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**Rapport du Président****Proposition de prêt****République du Botswana****Projet relatif à la commercialisation des produits de l'élevage au Botswana**Numéro du projet: 2000005356

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**POUR: APPROBATION****Mesures à prendre:** Le Conseil d'administration est invité à approuver la recommandation telle qu'elle figure au paragraphe 58.

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## Carte de la zone du projet



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

Carte établie par le FIDA | 11/11/2025

## Résumé du financement

<b>Institution initiatrice:</b>	FIDA
<b>Emprunteur/réципиентаire:</b>	République du Botswana
<b>Organisme d'exécution:</b>	Ministère des terres et de l'agriculture
<b>Coût total du projet:</b>	86,84 millions d'USD
<b>Montant du prêt du FIDA (Mécanisme d'accès aux ressources empruntées):</b>	31,52 millions d'USD
<b>Conditions du prêt du FIDA:</b>	Conditions ordinaires: 20 ans, y compris un différé d'amortissement de 5 ans, à un taux d'intérêt correspondant au taux de référence du FIDA et incluant une marge variable
<b>Cofinanceurs:</b>	Fonds pour l'adaptation, Fonds pour l'environnement mondial (FEM), Coopération Sud-Sud et triangulaire (CSST)
<b>Montant du cofinancement:</b>	Fonds pour l'adaptation: 20 millions d'USD FEM: 5 millions d'USD Don au titre de la CSST: 0,25 million d'USD
<b>Conditions du cofinancement:</b>	Dons
<b>Contribution de l'emprunteur/du réципиентаire:</b>	5,09 millions d'USD
<b>Contribution des participants au projet:</b>	1,50 million d'USD
<b>Déficit de financement:</b>	23,48 millions d'USD
<b>Montant du financement climatique apporté par le FIDA:</b>	13,87 millions d'USD
<b>Institution coopérante:</b>	Supervision directe par le FIDA

# I. Contexte

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

1. **Contexte politique.** La République du Botswana est largement considérée comme une démocratie stable, soutenue par des institutions fortes. Elle détient le record de la plus ancienne démocratie multipartite d'Afrique<sup>1</sup>. En 2024, la coalition « Umbrella for Democratic Change » a renversé le Parti démocrate du Botswana, qui avait gouverné le pays pendant 58 ans. Le nouveau gouvernement a promis une série de réformes, notamment la diversification de l'économie, la réduction du taux de chômage et la réforme de plusieurs programmes sociaux<sup>2</sup>.
2. **Contexte économique.** La découverte de l'un des plus grands gisements de diamants au monde a fait du Botswana l'une des économies à la croissance la plus rapide. Les revenus des mines ont été reversés dans les infrastructures et le développement humain, les services de base, tels que l'électricité, l'eau et l'assainissement, étant étendus à une plus grande partie de la population. En trente ans, à mesure que le revenu par habitant passait de 2 427 USD en 1989 à 7 696 USD environ en 2024<sup>3</sup>; le Botswana, pays auparavant en développement, est devenu un pays à revenu intermédiaire de la classe supérieure, et aspire à se classer parmi les pays à revenus élevés d'ici à 2036.
3. **Pauvreté.** Selon le Rapport sur le développement durable, les progrès du Botswana par rapport à l'objectif de développement durable (ODD) n° 1 stagnent, 21,37% de la population du pays vivant sous le seuil de 3,00 USD par jour et 27% sous le seuil de pauvreté de 3,65 USD par jour<sup>4</sup>. La part de la population qui se situe en deçà du seuil de pauvreté pour les pays à revenu intermédiaire de la tranche supérieure (6,85 USD) est de 61,5%. Ces chiffres montrent bien l'ampleur de la difficulté pour ce qui est d'éradiquer la pauvreté dans le pays<sup>5</sup>. En 2022, la pauvreté mesurée en fonction du seuil national s'élevait à 4,7% en milieu urbain et à 25,4% en milieu rural, ce qui montre bien l'écart entre les zones rurales et urbaines du pays<sup>6</sup>.
4. **Sécurité alimentaire et nutrition.** Les taux de sous-alimentation et d'insécurité alimentaire sont élevés au Botswana. Entre 2021 et 2023, la prévalence d'une insécurité alimentaire modérée ou sévère dans la population était de 55,4% et celle de la sous-alimentation de 22%<sup>7</sup>. Le Botswana se classe 90e sur 127 pays sur l'Indice de la faim dans le monde 2024. Le score (20,7) traduit un degré de faim élevé<sup>8</sup>. Toujours d'après le Rapport sur le développement durable, le Botswana a perdu du terrain sur l'objectif de développement durable n° 2, eu égard notamment à la prévalence de la malnutrition. Le niveau actuel de sous-alimentation est dix fois supérieur à l'objectif à long terme du pays de 2,5%.

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

<sup>2</sup> 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](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).

<sup>3</sup> Banque mondiale, PIB par habitant (USD courants) – Botswana (Banque mondiale, 2024). <https://data.worldbank.org/indicator/NY.GDP.PCAP.CD?locations=BW>.

<sup>4</sup> Banque mondiale, *Inequality in Southern Africa: An Assessment of the Southern African Customs Union* (Washington, DC: Banque mondiale, 2022).

<sup>5</sup> Ibid.

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

<sup>7</sup> Organisation des Nations Unies pour l'alimentation et l'agriculture (FAO), "Données de la sécurité alimentaire" (FAO, <https://www.fao.org/faostat/en/#data/FS>).

<sup>8</sup> Miriam Wiemers et al. Global Hunger Index 2024 (2024), <https://www.globalhungerindex.org/pdf/en/2024.pdf>.

## Aspects particuliers relatifs aux thématiques transversales prioritaires du FIDA

5. Conformément aux engagements en matière de transversalisation, le Projet relatif à la commercialisation des produits de l'élevage au Botswana (BoLCoP) a été validé comme:
  - ☒ incluant un financement climatique;
  - ☒ porteur de transformations en matière de genre;
  - ☒ incluant des activités relatives à la capacité d'adaptation.
6. **Femmes.** Malgré le statut de pays à revenu intermédiaire de la tranche supérieure du Botswana, les femmes rurales restent touchées de manière disproportionnée par la pauvreté, l'insécurité alimentaire et l'accès limité aux ressources productives. Les difficultés auxquelles les femmes sont confrontées incluent: un accès limité aux terres et aux droits de pâturage; le manque d'accès aux services financiers; l'absence de mécanismes tenant compte des questions de genre pour la prestation des services de vulgarisation; leur faible intégration aux organisations de producteurs; la pauvreté en temps, liée au travail domestique non rémunéré; des normes culturelles qui limitent leur capacité d'action; et les violences fondées sur le genre.
7. **Jeunes.** Malgré le potentiel que représente le sous-secteur du petit élevage<sup>9</sup> pour le développement économique rural du Botswana, les jeunes (de 18 à 35 ans) sont minoritaires parmi les petits éleveurs; la plupart des producteurs sont des adultes plus âgés (personnes de 50 ans ou plus). Des données empiriques suggèrent que les jeunes s'intéressent à l'entrepreneuriat agricole, mais qu'ils rencontrent des obstacles systémiques à leur entrée et à leur pleine participation, notamment des obstacles à l'accès du marché et un accès limité à la terre, aux financements et aux connaissances.
8. **Autres groupes vulnérables.** Parvenir à une commercialisation durable du sous-secteur du petit élevage nécessitera des initiatives concrètes pour soutenir tous les groupes vulnérables. Pour faire en sorte que personne ne soit laissé de côté, le projet fournira un accompagnement personnalisé, garantira un accès équitable aux services et construira des partenariats avec les parties prenantes pour soutenir les groupes vulnérables et marginalisés<sup>10</sup>.

### Justification de l'intervention du FIDA

9. Le Botswana est un pays à revenu intermédiaire de la tranche supérieure, mais l'incidence de l'insécurité alimentaire et de la pauvreté multidimensionnelle<sup>11</sup> y est encore élevée, de même que celle du chômage et des inégalités, notamment les inégalités entre les femmes et les hommes<sup>12</sup>. Le pays est aussi très vulnérable à la variabilité et aux changements climatiques, en raison de sa dépendance à l'égard de l'agriculture pluviale.
10. Le développement du sous-secteur du petit élevage est une priorité stratégique en matière de diversification économique pour le Botswana. Des opportunités sur les marchés intérieurs et d'exportation ont été identifiées, mais ne sont pas exploitées de manière appropriée. Le sous-secteur du petit élevage au Botswana est moins gourmand en ressources et émet moins de gaz à effet de serre que le secteur bovin, bien établi dans le pays, offrant ainsi des possibilités évidentes en matière

<sup>9</sup> Le terme « petit bétail » désigne les chèvres et les moutons, tandis que le petit élevage comprend les chèvres, les moutons, les porcs, les volailles et les abeilles (apiculture).

<sup>10</sup> Petits agriculteurs démunis; personnes vivant avec un handicap; ménages dirigés par des personnes âgées; ménages atteints par le VIH/sida; communautés situées dans une zone isolée.

<sup>11</sup> Union africaine, *Dakar 2: Botswana Country Food and Agriculture Delivery Compact* (Union africaine, 2023).

<sup>12</sup> Banque mondiale. *Botswana: Systematic Country Diagnostic: At a Crossroads – Reigniting Efficient and Inclusive Growth* (Banque mondiale, 2023).

de gains économiques, d'amélioration de la résilience climatique et d'élimination de la pauvreté dans les communautés rurales.

11. Dans la région, le FIDA dispose de capacités considérables lui permettant d'aider les populations rurales pauvres à augmenter leurs revenus, à diversifier leurs moyens d'existence et à participer aux décisions qui conditionnent leur vie. Il a également acquis une expérience spécifique dans le sous-secteur du petit élevage au Botswana grâce au soutien technique qu'il a apporté au Gouvernement pour élaborer la stratégie relative au secteur du petit bétail au Botswana. Le Fonds s'appuiera sur les enseignements tirés des projets axés sur l'élevage menés dans la région Afrique orientale et australe afin de mieux intégrer des approches spécifiques capables de répondre aux besoins du pays.

## **B. Enseignements à retenir**

12. Le projet BoLCoP, premier investissement souverain depuis l'achèvement du Projet d'appui aux services agricoles, s'appuie sur les enseignements tirés de cet investissement ainsi que sur une intervention d'assistance technique remboursable en faveur de la filière du petit bétail et sur un examen à l'achèvement de la note de stratégie de pays. Les enseignements à retenir concernent un large éventail de thèmes, et notamment les retards de démarrage et l'insuffisance des capacités des structures de gestion de projet, le manque d'appropriation continue par les pouvoirs publics, la longueur des processus de passation de marchés, la faiblesse des systèmes de suivi-évaluation, ainsi que les défis liés à la gestion financière. Ils montrent également comment l'accent mis sur le genre et l'inclusion sociale contribue à un développement inclusif et comment l'attention portée aux risques climatiques peut être essentielle à une mise en œuvre efficace des projets et à leur durabilité. La conception du projet comprend des mesures visant à relever les défis liés aux enseignements recensés et à garantir une exécution efficace et efficiente du projet.

## **II. Description du projet**

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

13. Le but du projet est de contribuer à la réalisation de l'objectif du Gouvernement d'améliorer de manière inclusive et durable la productivité et la commercialisation dans le sous-secteur du petit élevage. L'objectif de développement du projet est d'améliorer les revenus et la résilience des ménages ruraux grâce à des filières du petit élevage plus inclusives, plus durables et davantage axées sur la technologie.
14. L'exécution du projet se concentrera sur les groupements suivants: i) Grand Gaborone; ii) Lobatse Botswana Meat Commission; iii) abattoir de Tsaabong; iv) Centre, composé en gros des districts Molepolole, Mogoditshane, Ramotswa, Kgatleng, Tlokweng, Letlhakeng, Good Hope, Kanye, Tsaabong, Ghanzi, Charleshill, Hukuntsi, Mabutsane, Mahalapye, Palapye, Serowe, Nord-Est, Tonota, Boteti, et la région de Ngamiland. Les interventions dans la région du Ngamiland seront essentiellement axé sur le raccordement aux marchés, sur la conservation et sur l'amélioration des moyens d'existence.
15. Le projet vise à atteindre 50 000 ménages (soit quelque 200 000 personnes). Les groupes cibles incluent les agriculteurs de subsistance (20%, 10 000 ménages); les agriculteurs ayant un statut semi-commercial (60%, 30 000 ménages); les nouveaux exploitants se destinant à l'agriculture commerciale (15%, 7 500 ménages); et les petites et moyennes entreprises (5%, 2 500 ménages).

## B. Composantes, résultats et activités

16. Le projet comprendra les composantes suivantes:
17. **Composante 1. Accroissement de la production et de la productivité du petit élevage climato-résilient.** La composante comprend deux sous-composantes:
  - Sous-composante 1.1. Amélioration de l'accès à un petit élevage de qualité et à des services de santé animale de qualité;
  - Sous-composante 1.2. Renforcement de la capacité des agriculteurs à adopter des pratiques de production et de gestion climato-résilientes.
18. **Composante 2. Renforcement et inclusivité des filières du petit élevage.** Cette composante comprend trois sous-composantes:
  - Sous-composante 2.1. Promotion de la formation de groupements et renforcement des capacités des acteurs des filières;
  - Sous-composante 2.2. Amélioration de l'accès aux marchés d'intrants et de produits;
  - Sous-composante 2.3. Amélioration de l'accès à des services financiers inclusifs pour les acteurs des filières.
19. **Composante 3. Renforcement de l'environnement favorable pour un développement accru du petit élevage.** Il s'agit d'une composante transversale qui appuiera les composantes techniques et comporte deux sous-composantes:
  - Sous-composante 3.1. Renforcement des institutions et appui à l'élaboration des politiques;
  - Sous-composante 3.2. Gestion du projet et services d'appui à l'exécution.
20. **Composante 4. Intervention en cas d'urgence ou de catastrophe.** Cette composante contribuera à la mise en place de mécanismes visant à atténuer et gérer les chocs qui ont un impact négatif sur le petit élevage, tels que les inondations, les urgences liées à la sécheresse et les épidémies qui touchent les animaux d'élevage.

## C. Théorie du changement

21. La théorie du changement repose sur l'idée que, bien que le secteur du petit élevage au Botswana ait le potentiel lui permettant de diversifier l'économie rurale du pays, il fait encore face à de nombreux défis. Il s'agit notamment de l'adoption limitée des technologies climato-compatibles, de l'accès limité aux services vétérinaires et de vulgarisation, des coûts de production élevés, des infrastructures limitées et du manque d'accès aux terres, aux services financiers et aux marchés. Les interventions du projet aborderont ces contraintes de manière intégrée afin de renforcer simultanément les systèmes de production et de commercialisation. Le résultat du projet sera un sous-secteur du petit élevage plus inclusif, plus productif et plus résilient face aux changements climatiques. La théorie du changement suppose que des pratiques inclusives et intelligentes face au climat ainsi qu'une meilleure gouvernance des écosystèmes amélioreront la productivité, l'accès au marché et l'équité femmes-hommes, tout en réduisant la vulnérabilité aux impacts climatiques.

## D. Alignement, appropriation et partenariats

22. La bonne exécution du projet contribuera à la réalisation des ODD suivants: l'ODD 1 (pas de pauvreté), l'ODD 2 (faim « zéro »), l'ODD 5 (égalité entre les sexes), l'ODD 8 (travail décent et croissance économique), l'ODD 13 (mesures relatives à la lutte contre les changements climatiques) et l'ODD 17 (partenariats).



pour la réalisation des objectifs). Le projet est aligné sur plusieurs politiques nationales et il contribuera directement à la réalisation des objectifs de ces politiques nationales ainsi que des priorités, plans et stratégies nationaux. Il contribuera également à la réalisation des objectifs de la nouvelle note de stratégie de pays 2025–2027, en particulier des objectifs stratégiques 1 et 2 (amélioration des systèmes agricoles des petits exploitants et renforcement de l’inclusivité et de la vocation commerciale des filières du petit élevage).

23. Le processus de conception du projet a cherché à favoriser l’appropriation de celui-ci par le pays en ayant recours à de vastes consultations avec diverses parties prenantes. Cette approche consultative continuera de garantir un niveau élevé d’appropriation de la part des pouvoirs publics, l’alignement sur les priorités nationales et la participation du secteur privé. Le projet sera exécuté par le biais des structures décentralisées du Botswana, ce qui contribuera aussi à une forte appropriation par le pays.
24. Pour améliorer l’efficacité, l’exécution du projet se fera en coordination avec les projets en cours financés par le Gouvernement botswanais et ses autres partenaires de développement dans les domaines liés à l’objectif de développement du projet.

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

25. Le déficit de financement de 23,48 millions d’USD pourra être financé dans le cadre de cycles ultérieurs du Système d’allocation fondé sur la performance ou dans celui du Mécanisme d’accès aux ressources empruntées (MARE) (selon des conditions de financement à définir et sous réserve des procédures internes et de l’approbation ultérieure du Conseil d’administration), ou par un cofinancement à déterminer pendant l’exécution.
26. Les trois composantes du projet relèvent partiellement de l’action climatique. Le montant total alloué par le FIDA au projet au titre du financement de l’action climatique, calculé suivant les méthodes des banques multilatérales de développement pour le suivi du financement de l’adaptation aux changements climatiques et de l’atténuation de leurs effets, est estimé à 13,87 millions d’USD.

### **Coût du projet**

27. Le coût total du projet, y compris les coûts de base et les provisions pour hausse des prix, est estimé à 86,84 millions d’USD pour les huit années de la période d’exécution. Les dépenses d’investissement devraient s’élever à 76,97 millions d’USD (89% des coûts de base), et les dépenses ordinaires à 9,86 millions d’USD (11% des coûts de base). Les provisions pour hausse des prix ont été estimées à 1,14 million d’USD.

Tableau 1

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

(en milliers d'USD)

Composante/sous-composante	Prêt du FIDA		Déficit de financement		FEM		Fonds pour l'adaptation		Don au titre de la CSST		Emprunteur/réциpiendaire		Participants au projet (contributions en nature)		Total	
	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%
<b>1. Accroissement de la production et de la productivité du petit élevage climato-résilient</b>																
1.1. Amélioration de l'accès à un petit élevage de qualité et à des services de santé animale de qualité	6 833	31	7 791	35	-	-	4 989	22	-	-	1 977	9	643	3	22 232	26
1.2. Renforcement de la capacité des agriculteurs à adopter des pratiques de production et de gestion climato-résilientes	3 902	19	1 911	9	4 750	24	7 132	35	-	-	1 690	8	857	4	20 241	23
<b>2. Renforcement et inclusivité des filières du petit élevage</b>																
2.1. Promotion de la formation de groupements et renforcement des capacités des acteurs des filières	2 401	62	1 236	32	-	-	-		-	-	229	6	-	-	3 866	5
2.2. Amélioration de l'accès aux marchés d'intrants et de produits	5 557	47	4 468	38	-	-	810	7	-	-	940	8	-	-	11 776	14
2.3. Amélioration de l'accès à des services financiers inclusifs pour les acteurs des filières	2 967	46	2 762	42	-	-	781	12	-	-	-		-	-	6 510	8
<b>3. Renforcement de l'environnement favorable pour un développement accru du petit élevage</b>																
3.1. Renforcement des institutions et appui à l'élaboration des politiques	2 374	29	636	8	-	-	4 721	59	250	3	95	1	-	-	8 076	9
3.2. Gestion du projet et services d'appui à l'exécution	7 086	54	4 077	31	250	2	1 567	12	-	-	157	1	-	-	13 136	15
<b>4. Intervention en cas d'urgence ou de catastrophe (somme forfaitaire à allouer en cas de situation d'urgence)</b>																
	400	40	600	60	-	-			-	-			-	-	1 000	1
<b>Total</b>	<b>31 520</b>	<b>36</b>	<b>23 480</b>	<b>27</b>	<b>5 000</b>	<b>6</b>	<b>20 000</b>	<b>23</b>	<b>250</b>	<b>0.3</b>	<b>5 088</b>	<b>6</b>	<b>1 500</b>	<b>2</b>	<b>86 839</b>	<b>100</b>

Tableau 2

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

(en milliers d'USD)

Catégorie de dépenses	Prêt du FIDA		Déficit de financement		FEM		Fonds pour l'adaptation		Don au titre de la CSST		Emprunteur/réциpiendaire		Participants au projet (contributions en nature)		Total	
	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%	Montant	%
<b>Dépenses d'investissement</b>																
A. Travaux de génie civil	5 480	22	7 502	30	-	-	8 915	35	-	-	2 750	11	721	3	25 368	29
B. Équipement et matériel	5 104	55	1 562	17	-	-	1 607	17	17	0.2	1 001	11	-	-	9 291	11
C. Biens, services et intrants	4 137	23	3 259	18	4 750	26	4 151	23	-	-	1 096	6	779	4	18 172	21
D. Assistance technique	5 620	49	2 508	22	-	-	3 030	26	112	1	241	2	-	-	11 511	13
E. Formation	4 436	58	2 347	31	-	-	730	10	121	2	1	-	-	-	7 634	9
F. Ligne de crédit	2 250	45	2 750	55	-	-	-	-	-	-	-	-	-	-	5 000	6
<b>Total des dépenses d'investissement</b>	<b>27 027</b>	<b>35</b>	<b>19 928</b>	<b>26</b>	<b>4 750</b>	<b>6</b>	<b>18 433</b>	<b>24</b>	<b>250</b>	<b>0.3</b>	<b>5 088</b>	<b>7</b>	<b>1 500</b>	<b>2</b>	<b>76 976</b>	<b>89</b>
<b>Dépenses ordinaires</b>																
A. Salaires, traitements et indemnités	3 287	48	2 927	43	250	4	407	6	-	-	-	-	-	-	6 871	8
B. Entretien et fonctionnement	1 206	40	626	21	-	-	1 160	39	-	-	-	-	-	-	2 992	3
<b>Total des dépenses ordinaires</b>	<b>4 493</b>	<b>46</b>	<b>3 553</b>	<b>36</b>	<b>250</b>	<b>3</b>	<b>1 567</b>	<b>16</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9 863</b>	<b>11</b>

Tableau 3

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

(en milliers d'USD)

	Année 1	Année 2	Année 3	Année 4	Année 5	Année 6	Année 7	Année 8	Total
Composante/sous-composante	Montant	Montant	Montant	Montant	Montant	Montant	Montant	Montant	Montant
<b>1. Accroissement de la production et de la productivité du petit élevage climato-résilient</b>	21	184	7 027	6 066	3 954	1 321	985	76	22 232
1.1. Amélioration de l'accès à un petit élevage de qualité et à des services de santé animale de qualité	300	751	4 895	4 856	4 833	3 173	914	520	20 241
1.2. Renforcement de la capacité des agriculteurs à adopter des pratiques de production et de gestion climato-résilientes									
<b>2. Renforcement et inclusivité des filières du petit élevage</b>	397	617	457	467	607	467	457	397	3 866
2.1. Promotion de la formation de groupements et renforcement des capacités des acteurs des filières	755	1 951	2 085	2 030	1 579	1 513	1 269	594	11 776
2.2. Amélioration de l'accès aux marchés d'intrants et de produits	565	419	1 364	578	822	754	1 004	1 004	6 510
2.3. Amélioration de l'accès à des services financiers inclusifs pour les acteurs des filières									
<b>3. Renforcement de l'environnement favorable pour un développement accru du petit élevage</b>	921	472	3 538	1 037	757	545	430	376	8 076
3.1. Renforcement des institutions et appui à l'élaboration des politiques	2 780	1 480	1 371	1 521	1 676	1 388	1 474	1 446	13 136
3.2. Gestion du projet et services d'appui à l'exécution	-	-	200	200	200	200	200	-	1 000
<b>4. Intervention en cas d'urgence ou de catastrophe (somme forfaitaire à allouer en cas de situation d'urgence)</b>	<b>6 338</b>	<b>7 873</b>	<b>20 937</b>	<b>16 755</b>	<b>14 428</b>	<b>9 361</b>	<b>6 733</b>	<b>4 413</b>	<b>86 839</b>
<b>Total</b>	621	2 184	7 027	6 066	3 954	1 321	985	76	22 232

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

28. Le projet sera financé par: un prêt du FIDA consenti au titre du MARE dans le cadre de la Treizième reconstitution des ressources: 31,52 millions d'USD (36% du coût total); le Fonds pour l'environnement mondial (FEM): 5 millions d'USD (6%); le Fonds pour l'adaptation: 20 millions d'USD (23%); le Gouvernement botswanais: 5,09 millions d'USD (6%); les contributions des participants au projet (contributions en nature) et un don accordé au titre de la coopération Sud-Sud et triangulaire (CSST): 1,75 million d'USD (1,5 million d'USD et 0,25 million d'USD respectivement) (2%).
29. Un financement parallèle sera assuré dans le cadre d'une opération non souveraine (10 millions d'USD) et d'un don consenti au titre de l'initiative Development Smart Innovation through Research in Agriculture financée par l'Union européenne, qui favorisera l'avènement de systèmes d'élevage et d'horticulture intégrés, en tirant parti des investissements du projet. Le don accordé par le FIDA au titre du projet CAPEO (Capitalizing on Earth Observation) contribuera à la mise en place d'une surveillance fondée sur l'observation de la Terre pour les parcours et la santé des écosystèmes. À cela vient s'ajouter une contribution du secteur privé d'un montant de 5,1 millions d'USD, consentie par Bank Gaborone.

### **Décaissement**

30. Les fonds seront décaissés selon les catégories suivantes: travaux de génie civil; équipement et matériel; biens, services et intrants; assistance technique; formation; ligne de crédit; salaires, traitements et indemnités; et entretien et fonctionnement. La part des dépenses ordinaires totales est estimée à 11% du coût d'ensemble du projet, un pourcentage qui se situe dans des limites acceptables. La catégorie « formation » est considérée comme étant une catégorie de dépenses à haut risque et fera à ce titre l'objet d'un suivi particulier, afin que les frais supportés soient dûment justifiés et que les dépenses soient engagées dans le respect des procédures prévues.

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

31. Le projet bénéficiera à 50 000 ménages, soit 200 000 personnes, pour un coût estimé à 1 742 USD par ménage et à 435 USD par individu. Le taux de rentabilité interne devrait atteindre 32% et la valeur actuelle nette devrait être positive et s'élever à 280 millions d'USD, soit 3,92 milliards de pulas. L'analyse économique du projet confirme sa faisabilité. Une analyse de sensibilité a été menée afin de tester la robustesse de l'investissement face aux risques recensés dans la matrice intégrée des risques de projet. Selon les résultats de l'analyse, le projet reste économiquement et financièrement viable, quels que soient les scénarios envisagés.

### **Stratégie de retrait et durabilité**

32. Le projet constitue de fait une initiative communautaire. Au moyen d'une approche participative, l'équipe de projet veillera à atteindre les communautés ciblées, en faisant appel à des agents de vulgarisation au niveau des districts, qui seront invités à participer à la préparation du plan de travail et budget annuel (PTBA), à la supervision de la mise en œuvre des activités et au suivi de l'avancement de l'exécution. Les organisations paysannes prendront une part active dans la planification des diverses interventions et bénéficieront d'un appui en matière de renforcement des capacités, ce qui leur permettra de gérer les infrastructures mises en place dans le cadre du projet et d'assurer des services d'appui à la production et à la commercialisation au profit de leurs membres. Ils seront donc en mesure de pérenniser l'offre de services destinée aux membres sans discontinuité au retrait du projet. Le projet sera exécuté par l'intermédiaire des institutions publiques présentes au niveau national et, en particulier, au niveau des districts, ce qui garantira l'existence d'une stratégie de retrait intégrée. Au titre de la sous-composante 3.1, les capacités des différentes institutions publiques seront renforcées afin de garantir l'efficacité des interventions. En outre, les agriculteurs et

les organisations paysannes bénéficieront d'un soutien afin de développer leurs capacités et d'être mieux à même d'œuvrer au service des membres et de promouvoir leurs intérêts. Il s'agira d'un pilier central de la stratégie de retrait.

### III. Gestion des risques

#### A. Risques et mesures d'atténuation

33. Certains risques potentiels pourraient compromettre l'exécution du projet et la réalisation de son objectif de développement. Parmi les risques recensés, citons la possible survenue de périodes prolongées de sécheresse, avec pour effet de réduire les quantités d'eau disponibles pour l'élevage et les communautés, sachant que les femmes et les filles en subissent les effets de manière disproportionnée, puisque ce sont elles qui assurent la corvée d'eau. Ce risque sera atténué au moyen de l'installation de forages solarisés, de la constitution de réserves de fourrages et de l'utilisation de races d'élevage résistantes à la chaleur. Citons également le risque de défaillance des infrastructures en raison des changements climatiques (par exemple, défaut d'étanchéité des bassins d'évaporation ou avaries au niveau des forages). Les mesures d'atténuation de ce risque sont notamment les suivantes: conception à l'épreuve des changements climatiques, allocation de fonds pour la maintenance et évaluation environnementale au titre du cadre de gestion environnementale et sociale. L'insuffisance des capacités institutionnelles nécessaires à la gouvernance environnementale présente également un risque, qui sera maîtrisé à travers la mobilisation de personnel, la formation de formateurs et l'application d'outils de planification décentralisée, tandis que les femmes et les jeunes participeront activement aux structures de gouvernance et aux processus décisionnels.
34. Une description détaillée du profil de risque et des mesures d'atténuation prévues figure à l'appendice III. La synthèse globale des risques est présentée ci-dessous.

Tableau 4

**Synthèse des risques**

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

#### B. Catégorie environnementale et sociale

35. Le risque environnemental et social est jugé substantiel. Un cadre de gestion environnementale et sociale a été élaboré afin d'orienter l'exécution et de prévenir les effets négatifs que le projet pourrait avoir sur l'environnement et les systèmes sociaux. L'évaluation du risque est influencée par les problèmes associés à la pollution pouvant résulter de la production animale et de la gestion des déchets [norme 2 des Procédures d'évaluation sociale, environnementale et climatique (PESEC)], les conditions d'emploi et les modalités d'emploi informel (norme 5 des PESEC), les risques liés à la violence de genre et ceux associés à la santé et la sécurité des populations lors de la manutention et de la transformation des produits de l'élevage (norme 6 des PESEC), un accès limité à la propriété foncière, qui nuit à la capacité de remboursement (norme 7 des PESEC), et la nécessité de mettre en place un système de gestion environnementale et sociale, ainsi qu'un mécanisme

de réponse aux doléances pour les institutions financières partenaires et les prestataires de services (norme 8 des PESEC).

### **C. Classement au regard des risques climatiques**

36. Les risques climatiques sont jugés substantiels, en raison de divers facteurs – périodes de sécheresse prolongées, stress thermique et variabilité du régime pluviométrique – qui devraient avoir des incidences négatives sur la production animale, la disponibilité des pâturages, les ressources en eau et la productivité globale du secteur. Bien que le Botswana soit bien placé pour mener des interventions efficaces face aux changements climatiques, il reste nécessaire de renforcer l'adaptation et les interventions, car le pays est particulièrement vulnérable aux chocs extrêmes.

### **D. Soutenabilité de la dette**

37. Selon la dernière analyse de la soutenabilité de la dette réalisée par le Fonds monétaire international<sup>13</sup>, le risque de tension sur la dette souveraine du Botswana est faible, ce qui traduit un faible niveau de vulnérabilité à moyen et long termes. Le ratio de la dette publique, qui s'établit à 20% du produit intérieur brut (PIB), est peu élevé. Depuis 2018, une part croissante de la dette du Botswana est détenue par des banques intérieures et d'autres créanciers intérieurs (tels que des fonds de pension), tandis que la part détenue par des créanciers extérieurs officiels est en recul. La stabilisation prévue du ratio dette/PIB dépendra du succès de la mise en œuvre du plan d'assainissement des finances publiques, assez ambitieux, mais réalisable au regard des normes internationales. Selon l'analyse, le risque de base à long terme est faible, mais la survenue de chocs négatifs susceptibles de nuire aux recettes tirées des produits de base pourrait pousser à la hausse les émissions de titres de créance. Pour réduire les risques potentiels associés à une diminution de la production de diamants à long terme, il faudra accélérer les réformes axées sur la diversification de l'économie.

## **IV. Exécution**

### **A. Cadre organisationnel**

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

38. L'exécution du BoLCoP sera intégrée au système public, tant au niveau national qu'au niveau des districts. Le principal organisme chargé du projet sera le Ministère des terres et de l'agriculture, qui délèguera toutefois la gestion quotidienne des opérations à une unité de gestion de projet rendant compte directement au Secrétaire permanent auprès du Ministère. Au niveau des districts, le BoLCoP pourra compter non seulement sur les structures et les ressources existantes, mais aussi sur quatre responsables du suivi-évaluation chargés de renforcer la coordination et le suivi-évaluation au niveau des groupements. Un comité de pilotage du projet sera mis en place; placé sous la direction du Secrétaire permanent auprès du Ministère, il fournira au BoLCoP des orientations globales en matière de politique et de stratégie.
39. Au niveau du district, l'équipe de projet travaillera avec les structures et le personnel locaux pour assurer l'exécution de l'intervention et doter le personnel du district affecté au projet des capacités et des moyens nécessaires. Pour garantir la coordination des activités du projet au niveau des groupements et des districts ainsi qu'une communication fluide avec l'unité nationale de gestion de projet, l'équipe de projet recrutera un coordinateur de groupement et un responsable du suivi-évaluation pour les quatre groupements, sauf en ce qui concerne le groupement de Lobatse, qui sera couvert par le personnel du groupement de Grand Gaborone.

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

<sup>13</sup> Fonds monétaire international. [Botswana: 2024 Article IV Consultation-Press Release and Staff Report](#) (FMI, 2024).

40. Le Ministère des terres et de l'agriculture supervisera la gestion financière du projet au moyen d'une unité de gestion de projet spécifique. Cette dernière débloquera les fonds sur la base du PTBA approuvé par le comité de pilotage du projet après soumission au FIDA pour examen et avis de non-objection. Les districts participants suivront des procédures de gestion financière normalisées sujettes à la non-objection du FIDA. Les modalités de décaissement seront les suivantes: retrait anticipé vers des comptes désignés en dollars des États-Unis et, exceptionnellement, paiement direct avec approbation préalable d'un responsable des finances du FIDA. Chaque organisme financeur tiendra un compte désigné distinct, et les contributions du gouvernement seront décaissées par le biais d'un compte bancaire du Ministère des terres et de l'agriculture. Les contributions en nature seront suivies par l'unité de gestion du projet et la correspondance entre activités et sources de financement sera établie dans le PTBA.
41. Les achats réalisés dans le cadre du BoLCoP seront régis par le cadre national de passation des marchés. En ce qui concerne les achats réalisés dans des conditions non couvertes par le système national, les Directives pour la passation des marchés relatifs aux projets du FIDA et les dossiers d'appel d'offres standard du Fonds s'appliqueront. Le Ministère des terres et de l'agriculture sera responsable de la passation de marchés au titre du projet. Toutes les activités de passation de marchés à forte valeur ou complexes seront coordonnées par l'unité nationale de gestion de projet; la passation de marchés de faible valeur incombera aux districts. Les activités de planification et d'exécution relatives à la passation de marchés au titre du BoLCoP ainsi que l'examen préalable du FIDA et son avis de non-objection seront intégrés au Système de bout en bout de passation électronique des marchés relatifs aux projets du FIDA.
42. À des fins de prévention de la fraude et de la corruption, toutes les entités chargées de l'exécution sont tenues de respecter les directives du FIDA en matière de lutte contre la corruption.

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

43. L'unité nationale de gestion de projet sera responsable de la mise en œuvre du processus de participation et de retour d'information dans le respect du plan relatif à la mobilisation des parties prenantes. L'équipe du BoLCoP s'emploiera à impliquer le groupe cible dans le processus de développement à des fins d'efficacité, d'inclusivité, d'accessibilité, de transparence et de durabilité. Le processus de participation et de retour d'information favorisera des canaux de communication formels pour les groupes cibles et les autres parties prenantes, ce qui encouragera la participation à toutes les étapes de chaque intervention.

**Mécanisme de réponse aux doléances**

44. Pour traiter les éventuelles doléances liées à l'exécution du projet, l'équipe de conception a élaboré un mécanisme de réponse aux doléances reposant sur trois systèmes parallèles: un système communautaire, le système formel propre au BoLCoP et le mécanisme de règlement des plaintes du FIDA. Les parties prenantes préfèrent généralement un système communautaire, qui conduit plus rapidement à la résolution des différends et présente l'avantage d'être disponible localement.

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

45. Le cycle de planification du projet suivra le cycle de planification et de budgétisation du Gouvernement. Il commencera par l'élaboration du PTBA au moyen d'un processus de planification participative ascendante. Avant d'être mis en œuvre, le PTBA sera soumis à tous les mécanismes d'approbation nécessaires.
46. Le cadre logique constituera la clé de voûte du système de suivi-évaluation pour ce projet. Il comprend des indicateurs spécifiques au projet et des indicateurs de base



sélectionnés parmi les indicateurs de base relatifs aux effets directs du FIDA aux fins d'une évaluation continue de la performance. Le système de suivi-évaluation sera géré par l'unité nationale de gestion de projet, qui coordonnera la collecte, l'analyse et la communication des données au moyen d'un système d'information de gestion. Un suivi régulier sera assuré par les partenaires et le personnel de terrain par le biais d'outils normalisés et de rapports réguliers. Dans le cadre logique, priorité a été donnée à des indicateurs ventilés par sexe afin de suivre les progrès en matière d'équité pour les femmes, les jeunes et les groupes marginalisés. L'unité de gestion du projet élaborera des rapports de situation semestriels et annuels, qui seront soumis au Gouvernement. Une fois approuvés par le comité de pilotage du projet, ces rapports seront communiqués au FIDA pour examen et non-objection.

47. La stratégie d'évaluation adoptée dans le cadre du BoLCoP sera fondée sur des méthodes quantitatives et qualitatives visant à évaluer la contribution du projet à l'amélioration des moyens d'existence du groupe cible grâce à des enquêtes conduites au démarrage, annuellement, à mi-parcours et à l'achèvement du projet. Ces enquêtes seront aussi réalisées auprès d'un groupe témoin, conformément aux Directives du FIDA pour la mesure des indicateurs de base relatifs aux effets directs.
48. Une composante de gestion des savoirs sera intégrée au système de suivi-évaluation du projet aux fins d'une gestion évolutive ainsi que d'une prise de décision et d'une élaboration de politiques fondées sur des éléments probants. Une stratégie de gestion des savoirs et de communication sera élaborée dès les premières étapes de l'exécution. Les savoirs seront produits grâce à une analyse systématique des données de suivi et des retours des participants au projet, et seront diffusés par divers moyens auprès de différentes parties prenantes. Le BoLCoP favorisera un apprentissage inclusif afin d'enrichir sa base de connaissances et de favoriser l'innovation.

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

49. Un certain nombre de mesures innovantes seront prises dans le cadre du projet, notamment: la gestion des terres de parcours et la remise en état des zones de pâturage communautaires, y compris au moyen d'outils numériques comme le bilan alimentaire animal et la télédétection, soutenue par un don au titre du projet CAPEO visant à tirer parti de l'observation de la Terre; des unités de dessalement destinées à l'élevage, gérées par la communauté et alimentées par énergie solaire; des enclos protégés des prédateurs (kraals) avec clôtures multicouches et dispositifs de dissuasion pour réduire les conflits entre humains et faune; le déploiement de systèmes mobiles de gestion des animaux; l'extension des services de vulgarisation grâce à la fonction Unstructured Supplementary Service Data (données de service supplémentaires non structurées), à des serveurs vocaux interactifs et à l'application WhatsApp; des outils numériques de conseil en matière de climat à des fins d'alerte précoce et de gestion des terres de parcours, associés à un outil numérique de déclaration des émissions de gaz à effet de serre (Global Livestock Environmental Assessment Model interactive, ou modèle interactif d'évaluation environnementale de l'élevage mondial).
50. La reproduction à plus grande échelle sera portée par l'engagement pris par le Gouvernement d'étendre à d'autres régions du pays les gains d'efficacité obtenus dans le sous-secteur du petit bétail. Le BoLCoP sera exécuté dans 21 districts du Botswana et, au sein de ceux-ci, la mise en œuvre aura lieu dans une sélection de sous-districts. Les responsables de l'exécution du BoLCoP documenteront les enseignements tirés et les meilleures pratiques recensées lors de l'exécution du projet afin de sécuriser la reproduction à plus grande échelle des interventions dans d'autres régions du pays, que ce soit par le Gouvernement ou par ses partenaires de développement.

## C. Plans d'exécution

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

51. La préparation à l'exécution est assurée grâce aux étapes suivantes: élaboration du PTBA, plan de passation des marchés et manuel d'exécution du projet; rédaction des définitions d'emploi pour les postes de l'unité de gestion du projet; engagement du bureau de pays du FIDA à fournir le soutien nécessaire au Gouvernement pour garantir un démarrage rapide; engagement de l'équipe de conception du projet à collaborer avec le Gouvernement et à coordonner la tenue de plusieurs ateliers de démarrage échelonnés (un atelier national à Gaborone et d'autres dans les districts participants) destinés à présenter la conception du projet. Le Gouvernement s'est engagé à mener les activités suivantes: trouver des locaux pour le BoLCoP; finir d'établir les définitions d'emploi destinées au recrutement du personnel de l'unité de gestion du projet; dresser la liste des signataires. Ainsi le BoLCoP devrait-il être prêt à démarrer au moment de la signature de l'accord de financement.

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

52. **Supervision.** Le BoLCoP sera supervisé conjointement par le FIDA et le Gouvernement, qui évalueront les réalisations, recenseront les enseignements tirés et, au besoin, apporteront un appui à l'exécution pour en assurer l'efficacité et pour accroître la probabilité d'atteindre l'objectif du projet.
53. **Examen à mi-parcours.** Un examen à mi-parcours de la période d'exécution sera réalisé conjointement par le Gouvernement et le FIDA. Il permettra d'évaluer si le BoLCoP est en bonne voie pour atteindre ses objectifs, de recenser les contraintes existantes et de recommander les corrections nécessaires.
54. **Achèvement du projet.** Un examen à l'achèvement sera effectué à la fin du projet, avant sa clôture. Il sera conduit par le FIDA, avec des contributions majeures du Gouvernement, conformément aux directives du Fonds relatives aux rapports d'achèvement de projet.

## V. Instruments et pouvoirs juridiques

55. Un accord de financement entre la République du Botswana et le FIDA est l'instrument juridique régissant l'octroi d'un financement proposé à l'emprunteur. Une copie de l'accord de financement négocié figure à l'appendice I.
56. La République du Botswana est habilitée, en vertu de ses lois, à recevoir un financement du FIDA.
57. Je certifie que le financement proposé est conforme aux dispositions de l'Accord portant création du FIDA, et aux Principes et critères applicables aux financements du FIDA.

## VI. Recommandation

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

DÉCIDE: que le Fonds accordera à la République du Botswana un prêt à des conditions ordinaires d'un montant de trente-et-un millions cinq cent vingt mille dollars des États-Unis (31 520 000 USD), qui sera régi par des modalités et conditions conformes en substance aux modalités et conditions indiquées dans le présent rapport.

Le Président  
Alvaro Lario

## Negotiated financing agreement

(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 (8<sup>th</sup>) 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 \_\_\_\_\_]<sup>14</sup>, 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: \_\_\_\_\_<sup>15</sup>

INTERNATIONAL FUND FOR  
AGRICULTURAL DEVELOPMENT

\_\_\_\_\_  
Alvaro Lario  
President of IFAD

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

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

<sup>15</sup> 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 will 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:

<b>Component</b>	<b>IFAD Loan Amount Allocated (expressed in USD)</b>	<b>Percentage (net of taxes)</b>
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
<b>TOTAL</b>	<b>31,520,000</b>	

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 respected<sup>16</sup>; 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.

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<sup>16</sup> 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 Standards<sup>17</sup> (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 (ESCMPs) 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).

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<sup>17</sup> 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	
<b>Outreach</b>	<b>1 Persons reached by project-supported activities</b>				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				
	<b>1.a Corresponding number of households reached</b>				Project Reports	Annually	PCMU	
	Households - Households		35000	50000				
	<b>1.b Estimated corresponding total number of households members</b>				Project Reports	Annually	PCMU	
	Household members - Number of people		140000	200000				
<b>Project Goal</b> Contribute to the Government of Botswana's objective of inclusively and sustainably improving productivity and commercialisation of the small livestock subsector	<b>Households reporting an increase in income</b>				Project and Government Reports, Impact Assessments, COI surveys	Baseline, Mid-Term, Completion	PCMU	Beneficiary households report increased income directly linked to project interventions.
	Households - Percentage (%)		40	80				
<b>Development Objective</b> Enhance the incomes and resilience of rural households through more inclusive, sustainable and technology-driven small livestock value chain	<b>2.2.1 Persons with new jobs/employment opportunities</b>				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				
	<b>2.2.2 Supported rural enterprises reporting an increase in profit</b>				COI survey at Baseline, mid & end line survey, programme reports	Baseline, Mid-Term, Completion	PCMU	
	Percentage of enterprises - Percentage (%)		40	70				
	<b>SF.2.1 Households satisfied with project-supported services</b>				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	
	Households - Percentage (%)		36	90				
	<b>SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers</b>				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	
	Households - Percentage (%)		40	90				
<b>Outcome</b> Outcome 1. Increased Climate-Smart Small Livestock Production	<b>1.2.4 Households reporting an increase in production</b>				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				
	<b>3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices</b>				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	
	Households - Percentage (%)		40	80				
	<b>3.2.1 Tons of Greenhouse gas emissions (tCO2e) avoided and/or sequestered</b>				FAO GLEAMi Assessment	Ex-Ante (baseline),	FAO, IFAD	

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsi- bility	
	tCO2e/20 years - Number		0	35.71		Ex-Post (end line)		
	IE.2.1 Individuals demonstrating an improvement in empowerment				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	
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	Project M&E	Annually	PCMU	
	Number of small livestock national breeding plans improved and operationalized (breeding/multiplication of preferred small livestock breeds)							
	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	Project M&E	Annual	PCMU	
	3.1.2 Persons provided with climate information services							
	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. CI 1.2.5: Beneficiary households reported being fully satisfied with and actively using project-supported financial services for productive or income-generating activities. 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.
	Size of households - Number of people		80000	160000	Project M&E	Annual	PCMU	
	1.2.5 Households reporting using rural financial services							
	Households - Percentage (%)		50	100	Project M&E	Annual	PCMU	
	2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities							
	Percentage of POs - Percentage (%)		25	60				
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	<b>2.1.1 Rural enterprises accessing business development services</b>				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				
	<b>Policy 2 Functioning multi-stakeholder platforms supported</b>				Project M&E	Annual	PCMU	
	Number - Platforms		2	3				
<b>Output</b>	<b>2.1.6 Market, processing or storage facilities constructed or rehabilitated</b>				Project M&E	Annual	PCMU	Construction or rehabilitation of market, processing, and storage facilities completed during the reporting period.
Output 2.2. Improved access to input and output markets	Total number of facilities - Facilities		95	191				
<b>Output</b>	<b>1.1.5 Persons in rural areas accessing financial services</b>				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.
Output 2.3. Improved access to inclusive and green financial services for value chain actors	Total persons accessing financial services - savings - Number of people		25000	50000				
	<b>Persons in rural areas accessing financial services - BoLCoP LoC/ NSO credit</b>							
	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				
	<b>Grants Disbursed to Small livestock Groups</b>				Project M&E	Annual	PCMU	
	Groups (number) - Number		100	200				
	<b>MSEs Financed</b>				Project M&E	Annual	PCMU	
	MSEs (total number) - Number		40	90				
	<b>1.1.7 Persons in rural areas trained in financial literacy and/or use of financial products and services</b>				Project M&E	Annual	PCMU	
	Persons in rural areas trained in financial literacy and/or use of financial products and Services (total) - Number of people		25000	50000				
<b>Outcome</b>	<b>Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment</b>				COI survey at Baseline, mid & end line survey, programme reports	Baseline, mid-term, completion	PCMU	
Outcome 3. Enhanced enabling environment for improved small livestock development	Number – Number		1	3				
<b>Output</b>	<b>Policy 1 Policy-relevant knowledge products completed</b>				Project M&E	Annual	PCMU	Policy analyses, research papers, working papers, studies, strategies, pieces of legislation, by-laws or other policy-related material produced as part of the project's policy goals will be developed.
Output 3.1. Institutional Strengthening and Policy Support	Number - Knowledge Products		1	3				
<b>Output</b>	<b>Policy 2 Functioning multi-stakeholder platforms supported</b>				Project M&E	Annual	PCMU	Supported platforms with rural producers, private sector, government, and financial institutions facilitated policy dialogue and
Output 3.2. Project Management and Implementation Support Services	Number – Platforms		3	8				

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsi bility	
								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
<p>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.</p>		
<p>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.</p>		
Governance	Substantial	Substantial
<p>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.</p>		
<p>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</p>		

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>		
<b>Macroeconomic</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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>		
<p><b>Mitigations:</b> 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>		
<b>Policy development &amp; implementation</b>	<b>Moderate</b>	<b>Moderate</b>
<p><b>Risk(s):</b> 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>		

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&amp;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>		
<b>Environment and climate context</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Project vulnerability to environmental conditions</b>	<b>Substantial</b>	<b>Substantial</b>



Risk categories and subcategories	Inherent	Residual
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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 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><b>Risk(s):</b> 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. 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><b>Mitigations:</b> 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><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Technical soundness</b>	<b>Moderate</b>	<b>Moderate</b>
<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><b>Mitigations:</b> 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>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<b>Institutional capacity for implementation and sustainability</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Implementation arrangements</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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&amp;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><b>Mitigations:</b> 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&amp;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&amp;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>		
<b>M&amp;E arrangements</b>	<b>Substantial</b>	<b>Substantial</b>
<p><b>Risk(s):</b> 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&amp;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&amp;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&amp;E was treated as a low priority, and the M&amp;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&amp;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&amp;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&amp;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>		
<b>Procurement</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Legal and regulatory framework</b>	<b>Moderate</b>	<b>Moderate</b>
<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
<p>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 requires 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</p>		
<b>Accountability and transparency</b>	<b>Moderate</b>	<b>Moderate</b>
<p>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.</p>		
<p>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.</p>		
<b>Capability in public procurement</b>	<b>Moderate</b>	<b>Moderate</b>
<p>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</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
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.		
<b>Public procurement processes</b>	<b>Moderate</b>	<b>Moderate</b>
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.		
<b>Financial management</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Organization and staffing</b>	<b>Moderate</b>	<b>Moderate</b>
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>		
<b>Budgeting</b>	<b>Moderate</b>	<b>Moderate</b>
<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.</p> <p>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>		
<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. 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. 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>		
<b>Accounting and financial reporting</b>	<b>Moderate</b>	<b>Moderate</b>
<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>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
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. These measures aim to improve reliability, timeliness, and usefulness of financial reports for effective project management and donor compliance.		
<b>External audit</b>	<b>Moderate</b>	<b>Moderate</b>
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 the 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.		
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.		
<b>Environment, social and climate impact</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Biodiversity conservation</b>	<b>Moderate</b>	<b>Moderate</b>
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		

Risk categories and subcategories	Inherent	Residual
<p>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.</p>		
<p>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.</p>		
Resource efficiency and pollution prevention	Substantial	Substantial
<p>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.</p>		
<p>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</p>		

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.		
<b>Cultural heritage</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> 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><b>Mitigations:</b> 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>		
<b>Indigenous peoples</b>	<b>Low</b>	<b>Low</b>
<p><b>Risk(s):</b> 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, Kgalegadi, 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><b>Mitigations:</b> 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).		
<b>Community health and safety</b>	<b>Moderate</b>	<b>Moderate</b>
<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 Kgotla 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>		
<b>Labour and working conditions</b>	<b>Moderate</b>	<b>Moderate</b>

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. 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>		
<b>Physical and economic resettlement</b>	<b>Low</b>	<b>Low</b>
<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>		



<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
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.		
<b>Financial intermediaries and direct investments</b>	<b>Moderate</b>	<b>Moderate</b>
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.		
<b>Climate Change</b>	<b>Substantial</b>	<b>Substantial</b>
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
<p>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>		
<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 Prosopis-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>		
<b>Stakeholders</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Stakeholder engagement/coordination</b>	<b>Substantial</b>	<b>Substantial</b>
<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.</p> <p>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>		