
President's report

Proposed loan

Republic of Botswana

Botswana Livestock Commercialization Project

Project ID: 2000005356

Document: EB 2025/146/R.3/Rev.1

Agenda: 3(a)(i)(b)(i)

Date: 9 December 2025

Distribution: Public

Original: English

FOR: APPROVAL

Action: The Executive Board is invited to approve the recommendation contained in paragraph 58.

Technical questions:

Edith Kirumba
Country Director
East and Southern Africa Division
e-mail: e.kirumba@ifad.org

Sara Mbago-Bhunu
Regional Director
East and Southern Africa Division
e-mail: s.mbagobhunu@ifad.org

Contents

Map of the project area	ii
Financing summary	iii
I. Context	1
A. National context and rationale for IFAD involvement	1
B. Lessons learned	2
II. Project description	3
A. Objectives, geographical area of intervention and target groups	3
B. Components, outcomes and activities	3
C. Theory of change	4
D. Alignment, ownership and partnerships	4
E. Costs, benefits and financing	4
III. Risk management	9
A. Risks and mitigation measures	9
B. Environment and social category	10
C. Climate risk classification	10
D. Debt sustainability	10
IV. Implementation	11
A. Organizational framework	11
B. Planning, monitoring and evaluation, learning, knowledge management and communications	12
C. Implementation plans	13
V. Legal instruments and authority	13
VI. Recommendation	13

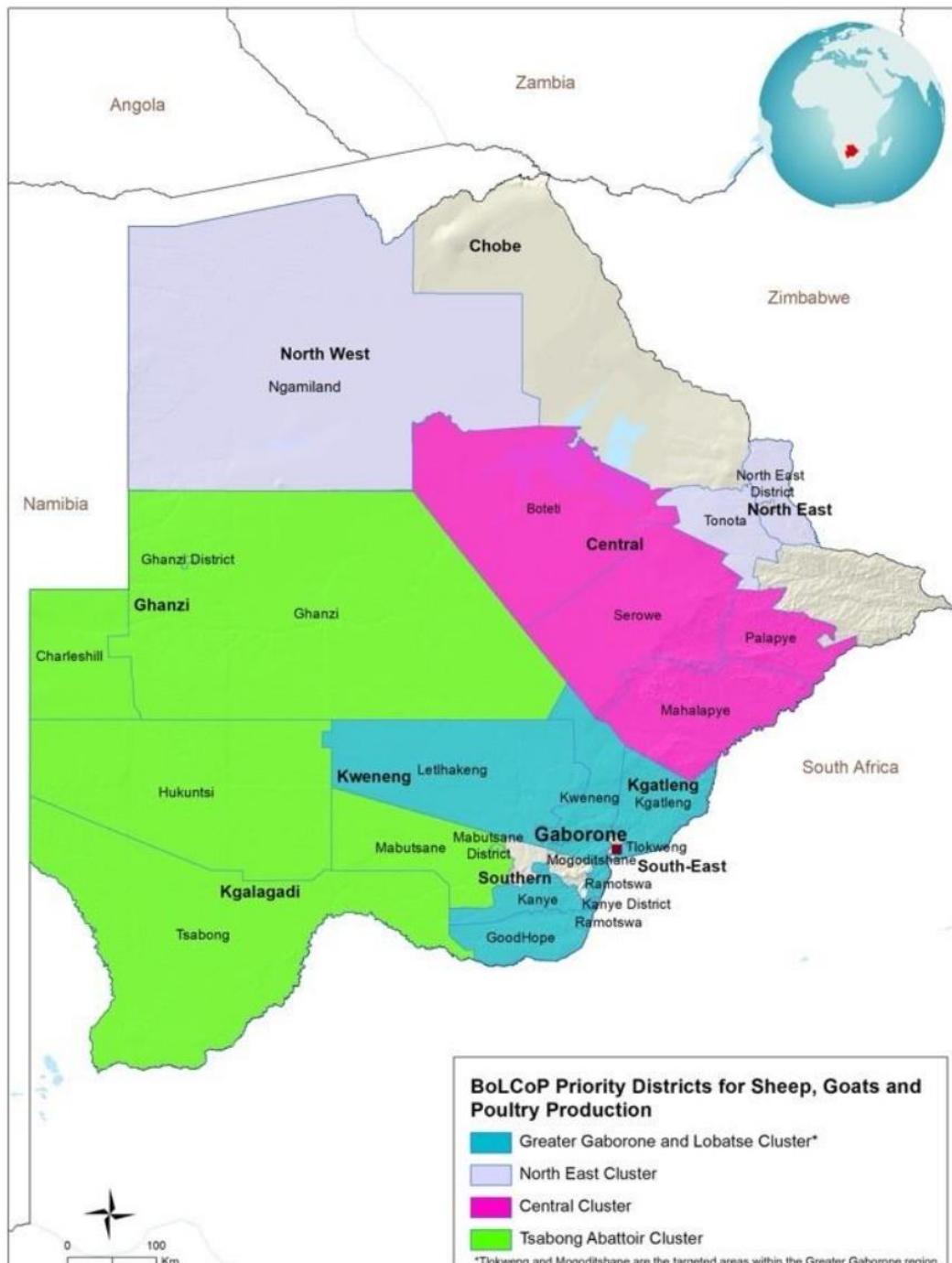
Appendices

- I. Negotiated financing agreement
- II. Logical framework
- III. Integrated project risk matrix

Project delivery team

Regional Director:	Sara Mbago-Bhunu
Country Director:	Edith Kirumba
Technical Lead:	Jonathan Agwe
Finance Officer:	John Zigi
Climate and Environment Specialist:	Sankari Reddy
Legal Officer:	Mbali Mushazhirwa

Map of the project area



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

Map compiled by IFAD | 11-11-2025

Financing summary

Initiating institution:	IFAD
Borrower/recipient:	Republic of Botswana
Executing agency:	Ministry of Lands and Agriculture
Total project cost:	US\$86.84 million
Amount of IFAD loan (Borrowed Resource Access Mechanism):	US\$31.52 million
Terms of IFAD loan:	Ordinary terms: 20 years, including a grace period of 5 years, subject to interest at a rate equal to the IFAD reference interest rate including a variable spread
Cofinanciers:	Adaptation Fund, Global Environment Facility (GEF), South-South and Triangular Cooperation (SSTC)
Amount of cofinancing:	Adaptation Fund: US\$20 million GEF: US\$5 million SSTC grant: US\$0.25 million
Terms of cofinancing:	Grants
Contribution of borrower/recipient:	US\$5.09 million
Contribution of project participants:	US\$1.50 million
Financing gap:	US\$23.48 million
Amount of IFAD climate finance:	US\$13.87 million
Cooperating institution:	Directly supervised by IFAD

I. Context

A. National context and rationale for IFAD involvement

1. **Political context.** The Republic of Botswana is widely considered to be a stable democracy, underpinned by strong institutions. It holds the record of being Africa's longest-standing multiparty democracy.¹ In 2024, the Umbrella for Democratic Change coalition unseated the Botswana Democratic Party, which had governed the country for 58 years. The new administration has promised an array of reforms, notably diversifying the economy, lowering the unemployment rate, and reforming a number of social programmes.²
2. **Economic context.** The discovery of one of the world's largest diamond deposits has turned Botswana into one of the fastest growing economies. Proceeds from diamond mining have been used for infrastructure and human development, with basic services, such as electricity, water and sanitation, rolled out to a wider segment of the population. As per capita income has grown over the last three decades, rising from US\$2,427 in 1989 to about US\$7,696 in 2024,³ Botswana has transformed itself from an underdeveloped country to an upper-middle-income country and it aspires to become a high-income country by 2036.
3. **Poverty.** According to the Sustainable Development Report, Botswana's progress on Sustainable Development Goal (SDG)1 is stagnating, with 21.37 per cent of the country's population falling under the poverty line of US\$3.00 a day and 27 per cent falling under the poverty line of US\$3.65 a day.⁴ The proportion of the population falling below the upper-middle-income country poverty line of US\$6.85 is 61.5 per cent. These figures highlight the challenges the country is facing in eradicating poverty.⁵ As of 2022, based on the national poverty line, urban poverty stood at 4.7 per cent and rural poverty at 25.4 per cent, underscoring the disparity between the rural and urban areas of the country.⁶
4. **Food security and nutrition.** Rates of undernourishment and food insecurity are high in Botswana. Between 2021 and 2023, the prevalence of moderate or severe food insecurity in the population was 55.4 per cent and the prevalence of undernourishment 22 per cent.⁷ Botswana ranked 90 out of 127 countries on the Global Hunger Index 2024. With a score of 20.7, the country has a level of hunger that is serious.⁸ The Sustainable Development Report notes that Botswana's SDG 2 score is decreasing with respect to the prevalence of undernourishment; the current level of undernourishment is 10 times above the country's long-term objective of 2.5 per cent.

¹ Bertelsmann Stiftung, "BTI 2024 Country Report – Botswana" (Gütersloh: Bertelsmann Stiftung, 2024).

² Economist Intelligence Unit, "One Click Report: Botswana" (The Economist Group, 2025), https://viewpoint-eiu.com.ifad.idm.oclc.org/analysis?utm_source=pdf-report&utm_medium=One click per cent20report per cent20: per cent20Botswana&utm_campaign=cover-page-link.

³ World Bank, GDP per capita (current US\$) – Botswana (World Bank, 2024), <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=BW>.

⁴ World Bank, *Inequality in Southern Africa: An Assessment of the Southern African Customs Union* (Washington, DC: World Bank, 2022).

⁵ Ibid.

⁶ Statistics Botswana, *Advancing Botswana Poverty Estimates: Introducing the Survey of Well-Being Via Instant and Frequent Tracking (SWIFT)* (Gaborone: Statistics Botswana, 2024).

⁷ Food and Agriculture Organization of the United Nations, "Suite of Food Security Indicators" (FAO, 2024), <https://www.fao.org/faostat/en/#data/FS>.

⁸ Miriam Wiemers and others, *Global Hunger Index 2024* (2024), <https://www.globalhungerindex.org/pdf/en/2024.pdf>.

Special aspects relating to IFAD's corporate mainstreaming priorities

5. In line with IFAD's mainstreaming commitments, the Botswana Livestock Commercialization Project (BoLCoP) has been validated as:
 - Including climate finance
 - Gender-transformative
 - Youth-sensitive Including adaptive capacity
6. **Women.** Despite Botswana's upper-middle-income status, rural women remain disproportionately affected by poverty, food insecurity and limited access to productive resources. The challenges women face include: limited access to land and grazing rights; inadequate access to finance; lack of gender-responsive mechanisms for the delivery of extension services; low participation in producer organizations; time poverty, stemming from unpaid care work; limiting cultural norms; and gender-based violence.
7. **Youth.** Despite the potential of the small livestock⁹subsector for Botswana's rural economic development, youth (persons aged 18–35) make up a minority of small livestock farmers; most producers are older adults (aged 50 and over). Anecdotal evidence suggests that youth have an interest in agribusiness, but they face systemic barriers to entry and full engagement, including market barriers and limited access to land, finance and knowledge.
8. **Other vulnerable groups.** Achieving sustainable commercialization of the small livestock subsector will require deliberate efforts to support all vulnerable groups. To ensure that no one is left behind, the project will provide tailored support, ensure equitable access to services and build stakeholder partnerships to support vulnerable and marginalized groups.¹⁰

Rationale for IFAD involvement

9. Botswana is an upper-middle-income country but still has a high incidence of food insecurity and multidimensional poverty,¹¹ unemployment and inequality, including gender inequality.¹²It is also highly vulnerable to climate variability and climate change, owing to its dependence on rainfed agriculture.
10. Development of the small livestock subsector is a strategic economic diversification priority for Botswana. Domestic and export market opportunities have been identified but are not appropriately exploited. The small livestock subsector in Botswana is less resource-and emission-intensive than the country's well-established cattle sector, providing a natural pathway for increased economic gains, climate resilience and poverty eradication in rural communities.
11. IFAD has considerable ability in the region in terms of supporting poor rural people in increasing their incomes, diversifying their livelihoods and participating in decisions that shape their lives. It has also gained specific experience in the small livestock subsector in Botswana through its technical support to the Government for the development of the Botswana Small Stock Sector Strategy. The Fund will draw on lessons learned from livestock projects across the East and Southern Africa region as a means of further integrating specific approaches that can respond to the country's needs.

B. Lessons learned

12. BoLCoP is the first sovereign investment since the completion of the Agricultural Services Support Project and builds on lessons learned from that investment and

⁹ "Small stock" refers to goats and sheep, while small livestock is inclusive of goats, sheep, pigs, poultry, and bees (apiculture).

¹⁰ Resource-poor smallholder farmers; people living with disabilities; households headed by older persons; HIV/AIDS-affected households; and remote area communities.

¹¹ African Union, *Dakar 2: Botswana Country Food and Agriculture Delivery Compact* (African Union, 2023).

¹² World Bank. *Botswana: Systematic Country Diagnostic: At a Crossroads – Reigniting Efficient and Inclusive Growth* (World Bank, 2023).

from a reimbursable technical assistance intervention in the small stock value chain and a country strategy note completion review. The lessons cover a wide range of areas, including start-up delays and under-capacitated project management structures, lack of consistent government ownership, lengthy procurement processes, weak monitoring and evaluation (M&E) systems and challenges related to financial management. They also reveal how a focus on gender and social inclusion contributes to inclusive development and how focusing on climate hazards can be key to effective project implementation and sustainability. The project design includes measures that seek to address challenges related to the lessons identified and ensure effective and efficient project implementation.

II. Project description

A. Objectives, geographical area of intervention and target groups

13. The project's goal is to contribute to the Government's objective of inclusively and sustainably improving productivity and commercialization in the small livestock subsector. The development objective of BoLCoP is to enhance the incomes and resilience of rural households through more inclusive, sustainable and technology-driven small livestock value chains.
14. Project implementation will focus on the following clusters, namely: (i) Greater Gaborone cluster; (ii) Lobatse Botswana Meat Commission cluster; (iii) Tsabong abattoir cluster; and (iv) Central cluster, which may broadly comprise of the following districts: Molepolole, Mogoditshane, Ramotswa, Kgatleng, Tlokweng, Letlhakeng, Good Hope, Kanye, Tsabong, Ghanzi, Charleshill, Hukuntsi, Mabutsane, Mahalapye, Palapye, Serowe, North East, Tonota, Boteti, and Ngamiland region. The interventions in the Ngamiland region will primarily focus on market linkages, conservation and livelihood improvement interventions.
15. BoLCoP aims to reach 50,000 households (equivalent to 200,000 people). Target groups include subsistence farmers (20 per cent, 10,000 households); semi-commercial farmers (60 per cent, 30,000 households); emerging commercial farmers (15 per cent, 7,500 households); and small and medium-sized enterprises (5 per cent, 2,500 households).

B. Components, outcomes and activities

16. The project will have the following components:
17. **Component 1. Increased climate-resilient small livestock production and productivity.** This component has two subcomponents:
 - Subcomponent 1.1. Enhanced access to quality small livestock and animal health services; and
 - Subcomponent 1.2. Improved capacity of farmers to adopt climate-resilient production and management practices.
18. **Component 2. Strengthened and inclusive small livestock value chains.** This component has three subcomponents:
 - Subcomponent 2.1. Strengthened clustering and capacity-building of value chain actors;
 - Subcomponent 2.2. Improved access to input and output markets; and
 - Subcomponent 2.3. Improved access to inclusive financial services for value chain actors.
19. **Component 3. Enhanced enabling environment for improved small livestock development.** This component is a cross-cutting component supporting the technical components and has two subcomponents:

- Subcomponent 3.1. Institutional strengthening and policy support; and
- Subcomponent 3.2. Project management and implementation support services.

20. **Component 4. Response to emergencies and disasters.** This component will help put in place mechanisms to mitigate and manage shocks that negatively impact small livestock, such as floods, drought-related emergencies and livestock disease outbreaks.

C. Theory of change

21. The theory of change is premised on the fact that, although Botswana's small livestock subsector has the potential to diversify the country's rural economy, it still faces many challenges. These include limited adoption of climate-smart technologies, weak access to veterinary and extension services, high production costs, limited infrastructure, and inadequate access to land, finance, and markets. BoLCoP interventions will address these constraints in an integrated manner to simultaneously strengthen production and marketing systems. The result of the project will be a small livestock subsector that is more inclusive, productive and resilient to climate change. The theory of change assumes that inclusive, climate-smart practices and improved ecosystem governance will enhance productivity, market access and gender equity, while reducing vulnerability to climate impacts.

D. Alignment, ownership and partnerships

22. Successful implementation of BoLCoP will contribute to the achievement of the following SDGs: SDG 1 (no poverty), SDG 2 (zero hunger), SDG 5 (gender equality), SDG 8 (decent work and economic growth), SDG 13 (climate action) and SDG 17 (partnership for the goals). The project is aligned with various national policies and will directly contribute to the achievement of the objectives of these national policies and to national priorities, plans and strategies. It will also contribute to the achievement of the objectives of the new country strategy note 2025–2027, in particular strategic objectives 1 and 2 (improved smallholder farming systems and stronger and more inclusive commercialization of small livestock value chains).

23. The project design process sought to ensure country ownership through extensive consultations with a variety of stakeholders. This consultative approach will continue to ensure strong government ownership, alignment with national priorities and private sector engagement. BoLCoP will be implemented through Botswana's decentralized structures, which will also contribute to strong country ownership.

24. To enhance effectiveness, the project will be implemented in coordination with ongoing projects funded by the Government of Botswana and its other development partners that support thematic areas related to the development objective of BoLCoP.

E. Costs, benefits and financing

25. The financing gap of US\$23.48 million may be filled in subsequent performance-based allocation system cycles and/or through the Borrowed Resource Access Mechanism (BRAM) (under financing terms to be determined and subject to internal procedures and subsequent Executive Board approval), or by cofinancing identified during implementation.

26. All three project components are partially counted as climate finance. As per the multilateral development banks' methodologies for tracking climate change adaptation and mitigation finance, the total amount of IFAD climate finance for this project is estimated at US\$13.87 million.

Project costs

27. Total costs for BoLCoP, including base costs and price contingencies, are estimated at US\$86.84 million over an eight-year implementation period. Investment costs are estimated at US\$76.97 million (89 per cent of base costs), and recurrent costs at US\$9.86 million (11 per cent of base costs). Price contingencies are estimated at US\$1.14 million.

Table 1
Project costs by component and subcomponent and financier
(Thousands of United States dollars)

Component/subcomponent	IFAD loan		Financing gap		GEF		Adaptation Fund		SSTC grant		Borrower/recipient		Project participants (in-kind)		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
1. Increased climate-resilient small livestock production and productivity																
1.1. Enhanced access to quality small livestock and animal health services	6 833	31	7 791	35	-	-	4 989	22	-	-	1 977	9	643	3	22 232	26
1.2. Improved capacity of farmers to adopt climate-resilient production and management practices	3 902	19	1 911	9	4 750	24	7 132	35	-	-	1 690	8	857	4	20 241	23
2. Strengthened and inclusive small livestock value chains																
2.1. Strengthened clustering and capacity-building of value chain actors	2 401	62	1 236	32	-	-	-	-	-	-	229	6	-	-	3 866	5
2.2. Improved access to input and output markets	5 557	47	4 468	38	-	-	810	7	-	-	940	8	-	-	11 776	14
2.3. Improved access to inclusive financial services for value chain actors	2 967	46	2 762	42	-	-	781	12	-	-	-	-	-	-	6 510	8
3. Enhanced enabling environment for improved small livestock development																
3.1. Institutional strengthening and policy support	2 374	29	636	8	-	-	4 721	59	250	3	95	1	-	-	8 076	9
3.2. Project management and implementation support services	7 086	54	4 077	31	250	2	1 567	12	-	-	157	1	-	-	13 136	15
4. Response to emergencies and disasters (lump sum to be allocated in case of emergency)																
Total	31 520	36	23 480	27	5 000	6	20 000	23	250	0.3	5 088	6	1 500	2	86 839	100

Table 2
Project costs by expenditure category and financier
(Thousands of United States dollars)

Expenditure category	IFAD loan		Financing gap		GEF		Adaptation Fund		SSTC grant		Borrower/ recipient		Project participants (in kind)		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
Investment costs																
A. Civil works	5 480	22	7 502	30	-	-	8 915	35	-	-	2 750	11	721	3	25 368	29
B. Equipment and materials	5 104	55	1 562	17	-	-	1 607	17	17	0.2	1 001	11	-	-	9 291	11
C. Goods, services and inputs	4 137	23	3 259	18	4 750	26	4 151	23	-	-	1 096	6	779	4	18 172	21
D. Technical assistance	5 620	49	2 508	22	-	-	3 030	26	112	1	241	2	-	-	11 511	13
E. Training	4 436	58	2 347	31	-	-	730	10	121	2	1	-	-	-	7 634	9
F. Line of credit	2 250	45	2 750	55	-	-	-	-	-	-	-	-	-	-	5 000	6
Total investment costs	27 027	35	19 928	26	4 750	6	18 433	24	250	0.3	5 088	7	1 500	2	76 976	89
Recurrent costs																
A. Salaries and allowances	3 287	48	2 927	43	250	4	407	6	-	-	-	-	-	-	6 871	8
B. Operations and maintenance	1 206	40	626	21	-	-	1 160	39	-	-	-	-	-	-	2 992	3
Total recurrent costs	4 493	46	3 553	36	250	3	1 567	16	-	-	-	-	-	-	9 863	11

Table 3
Project costs by component and subcomponent and project year (PY)
(Thousands of United States dollars)

Component/subcomponent	PY1	PY2	PY3	PY4	PY5	PY6	PY7	PY8	Total
	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount	Amount
1. Increased climate-resilient small livestock production and productivity									
1.1. Enhanced access to quality small livestock and animal health services	621	2 184	7 027	6 066	3 954	1 321	985	76	22 232
1.2. Improved capacity of farmers to adopt climate-resilient production and management practices	300	751	4 895	4 856	4 833	3 173	914	520	20 241
2. Strengthened and inclusive small livestock value chains									
2.1. Strengthened clustering and capacity-building of value chain actors	397	617	457	467	607	467	457	397	3 866
2.2. Improved access to input and output markets	755	1 951	2 085	2 030	1 579	1 513	1 269	594	11 776
2.3. Improved access to inclusive financial services for value chain actors	565	419	1 364	578	822	754	1 004	1 004	6 510
3. Enhanced enabling environment for improved small livestock development									
3.1. Institutional strengthening and policy support	921	472	3 538	1 037	757	545	430	376	8 076
3.2. Project management and implementation support services	2 780	1 480	1 371	1 521	1 676	1 388	1 474	1 446	13 136
4. Response to emergencies and disasters (lump sum to be allocated in case of emergency)									
Total	6 338	7 873	20 937	16 755	14 428	9 361	6 733	4 413	86 839

Financing and cofinancing strategy and plan

28. BoLCoP will be financed as follows: IFAD (BRAM) loan under the Thirteenth Replenishment of IFAD's Resources:US\$31.52 million (36 per cent of the total cost); GEF:US\$5 million (6 per cent); Adaptation Fund:US\$20 million (23 per cent); Government of Botswana:US\$5.09 million (6 per cent); contributions from the project participants (in-kind) and SSTC grant:US\$1.75 million (US\$1.5 million and US\$0.25 million, respectively) (2 per cent).
29. Parallel financing will be provided through a non-sovereign operation (US\$10 million) and through a grant from the European Union-funded Development Smart Innovation through Research in Agriculture initiative that will support integrated livestock and horticulture systems, leveraging BoLCoP investments. The IFAD CAPEO grant will support earth observation-based monitoring of rangeland and ecosystem health. The private sector contribution from Bank Gaborone to complement the project will amount to US\$5.1 million.

Disbursement

30. The BoLCoP disbursement categories comprise the following: civil works; equipment and material; goods, services and inputs; technical assistance; training; line of credit; salaries and allowances; and operations and maintenance. The overall recurrent costs are estimated at 11 per cent for the whole project; this is within acceptable limits. Training is considered a high-risk expenditure category and will be monitored closely to ensure that it is adequately supported and that expenditures are incurred as per procedures.

Summary of benefits and economic analysis

31. BoLCoP will benefit 50,000 households, equivalent to 200,000 people, with a cost estimated at US\$1,742 per household and US\$435 per individual. BoLCoP is projected to yield an economic rate of return of 32 per cent with a positive net present value of US\$280 million, equivalent to 3.92 billion Botswana Pula. The economic analysis indicates that BoLCoP is feasible. A sensitivity analysis was undertaken to test the robustness of the investment when subjected to the risks listed in the integrated project risk matrix. The results indicate that BoLCoP remains economically and financially viable under the various assumptions considered.

Exit strategy and sustainability

32. The project is a de facto community-led initiative. Using a bottom-up approach, BoLCoP will reach out to target communities, working through district extension agents, to involve them in the process of preparing the annual workplan and budget (AWPB), in overseeing activity implementation and in monitoring implementation progress. Farmer-owned organizations will be actively involved in planning the various interventions and will receive capacity-building support that will enable them to manage BoLCoP-developed infrastructure and provide production and marketing services to their members. They will thus be able to continue serving members after the project's seamless exit. The project's approach to implementation through existing government institutions at the national and, particularly, district levels represents an inbuilt exit strategy. Under subcomponent 3.1, the capacities of the respective government institutions will be strengthened to ensure effectiveness. In addition, farmers and their organizations will receive support aimed at strengthening their capacity to serve their members and promote their interests. This will be a strong pillar of the exit strategy.

III.Risk management

A. Risks and mitigation measures

33. There are some potential risks that could have a negative impact on the implementation of BoLCoP and the achievement of its development objective. Selected risks include prolonged droughts affecting water availability for livestock and communities, with women and girls disproportionately affected, as they bear

responsibility for water collection. This risk will be mitigated through solar-powered boreholes, fodder reserves and heat-resilient breeds. Climate change-related infrastructure failures (such as evaporation pond leakage or borehole breakdowns) constitute another risk. Mitigation measures include climate-proof designs, maintenance funding and environmental screening under the environmental and social management framework. Weak institutional capacity for environmental governance is also a risk, which will be addressed through staff deployment, training of trainers, and decentralized planning tools, with active involvement of women and youth in governance structures and decision-making processes.

34. A detailed account of the risk profile and the associated mitigation measures is presented in appendix III. The overall summary is presented in the below.

Table 4
Overall risk summary

<i>Risk areas</i>	<i>Inherent risk rating</i>	<i>Residual risk rating</i>
Country context	Substantial	Substantial
Sector strategies and policies	Moderate	Moderate
Environment and climate context	Substantial	Substantial
Project scope	Substantial	Substantial
Institutional capacity for implementation and sustainability	Substantial	Substantial
Financial management	Moderate	Moderate
Project procurement	Moderate	Moderate
Environment, social and climate impact	Substantial	Substantial
Stakeholders	Substantial	Substantial
Overall	Moderate	Moderate

B. Environment and social category

35. The environmental and social risk category is substantial. The environmental and social management framework has been developed to guide implementation and prevent negative effects on the environment and on social systems. The risk classification was influenced by issues related to potential pollution from livestock production and waste management (Social, Environmental and Climate Assessment Procedures [SECAP] Standard 2), labour conditions and informal employment arrangements (SECAP Standard 5), risks related to gender-based violence and community health and safety linked to handling and processing of livestock products (SECAP Standard 6), limited land ownership affecting credit worthiness (SECAP Standard 7), and the need to put in place an environment and social management system and a complaints mechanism for partnering financial institutions and service providers (SECAP Standard 8).

C. Climate risk classification

36. The climate risk has been determined to be substantial due to prolonged droughts, heat stress and rainfall variability, which are expected to negatively affect livestock production, pasture availability, water resources and overall productivity in the sector. Although Botswana is on the right track to respond effectively to climate change, there is still a need for greater adaptation and action, since the country is highly vulnerable to extreme shocks.

D. Debt sustainability

37. According to the latest International Monetary Fund debt sustainability analysis,¹³ Botswana is assessed as having a low risk of sovereign stress, reflecting low levels of vulnerability in the medium and long terms. Public debt is low at 20 per cent of

¹³ International Monetary Fund. [Botswana: 2024 Article IV Consultation-Press Release and Staff Report](#) (IMF, 2024).

GDP. Since 2018, an increasing share of Botswana's debt has been held by domestic banks and other domestic creditors (e.g. pension funds), while the share of official external creditors has declined. The projected stabilization of the debt-to-GDP ratio depends on the successful implementation of the planned fiscal consolidation, which is fairly ambitious but achievable by international standards. The baseline long-term risk outlook is low, but negative shocks to commodity revenues may put upward pressure on debt issuance. Reducing potential risks from declining long-term diamond production will require accelerating diversification reforms.

IV. Implementation

A. Organizational framework

Project management and coordination

- 38. The implementation of BoLCoP will be mainstreamed into the government system, both at national and district levels. The Ministry of Lands and Agriculture (MoLA) will be the lead project agency, but will delegate day-to-day project operations to a national project management and coordination unit (NPMCU), which will report directly to MoLA's permanent secretary. At the district level, in addition to utilizing existing structures and staff, BoLCoP will be supported by four M&E officers to strengthen coordination and monitoring and evaluation at the cluster level. A project steering committee, under the leadership of the MoLA permanent secretary, will be set up to provide overall policy and strategic guidance for BoLCoP.
- 39. At the district level, the project will work with existing district structures and staff to execute the project and provide capacity-building and facilitation to district staff mapped to the project. To enable the coordination of cluster and district level project activities as well as seamless linkages with the national PMCU, the project will recruit a cluster coordinator and an M&E officer for the four clusters, with the exception of the Lobatse cluster, which will be served by the Greater Gaborone cluster staff.

Financial management, procurement and governance

- 40. MoLA will oversee the financial management of the project through a dedicated PMCU. The PMCU will release funds against an AWPB endorsed by the project steering committee after submission to IFAD for review and no objection. Participating districts will follow standardized financial management procedures which require IFAD's no objection. Disbursement modalities will include advance withdrawals to designated United States dollar accounts and, exceptionally, direct payments with prior approval of an IFAD finance officer. Each financier will maintain a separate designated account, while government contributions will be disbursed through a MoLA bank account. In-kind contributions will be tracked by the PMCU, and the AWPB will delineate financing sources by activity.
- 41. Procurement under BoLCoP will be conducted in accordance with the national procurement framework. The IFAD project procurement guidelines and standard bidding documents will be used for procurement in situations not covered by the national framework. MoLA will be responsible for managing project procurement. All high-value and complex procurement activities will be coordinated by the national PMCU, while low-value procurement activities will be done at the district level. BoLCoP procurement planning and implementation activities and the IFAD prior review and no objection will be entered into IFAD's Online Project Procurement End-to-End System (OPEN).
- 42. All implementing entities are expected to follow IFAD's anti-corruption guidelines in order to prevent fraud and corruption.

Target group engagement and feedback and grievance redress

- 43. The national PMCU will be responsible for implementing the engagement/feedback process based on the stakeholder engagement plan. BoLCoP will actively involve the

target group in the development process, ensuring effectiveness, inclusivity, accessibility, transparency and sustainability. The engagement/feedback process will support formal communication channels for target groups and other stakeholders that will encourage participation at all stages of each intervention.

Grievance redress

44. To address any grievances that may arise during project implementation, the design team has developed a grievance redress mechanism consisting of three parallel systems: a community-based system, the BoLCoP formal system and the IFAD complaints procedure. Stakeholders generally prefer a community-based system, as it resolves disputes faster and has the advantage of being available locally.

B. Planning, monitoring and evaluation, learning, knowledge management and communications

45. The project's planning cycle will follow the Government's planning and budgeting cycle. The cycle will commence with preparation of the AWPB through a bottom-up participatory planning process. The AWPB will be subject to all necessary approval mechanisms before it is operationalized.

46. The logical framework will be the foundation of the project's M&E system. It includes project-specific indicators and core indicators selected from the IFAD core outcome indicators (COI) to guide continuous performance assessment. The M&E system will be managed by the national PMCU, which will coordinate data collection, analysis, and reporting through a management information system. Routine monitoring will be conducted by partners and field staff using standardized tools and regular reporting. Gender-sensitive indicators have been prioritized in the logical framework to track equitable progress for women, youth, and marginalized groups. The PMCU will prepare semi-annual and annual implementation progress reports for submission to the Government. Once approved by the project steering committee, the reports will be shared with IFAD for review and no objection.

47. The evaluation strategy for BoLCoP will use quantitative and qualitative methods to determine how the project has contributed to improved livelihoods for its target group, with surveys to be conducted at baseline and annually, at the midterm and at project completion. A control group will be surveyed as per the IFAD COI measurement guidelines.

48. BoLCoP will integrate a knowledge management component into its M&E system to support adaptive management and evidence-based policy- and decision-making. A knowledge management and communication strategy will be developed in the early stages of implementation. Knowledge will be generated through systematic analysis of monitoring data and feedback from project participants and will be disseminated through various means to different stakeholders. BoLCoP will promote inclusive learning to enrich its knowledge base and foster innovation.

Innovation and scaling up

49. The following are selected innovative features of BoLCoP: introduction of rangeland management and rehabilitation to communal grazing areas, including digital tools, such as the feed balance sheet and remote-sensing monitoring supported by the Capitalising on Earth Observation grant; solar-powered, community-managed desalination units for livestock; predator-proof kraals with multi-layer fencing and deterrents to reduce human-wildlife conflict; deployment of mobile-enabled livestock management systems; expansion of e-extension services via Unstructured Supplementary Service Data, interactive voice response and WhatsApp platforms; and use of digital climate advisory tools to enhance early warning and rangeland management, coupled with the use of a digital greenhouse gas emissions reporting tool (Global Livestock Environmental Assessment Model interactive).

50. Scaling up will be driven by the Government's commitment to spread efficiency gains in the small livestock subsector to other parts of the country. BoLCoP will be implemented in 21 of Botswana's districts and, within these districts, implementation will take place in selected subdistricts. BoLCoP implementers will document the lessons learned and best practices identified during project implementation to inform the successful scaling up of interventions to other parts of the country, either by the Government or its development partners.

C. Implementation plans

Implementation readiness and start-up plans

51. Steps to ensure implementation readiness include: preparation of the AWPB, procurement plan and a project implementation manual; preparation of job descriptions for PMCU positions; a commitment by the IFAD Country Office to provide the needed support to the Government to ensure timely start-up; and a commitment by the project design team to work with the Government and coordinate the undertaking of multiple, staggered start-up workshops (a national workshop in Gaborone and others in the participating districts), at which the project design will be explained. The Government has committed to carry out the following activities: identify office space for BoLCoP; finalize the BoLCoP job descriptions for recruitment of PMCU staff; and identify signatories. BoLCoP should thus be ready for start-up by the time the financing agreement is signed.

Supervision, midterm review and completion plans

52. **Supervision.** BoLCoP will be jointly supervised by IFAD and the Government, which will assess achievements, identify lessons learned and, when required, provide implementation support with the objective of ensuring effective project implementation and increasing the likelihood of achieving the project objective.

53. **Midterm review.** A midterm review will be conducted jointly by the Government and IFAD halfway through the BoLCoP implementation period. The midterm review will evaluate whether BoLCoP is on course to achieve its objectives and will identify any prevailing constraints and recommend any needed course corrections.

54. **Project completion.** A project completion review will be undertaken after project completion but before project closure. The review will be led by IFAD, with key contributions from the Government, in line with IFAD's guidelines for project completion reports.

V. Legal instruments and authority

55. A financing agreement between the Republic of Botswana and IFAD will constitute the legal instrument for extending the proposed financing to the borrower. A copy of the negotiated financing agreement is attached as appendix I.

56. The Republic of Botswana is empowered under its laws to receive financing from IFAD.

57. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD Financing.

VI. Recommendation

58. I recommend that the Executive Board approve the proposed financing in terms of the following resolution:

RESOLVED: that the Fund shall provide a loan on ordinary terms to the Republic of Botswana in an amount of thirty-one million five hundred and twenty thousand United States dollars (US\$31,520,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Alvaro Lario
President

Negotiated financing agreement

(Negotiations concluded on 19 November 2025)

Loan No: _____

Project name: Botswana Livestock Commercialisation Project ("the Project")

Republic of Botswana (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. This Agreement comprises the following: the Main Document (The Preamble and Sections A-E), the Project Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2) and the Special Covenants (Schedule 3).

2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of December 2022, and as may be amended hereafter from time to time (the "General Conditions") are annexed to this Agreement, and all provisions thereof shall apply to this Agreement. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein, unless the Parties shall otherwise agree in this Agreement.

Section B

1. The amount of the loan is thirty-one million five hundred and twenty thousand United States Dollars (USD 31 520 000) (the "Loan").

2. The Loan is 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 (20) years, including a grace period of five (5) years, starting from the date as of which the Fund has determined that all general conditions precedent to withdrawal have been fulfilled.

3. The Loan Service Payment Currency shall be in United States Dollars.

4. The first day of the applicable Fiscal Year shall be 1 April.

5. Payments of principal and interest shall be payable on 15 May and 15 November of each year.
6. There shall be a Designated Account in USD, for the exclusive use of the Project opened with the Bank of Botswana. The Borrower shall inform the Fund of the officials authorized to operate the Designated Account.
7. There may be a Project Operational Account in Botswana Pula for the benefit of the Project in Bank of Botswana or any other commercial Bank acceptable to the Fund.
8. The Borrower shall provide counterpart financing for the Project in the amount of five million and eighty-eight thousand United States Dollars (USD 5 088 000). For the avoidance of doubt, all Project related taxes will be covered by the Borrower as part of counterpart financing.
9. Reporting: The Project will be required to prepare quarterly and annual financial statements in accordance with the requirements of the Public Financial Management Act 2013 (Chapter 54:01) of the laws of Botswana and IFAD's requirements.
10. Auditing: The Project will be audited by the office of the Auditor General of Botswana. The internal Audit Function for the Project would be performed by the internal auditors of the Ministry of Lands and Agriculture.
11. Any income earned by contractors, consultants and experts using the project funds shall be subject to income tax in accordance with the applicable tax laws in Botswana.

Section C

1. The Lead Project Agency shall be the Ministry of Lands and Agriculture (MoLA).
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 eighth (8th) anniversary of the date of entry into force of this Agreement and the Financing Closing Date shall be 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:
 - (a) in accordance with the provisions of the Borrower's procurement laws, to the extent such are consistent with the IFAD Procurement Guidelines; and
 - (b) in accordance with any other measures identified by IFAD.

Section D

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

Section E

1. The following is designated as additional grounds for suspension of disbursements:

(a) The PIM and/or any provision thereof, has been waived, suspended, terminated, amended or modified without the prior agreement of the Fund and the Fund, after consultation with the Borrower, has determined that it has had, or is likely to have, a material adverse effect on the Project.

2. The following is designated as an additional grounds for cancellation of disbursements:

(a) In the event that the Borrower did not request a disbursement of the Financing for a period of at least twelve (12) consecutive months without justification subsequent to the first eighteen (18) months from the entry into force of the Agreement.

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

(a) The IFAD no objection to the Project Implementation Manual (PIM) shall have been obtained;

(b) The IFAD no objection on the first Annual Work Plan and Budget (AWPB) and the Procurement Plan (PP) shall have been obtained;

(c) Key Project staff have been appointed: (i) Project Director; (ii) Finance Manager; (iii) Procurement Specialist; and (iv) Monitoring, Evaluation and Knowledge Management Specialist;

(d) A set up of the project accounting system within the Government Accounting and Budgeting System (GABS) software of the Ministry of Finance to satisfy the international Accounting Standards and financial reporting requirements of IFAD; and

(e) Designated Account shall have been opened by the Borrower.

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

For the Borrower:

Minister of Finance
Khama Crescent
Block 25
State Drive
Gaborone, Botswana
mof-ps-secretary@gov.bw

For the Fund:

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

Copy to: Country Director, Botswana
International Fund for Agricultural Development
1 Eglin Road, Sunhill Park, Building 1, Sunninghill, Sandton 2157,
Johannesburg,
South Africa

e.kirumba@ifad.org

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 _____]¹⁴, 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 BOTSWANA

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

Date: _____¹⁵

INTERNATIONAL FUND FOR
AGRICULTURAL DEVELOPMENT

Alvaro Lario
President of IFAD

Date: _____

¹⁴ To be kept only if the FA is signed by both parties the same date in the same location.

¹⁵ In case the FA is not signed in IFAD HQ.

Schedule 1

Project Description and Implementation Arrangements

I. Project Description

1. *Target Population.* The Project shall benefit fifty thousand (50,000) households, equivalent to two hundred thousand (200,000) people.

2. *Project area.* The Project will focus on the following 20 districts: the following clusters, namely: (i) Greater Gaborone Cluster; (ii) Lobatse BMC Cluster; (iii) Tsabong abattoir Cluster; and (iv) Central Cluster, which may broadly comprise of the following districts: Molepolole, Mogoditshane, Ramotswa, Kgatleng, Tlokweng, Letlhakeng, Good hope, Kanye, Tsabong, Gantsi, Charleshill, Hukuntsi, Mabutsane, Mahalapye, Palapye, Serowe, North East, Tonota, Boteti, and Ngamiland For Ngamiland, the primary focus will be on market linkages, livelihood and conservation related interventions(the "Project Area").

3. *Goal.* The goal of the Project is to contribute to the Government of Botswana's objective of inclusively and sustainably improving productivity and commercialization of the small livestock subsector.

4. *Objectives.* The objective of the Project is to enhance incomes and resilience of rural households through more inclusive, sustainable and technology-driven small livestock value chains.

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

5.1 **Component 0: Response to emergencies and disasters.** This component will facilitate setting up of mechanisms to mitigate and manage shocks that negatively impact small livestock, such as floods, drought-related emergencies, and livestock disease outbreaks. The activation of the RED component will follow an official government request to IFAD and be based on the following triggers: (a) official declaration of emergency, extreme weather events, natural disasters (particularly drought and floods), and/or livestock disease outbreaks by the relevant government authorities; and (b) when assessments conducted by local authorities, NGOs, or community-based organizations identify more than fifty per cent (50%) damage loss to livestock assets linked to the emergency.

5.2 **Component 1: Increased climate-resilient small livestock production and productivity.** It has two subcomponents

5.2.1 *Sub-Component 1.1:* Enhanced access to quality small livestock, and animal health services. This sub-component seeks to support climate-resilient production and productivity enhancement in the small livestock sector, ensuring the active participation and equitable benefit of the target group through the following interventions.

5.2.2 *Sub-Component 1.2:* Improved capacity of farmers to adopt climate resilient production and management practices. This sub- component aims at making the target beneficiaries more resilient to environmental and climatic challenges.

5.3 **Component 2: Strengthened and inclusive small livestock value chains.** It has three subcomponents

5.3.1 *Sub-Component 2.1:* Strengthened clustering and capacity building of value chain actors. This sub-component aims at improving organisation of farmers within the target value chains. The services of competent service providers will be secured to promote organisation of farmers and build capacities of clusters.

5.3.2 *Sub-component 2.2:* Improved access to input and output markets. This sub-component seeks to address challenges faced by farmers in accessing inputs (especially feed, fodder and medicines) and output markets. A priority under the Project will be the

establishment of formal market structures between producers, abattoirs and off-takers (supermarkets, hotels/restaurants and institutional buyers).

5.3.3 Sub-component 2.3: Improved access to inclusive financial services for value chain actors. This sub-component aims to complement the other Project activities by addressing access to finance constraints for beneficiaries—with tailored options for each of the four targeting categories—thus enabling them to invest further in activities of relevance to the other sub-components with a primary focus on climate resilient practices such as improved water management and use of solar energy.

5.4 Component 3: **Enhanced enabling environment for improved small livestock development.** This component is a cross-cutting component servicing the technical components and has two subcomponents:

5.4.1 Subcomponent 3.1: Institutional Strengthening and Policy Support. This sub-component will have a dual focus: institutional strengthening and policy support. The sub-component will seek to facilitate the process of ensuring that a supportive policy environment is put in place for effective activity implementation during and after BoLCoP's implementation.

5.4.2 Subcomponent 3.2: Project Management and Implementation Support Services.

II. Implementation Arrangements

6. *Lead Project Agency.* The Ministry of Lands and Agriculture (MoLA) will serve as the lead implementing agency of the Project. It will however, delegate day-to-day operations of the Project to a National Project Management and Coordination Unit (NPMCU) reporting directly to MoLA's Permanent Secretary.

7. *Project Steering Committee.* A project steering committee (PSC), under the chairmanship of the MoLA Permanent Secretary, will be set up to provide overall policy and strategic guidance to the Project. The other members will be Permanent Secretaries from ministries and parastatals whose mandates have a direct linkage to the effective implementation of the Project. These include among others Ministry of Finance, Ministry of Environment and Tourism; Ministry of Local Government and Traditional Affairs; Ministry of Water and Human Settlement; Ministry of Trade and Entrepreneurship; Ministry of Youth and Gender Affairs etc.. The NPMCU will serve as a secretariat to PSC with the Project Coordinator being its secretary.

8. *National Project Management Coordination Unit.* A National Project Management Coordination Unit (NPMCU) will be established comprising a team of officers either recruited through a competitive process or seconded to the NPMCU by the Government of Botswana on a fulltime basis to fully focus on Project implementation. The following is the NPMCU composition: a) Project Director; b) Monitoring, Evaluation and Knowledge Management Specialist; c) Financial Management Specialist; d) Procurement Specialist; e) Livestock Specialist; f) Agribusiness and Marketing Specialist; g) Gender, Youth and Social Inclusion Specialist; h) Environmental Climate and Safeguards Specialist; i) M&E/KM Assistant; j) Accountant; k) Procurement Analyst; l) Project Assistant; m) Information Technology Analyst; n) 4 Cluster Level Monitoring and Evaluation Specialists;. The NPMCU will be located in Gaborone and will be housed by the Government of Botswana as part of its counterpart contribution to BoLCoP. The Project will avail the NPMCU the equipment, including logistical, needed for effective coordination of Project activities.

9. *Project Parties.* Key project parties will include, but not be limited to:

- (i) Smart Botswana;
- (ii) Ministry of Trade and Entrepreneurship and relevant Parastatals (e.g. Botswana Investment and Trade Centre, Local Enterprise Authority, Department for Cooperatives Development, Department of Trade and Consumer Affairs, Citizen Entrepreneurial Development Agency and Botswana Trade Commission etc.);
- (iii) National Agricultural Research and Development Institute (NARDI);
- (iv) National Development Bank (NDB);
- (v) Botswana University of Agriculture and Natural Resources (BUAN);
- (vi) Botswana Meat Commission;
- (vii) Ministry of Local Government and Traditional Affairs;
- (viii) Ministry of Youth and Gender Affairs;
- (ix) Ministry of Environment and Tourism
- (x) Service providers; and
- (xi) Bank Gaborone.

10. *Monitoring and Evaluation.* The project will set up a structured, participatory, and results-based approach aligned with IFAD's Core Outcome Indicator (COI) guidelines. Managed by the NPMCU, it will coordinate data collection, analysis, and reporting through a Management Information System (MIS). Routine monitoring will be conducted by partners and field staff using standardized tools and regular reporting. A baseline study will be conducted in the first year to establish reference values for key outcome and impact indicators, including income, employment, access to services, and empowerment. Indicators will be disaggregated by sex, age, and household type. A midline survey will be completed and approved two months before fielding of the MTR mission. Also, an end-line survey will be completed and approved two months prior to the PCR Mission.

11. *Knowledge Management.* The project will integrate a comprehensive KM framework aligned with its M&E system to support adaptive management, institutional learning, and evidence-based policy and decision-making. A Monitoring and Evaluation and Knowledge Management Specialist, supported by implementation partners, will coordinate KM activities, with the MIS serving as the central platform for data storage, tracking, and dissemination. Knowledge will be generated through systematic analysis of monitoring data, impact assessments, thematic studies, and beneficiary feedback. It will subsequently be disseminated through digital platforms, learning events, policy briefs, case studies, toolkits, and stakeholder networks.

12. *Project Implementation Manual.* A comprehensive project implementation manual (PIM) has been developed as part of the design package. The PIM contains detailed terms of reference of project staff, details on implementation arrangements and relevant project details which should facilitate implementation readiness. Any revisions to the PIM will have to be shared with the Fund to ensure alignment in approaches.

Schedule 2

Allocation Table

1. *Allocation of Loan Proceeds.* (a) The Table below sets forth the Project Components to be financed by the Loan and the allocation of the amounts to each Component of the Financing and the percentages of expenditures for items to be financed in each Component:

Component	IFAD Loan Amount Allocated (expressed in USD)	Percentage (net of taxes)
A. Increased Climate-Resilient Small Livestock Production and Productivity	9,370,000	100% net of taxes
B. Strengthened Small Livestock Value Chains	10,130,000	100% net of taxes
C. Enhanced Enabling Environment	8,500,000	100% net of taxes
D. RED (Emergency and Disaster Relief)	370,000	100% net of taxes
Unallocated Costs	3,150,000	100% net of taxes
TOTAL	31,520,000	

2. *Disbursement arrangements*

- (a) *Start-up Costs.* Withdrawals in respect of expenditures for start-up costs incurred before the satisfaction of the general conditions precedent to withdrawal shall not exceed an aggregate amount of five hundred thousand United States dollars (USD 500,000) the following amounts per category. Activities to be financed by Start-up Costs will require the no objection from IFAD to be considered eligible.
- (b) *Auditing:* The Project will be audited by the office of the Auditor General of Botswana. The internal Audit Function for the Project would be performed by the internal auditors of the Ministry of Lands and Agriculture.

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 twelve (12) months of entry into force of the Financing Agreement, the Project will enter into appropriate arrangements (such as service level agreements or partnership agreements), as acceptable to IFAD, with implementing partners that will structure the collaboration, define roles, responsibilities and duties with regards to implementation, financial management, accounting and reporting.
2. *Planning, Monitoring and Evaluation.* The Borrower shall ensure that (i) a Planning, Monitoring and Evaluation (PM&E) system shall be established within twelve (12) months from the date of entry into force of this Agreement.
3. *Gender.* The Borrower shall ensure that women-headed households will be given due consideration, and young men and women from poor households will be offered skills development for labour market, value chain participation and off-farm enterprises. Of direct beneficiaries, forty per cent (40%) shall be women, thirty per cent (30%) youth and five per cent (5%) vulnerable groups.
4. *Indigenous People Concerns.* The Borrower shall ensure that the concerns of IPs are given due consideration, where relevant, 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) indigenous people 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 respected¹⁶; and
 - (f) The Project will not involve encroachment on traditional territories used or occupied by indigenous communities.
5. *Land tenure security.* The Borrower shall ensure that any land rights pertaining to possession and use are consistent with the Borrower's national laws.
6. *Anticorruption Measures.* The Borrower shall comply with IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations.
7. *Sexual Harassment, Sexual Exploitation and Abuse.* The Borrower and the Project Parties shall ensure that the Project is carried out in accordance with the provisions of the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, as may be amended from time to time.

¹⁶ Refer to ILO 169, 1989 when ratified.

8. Use of Project Vehicles and Other Equipment. The Borrower shall ensure that:

- (a) all vehicles and other equipment procured under the Project are allocated to the Lead Project Agency for Project implementation;
- (b) The types of vehicles and other equipment procured under the Project are appropriate to the needs of the Project; and
- (c) All vehicles and other equipment transferred to or procured under the Project are dedicated solely to Project use.

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

10. The Key Project Personnel are: (i) Project Director; (ii) Finance Manager; (iii) Procurement Specialist; and (iv) Monitoring, Evaluation and Knowledge Management Specialist. In order to assist in the implementation of the Project, the NPMCU, 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 NPMCU 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 as is the dismissal of Key Project Personnel. Key Project Personnel are subject to annual evaluation and the continuation of their contract is subject to satisfactory performance. Any contract signed for Key Project Personnel shall be compliant with the national labour regulations or the International Labour Standards¹⁷ (whichever is more stringent) in order to satisfy the conditions of IFAD's updated SECAP. Repeated short-term contracts must be avoided, unless appropriately justified under the Project's circumstances.

II. SECAP Provisions

1. For projects presenting high or substantial social, environmental and climate risks, the Borrower shall carry out the implementation of the Project in accordance with the measures and requirements set forth in the Environmental and Social Impact Assessments (ESIAs)/Environmental, Social and Climate Management Frameworks (ESCMFs) and Environmental, Social and Climate Management Plans (ESCMFs) for high risk projects and Abbreviated ESIAs and ESCMPs for substantial risk projects and Free, Prior and Informed Consent (FPIC) Plans, FPIC Implementation Plans, Indigenous Peoples Plans (IPPs), Pesticide Management Plans, Cultural Resources Management Plans and Chance Finds Plans (the "Management Plan(s)"), as applicable, taken in accordance with SECAP requirements and updated from time to time by the Fund.

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

¹⁷ As published by the International Labour Organisation from time to time.

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

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

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

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

In the occurrence of such event, the Borrower shall:

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

Serious ESHS incident means serious incident, accident, complaint with respect to environmental, social (including labor and community), health and safety (ESHS) issues that occur in the context of the Project 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).

5. The Borrower shall ensure [or cause the Executing Agency, Implementing Agency, contractors, sub-contractors and suppliers to ensure] that the relevant processes set out in the SECAP 2021 Edition as well as in the Management Plan(s) (if any) are respected.

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

- Reports on the status of compliance with the standards, measures and requirements set forth in the SECAP 2021 Edition, ESCMPs, SECAP studies 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.

7. In the event of a contradiction/conflict between the Management Plan(s), if any, and the Financing Agreement, the provision providing greater safeguards shall prevail.

Logical framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1 Persons reached by project-supported activities				Project Reports	Annually	PCMU	Small livestock producer groups will be willing to register and participate in project-supported services.
	Total number of persons receiving services - Number of people		35000	50000				
	1.a Corresponding number of households reached				Project Reports	Annually	PCMU	
	Households - Households		35000	50000				
Project Goal	1.b Estimated corresponding total number of households members				Project Reports	Annually	PCMU	Beneficiary households report increased income directly linked to project interventions.
	Household members - Number of people		140000	200000				
	Households reporting an increase in income				Project and Government Reports, Impact Assessments, COI surveys	Baseline, Mid-Term, Completion	PCMU	
	Households - Percentage (%)		40	80				
Development Objective	2.2.1 Persons with new jobs/employment opportunities				Project and Government Reports, Impact Assessments, COI surveys	Baseline, Mid-Term, Completion	PCMU	CI 2.2.1: The project will create new full-time jobs, including self-employment and positions in micro, small, and medium enterprises, excluding temporary jobs. CI 2.2.2: Project-supported rural enterprises will increase profits, and public/private services will effectively meet the needs of target groups in production, business, employment, and livelihoods. S.F.2.2: Project-supported groups will empower participating households to influence decisions within the project.
	Total number of persons with new jobs/employment opportunities - Number of people		4000	10000				
	2.2.2 Supported rural enterprises reporting an increase in profit				COI survey at Baseline, mid & end line survey, programme reports	Baseline, Mid-Term, Completion	PCMU	
	Percentage of enterprises - Percentage (%)		40	70				
	SF.2.1 Households satisfied with project-supported services				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	
	Households - Percentage (%)		36	90				
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	
	Households - Percentage (%)		40	90				
Outcome	1.2.4 Households reporting an increase in production				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	CI 1.2.4: Households will receive project-supported activities (e.g. trainings, input provision, and climate-smart practices). CI 3.2.2: Project beneficiaries will be trained in environmentally sustainable practices and/or the management of climate-related risks, and will claim that: (a) they have fully mastered these practices; and (b) they are now routinely using these technologies and practices. CI 2.2.1: The project will create new full-time
	Households - Percentage (%)		25	80				
	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	
	Households - Percentage (%)		40	80				
	3.2.1 Tons of Greenhouse gas emissions (tCO2e) avoided and/or sequestered				FAO GLEAMi Assessment	Ex-Ante (baseline),	FAO, IFAD	

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	tCO2e/20 years - Number		0	35.71		Ex-Post (end line)		jobs, including self-employment and positions in micro, small, and medium enterprises, excluding temporary jobs.
	IE.2.1 Individuals demonstrating an improvement in empowerment				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	CI 2.2.2: Project-supported rural enterprises will increase profits, and public/private services will effectively meet the needs of target groups in production, business, employment, and livelihoods. S.F.2.2: Project-supported groups will empower participating households to influence decisions within the project.
	Total persons - Percentage (%)		6	20				
Output Output 1.1. Enhanced access to quality feed, fodder and animal health services	1.1.3 Rural producers accessing production inputs and/or technological packages				Project M&E	Annual	PCMU	CI 1.1.3: Small livestock producers will receive free or partly subsidized production inputs and technologies through the project, while stakeholders commit to supporting national livestock breeding plans.
	Total rural producers - Number of people		20000	50000				
	Number of small livestock national breeding plans improved and operationalized (breeding/multiplication of preferred small livestock breeds)				Project M&E	Annually	PCMU	
	Small Livestock Breeding Plans - Number		1	1				
Output Output 1.2. Improved capacity of farmers to adopt climate-resilient production and management practices	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks				Project M&E	Annual	PCMU	CI 3.1.1: Beneficiaries receive training and equipment to sustainably manage natural resources and adapt to climate change. CI 3.1.2: Households will receive climate-related livestock advice through extension workers, community teams, or SMS to improve decision-making and risk management; mass media outreach is excluded. CI 3.1.3: Groups, formal or informal, will participate in managing natural resources like rangelands and pastures for livestock production.
	Total size of groups - Number of people		14000	20000				
	3.1.2 Persons provided with climate information services				Project M&E	Annual	PCMU	
	Persons provided with climate information services - Number of people		25000	50000				
Outcome Outcome 2. Strengthened small livestock value chains	2.2.6 Households reporting improved physical access to markets, processing and storage facilities				Project M&E	Annual	PCMU	CI 2.2.6: Beneficiary households reported improved access to fully functional livestock-related market, processing, or storage facilities compared to before the project.
	Size of households - Number of people		80000	160000				
	1.2.5 Households reporting using rural financial services				Project M&E	Annual	PCMU	CI 1.2.5: Beneficiary households reported being fully satisfied with and actively using project-supported financial services for productive or income-generating activities.
	Households - Percentage (%)		50	100				
	2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities				Project M&E	Annual	PCMU	CI 2.2.3: With project support, small livestock producer organizations established contracts or partnerships with value chain stakeholders and/or public entities, including input supply and product sales arrangements.
Output Output 2.1. Strengthened	2.1.3 Rural producers' organizations supported				Project M&E	Annual	PCMU	CI 2.1.3: First-level groups of small livestock producers formed or strengthened with project
	Rural POs supported - Organizations		10	15				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
clustering and capacity building of value chain actors	2.1.1 Rural enterprises accessing business development services				Project M&E	Annual	PCMU	support during the reporting period to improve production, processing, marketing, or service provision, excluding groups focused on natural resource management. CI 2.1.1: Rural processing and marketing enterprises, both formal and informal, accessed project-supported business development services during the reporting periods.
	Rural enterprises - Enterprises				35	70		
	Policy 2 Functioning multi-stakeholder platforms supported				Project M&E	Annual	PCMU	
	Number - Platforms				2	3		
Output Output 2.2. Improved access to input and output markets	2.1.6 Market, processing or storage facilities constructed or rehabilitated				Project M&E	Annual	PCMU	
	Total number of facilities - Facilities				95	191		
Output Output 2.3. Improved access to inclusive and green financial services for value chain actors	1.1.5 Persons in rural areas accessing financial services				Project M&E	Annual	PCMU	CI 1.1.5: Direct beneficiaries will access affordable, project-supported financial services (e.g., credit, e-insurance) at least once per year. Digital platforms like e-vouchers and repayment tools will be used to improve access and connect small livestock producers with value chain actors. CI 1.17: Rural individuals will be trained in financial literacy to build skills in saving, budgeting, credit use, and managing household finances, enabling better financial decisions and greater economic resilience.
	Total persons accessing financial services - savings - Number of people				25000	50000		
	Persons in rural areas accessing financial services - BoLCoP LoC/ NSO credit							
	Total persons accessing financial services - NSO credit - Number of people				500	1000		
	Total persons accessing financial services - LOC through BoLCoP credit - Number of people				9500	19000		
	Grants Disbursed to Small livestock Groups				Project M&E	Annual	PCMU	
	Groups (number) - Number				100	200		
Outcome Outcome 3. Enhanced enabling environment for improved small livestock development	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment				Project M&E	Annual	PCMU	COI survey at Baseline, mid & end line survey, programme reports
	Number – Number				1	3		
Output Output 3.1. Institutional Strengthening and Policy Support	Policy 1 Policy-relevant knowledge products completed				Project M&E	Annual	PCMU	
	Number - Knowledge Products				1	3		
Output Output 3.2. Project Management and Implementation Support Services	Policy 2 Functioning multi-stakeholder platforms supported				Project M&E	Annual	PCMU	Supported platforms with rural producers, private sector, government, and financial institutions facilitated policy dialogue and
	Number – Platforms				3	8		

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
								improved rural investment during the reporting period.

Integrated project risk matrix

Risk categories and subcategories	Inherent	Residual
Country context	Substantial	Substantial
Political commitment	Low	Low
Risk(s): Botswana's enduring political stability, transparent institutions, and effective corruption control remain key national assets. In 2024, the country experienced a peaceful transition of power as the opposition coalition, the Umbrella for Democratic Change (UDC), won the general elections—ending the Botswana Democratic Party's (BDP) 58-year rule since independence. While the shift may bring changes in government priorities, agriculture remains central, particularly in driving commercialization and economic diversification. To reduce reliance on diamonds and beef, the Government of Botswana views BoLCoP as a catalyst for inclusive growth by unlocking the potential of the small livestock sector. The government has demonstrated strong commitment to co-financing BoLCoP and is working closely with IFAD on key arrangements, including establishing a pre-Project PMCU and groundwork to enable implementation by Q1 2026.		
Mitigations: The design of BoLCoP was initiated at the request of the Government of Botswana. To mitigate the risk of the Financing Agreement not being signed, IFAD Botswana and mission members have maintained continuous engagement with government counterparts from the outset. Regular updates were shared on progress, including outcomes from the previous Reimbursement Technical Assistance (RTA) for the Lobu Smart Farm Initiative. IFAD's technical expertise has been well received, and the design process has involved extensive consultations, including a Stakeholder Validation Workshop and farm visits alongside government focal points. A comprehensive feedback report was produced to guide Project refinement. This consultative approach will continue to ensure strong government ownership, alignment with national priorities, and support for climate finance mobilization and private sector engagement. IFAD has also proposed the formation of an inter-ministerial reference group, led by the Ministry of Lands and Agriculture, to further strengthen ownership and policy coherence.		
Governance	Substantial	Substantial
Risk(s): In 2024, the Transparency International's Country Corruption Perception Index (CPI) assessed Botswana at the moderate level of risk with a score of 57, ranking 43 out of 180 countries. According to the 2023 World Bank's Good Governance Indicator, Botswana is scored 62.75 percentile rank for Voice and Accountability; 87.2 for Political Stability and Absence of Violence/Terrorism; 66.98 for Government Effectiveness and Regulatory Quality; 61.32 for Rule of Law; and 73.58 for Control of Corruption, all of which points to the fact that Botswana has a reputation for strong, sound governance, with particular institutional strength in political stability and anti-corruption. There is room for further improvement given the CPI was rated as 65 in 2012.		
Mitigations: The Government of Botswana has dedicated increasing efforts to preventing corruption and strengthening governance across sectors. The Directorate on Corruption and Economic Crime (DCEC), established under the Corruption and Economic Crime Act (CECA) of 1994, plays a central role in investigating corruption and economic crimes within public institutions, including through regular audit processes. In a further		

Risk categories and subcategories	Inherent	Residual
<p>effort to enhance transparency, the Government launched a Forensic Audit Initiative requiring in-depth audits of 30 state-owned enterprises (SOEs) to detect and prevent misappropriation of public resources. To promote accountability and efficiency in service delivery, Botswana's Decentralization Policy and Vision 2036 prioritize inclusive governance and poverty reduction through enhanced public sector performance. In this context, BoLCoP will contribute to improving governance in the small livestock sector by supporting the review and implementation of national policies and strategies, and establishment of Management Information System (MIS) while addressing regulatory gaps in small livestock quality, grading, and certification standards. BoLCoP will engage the Smallstock Industry Federation of Botswana (SIFB) to identify and address sector gaps, collaborating with key bodies such as the Meat Industry Regulatory Authority (MIRA) and the Botswana Bureau of Standards (BOBS) to develop and enforce standards, including food safety protocols (HACCP). Additionally, BoLCoP will partner with the Botswana Meat Commission, the Botswana Agricultural Marketing Board, and the Department of Animal Health and Production to strengthen small livestock operations. To promote inclusive governance in the sector and strengthen market transparency, the Ministry of Lands and Agriculture (MoLA), in collaboration with IFAD, will convene a consultative workshop with key stakeholders in the small livestock sector. The workshop will bring together suppliers and buyers to discuss pricing structures and explore differentiated pricing models based on production systems (e.g., open grazing, feedlot, etc.). Through this inclusive and consultative approach, BoLCoP will promote transparent governance, enhance coordination, fair systems and ensure shared ownership of the sector's development.</p>		
<p>Macroeconomic</p> <p>Risk(s): According to the IMF's 2024 Article IV Consultation, Botswana's economic growth slowed to 1% in 2024, primarily due to weakened diamond demand and production. The World Bank projects a fiscal deficit of 9% of GDP for FY2024, driven by declining mineral revenues and rising capital spending. The Government of Botswana has announced an annual depreciation of the Pula, set at 2.6 per cent. Although public debt remains relatively low at 27.4% of GDP, government savings have notably declined over the past decade. Yet, its reliance on public revenues and the extractive sector makes it highly vulnerable to external shocks. These shocks have aggravated domestic fiscal pressures, particularly in light of rising costs for fertilizers, feed imports, veterinary supplies, agricultural equipment, and fuel, all of which have placed added pressure on farmers and disrupted supply chains. While some parts of Botswana's small livestock sector have been less affected by inflationary impacts—due to traditional, grass-fed grazing and browsing systems—the sector is not insulated. Rising costs still pose challenges, especially as access to feed, vaccines, and veterinary inputs remains essential to improving the productivity and quality of the small livestock value chains. These dynamics underscore the urgent need to strengthen resilience of rural livelihoods and promote a more diversified and shock-resistant agricultural economy.</p>	Substantial	Substantial
<p>Mitigations: Botswana aspires to transition into a high-income, knowledge-based economy, as outlined in Vision 2036 and the forthcoming National Transformation Plan 12 (NTP 12), which prioritizes economic diversification, inclusive growth, and commercialisation of agriculture. Achieving these ambitions</p>		

Risk categories and subcategories	Inherent	Residual
<p>requires robust reforms in revenue mobilization, public expenditure efficiency, and debt management to create fiscal space for increased investment in priority social sectors and productive areas. Reducing dependence on mineral revenues and enhancing resilience to external shocks is essential.</p> <p>Within this framework, BoLCoP will contribute by promoting sustainable rural financing mechanisms—including public-private partnerships—to unlock investment in the small livestock sector and support the development of agribusinesses and micro, small, and medium-sized enterprises (MSMEs). The Project will support commercialisation pathways, especially for smallholder farmers, and strengthen value chains to boost productivity, market access, export and rural incomes through the engagement of the private sector. Social inclusion aspect will be considered extensively with a priority on vulnerable groups such as women and youth, addressing the triple challenge of inequality, poverty and unemployment. These efforts align with NTP 12's emphasis on commercialising agriculture and building an inclusive, and diversified economy resilient to external shocks.</p>		
Fragility and security	Substantial	Substantial
<p>Risk(s): Botswana faces a range of risks that threaten its stability, including its heavy reliance on diamond mining and growing environmental challenges like droughts, floods, and water shortages, all exacerbated by climate change. These climate-related issues threaten food security and economic stability, with an estimated 54.8% of the population experiencing moderate to severe food insecurity. Despite being classified as an upper-middle-income country, Botswana remains economically vulnerable, with 64% of its population living on less than US\$6.85 per day, an unemployment rate of 27.6%, and youth unemployment at a concerning 45.6%. The Gini Index of 53.3 indicates significant income inequality. Social disparities, especially in rural areas, worsen fragility, as marginalized groups—such as women, youth, and small-scale farmers—have limited access to resources and opportunities. Issues like livestock theft and gender-based violence further disrupt small livestock farming, a sector that is predominantly managed by women, further exacerbating their vulnerabilities and hindering their economic empowerment and livelihood stability. External shocks, such as volatile global commodity prices and regional instability, add to the country's fragility. Additionally, Botswana's status as an upper-middle-income country reduces its access to grants while increasing the costs associated with certifications and registration for regional trade, which further weakens its resilience and heightens the risk of social unrest.</p>		
<p>Mitigations: Targeted strategies will be designed to strengthen the livelihoods of disadvantaged rural populations, including small livestock and subsistence farmers, poor households, youth, women, and women-headed households. Special focus will be placed on people with disabilities, unemployed youth, and women, who often lack access to productive resources, fostering greater social inclusion. Gender-based violence and farm-level insecurity will be addressed through community engagement, training, and sensitization, along with the principles of IFAD's Gender Action Learning System (GALS), which promotes women's empowerment by engaging both men and women as co-planners and decision-makers.</p> <p>BoLCoP will enhance farmers' capacity by tackling production and productivity challenges, ensuring sustained access to quality feed,</p>		

Risk categories and subcategories	Inherent	Residual
<p>veterinary supplies, animal health services, and climate-smart management practices. Farmers' associations and cooperatives will be strengthened and capacitated, allowing farmers to work collectively to influence market prices and consolidate products. The value chain will be strengthened through improved market access, better infrastructure (such as aggregation centres and marketing facilities), enhanced financial services, and stronger connections between farmers, MSMEs, and commercial farms. Additionally, BoLCoP will strengthen the resilience of rural people by providing farmers with climate-smart technologies, essential livestock inputs, and access to timely market and weather information to better adapt to external shocks including climate change.</p>		
Sector strategies and policies	Moderate	Moderate
Policy alignment	Low	Low
<p>Risk(s): The policy environment for small livestock development in Botswana is favourable and aligned with national priorities for economic diversification, food security, and inclusive rural development set under the National Transformation Plan 12 (NTP 12). Small livestock farming, particularly goat and sheep production, has been prioritised due to its adaptability to Botswana's semi-arid climate and its potential to uplift vulnerable groups, especially women and youth in rural communities. The National Transformation Strategy (NTS) and Vision 2036 emphasise the transformation of agriculture from subsistence-based to a modern, competitive, and market-driven sector. Within this framework, small livestock development is being promoted through commercialisation, improved productivity, and full integration into formal value chains. This includes breeding programmes, veterinary support, access to affordable finance – especially for the subsistence farmers (micro-scale) and the semi-commercial farmers (small-scale), and infrastructure investment such as improved abattoirs, feedlots, and cold storage facilities. Notably, a multi-species abattoir in Tsabong is set to operate, specialising in small livestock, in partnership with the Botswana Meat Commission. The National Agricultural Investment Plan (NAIP) further supports small livestock commercialisation through targeted support for farmer cooperatives, public-private partnerships, and increased access to domestic and export markets. Financial institutions such as the National Development Bank (NDB) have been supporting the implementation Government's flagship initiative such as Temo Letlotlo that provides loans and input subsidies for enhanced productivity and food security. NDB has also been supporting campaigns like Feed the Nation, encouraging youth and women to invest in small livestock farming and engage in value-added activities like meat processing, leather production, and packaged meat sales. In terms of youth entrepreneurship and MSME development in the agricultural space, the Citizen Entrepreneurial Development Agency administers loans, while the Local Enterprise Authority provides business development and training services. The Youth Development Fund (YDF) is administered by the Ministry of Youth and Gender Affairs (MoYGA). Despite such policy support, work needs to be done in terms of setting small livestock nutrition and health safety standards, value addition, marketing, and branding, given that much of the policy centres on beef. Food safety standards such as HACCP and certification traceability systems, and the capacity of farmers, should be strengthened to address compliance.</p>		

Risk categories and subcategories	Inherent	Residual
<p>Mitigations: To address gaps in policy implementation and monitoring and evaluation, BoLCoP will support strengthening its multi-ministerial coordination system and establishing an MIS to gather agriculture-related data across relevant line ministries. IFAD has requested the Ministry of Lands and Agriculture (MoLA) to take the lead in forming an interministerial reference group for Project design and will collaborate closely to ensure effective stakeholder consultation and engagement.</p> <p>Through BoLCoP, IFAD will support the government's policies and strategies, including reviewing and aiding the implementation of the National Breeding Plan. Additionally, IFAD will assist in the development of the national small livestock investment strategy, focusing on all targeted value chains, including marketing, branding, and value addition.</p> <p>In addressing gaps in the regulatory framework affecting market access, IFAD will work with the Government of Botswana to reinforce small livestock nutrition and health systems, certification and traceability standards, ensuring compliance with food safety, quality, and grading requirements. This will involve collaboration with the Meat Industry Regulatory Authority (MIRA) and the Botswana Bureau of Standards (BBS) to ensure industry-wide compliance. At the grassroots level, recognizing the fragmented nature of farmer organizations in Botswana, IFAD will partner with the SIFB to provide training and capacity building to farmers, encouraging them to work collectively to produce and supply bulk products and influence market prices. Further, collaboration with the MoLA's Department of Animal Health and Production, Department of Veterinary Services, and the Botswana Agricultural Marketing Board will ensure farmers have better access to essential veterinary services and livestock inputs.</p> <p>This integrated approach will help address existing gaps and support the growth and sustainability of Botswana's small livestock sector.</p>		
<p>Policy development & implementation</p> <p>Risk(s): During the stakeholder validation workshop held as part of the Concept Note Design Mission, the team identified several critical areas where IFAD engagement with the Government of Botswana is required to strengthen policy development, review, and implementation. It was highlighted that policies inclusive of the small livestock sector and BoLCoP's target groups—particularly smallholder farmers, youth, and women—need to be developed or refined to ensure equitable participation in agricultural value chains. Key policy gaps were noted in areas such as financial and land access, regulations and strategic plans focused on small livestock production, marketing and branding, as well as standards and services related to animal health, nutrition, traceability, and certification.</p> <p>During the Project Design Mission, the IFAD team engaged with smallholders and small- to medium-scale farmers. Almost all the farmers consulted (particularly women and youth) identified limited access to land and water as key challenges. In particular, lack of secure land ownership restricts their ability to drill boreholes and also makes them ineligible for existing youth grants, which require land.</p> <p>In a meeting with the Land Board, the team was informed of ongoing land redistribution efforts, though currently only one-third of the redistributed land is being utilised. The discussions also highlighted the need to decentralize land application processes,</p>	Moderate	Moderate

Risk categories and subcategories	Inherent	Residual
<p>as district offices must still travel to the Central Office for application review, creating delays and inefficiencies.</p> <p>Additional concerns raised throughout the stakeholder engagement process include farm-level insecurities, such as livestock theft, gender-based violence (GBV) and high youth unemployment, underscoring the need for collaborative efforts with the MoYGA and the Ministry of Local Government and Traditional Affairs (MoLGTA). These partnerships are essential for the development of targeted policy documents, including youth-in-agriculture strategies, extension service guidelines, and grievance redress mechanisms (GRM). Despite the availability of numerous evidence-based policy and research documents, there are persistent gaps in information dissemination and uptake at the farmer level. This highlights the urgent need for robust knowledge management, extension and outreach systems, and strengthened monitoring and evaluation (M&E) frameworks to ensure that policies translate into tangible benefits for farmers on the ground.</p>		
<p>Mitigations: To mitigate the risks associated with policy development and implementation in Botswana's small livestock sector, IFAD will support the formulation and review of targeted sector strategies, an investment plan, and regulatory frameworks. These will include provisions for grading systems, food safety, environmental sustainability on farms, quality standards, and certification protocols. In addition, IFAD will assist in refining the official definition of smallholder farmers to enhance the targeting and effectiveness of policies and programs.</p> <p>In response to fragmented data systems and limited interministerial coordination, IFAD will support the development of a comprehensive ICT strategy and digital roadmap tailored for the small livestock sector. This will include the design of a harmonised MIS that aggregates and streamlines small livestock-related data across key ministries. Improved data management will support evidence-based decision-making, facilitate performance monitoring, and enhance policy coherence across the agriculture sector. Given the concerns raised during stakeholder consultations regarding women's safety and livestock theft at the farm level, IFAD will work with local authorities and communities to promote community-based livestock theft prevention models. In parallel, a Gender-Based Violence (GBV) Prevention Plan will be developed to address the risks faced by women involved in small livestock production. Additionally, a Grievance Redress Mechanism (GRM) will be designed to help farmers—especially vulnerable groups—seek redress for losses and damages arising from climate shocks and other external disruptions. To further support equitable access to productive resources, IFAD will collaborate with relevant line ministries to review the Land Use Policy, focusing on increasing access to land for youth, women, and emerging farmers. The issue of idle or underutilized agricultural land will be addressed through policy intervention and incentive structures to encourage more efficient land use and investment. Lastly, to ensure alignment with national priorities and institutional sustainability, IFAD will work closely with the Government of Botswana to integrate BoLCoP into the national budget cycle and existing government initiatives, such as Thuo Letlotlo and the NTP12. This will enhance Project complementarity, promote coherence with ongoing programs, and support long-term government ownership and policy continuity.</p>		
Environment and climate context	Substantial	Substantial
Project vulnerability to environmental conditions	Substantial	Substantial

Risk categories and subcategories	Inherent	Residual
<p>Risk(s): The key environmental and climate challenges facing the Project include increasing climate variability, characterized by erratic rainfall and a higher frequency of extreme weather events such as droughts, floods, and heatwaves. These impacts are felt most acutely by vulnerable groups—including women, who are often responsible for managing small livestock and securing water, fodder, and fuel for their households. Land degradation, driven by overgrazing, continues to threaten pasture quality and long-term agricultural productivity. Poor manure management is a significant concern, contributing to elevated greenhouse gas emissions—particularly methane and nitrous oxide—and posing risks to both soil and water quality when not properly handled. In rural areas, the heavy reliance on biomass for fuel contributes to deforestation, accelerating land degradation and increasing the risk of desertification. Invasive species and bush encroachment further compound the problem by reducing available grazing land, depleting soil nutrients, increasing erosion, and diminishing biodiversity. These environmental pressures collectively undermine the productivity and resilience of small livestock farmers.</p>		
<p>Mitigations: BoLCoP tackles environmental risks and vulnerabilities by incorporating climate-smart production and management practices, establishment of climate-resilient infrastructure, improved water management, early warning systems and capacity building including manure and rangeland management. These interventions will be designed to ensure the full participation of women, youth, and other marginalized groups, recognizing their critical roles in small livestock production and natural resource management. The Project prioritizes sustainable land management, reducing grazing pressure through improved breeding, livestock health, and feeding practices, alongside the introduction of drought-tolerant and multi-purpose crops and fodder, with support from national research institutions.</p> <p>Key actions include climate-resilient infrastructure, precision irrigation for efficient water use, and renewable energy solutions like biogas and solar power at the farm and value chain levels. Women-headed households and female farmers—who often have limited access to energy and technology—will be specifically targeted to ensure equitable access and benefits from these innovations.</p> <p>Community-level reforestation and bush clearing, especially replanting indigenous grass species, will enhance soil fertility, reduce erosion, and boost biodiversity, contributing to carbon sequestration and reducing greenhouse gas emissions. Finally, providing farmers with access to early warning systems for extreme weather events, including timely weather updates and insurance options, will strengthen their resilience to climate change. The capacity building targeted at the smallholders will include climate smart agriculture techniques that also ensure environmental sustainability such as indigenous seed harvesting, integrated soil fertility management and diversified fodder cropping systems. Training will be delivered in formats and languages that are inclusive and responsive to the needs of women and other vulnerable groups, including considerations for time constraints and caregiving responsibilities. Environmental Management Plans (EMPs) will be developed for the infrastructure sites articulating mitigation measures that account for differentiated environmental impacts on women and men. In</p>		

Risk categories and subcategories	Inherent	Residual
<p>addition, water use efficiency will be promoted in the sector and rainwater harvesting will be promoted, with specific efforts to ensure that women—who are often responsible for water collection—benefit from reduced labor burdens and improved water access. Environmental and Natural Resource Management (ENRM) in general will be promoted in the rangelands, ensuring the engagement of both women and men in resource planning and governance.</p>		
Project vulnerability to climate change impacts	Substantial	Substantial
<p>Risk(s): Botswana ranks 86th on the ND-GAIN Index with an overall score of 50, placing it in the quadrant of countries with high vulnerability but relatively high readiness to adapt to climate change. While Botswana has made progress in building institutional capacity and policy frameworks, it remains significantly exposed to climate risks. The country is particularly vulnerable to prolonged droughts, erratic rainfall, and rising temperatures—factors that directly impact water availability, rangeland health, and agricultural productivity, especially in the small livestock sector, which is critical for rural livelihoods.</p> <p>Prolonged droughts have occurred in the recent past leading to livestock and crop losses and negatively impacting agricultural dependent livelihoods. Water stress will also increase as a result of climate change as well as incidence of pests and diseases. These climate-related challenges have a disproportionate impact on women, who play a central role in small livestock farming and are often responsible for securing water, fodder, and fuel for their households.</p> <p>Notably, Botswana scores among the lowest on the ND-GAIN Vulnerability sub-index in areas such as dam capacity and disaster preparedness, underscoring the urgent need for investment in climate-resilient infrastructure and comprehensive disaster risk management.</p>		
<p>Mitigations: The climate change shifts in Botswana underscore the urgent need for climate-resilient infrastructure, improved water management, water harvesting and early warning systems. Climate change adaptation measures will be promoted through the climate smart agriculture approaches that are inclusive of both women and men, ensuring that gender-specific barriers and needs are addressed in all interventions. Capacity building of the smallholders will also include measures such as integrated pest management and conservation agriculture techniques, with a focus on ensuring equitable access to training and resources for women, youth, and other marginalized groups who are often excluded from agricultural extension services. The infrastructure rehabilitated or developed under BoLCoP will be climate resilient to improve water use efficiency and harvest rainwater for productive use. The climate risks will be mitigated by increasing the ability of the affected communities to adapt to environmental and economic variability, and long-term changes. As per IFAD requirements, a detailed desk-based Climate Risk Analysis will be undertaken during the pre-implementation, including details of mitigating actions. Some of the climate smart technologies to be promoted include a) rainwater harvesting; b) drought tolerant and early maturing fodder crop varieties; c) drought tolerant forage and agroforestry fodder species; d) watershed conservation and management; e) afforestation; and f) solar and other forms of renewable energy sources, and energy saving approaches etc.</p>		
Project scope	Substantial	Substantial

Risk categories and subcategories	Inherent	Residual
Project relevance	Substantial	Substantial
<p>Risk(s): The primary risk to BoLCoP's relevance lies in the inherent volatility of the small livestock value chain in Botswana. External factors such as climate variability, shifts in trade and export opportunities (often influenced by regional and global geopolitical developments) and major infrastructure investments can rapidly alter supply and demand dynamics. These factors may disproportionately affect women, who tend to have less access to resources, markets, and decision-making power within the value chain. In addition, the lack of quality standards, certification systems, and compliance mechanisms poses a significant challenge to maintaining competitiveness in domestic and export markets. These evolving conditions require BoLCoP to remain flexible and responsive, adapting its support strategies in a timely manner to align with emerging sectoral needs. Another key risk is the targeting of beneficiaries. While BoLCoP is designed to prioritise vulnerable smallholder farmers, Botswana's small livestock sector also includes larger commercial producers, some of whom fall outside IFAD's core target group. Without a refined and gender-responsive targeting strategy, there is a risk of elite capture, where better-resourced producers- who may be predominantly male - benefit disproportionately from concessional Project support.</p>		
<p>Mitigations: To mitigate the risks associated with the market dynamics, BoLCoP will adopt a market-responsive and adaptive programming approach. This includes establishing strong market information systems and conducting regular value chain and market assessments to monitor trends in production, prices, and consumer preferences both locally and regionally. These assessments will inform adjustments in Project interventions, allowing for timely and accessible support, particularly for women smallholders who may face more barriers to accessing market information and resources.</p> <p>To further stabilise supply, the Project will promote climate-resilient small livestock production systems and strengthen farmer resilience through improved access to climate-smart inputs, veterinary services, and feed. Support will also be provided to increase smallholders' productivity and compliance to quality standards through training, certification, and access to improved breeds. Gender-sensitive approaches in training and the provision of inputs will be employed to ensure that women are equally equipped to take advantage of these opportunities. On the demand side, BoLCoP will engage with private sector actors, including aggregators, traders, processors, and exporters, to create sustained demand for small livestock products and build stronger market linkages.</p> <p>Additionally, the Project will prioritise the strengthening of farmer associations and cooperatives to improve aggregation, quality control, and market readiness. Small livestock farmers organisations, including those led by women and youth, will play a key role in supplying their products to the newly established multi-species abattoir in Tsabong, ensuring that there are sufficient and consistent outputs to support its operations and long-term viability. BoLCoP will also support the development of contractual arrangements with buyers to create predictable demand and reduce market uncertainty across the value chain.</p> <p>To minimise any risk of elite capture, the Project will adopt a robust gender-responsive targeting strategy and details on how it</p>		

Risk categories and subcategories	Inherent	Residual
<p>should be implemented in the project implementation manual. The targeting strategy will include a description of the target groups and eligibility criteria and will include specific measures to ensure that women, youth, and other marginalized groups, such as people with disabilities, are prioritized and benefit equitably from the Project. Beneficiary selection results will be presented through the traditional and local governance structures in each location with the presence of parties to be identified at project design that can attest to the compliance between target groups and actual beneficiaries selected. Community members in target locations will be informed on the need to denounce any occurrences against these principles through the Project's GRM. Additional measures to be explored at project design include the engagement of reputable organizations defending rural women's and youth's rights as well as organizations of PWDs to obtain information on the quality of targeting through their constituents.</p>		
Technical soundness	Moderate	Moderate
<p>Risk(s): The design of BoLCoP spans a broad set of multidisciplinary and interlinked areas, reflecting the multiple challenges faced across all levels of the small livestock value chain in Botswana, including production and productivity, input and service delivery, access to affordable finance – especially for the subsistence farmers (micro-scale) and the semi-commercial farmers (small-scale), market linkages, low adaptation to climate change, and policy and institutional gaps. In the absence of major development partners working comprehensively in the small livestock sector compared to the cattle/beef sector, BoLCoP is required to address these bottlenecks in a harmonised and integrated manner to ensure the Project delivers in the development, investment and full operationalisation of the sector. This integrated approach results in a moderate level of complexity in the Project design, which is, however, typical for value chain development interventions. While the number of components is limited to two, the scope of activities particularly under Component 2, which addresses both market access and access to affordable finance – especially for the subsistence farmers (micro-scale) and the semi-commercial farmers (small-scale), may result in a relatively high number of outputs and sub-activities. Strong coordination, Project management and monitoring under Component 3 will be essential to ensure smooth implementation, addressing policy and regulatory gaps.</p>		
<p>Mitigations: To address the moderate complexity of BoLCoP's design, the Project will adopt a streamlined implementation strategy, maintaining a limited number of components while ensuring clear, phased sequencing of activities. This approach will prioritise strengthening foundational elements—such as production systems, farmer organisations, and animal health services—through targeted training, capacity building, and sensitisation efforts before progressing to market access and financial inclusion interventions. Additionally, a phased geographic rollout will be employed, starting in selected areas and gradually scaling up to national coverage.</p> <p>A dedicated Project Management Office (PMO) staffed with qualified, full-time personnel will be established ahead of implementation to support early planning and effective Project preparation. To ensure robust cross-sectoral technical coordination, policy alignment and policy dialogue, an interministerial reference group will be formed among relevant ministries and stakeholders.</p>		

Risk categories and subcategories	Inherent	Residual
Institutional capacity for implementation and sustainability	Substantial	Substantial
Implementation arrangements	Substantial	Substantial
<p>Risk(s): IFAD's last Project in Botswana—the Agricultural Services Support Project (ASSP)—was implemented between 2012 and 2018, marking a 13-year gap before re-engagement through BoLCoP. According to the ASSP evaluation by IFAD's Independent Office of Evaluation (IOE), the Government of Botswana's performance in Project management and coordination was rated as moderately unsatisfactory. Inadequate staffing was found during the midterm review, where significant Project Management Team (PMT) positions had not been filled or were occupied on a part-time basis. Most staff were seconded from line ministries and continued to carry out their original responsibilities alongside Project duties. Compounding these challenges, the Project manager role changed three times before the midterm review, significantly disrupting implementation progress. The lack of dedicated and fully capacitated staff led to delays in following up on mission recommendations and executing activities effectively. Moreover, the recruitment of Project personnel through open-market procurement was time-consuming, further delaying the establishment of a fully functional PMT. Notably, the M&E officer was only appointed during the final three years of the Project. These lessons underscore the importance of early recruitment of Project staff through open-market processes, avoiding dual responsibilities for seconded government staff, and ensuring the early onboarding and training of the PMO. This will allow the team to have sufficient time to internalize Project objectives and prepare for timely and effective implementation.</p>		
<p>Mitigations: To enhance PMO capacity and ensure its early formation, IFAD has engaged with the Government of Botswana to establish an interministerial reference group for the Project design phase. Multiple meetings with key staff from the MoLA, including those responsible for procurement, HR, and M&E, have been held to ensure early planning. The issue of PMO capacity and full staffing will be addressed through proactive collaboration between IFAD and MoLA, where both parties have agreed to recruit PMO staff on a competitive basis. While some staff may be seconded by the Government, IFAD will request that these staff members commit fully to the Project, ensuring they do not face dual responsibilities, which could hinder effective Project management and execution. By recruiting PMO staff well before implementation, IFAD and Government aim to provide sufficient time for the team to internalise the Project's objectives and prepare essential documents such as the M&E logframe, annual workplans and budget (AWPB) and procurement plan. This will allow PMO to implement operational activities in a timely manner, helping to fast-track and improve Project implementation. Clear ToRs, accountability frameworks, and performance monitoring systems will be put in place to ensure timely execution and continuous learning.</p>		
M&E arrangements	Substantial	Substantial
<p>Risk(s): Since 2022, IFAD has supported the small ruminant sector by providing Reimbursable Technical Assistance (RTA) to the Government's Lobu Smart Farm Transformation Initiative. With funding from the United Nations Economic Commission for Africa (UNECA), IFAD also supported the establishment of a semi-automated animal health monitoring system. Prior to the RTA, IFAD supported the Government through the ASSP from</p>		

Risk categories and subcategories	Inherent	Residual
<p>2012 to 2018. An evaluation of the ASSP found that the Project's M&E system was largely non-existent, with poor data quality and limited availability—even at the output level. There was no outcome-level data collection, and no baseline survey was conducted.</p> <p>In addition to the absence of a robust M&E system, the quality of Project data was compromised due to a lack of mechanisms to verify field-level data provided by farmers and extension officers. M&E was treated as a low priority, and the M&E officer position was only filled in the last three years of the Project. Moreover, there was no end-of-Project survey conducted to assess Project impacts.</p> <p>During the Concept Note Design Mission for BoLCoP, the IFAD team observed the continued absence of a harmonised MIS across relevant line ministries. Data collection remains fragmented, with no unified indicators, underscoring the need for an interministerial system that supports evidence-based planning and decision-making. Issues such as the sampling of overlapping populations were also raised, pointing to the need for staff training in defining, monitoring, and evaluating output and outcome-level activities.</p>		
<p>Mitigations: BoLCoP's M&E system will integrate both IFAD's core outcome indicators and Project-specific output indicators, with gender-disaggregated data collected and analyzed to monitor the differential impacts of project activities on women, youth and other marginalized groups. A dedicated M&E officer will be recruited within the Project Management Office (PMO) prior to implementation and will be responsible for developing the Project logframe and establishing an Excel-based results management system to regularly update and track data, ensuring alignment with IFAD's Operational Results Management System (ORMS). IFAD will provide extensive support to train the M&E officer in developing a reliable data verification framework and will also support the training of farmers and extension officers in using digital tools to collect high-quality, representative data aligned with Project targets.</p> <p>Given the lack of up-to-date data on IFAD's target groups and the small livestock value chains—particularly regarding market dynamics, investment gaps, and opportunities—IFAD will engage a local consultancy firm during the Project design phase to carry out baseline studies. These will include socioeconomic profiling of smallholder farmers and profitability analyses of relevant value chains to inform targeted and evidence-based investments.</p>		
Procurement	Moderate	Moderate
Legal and regulatory framework	Moderate	Moderate
<p>Risk(s): The Procurement Regulatory Framework is well structured and comprises the Public Procurement Act of 2021, the Public Procurement Regulations of 2023, and the Public Procurement Operations Manual of 2024, but minimum bid submission periods do not comply with IFAD guidelines. Open Domestic Bidding limits participation to Botswana-based bidders unless waived by the Minister, and national Standard Bidding Documents are limited and focus solely on price without technical or financial evaluation criteria. Additionally, the World Bank's 2023 report highlights procurement delays and weak contract management, while sustainable procurement is only briefly mentioned without evaluation methods for total cost of ownership.</p>		

Risk categories and subcategories	Inherent	Residual
Mitigations: IFAD-funded projects shall be conducted in accordance with the National Procurement Framework to guide the approval processes and the governance structures, while the IFAD project Procurement Guidelines shall be used in lieu of National Framework to address the identified gaps. Procurement in IFAD-funded projects shall require prior IFAD review for less competitive methods exceeding thresholds, adherence to IFAD procurement guidelines including minimum bidding periods, and allowance for foreign bidders in national competitive bids. Projects must use IFAD Standard Procurement Documents until national documents and contract management systems are fully developed, strengthen contract management capacity, appoint contract managers for large contracts, and incorporate SECAP standards in procurement documents and contracts		
Accountability and transparency	Moderate	Moderate
Risk(s): PPRA was established under the PPA 2021 from the former Public Procurement and Asset Disposal Board (PPADB). So far, PPRA doesn't provide sufficient public procurement opportunities and award decisions on its website. There is no evidence that the PPRA had directly engaged with the CSO for stakeholder consultations. The office of AG undertakes audit of various ministries and agencies and Procurement is also subject to audit. However, no co-ordination controls appear to exist. Latest OAG audit reports are not available in the public domain to ascertain their effectiveness. The PPRA has authority to undertake periodic procurement, contract and performance audits, but it doesn't appear to have been operationalised. There is no evidence of follow up on audit findings and implementation of their recommendations. No system of defining the qualification of staff and providing training to them to conduct procurement audits. There is no requirement for the auditors to have knowledge of procurement and there is no formal training program, and no technical support is provided to the auditors. The National SBDs doesn't elaborate on various provisions on prohibited practices. There seems to be no systematic detection, prevention, and enforcement of procurement-related corruption cases. Integrity training of stakeholders is absent. Civil society doesn't seem to influence to improve integrity of public procurement, there is no evidence that their views are used for strengthening the integrity of the system.		
Mitigations: IFAD project management units shall engage stakeholders including chambers of commerce and civil society organizations during procurement processes, ensuring transparency by publishing procurement information on Project and PPRA websites. They collaborate with PPRA to provide procurement audit training for AGO staff and monitor audit findings, reporting non-compliance to Project Steering Committees. Supervision missions review audit reports and follow-ups, with audit teams including qualified procurement specialists. IFAD ICO and SPO shall work with the government to provide integrity training and consult civil society to strengthen procurement frameworks. All procurement staff must sign a Declaration of Impartiality and confidentiality and avoid fraud and corruption.		
Capability in public procurement	Moderate	Moderate
Risk(s): The Public Procurement Act (PPA) mandates the preparation of a procurement plan aligned with its approved budget each financial year; however, a World Bank review highlighted several challenges including inadequate project		

Risk categories and subcategories	Inherent	Residual
budgeting, lack of operationalized centralized procurement for common items, absence of published bids or contract awards on the PPRA website, and no effective system for public procurement data access. Additionally, procurement has yet to be recognized as a profession, and compliance monitoring by the PPRA lacks publicly available reports to confirm its execution.		
Mitigations: IFAD projects shall prepare annual procurement plans (PP) in the OPEN system aligned with approved annual work plan and budget (AWPB), consolidate common item requirements for competitive bidding, and ensure transparency by publishing bids and contract awards on project websites. Project procurement staff shall receive procurement training during the project start-up and throughout project implementation and certification through the IFAD funded BUILDPROC certification programs, and projects shall comply with PPRA monitoring, audits, and IFAD supervision findings.		
Public procurement processes	Moderate	Moderate
Risk(s): Few Procuring Entities have published procurement plans on the PPRA website, with no publicly available procurement data or recent reports to verify compliance. The review identified weaknesses in project procurement performance, particularly in contract management. There is an absence of formal mechanisms for open dialogue with the private sector, and limited public availability of bid opportunities restricts market access. While the Public Procurement Act includes preference and reservation schemes for citizen contractors, their operational status remains unclear.		
Mitigations: IFAD projects shall publish their procurement plans and contract awards on both the Project and PPRA websites, while also developing contract management skills among project staff early on. Engagement with public and private sector stakeholders by PPRA through conferences is encouraged, and projects may apply domestic preference provisions within international competitive procurement methods as per the procurement arrangement letter (PAL) provisions.		
Financial management	Moderate	Moderate
Organization and staffing	Moderate	Moderate
Risk(s): The Ministry of Lands and Agriculture (MoLA), serving as the LPA, has a solid track record implementing donor-financed projects and possesses institutional structures and technical expertise established through prior engagements with World Bank and IFAD. While the core finance personnel at the national level are qualified and competent, most holding professional certifications such as CIMA, ACCA or accounting degrees from the University of Botswana, capacity constraints persist at the district level where staff often lack professional accounting qualifications.		
A key risk stems from the high staff turnover and inter-ministerial transfers, which can disrupt financial management continuity, especially at the district level. Although Botswana has a strong accounting profession with global links, challenges remain in recruiting suitably skilled staff for remote postings, aligning staff capacity with IFAD requirements, and ensuring continuity throughout the project cycle. Furthermore, fraud awareness training is not universally applied in all government projects, raising concerns given the anticipated decentralized structure of the new project.		

Risk categories and subcategories	Inherent	Residual
<p>Mitigations: A tailored training plan will be developed, focusing on IFAD-specific disbursement, financial reporting, and anti-fraud procedures. Continuous fraud awareness training will be implemented throughout the project to ensure all staff, including new recruits, can detect and report fraud. To mitigate the effects of staff redeployment, the project will adopt staff retention agreements, enforce formal handover protocols, and build capacity across the entire finance team from PMCU to district level. IFAD and the Ministry of Finance will engage to secure commitments to retain key FM staff during critical phases. Finance personnel will be recruited early before project start-up. Selection will prioritize candidates with proven knowledge of IPSAS or IFRS, proficiency in accounting systems, and relevant qualifications such as ACCA or an MBA in Finance. MoLA will actively lead in project oversight, providing strategic direction. The Terms of Reference for the external auditor will include tracking the frequency and effectiveness of Project Steering Committee meetings as part of governance assurance. A clear staffing structure will be maintained, with dedicated project finance personnel at both national and district levels to ensure accountability, continuity, and compliance with IFAD financial management standards. These measures are expected to ensure the financial integrity, capacity continuity, and effective oversight of the new livestock project throughout its lifecycle</p>		
<p>Budgeting</p> <p>Risk(s): The budgeting framework within the Government of Botswana, including MoLA, is generally sound and anchored in the Government Accounting and Budgeting System (GABS) and IFMIS platform. Budget preparation follows a structured, multi-tiered consolidation process, with final approvals by Parliament. However, the integration of donor-funded projects such as the proposed livestock project into the national budget cycle presents several implementation risks. While MoLA has the institutional capacity to prepare budgets aligned with IFAD's requirements, delays in submitting AWPBs could result in the exclusion of project allocations from national budget votes, potentially delaying disbursements. Although the budget is implemented within an effective internal control framework overseen by the MFED and the Accountant General's Department, delays and coordination gaps can limit the timely execution of activities. Previous IFAD-funded projects under MoLA demonstrated the ability to prepare detailed budgets, recent external audit reports noted low budget execution due to bottlenecks in project implementation. Lastly, the complex, multi-stakeholder budget process, ranging from national to district levels requires strong coordination to ensure timely approvals and responsiveness to implementation realities</p>	Moderate	Moderate
<p>Mitigations: PMCU should prepare and submit detailed Annual Work Plans and Budgets to MoLA and MoFED in line with the national budget cycle to ensure inclusion in the parliamentary vote and avoid funding delays. The PMCU must adhere to Government-issued budget circulars to facilitate timely integration into the national budgeting process, a prerequisite for donor disbursements. A dedicated AWPB preparation calendar should be developed to track key deadlines, enhance coordination among stakeholders, and ensure all necessary inputs are consolidated in time. The PMCU should convene quarterly meetings to monitor budget execution, address implementation delays, and propose timely budget revisions to IFAD where necessary. The budgeting process should continue using the</p>		

Risk categories and subcategories	Inherent	Residual
<p>bottom-up approach, ensuring inclusive participation from district-level offices, department heads, PMCU component leads, and the steering committee, under the strategic oversight of the MoLA Permanent Secretary.</p> <p>These measures aim to ensure that project resources are properly planned, timely approved, and efficiently used in line with national procedures and IFAD's fiduciary requirements.</p>		
Funds flow/disbursement arrangements	Moderate	Moderate
<p>Risk(s): Botswana operates a well-functioning Single Treasury Account (TSA) supported by a robust GABS / IFMIS. For the new project, a separate Designated Account (DA) will be established within the TSA, managed by the PMCU under MoLA. While this arrangement aligns with IFAD's disbursement procedures and promotes autonomy, several operational risks persist.</p> <p>Despite MoLA's experience in managing disbursements from IFAD and other donors, past performance has highlighted capacity issues, including delays in the preparation and submission of Withdrawal Applications (WAs), Interim Financial Reports (IFRs), and annual audit reports. These delays can negatively affect project liquidity and compliance. There is also a risk of underperformance in documenting and reporting in-kind contributions, despite the existence of relevant guidelines.</p> <p>Moreover, while co-financing performance by the government has historically been strong, risks related to the timely availability of counterpart and beneficiary contributions may arise if coordination is not well managed.</p>		
<p>Mitigations: The project will maintain a dedicated DA within the TSA, complemented by sub-accounts with unique reporting codes in the IFMIS. This will enhance financial tracking, maintain alignment with national systems, and simplify financial reporting and audit trails.</p> <p>The project will address identified FM capacity gaps during the start-up phase through targeted training, process mapping, and intensified oversight. MFED's active involvement in designing and monitoring fund flow arrangements will be prioritized to ensure compliance and timely support.</p> <p>To mitigate exchange rate risks and optimize liquidity, it is recommended that funds remain in the foreign currency DA and only be converted into Botswana Pula in the operational accounts on a monthly, needs-driven basis. Annual audits will assess and confirm the appropriateness of fund flow practices.</p> <p>The PMCU will work closely with MoLA and MoFED to ensure that both government and beneficiary contributions are identified early and fully reflected in the AWPB. This will promote accountability and ensure timely co-financing availability.</p> <p>A dedicated committee comprising component heads and finance staff will be established to oversee the documentation and reporting of in-kind contributions. Specific tools, tracking templates, and verification procedures will be developed and integrated into the Project Implementation Manual. In-kind data will be reported through IFRs and included in the audit scope of the Office of the Auditor General (OAG).</p> <p>By institutionalizing these controls, the project will ensure timely disbursements, strengthen fiduciary compliance, and enhance transparency in the use of IFAD and government resources.</p>		
Internal controls	Moderate	Moderate
<p>Risk(s): Limited capacity at the district level to enforce expenditure controls, properly document transactions, and segregate financial functions due to staffing constraints. Weak</p>		

Risk categories and subcategories	Inherent	Residual
<p>linkages between internal and external audit recommendations, leading to recurring control lapses across project cycles. Operational gaps in document management, with delayed record updates, inadequate use of digital archiving tools, and poor inventory management in some district offices. Delays in transaction approvals caused by absent signatories and unclear delegation protocols. Inadequate anti-fraud controls at the operational level, despite the existence of national frameworks; fraud risks such as procurement irregularities, asset misuse, and staff claim abuse were flagged in past audits. Limited verification of service delivery, particularly for consulting and training services. Delayed reporting and follow-up on audit findings, especially around procurement, fixed asset management, and contract oversight.</p>		
<p>Mitigations: Strengthen financial management by training district finance officers on expenditure controls and compliance, and by deploying adequate finance and logistics staff to ensure segregation of duties. Update the Project Implementation Manual to include a dedicated Financial Management Manual aligned with national and donor standards, with provisions for annual reviews. Establish a robust Anti-Fraud and Corruption (AFC) framework, including annual conflict of interest declarations, fraud awareness training, and integration of fraud indicators into internal audit tools. Formalize the authorized signatory structure with clear thresholds, backup protocols, and periodic internal audit checks. Improve asset and inventory controls using digital checklists, regular stock-taking, and independent verification procedures. Assign a dedicated internal auditor to the PMCU, include the project in MoLA's annual audit plan, and conduct regular risk-based audits. Train internal auditors on donor procedures and digitize audit tracking. Strengthen overall governance by ensuring timely reporting, audit follow-up, and monitoring of steering committee effectiveness. These measures will strengthen fiduciary safeguards, enhance operational accountability, and ensure effective delivery of project results within the prescribed internal control frameworks.</p>		
Accounting and financial reporting	Moderate	Moderate
<p>Risk(s): MoLA currently applies a cash basis of accounting, aligned with national public financial management practices. Although Botswana is transitioning toward IPSAS standards, full adoption of accrual-based IPSAS has not yet occurred. Ongoing projects use the national IFMIS (GABS) for transaction recording, but the system cannot generate project-specific financial statements. Consequently, reports such as annual financial statements and IFRs are manually prepared and reconciled. While reliable at the national level, the district-level documentation is inconsistent, with issues like missing receipts and delayed filing. Additional concerns include delays in collecting financial data from districts, limited integration with results frameworks, and insufficient use of financial reports for decision-making.</p>		
<p>Mitigations: To address these challenges, the following actions are recommended: Adhere strictly to IPSAS cash-basis standards for all project financial reporting. Use the national IFMIS/GABS system for transaction processing, with a tailored chart of accounts capturing IFAD categories and components. Provide hands-on training to project finance staff on IFMIS use and IFAD reporting procedures. Digitize accounting records to improve accessibility and security, and establish clear filing protocols at both PMCU and district levels. Include detailed financial procedures and retention requirements in the PIM. Strengthen</p>		

Risk categories and subcategories	Inherent	Residual
<p>internal coordination between MoLA and the PMCU finance teams, and enhance reporting linkages with procurement and M&E. Improve timeliness and analytical quality of financial reporting by automating variance analysis and linking financial data with project results.</p> <p>These measures aim to improve reliability, timeliness, and usefulness of financial reports for effective project management and donor compliance.</p>		
External audit	Moderate	Moderate
<p>Risk(s): Botswana's Supreme Audit Institution (SAI), the Office of the Auditor General (OAG), has a solid legal mandate, experienced staff, and a history of auditing both public and donor-funded projects, including IFAD and World Bank projects. However, several weaknesses were identified. These include limited audit coverage at the district level, delays in the issuance of annual audit reports such as those for FY 2022/23 and 2023/24. Audit report time lag is more than 20 months. There is also slow follow-up on audit recommendations and Public Accounts Committee (PAC) resolutions. While the OAG applies ISSAIs and is a member of INTOSAI and AFOSAI, operational autonomy is somewhat constrained due to reliance on the Ministry of Finance for staffing and budgeting. The PEFA 2020 assessment gave the OAG a low score (D) for audit coverage, with less than 50% of public expenditure audited annually.</p>		
<p>Mitigations: Include OAG in the Financing Agreement as the designated auditor, with a provision that allows them to contract private audit firms (e.g., PwC) if internal capacity is limited. The World Bank projects are currently audit by private external auditors (Big 4) under the supervision of the OAG. Establish early engagement between the Project Management Unit (PMCU) and the OAG to ensure timely planning and scheduling of audits. Strengthen audit follow-up mechanisms, including quarterly monitoring of audit recommendations and PAC resolutions. Improve audit coverage at the district level and ensure risk-based audit planning that includes field-level activities. Request the latest assessment reports on the OAG's performance and independence, and maintain regular collaboration with the IFAD and World Bank fiduciary teams to monitor audit progress. Support the OAG with logistical or capacity-building assistance if needed, to facilitate timely completion of the project audit within the required six-month window after the end of the fiscal year. These measures aim to ensure timely, comprehensive, and high-quality external audit coverage, in line with fiduciary standards required by the IFAD.</p>		
Environment, social and climate impact	Substantial	Substantial
Biodiversity conservation	Moderate	Moderate
<p>Risk(s): If farmers' capacity building and training are not effectively implemented, BoLCoP could unintentionally increase the risk to biodiversity. Unsustainable practices in small livestock farming, such as overgrazing and improper manure disposal, would place additional pressure on natural ecosystems, hindering vegetation regeneration and accelerating desertification. These risks are further exacerbated by unequal access to training, information, and resources, particularly among women and marginalized groups who play a central role in small livestock management. Land is already under significant pressure due to bush encroachment and the invasion of non-native species, which contribute to soil erosion and declining soil quality. Furthermore, escalating human-wildlife conflicts could arise, with wild animals</p>		

Risk categories and subcategories	Inherent	Residual
threatening grazing and browsing small livestock, disrupting the balance between wildlife conservation and agricultural activities. The risks include Incentive for livestock production in view of agribusiness may create a risk of devastation of forest populated areas and reduce biodiversity. Some cultural practices and the desire for new land for production can destroy available trees and affect biodiversity. There are pressures on biodiversity due to population pressures. Also, smallholders may also reduce the diversity of their farms as they become integrated in specific value chains thus adversely impacting agro-biodiversity.		
Mitigations: To mitigate risks to biodiversity, BoLCoP will promote sustainable small livestock farming through targeted training and capacity building for farmers with deliberate efforts to ensure the inclusion and empowerment of women, youth, and other marginalized groups. This will include the adoption of grazing management techniques to prevent overgrazing, the implementation of proper manure management systems, and the integration of climate-smart agricultural practices that support ecosystem health and promote vegetation regeneration. Community sensitisation efforts will encourage de-bushing and the replanting of indigenous species to restore degraded landscapes. In response to rising human-wildlife conflicts, BoLCoP will work in close collaboration with the Ministry of Environment and Tourism, relevant wildlife authorities, and local communities to develop and implement wildlife management strategies, such as protective fencing, early warning systems, and other locally appropriate measures to safeguard small livestock from predation. Project area siting will create buffer zones and distance between project sites and protected areas within a district.		
Resource efficiency and pollution prevention	Substantial	Substantial
Risk(s): Inadequate access to clean and reliable water sources poses a significant risk to small livestock productivity, particularly during the dry season, with disproportionate impacts on women and other vulnerable groups who are often responsible for water collection and livestock care. Limited water availability can compromise animal health, reduce productivity, and negatively impact hygiene standards for both on-farm handling and downstream value chain processes such as slaughter and processing. Furthermore, without appropriate infrastructure and training, there is a risk of inefficient resource use and improper waste disposal, including unmanaged manure and wastewater, which can contribute to soil and water contamination and lead to environmental pollution. The use of artificial fertilizer and pesticides for enhanced fodder crop production can give room for pollution.		
Mitigations: To address the risks associated with inadequate water access, environmental pollution, and resource inefficiency, BoLCoP will invest in climate-resilient water infrastructure such as irrigation, rainwater harvesting systems, storage tanks, and solar-powered pumps - ensuring equitable access for women, men, and marginalized groups, particularly those who bear the burden of water collection and on-farm care. The Project will also improve water distribution at the farm level, with attention to gender-specific needs and constraints in infrastructure design and access. Comprehensive and gender-responsive farmer training will be provided on efficient water use, proper manure and wastewater management, and hygiene practices across the farm and small livestock value chain. Importantly, BoLCoP will incorporate training on climate-smart feeding practices, including the use of		

Risk categories and subcategories	Inherent	Residual
locally available, drought-tolerant fodder and feed to enhance animal productivity while reducing pressure on natural resources. An Environmental and Social Management Plan (ESMP) will include materials on banned substances in terms of pesticides and herbicides, which are in any case being controlled by MoLA/Regulatory Services. The project will develop an integrated pest management plan to manage the risk of promoting increased pesticide use.		
Cultural heritage	Low	Low
<p>Risk(s): BoLCoP poses a very low risk of degrading cultural heritage. The construction of animal sheds will be carried out at the household or farm level, ensuring minimal disruption to traditional practices. Additionally, the selection of locations for aggregation centres will involve comprehensive consultations with relevant stakeholders to prevent conflicts and safeguard indigenous ancestral practices and traditions.</p> <p>There is little reason to believe that the Project areas would be exposed to or put at risk in terms of any protected cultural heritage artifacts. However, during excavations for a construction, archaeological chance finds may occur. Also sacred places, graveyards and places of worship may be encountered.</p>		
<p>Mitigations: To mitigate the risk of degrading cultural heritage, IFAD's SECAP will be comprehensively applied to assess and address the social impacts of the Project. SECAP will guide the implementation of preventive measures, ensuring that cultural heritage is respected, and that any potential negative impacts on indigenous practices and traditions are effectively mitigated. Further training of Project team and stakeholders on SECAP procedures, and close monitoring by the country team will mitigate against cultural heritage damages. The Project will develop a chance finds procedure which will be implemented in case of any chance finds of archaeological artifacts in the process of construction or rehabilitation. The PMCU will include representatives from the Ministry of local government and traditional affairs.</p>		
Indigenous peoples	Low	Low
<p>Risk(s): In Botswana, Indigenous Peoples are often referred to as Remote Area Dwellers (RADs), a term used in government policies, planning, and service delivery. These communities are typically located in climate-sensitive regions such as Gantsi District, Kgalagadi, Ngamiland, and Central District. Due to their geographical isolation, socio-economic marginalization, and limited access to infrastructure, basic services, and formal land tenure, these groups are at high risk of exclusion</p>		
<p>Mitigations: Given that BoLCoP is national in scope, Indigenous Peoples—particularly RDAs—may be eligible beneficiaries if they align with the Project's targeting criteria. To ensure their equitable inclusion, representation and access to land, resilience to climate change, IFAD will work closely with the MoLGTA, integrating Indigenous knowledge systems and practices into Project planning and implementation. BoLCoP community mobilisers will be well versed with the communities to ensure that the Project targets group are reached and that there are no threats to or loss of resources for indigenous people. A grievance mechanism and strong feedback mechanisms will be put in place for reporting on targeting. Indigenous people will be engaged in a consultative and</p>		

Risk categories and subcategories	Inherent	Residual
participatory process through Free, Prior, and Informed Consent (FPIC).		
Community health and safety	Moderate	Moderate
<p>Risk(s): The potential community health and safety risks could arise from exposure to agro-chemicals, zoonotic diseases, pollution from Project interventions and from gender-based violence. There is a risk of animal-to-human diseases such as Rift Valley Fever, Bovine Brucellosis, and Tuberculosis, which can be transmitted from small livestock to humans. Gaps in the regulatory framework for small livestock health, safety, and standards, along with poor management of veterinary supplies, contaminated feed, and waste disposal, exacerbate the risk and public health concerns. Effective training and stronger regulations are needed to ensure compliance and improve farm hygiene. Additionally, social tensions arising from resource competition, such as land and water access, may lead to conflict, while food insecurity could result if small livestock productivity declines due to health or environmental issues. Food insecurity can be further exacerbated by limited access to markets, high food prices, and poor small livestock productivity, leading to nutritional deficits, particularly among children and vulnerable groups. Furthermore, small livestock theft poses a significant security risk, especially in rural areas affected by high poverty, as it is directly linked to farmers' livelihoods. Gender-based violence also remains a concern, with women often being more vulnerable, particularly in rural areas, where social safety nets are weak, compromising their safety and security.</p>		
<p>Mitigations: With BoLCoP prioritizing the commercialization of the small livestock sector, strengthening the policy framework around animal health, nutrition, and quality and safety standards is crucial to ensuring both product quality and consumer safety, which is key prerequisites for accessing export markets. IFAD's SECAP framework offers a comprehensive approach to identifying and mitigating risks related to production, compliance, and public health concerns (e.g., overuse of veterinary supplies, contaminated feed, improper waste disposal) through social safeguard mechanisms. IFAD will work to address regulatory gaps and enhance policy advocacy through extensive engagement at the country level, promoting sustainable practices and inclusive market access while offering technical support, including policy review. To address food insecurity, BoLCoP will focus on improving livestock productivity through training and supporting farmers with climate-resilient practices and better access to markets. In terms of farm-level insecurity, including gender-based violence and small livestock theft, BoLCoP will implement community consultation and sensitization mechanisms, including Kgotsa meetings, and provide support for grievance redress to strengthen security and ensure safety for farmers. Additionally, BoLCoP will advocate for improved disease surveillance systems and stronger veterinary services to monitor and address zoonotic diseases, preventing their spread and safeguarding public health. The ESMP for each site will include measures to minimise the risks. Capacity building for smallholders will also include safe use and handling of agro-chemicals. Communities will access training on gender-based violence, reproductive health rights, child feeding and nutrition education as part of other mainstream topics, financial literacy etc. Labour and time saving technologies will improve the health and well-being of women.</p>		
Labour and working conditions	Moderate	Moderate

Risk categories and subcategories	Inherent	Residual
<p>Risk(s): The potential risk is that BoLCoP may cause an increase in gender-based violence, discriminatory and unsafe/unhealthy working conditions for people employed to work specifically in relation to the Project, including third parties and primary suppliers. There is a risk that zero grazing and intensified small livestock farming practices may increase the workload for women, children, and marginalized groups, who are often responsible for multiple roles, including domestic tasks. The added responsibilities related to animal care, such as collecting fodder and water, feeding, cleaning, and ensuring animal security, may overburden them. Furthermore, poor working conditions could affect youth and women, especially in areas where labour standards and occupational safety are inadequately addressed. This might lead to the exploitation of these groups, particularly if fair wages, health and safety measures, and access to training opportunities are not provided. There is also a risk of poor labour rights protection, insufficient formal contracts, and an absence of social protection for workers, resulting in increased vulnerability, reduced productivity, and social tensions within farming communities.</p>		
<p>Mitigations: To address risks related to labour and working conditions, BoLCoP will promote fair and equitable work practices by integrating labour safeguards into Project activities. The Project will support equitable workload distribution and ensure that intensified livestock practices, such as zero grazing, do not disproportionately burden women and children. This will be achieved through sensitisation, training, increasing access to social protection systems, and the introduction of IFAD's Gender Action Learning System (GALS) to empower women to engage in decision-making and share workloads equitably within households and communities. Capacity building and targeted training will also be provided to enable farmers to adopt time and labour-saving technologies (e.g., water harvesting and feed processing equipment) to reduce manual workloads. BoLCoP will collaborate with relevant ministries, including the Ministry of Labour and Home Affairs, the MoYGA, and the MoLGTA, to ensure compliance with national labour standards, particularly with respect to youth and women's employment. The Project will encourage the use of formal contracts, promote fair wage employment, and provide occupational health and safety training and appropriate PPE. Additionally, it will support the development of inclusive cooperatives and farmers' associations with strong governance systems to promote equitable benefit-sharing, improve working conditions, and ensure inclusive representation across small livestock value chains.</p> <p>Thus, BoLCoP will promote viable enterprises that generate enough income for decent labour practices. The Project will raise awareness against gender-based violence, and unsafe working conditions. Required clauses will be included in contracts with sector players, microenterprises and lead value chain enterprises. BoLCoP will also engage targeted households on the benefits of equitable sharing of labour through GALs. The contracts for infrastructure development will also include clauses to ensure decent working conditions.</p>		
Physical and economic resettlement	Low	Low
<p>Risk(s): BoLCoP will not promote activities that would result in the physical or economic resettlement of smallholder farmers. The construction sites for aggregation centres will be chosen through comprehensive consultations with stakeholders, including farmers and relevant line ministries such as the Ministry of Lands and</p>		

Risk categories and subcategories	Inherent	Residual
Agriculture, the Ministry of Trade and Entrepreneurship (MoTE), and the MoLGTA. These consultations will ensure that the selected locations do not displace or negatively impact local communities or farmers' livelihoods		
Mitigations: To mitigate the risk of physical and economic resettlement, BoLCoP will ensure that the construction of aggregation centres and other infrastructure is carried out with full stakeholder engagement. This will include thorough consultations with local communities, farmers, and relevant government agencies to ensure that proposed sites for development do not displace or negatively impact the livelihoods of smallholder farmers. Additionally, the Project will adopt a "no-resettlement" policy, with careful consideration of land tenure and usage rights before selecting sites. Alternative solutions, such as utilizing existing public infrastructure or underused lands, will be explored to avoid any displacement. The Project will also develop a grievance redress mechanism to address any concerns or disputes arising during the site selection process.		
Financial intermediaries and direct investments	Moderate	Moderate
Risk(s): BoLCoP will provide a line of credit financed by PoLG to support its activities, managed through a financial intermediary—likely the National Development Bank (NDB), a government-owned institution. Preliminary assessments indicate that neither NDB nor similar national intermediaries currently operate Environmental and Social Management Systems (ESMS) equivalent to IFAD's SECAP 2021 standards. Existing practices are largely manual and ad hoc, with no formal exclusion list, and past loan portfolios commonly include high-risk sectors such as mining. This creates the risk of inadvertently financing activities that conflict with BoLCoP's environmental and social sustainability objectives.		
Mitigations: To mitigate risks associated with the use of a financial intermediary, BoLCoP has conducted a comprehensive assessment of the intermediary's Environmental and Social Management System (ESMS), ensuring its accessibility, transparency, and alignment with IFAD's SECAP exclusion list. Where gaps were identified during design, an Environmental and Social Action Plan (ESAP) was developed to identify and specify corrective measures and implementation timelines. To strengthen compliance, capacity-building efforts will be aligned with ESMS requirements, supported through targeted technical assistance and safeguard training and appointment of an E&S focal point. The intermediary will also be required to adhere to regulatory obligations set by the Non-Bank Financial Institutions Regulatory Authority (NBFIRA) and integrate these requirements into its operational policies. Furthermore, to promote accountability and transparency, the intermediary's safeguard policies will be made publicly accessible.		
Climate Change	Substantial	Substantial
Risk(s): Botswana is highly vulnerable to climate change due to its dependence on rain-fed agriculture, high reliance on natural resources, and widespread rural poverty. Key climate vulnerability hotspots include Kgalagadi District, Bobirwa Sub-District (Central District), Ngamiland (Okavango Delta region), Gantsi, and the Makgadikgadi Pans, where communities and ecosystems face heightened exposure to droughts, floods, heatwaves, and land degradation. The country's heavy reliance on imported cereals, including feed, heightens food system fragility. Prolonged heatwaves, droughts, and waterlogging—often accompanied by		

Risk categories and subcategories	Inherent	Residual
outbreaks of pests and diseases—further threaten crop yields and increase small livestock mortality. According to the World Bank, shifts in precipitation patterns are expected to intensify soil erosion and reduce soil fertility; the total annual cost of land degradation in Botswana is estimated at US\$353 million, equivalent to 3.2% of the country's GDP, underscoring the economic impact of environmental stressors.		
<p>Mitigations: To address the growing risks posed by climate change, BoLCoP will strengthen the agricultural extension system to equip farmers—especially women, youth, and marginalized groups—with the knowledge and tools needed to manage climate impacts, including pest and disease outbreaks. The Project will promote climate-resilient small livestock production and climate-smart management practices by improving access to drought-tolerant small livestock breeds, multi-purpose crops, drought-resistant fodder, and conservation agriculture technologies, supported by gender-sensitive extension services to ensure women and youth have equal access to improved genetics, husbandry practices, and input supply chains. BoLCoP will support community-based fodder systems, prioritizing women and youth cooperatives in cultivating drought-resilient forage species and <i>Prosopis</i>-based fodder processing. The Project will introduce composting systems for manure and agricultural waste as part of an integrated circular economy model, targeting women's and youth-led enterprises for organic fertilizer production and value addition. Conservation agriculture technologies will also include solar-powered systems, precision irrigation, and soil and water conservation techniques to maintain fodder production and reduce climate vulnerability.</p> <p>These include solar-powered systems, precision irrigation, and soil and water conservation techniques. BoLCoP will also seek opportunities to introduce weather-index insurance to enhance farmers' resilience against climate shocks. In close collaboration with the interministerial coordination reference group, BoLCoP will engage the Ministry of Environment and Tourism and the National Climate Change Committee to ensure climate adaptation interventions are effectively integrated into policy and implementation frameworks. A detailed climate risk study will be prepared, which will cover both the risks from the climate to the population and from the Project to the population in terms of climate vulnerability. The study will include sex-disaggregated data and a gender lens to assess differential vulnerabilities and coping capacities. Soil and water conservation structure will help reduce this effect and this will be compounded by small irrigation systems.</p>		
Stakeholders	Substantial	Substantial
Stakeholder engagement/coordination	Substantial	Substantial
<p>Risk(s): BoLCoP may face challenges in stakeholder engagement due to limited capacity of farmer groups and cooperatives, particularly at the local level. Many small livestock associations lack the technical and financial skills needed to manage infrastructure like aggregation centres and slaughter facilities, leading to inefficiencies, poor financial management and ineffective functionality, which works to weaken market linkages. Women-led and youth-led groups are particularly disadvantaged, as they often face additional barriers to accessing training, finance, and leadership opportunities.</p> <p>At the national level, while platforms like the SIFB exist, they often lack inclusive representation, with smallholder farmers, women, and youth underrepresented in key decision-making spaces.</p>		

Risk categories and subcategories	Inherent	Residual
<p>Many of these organisations also face financial sustainability issues, being heavily reliant on external funding. Additionally, fragmented coordination among government ministries and support agencies involved in small livestock development can lead to overlapping responsibilities and fragmented support, reducing the effectiveness of stakeholder engagement and service delivery.</p> <p>Mitigations: To mitigate stakeholder engagement and coordination risks under BoLCoP, the Project will strengthen the capacity of small livestock farmer groups and cooperatives—particularly those led by women and youth—through targeted training in governance, financial management, and infrastructure operation. It will promote inclusive representation by supporting platforms like the SIFB to better involve smallholders, women, and youth in decision-making. A structured stakeholder engagement framework will be established to enable continuous dialogue between farmers, lead enterprises, and government. Coordination will be improved through a multi-stakeholder reference group involving key ministries, ensuring alignment with national strategies. To enhance sustainability, the Project will support institutional self-reliance by encouraging income-generating services and integrating support into existing government programmes.</p>		
Stakeholder grievances	Substantial	Substantial
<p>Risk(s): As BoLCoP prioritises the inclusion of smallholder farmers, particularly women and youth, by linking them to commercial or lead enterprises through contractual arrangements or wage employment, several potential risks of stakeholder grievances may arise. These arrangements, which include engaging smallholders as service providers for small livestock inputs or in off-farm value chain activities, can create power imbalances and expose vulnerable groups to exploitation if not carefully managed. Key risks include delays in payments, unfavourable input-output arrangements, and disagreeable pricing structures that may disadvantage smallholders. In some cases, contract breaches or lack of transparency in agreements can further erode trust. There is also the risk of elite capture, where better-connected individuals disproportionately benefit from commercial linkages, sidelining more vulnerable producers. Additionally, inequitable representation of women, youth, and remote farmers in decision-making processes may lead to feelings of exclusion and dissatisfaction, especially if they lack the means to voice concerns or seek redress.</p>		
<p>Mitigations: In recognition of the potential for stakeholder grievances, BoLCoP will prioritise inclusive consultation processes during the design and implementation of key interventions. Targeting strategies will be refined through the clear definition of small livestock producers, subsistence farmers, and associated value chain actors, with a strong emphasis on preventing elite capture and ensuring inclusive and equitable representation, especially for women, youth, and other vulnerable groups. BoLCoP will establish clear and fair contractual frameworks for engaging smallholder farmers including women, youth and PWDs, particularly in service provision, input supply, off-farm activities, and wage employment. It will promote transparent pricing mechanisms to ensure that smallholder producers receive fair compensation for their small livestock, preventing market exclusion of the Project's intended beneficiaries. Mechanisms will also be put in place to support</p>		

Risk categories and subcategories	Inherent	Residual
<p>women and youth in overcoming barriers related to land access, livestock ownership, and farm-level security, including theft prevention and gender-responsive interventions. To strengthen smallholder engagement in commercialisation, BoLCoP will promote equitable benefit-sharing models and fair contract terms. This will be complemented by efforts to build robust grievance redress systems that address disputes and protect the rights of all stakeholders. Continuous support will be provided to capacitate and organise farmer organisations and associations, empowering them to negotiate better terms, monitor contract compliance, and collectively bargain for better market conditions. Furthermore, the Project will support increased access to sovereign line of credit that provides affordable finance – especially for the subsistence farmers (micro-scale) and the semi-commercial farmers (small-scale). . The sovereign LoC will be operationalized in (i) parallel with other state-supported rural/smallholder financing mechanisms that will be receiving TA from BoLCoP (for example, the Thuo Letlotlo Livestock Management System (TLMS) that provides grants, matching grants and subsidized loans to qualified value chain actors and the e-voucher system also within the TLMS that helps channel the government subsidies through the financial system to qualified farmers to access inputs, and including access to other services such, as insurance; and (ii) complement the NSO (non-sovereign/private sector-based LoC) that will finance the emerging commercial farmers (medium scale) and the small and medium enterprises ((SMEs), on-farm and off-farm SMEs)). This dual approach will incentivize inclusive procurement from smallholders while enabling value addition and profitable market integration.</p>		