.

Risk Categories and Subcategories	Inherent	Residual
from community decision making for project investments; Project may result in temporary impacts on rights of IPs with regards to their lands, territories, and resources, especially during constructions of rural infrastructure.		
<p>Mitigations: Community sensitization, adopting quota for women's participation in local decision making (through ARBOs/ARCs); Develop gender and social inclusion checklist for community level trainings/ meetings/workshops/decision making forums (logistical arrangements, facilitation, training/meeting materials used, special measures to ensure women and other marginalised groups' participation etc.).</p> <p>Implement FPIC-IP and the IPP as found in the Appendices of the SRN. IP Plans will be prepared for SP/BP and the Free and Prior Informed Consent (FPIC) under IPRA will be processed to secure the Certificate Precondition.</p>		
Community health and safety	Moderate	Low
<p>Risk(s): Unregulated pesticide use & fertilizers would expose women (of child bearing age) to health risks; Women farmers' increased exposure to health hazards due to women more likely to grow crops on contaminated land. Project may be at risk from vector-borne (ie malaria), water-borne (ie hepatitis) and other communicable diseases (i.e. Covid, AIDS)</p>		
<p>Mitigations: Pertinent public health laws will apply to all workers on the Project as well as the host community. Community workers and other employees should be provided with the same personal protective equipment when working in hazardous areas as the project sites are also vulnerable to extreme climate events. Strictly implement the provisions of PD 1144 governing the sale & use, storage of fertilizers & pesticides; provide technical assistance and trainings in the use and application of agri-chemicals; Promote organic farming practices and integrated pest management. Prepare Abbr. ESCMP reflects relevant requirements of SECAP standard 6 (Community Health and Safety).</p>		
Labour and working conditions	Moderate	Moderate
<p>Risk(s): The Project engages contractors for civil works who will largely hire local communities as laborers. Resistance within community towards women's empowerment and gender transformative actions; Project operate in sectors or value chains that are characterized by working conditions that do not meet national labor laws or international commitments (e.g. discriminatory practices).</p>		
<p>Mitigations: The country's labor laws contain key elements of Standard 5, including prohibition against child labor, women's rights, freedom of association, grievance and arbitration. GRM will need to be functional prior to implementation. Project GRM is incorporated in the Stakeholder Engagement Plan (SEP; See SRN Appendix 11). Involve men & community leaders throughout the process of gender transformative actions, invest in shifting perceptions & practices around the recognition & promotion of women's empowerment to the whole community; community awareness raising on Gender</p>		

Risk Categories and Subcategories	Inherent	Residual
Equality and Women Empowerment (GEWE) (incl. on gender-based violence).		
Physical and economic resettlement	Moderate	Low
Risk(s): Physical & economic displacement may occur with investments requiring space or restricting access to formerly utilized areas.		
Mitigations: Uphold the Abbreviated Resettlement Framework (Abbr. Resettlement Framework; See Social, Environment, and Climate Assessment Procedure (SECAP) Review Note (SRN) Appendix 11) & prepare an Abbreviated Resettlement Action Plan (Abbr. RAP). Install a grievance redress mechanism (GRM) as avenue for information disclosure & serve as feedback loop for appropriate action.		
Greenhouse gas emissions	Moderate	Low
Risk(s): Increase in emissions from heavy equipment during construction of FMRs. Lightning strikes and forest fires increases GHG emissions		
Mitigations: Keep the engines of equipment well-maintained by conducting periodic maintenance servicing. DRRM preparedness for forest fires grass fires.		
Vulnerability of target populations and ecosystems to climate variability and hazards	Substantial	Moderate
Risk(s): Projected climate impacts in the project areas are likely to disproportionately affect the poorest groups in society and may exacerbate this trend. In the Philippines, it is often the poor who are most exposed to its numerous natural hazards, with an increase in heavy rainfall, floods and mudflow exacerbated from climate change more likely to destroy the homes of the country's poor. Typhoons, strong winds and heavy rainfall events damage farm lands, induce crop failure and damage rural infrastructures; Prolonged drought / dry season causes crop failures and dry up ecosystems rendering them vulnerable to forest/grass fires; Target populations become vulnerable to diseases due to lack of water and poor hygiene; Earthquakes induce landslides in production areas, damage rural infrastructures;		
Mitigations: The VISTA project is guided by the national priorities for climate change adaptation and environmental management, and the adaptation options assessment will be further explored during the planning and prioritization exercises under sub-component 1.1 of VISTA. A targeted adaptation assessment has been prepared to inform the design the of project. Specifically, all infrastructure will be climate – proofed including storage facilities, roads and other infrastructure through the use of climate resilient materials and planning. The project focus on reforestation and agroforestry activities will aim to mitigate the impact of high temperature, rainfall, and stabilize slopes at the same time protect water sources and increase quantity & quality of water.		

Risk Categories and Subcategories	Inherent	Residual
<p>The project will also invest in resilient of target population and ecosystems through DRRM preparedness for extreme climatic and environmental events such as typhoons, landslides, flooding and earthquakes.</p> <p>Project allocated disaster risk contingency fund to respond for early action and provide immediate and appropriate assistance to the affected communities, as well as support actions to prevent value chain disruptions.</p>		
Stakeholders	Moderate	Low
Stakeholder engagement/coordination	Moderate	Low
<p>Risk(s): Lack of active participation from vulnerable groups and ineffective mechanisms that may not adequately capture the stakeholders' concerns, needs, and priorities.</p>		
<p>Mitigations: IFAD CO to monitor setting up of an accessible and culturally and socially appropriate consultations and GRM in SEP during the initial phase of the project and monitor the progress during the supervision missions. Inclusion of non-state actors in the workshops and consultation during the missions will be key to ensure their involvement. IFAD will also use invite relevant stakeholder groups to KLMPE, IPGN annual workshops to strengthen the relationship between the project and diverse interest groups.</p>		
Stakeholder grievances	Moderate	Low
<p>Risk(s): Ineffective procedures or lack of trust to grievance mechanism may cause reputational risks to the Project and jeopardize beneficiaries' confidence. Investments may impinge on tenure arrangements of IPs along with social & institutional arrangements around customary use of land and natural resources.</p>		
<p>Mitigations: At the community level, farmers and village level feedback can also be communicated to farmer's cooperatives and associations, at the ARC level through the EARCC-CC, and if not addressed to the PPMOs, RPMOs, and CPMO. Documentation of stakeholder engagement and FPIC processes will form part of project report submissions. Project will observe Indigenous Peoples Planning Framework (IPPF; See SRN Appendix 9) & Free and Prior Informed Consent Implementation Plan (FPIC-IP; See SRN Appendix 10) & Indigenous Peoples Plan (IPP). The project will set-up GRM as avenue for information disclosure & serve as feedback loop for appropriate action.</p>		