

---

تقرير رئيس الصندوق بشأن  
قرض مقترح تقديمه  
إلى جمهورية تنزانيا المتحدة من أجل  
مشروع التحويل الذكي مناخيا لقطاع الألبان

رقم المشروع: 2000003937

---

الوثيقة: EB 2023/LOT/P.4

التاريخ: 7 ديسمبر/كانون الأول 2023

التوزيع: عام

اللغة الأصلية: الإنكليزية

للموافقة

الإجراء: المجلس التنفيذي مدعو إلى الموافقة على التوصية الواردة في الفقرة 77.

---

الأسئلة التقنية:

**Boleslaw Stawicki**

المدير القطري

شعبة أفريقيا الشرقية والوسطى

البريد الإلكتروني: b.stawicki@ifad.org

**Sara Mbago-Bhunu**

المديرة الإقليمية

شعبة أفريقيا الشرقية والوسطى

البريد الإلكتروني: s.mbago-bhunu@ifad.org

---

## جدول المحتويات

ii	خريطة منطقة المشروع
iii	موجز التمويل
	<b>أولا- السياق 1</b>
1	ألف- السياق الوطني والأساس المنطقي لمشاركة الصندوق
2	باء- الدروس المستفادة
<b>3</b>	<b>ثانيا- وصف المشروع</b>
3	ألف- الأهداف والمنطقة الجغرافية للتدخل والمجموعات المستهدفة
4	باء- المكونات، والحصائل، والأنشطة
5	جيم- نظرية التغيير
5	دال- المواءمة والملكية والشراقات
6	هاء – التكاليف والفوائد والتمويل
6	واو- تكاليف المشروع
<b>11</b>	<b>ثالثا- إدارة المخاطر</b>
11	ألف- المخاطر وتدبير التخفيف منها
12	باء- الفئة البيئية والاجتماعية
12	جيم- تصنيف المخاطر المناخية
12	دال- القدرة على تحمل الديون
	<b>رابعا- التنفيذ 12</b>
12	ألف- الإطار التنظيمي
13	باء- التخطيط، والرصد والتقييم، والتعلم، وإدارة المعرفة، والتواصل
<b>14</b>	<b>جيم- خطط التنفيذ</b>
<b>14</b>	<b>خامسا- الوثائق القانونية والسند القانوني</b>
<b>14</b>	<b>سادسا- التوصية</b>

### فريق تنفيذ المشروع

Sara Mbago-Bhunu	المديرة الإقليمية:
Boleslaw Stawicki	المدير القطري:
Anne Mottet	الموظفة التقنية الرئيسية:
Sengul James	موظف المالية:
Erica Doro	أخصائية المناخ والبيئة:
Mavundla Mhlambi	موظفة الشؤون القانونية:

## خريطة منطقة المشروع



إن التسميات المستخدمة وطريقة عرض المواد في هذه الخريطة لا تعني التعبير عن أي رأي كان من جانب الصندوق فيما يتعلق بتحديد الحدود أو الترخوم أو السلطات المختصة بها.  
أعد هذه الخريطة الصندوق الدولي للتنمية الزراعية | 2023/11/27



## موجز التمويل

الصندوق	المؤسسة المُبادرة:
جمهورية تنزانيا المتحدة	المقترض/المتلقي:
وزارة الزراعة	الوكالة المنفذة:
174.36 مليون دولار أمريكي	إجمالي تكلفة المشروع:
40 مليون دولار أمريكي	قيمة القرض 1 المقدم من الصندوق:
شروط تيسيرية للغاية: مدة القرض 40 سنة، بما في ذلك فترة سماح مدتها 10 سنوات، يُسدد بنسبة 4.5 في المائة من مجموع أصل القرض سنويا للسنوات من 11 إلى 30، و1 في المائة من مجموع مبلغ أصل القرض للسنوات من 31 إلى 40.	شروط القرض 1 المقدم من الصندوق:
5 ملايين دولار أمريكي	قيمة القرض 2 المقدم من الصندوق:
شروط عادية: الحد الأقصى لأجل الاستحقاق 35 سنة، بما في ذلك فترة سماح أقصاها 10 سنوات، بشرط أن يكون الحد الأقصى لمتوسط أجل الاستحقاق 20 سنة، ويتحمل سعر فائدة يعادل سعر الفائدة المرجعي المعمول به في الصندوق، بما في ذلك فرق السعر المتغير	شروط القرض 2 المقدم من الصندوق:
الصندوق الأخضر للمناخ، وصندوق الأوبك للتنمية الدولية (صندوق الأوبك)، ومنظمة Heifer International، ومصرف تنزانيا للتنمية الزراعية، والوكالة الفرنسية للتنمية.	الجهات المشاركة في التمويل:
الصندوق الأخضر للمناخ: 31 مليون دولار أمريكي	قيمة التمويل المشترك:
صندوق الأوبك: 20 مليون دولار أمريكي	
منظمة Heifer International: 5.14 مليون دولار أمريكي	
مصرف تنزانيا للتنمية الزراعية: 7 ملايين دولار أمريكي	
الوكالة الفرنسية للتنمية: 32.5 مليون دولار أمريكي	
قروض ومنح	شروط التمويل المشترك:
17.95 مليون دولار أمريكي	مساهمة المقترض:
4.26 مليون دولار أمريكي	مساهمة المستفيدين:
11.53 مليون دولار أمريكي	فجوة التمويل:
21.34 مليون دولار أمريكي	قيمة التمويل المناخي المقدم من الصندوق:
الصندوق	المؤسسة المتعاونة:

## أولا- السياق

### ألف- السياق الوطني والأساس المنطقي لمشاركة الصندوق

#### السياق الوطني

- 1- جمهورية تنزانيا المتحدة بلد متوسط الدخل من الشريحة الدنيا يبلغ عدد سكانه 61.7 مليون شخص. وقد ارتفع معدل نمو الناتج المحلي الإجمالي في البلد بشكل هامشي من 4.3 في المائة في عام 2021 إلى 4.6 في المائة في عام 2022، ومن المتوقع أن يرتفع إلى 5.3 في المائة في عام 2023.
- 2- وازداد الفقر من 26.2 في المائة في عام 2019 إلى 27 في المائة في عام 2021، وذلك بسبب جائحة كوفيد-19 والحرب في أوكرانيا، اللتين أدتا إلى تباطؤ اقتصادي عالمي. واحتلت البلد المرتبة 160 من بين 189 بلدا على مؤشر التنمية البشرية للأمم المتحدة لعام 2022.
- 3- وتمثل فترات الجفاف الممتدة وهطولات الأمطار غير المنتظمة، التي تؤدي إلى فشل الإنتاج المحصولي والحيواني، بالاقتران مع الآفات والأمراض، والبنية التحتية الضعيفة، والوصول غير الكافي إلى الأسواق الذي يؤدي إلى ارتفاع حاد في الأسعار، بالإضافة إلى قوة الشراء المنخفضة، العوامل المحركة الرئيسية لانعدام الأمن الغذائي.
- 4- وتبقى التغذية تحديا مع ارتفاع مستويات سوء التغذية بين الأطفال والنساء. ووفقا للاستقصاء الديموغرافي والصحي في تنزانيا، تبلغ نسبة انتشار التقزم بين الأطفال دون سن الخامسة حوالي 30 في المائة في البر الرئيسي و24 في المائة في زنجبار (2022).
- 5- وإنتاج الألبان منخفض، ويمثل نسبة 2 في المائة من الناتج المحلي الإجمالي الوطني. ولتلبية الطلب الوطني، يُستورد ما يعادل 20 مليون لتر من الحليب السائل سنويا، بتكلفة قدرها 25 مليون دولار أمريكي. ويقدر بأن الفجوة بين إنتاج الحليب واستهلاكه ستصل إلى 5.4 مليون لتر بحلول عام 2033. وتظهر البيانات بأن تربية أبقار الألبان ذات الإنتاجية العالية توفر إمكانات كبيرة لمساعدة البلد على الحد من اعتمادها على الواردات والوفاء بالتزاماتها المتعلقة بالمناخ.<sup>1</sup>

#### الجوانب الخاصة المتعلقة بأولويات التعميم المؤسسي في الصندوق

- 6- تماشيا مع التزامات التعميم في الصندوق، صُنِف المشروع على أنه:
  - يشمل التمويل المناخي
  - يفضي إلى التحول في المنظور الجنساني
  - يراعي التغذية
- 7- **التغذية.** لتحسين الوصول إلى منتجات الألبان العالية الجودة وتوافرها، سيزيد المشروع التنوع الغذائي من خلال جمع مسار الدخل مع: (1) سلسلة قيمة الألبان تراعي التغذية؛ (2) التوعية بالتغذية وزيادة استهلاك منتجات الألبان؛ (3) إقامة روابط أوثق بين المزارعين المحليين والمدارس. ويمكن للمعرفة التغذوية زيادة

<sup>1</sup> <https://www.lancaster.ac.uk/news/a-win-win-win-for-dairy-production-in-east-africa>

أثر الإنتاج والدخل لدى الأسر المعيشية الريفية، الأمر الذي يعتبر مهما بشكل خاص بالنسبة للنساء والأطفال الصغار.

8- **المساواة بين الجنسين وتمكين المرأة.** تربية الماشية المنتجة للألبان متشابكة مع أدوار الجنسين. فالرجال عموما يملكون الأبقار، بينما تملك النساء الحليب. وتواجه النساء عوائق في تطوير منتجات الألبان الافتقار إلى الملكية وإمكانية الحصول على الموارد والأصول، مما يؤدي أيضا إلى عدم وجود ضمانات للأدوات المالية. ومن شأن تعزيز دور النساء في صنع القرار ومراكز القيادة في مجموعات المزارعين أن يقلل من عدم المساواة بين الجنسين.

9- ويمثل **الشباب (بين سن 15-35 سنة)** والأطفال نسبة 75 في المائة من عدد السكان. وثلاثا القوة العاملة دون سن 35 سنة. ومن الأمور الهامة بالنسبة للشباب فرص الحصول على الأصول، والروابط بالأسواق، والعمل بواسطة التكنولوجيات الحديثة والرقمية.

10- **انبعاثات غازات الدفيئة.** وفقا للتقرير الوطني للإحصائيات بشأن تغير المناخ لعام 2019، ما زالت مستويات انبعاثات غازات الدفيئة للفرد الواحد في تنزانيا ضئيلة، وتقدر بـ 0.2 طن من مكافئ ثاني أكسيد الكربون. ولكن التوقعات تظهر زيادة محتملة بقدر ضعفين في مجموع الانبعاثات بحلول عام 2030، بموجب سيناريو النمو المستمر في عدد السكان، وزيادة إزالة الغابات، واتساع الأراضي الزراعية والأنشطة الزراعية، واستمرار هيمنة تربية الماشية في المراعي الحرة، ومواصلة استخدام طاقة الكتلة الحيوية ومسار التنمية الصناعية اللذين تتبعهما البلد. وسوف تساهم تدخلات المشروع في قطاع الألبان في التخفيف من انبعاثات غازات الدفيئة.

#### الأساس المنطقي لمشاركة الصندوق

11- في أغسطس/آب 2022، تلقى الصندوق طلبا من حكومة تنزانيا للاستثمار في قطاع الألبان. وبدأت الحكومة، من خلال وزارة الثروة الحيوانية ومصايد الأسماك، والصندوق عملية تصميم مشروع التحويل الذكي مناخيا لقطاع الألبان في مارس/آذار 2023. ومن المتوقع أن يبدأ المشروع، الذي يقدم إلى المجلس التنفيذي بموجب إجراء انقضاء المدة في عام 2023، في أوائل عام 2024 ولفترة 10 سنوات على أساس نهج مرحلي من أربع مراحل.

12- ودعم الصندوق بنجاح تطوير قطاع الألبان في عدة بلدان، مقيما شراكات استراتيجية على المستويين الإقليمي والعالمي. ويوفر دعم الصندوق لتطوير قطاع شامل للألبان في البلد فرصا كبيرة للأسر المعيشية من أصحاب الحيازات الصغيرة التي تعمل في مزارع الألبان.

13- كما سيعزز استخدام المشروع لنهج تكثيف إنتاج الألبان الذكي مناخيا كفاءة استخدام الموارد والطاقة على امتداد سلسلة قيمة الألبان. وأخيرا، سيستثمر المشروع في مخططات تتبع الكربون، ويعرّف المزارعين بشهادات توثيق انخفاض الكربون في قطاع الألبان، مما يعزز التكيف مع تغير المناخ والتخفيف من آثاره.

#### باء- الدروس المستفادة

14- تعد مدارس المزارعين الحقلية الخاصة بالثروة الحيوانية وسيلة مثبتة لتثقيف المزارعين عن الابتكارات. ويضطلع نهج مدارس المزارعين الحقلية الخاصة بالثروة الحيوانية، المقترن بالمنهجيات الأسرية، ونظام تعلم العمل الجنساني، بدور محوري في بناء قدرات المزارعين، وتنظيم المجموعات، واستحداث التكنولوجيات، والتحويل الجنساني، والوصول إلى الأسواق.

- 15- وتعد نُظم "تمرير الهبة" فعالة في توسيع نطاق إلحاق الأبقار بالأسر المعيشية الفقيرة بأدنى تكلفة. وتعتمد استدامتها على المشاركة الوثيقة للسلطات المحلية وتنفيذها ضمن مجموعات مدارس المزارعين الحقلية الخاصة بالثروة الحيوانية، حيث تكون الروابط الاجتماعية قوية.
- 16- وتعد مراكز تجميع الحليب ونقاط تجميع الحليب آليات كفؤة لتجميع الحليب وتتطلب دعماً مكثفاً لتحسين الحوكمة وإدارة الأعمال الخاصة بها.
- 17- وتوفر الشراكات المنتجة للمزارعين فرصاً كبيرة من أجل التنمية المستدامة لسلسلة القيمة التي تضمن للمزارعين الوصول إلى أسواق الحليب، والخدمات الأساسية مثل الإرشاد والمدخلات والائتمان.
- 18- والوصول إلى خدمات الصحة الحيوانية حاسم بالنسبة للإنتاجية والإدارة الذكية مناخياً لمنتجات الألبان. وبالتالي، فإن الخدمات المنزلية المتعلقة بالصحة وإدارة منتجات الألبان والاختبارات التشخيصية المناسبة، مع الحد من مخاطر الصحة الواحدة، أساسية.
- 19- والنهج المراعية للتغذية لها أثر أكبر عندما تجمع بين الزراعة المراعية للتغذية وسلاسل القيمة التي تصل إلى المواقع المعرضة للمخاطر الغذائية، وترتبط هذا بالتنقيف التغذوي، والتواصل من أجل التغيير الاجتماعي والسلوكي.
- 20- وتمكين النساء أساسية ويضمن وصولهن إلى الموارد الإنتاجية، وفرص إدرار الدخل، وخدمات الإرشاد، وخدمات الائتمان والطاقة والمياه، ودعم صوتهن في القرارات الأسرية والتعاونية.
- 21- وقد مكّنت عملية رقمنة سلاسل القيمة، بريادة شركة ASAS Dairies Ltd، أصحاب المصلحة من الوصول إلى الخدمات الاستشارية وتقديم خدمات الدعم في قطاع الألبان.
- 22- تسجيل الحيوانات. قام النظام الوطني في تنزانيا لتحديد هوية الماشية وتتبعها بتسجيل عدد كبير من الماشية. ويجب توسيع النطاق على نحو أكبر من أجل بناء نظام قوي.
- 23- الوصول إلى التمويل. تعد رقمنة الخدمات المالية أساسية بالنسبة لزيادة كفاءة تكاليف تقديم الخدمات للمؤسسات الريفية.
- 24- وأما التأمين الزراعي، المستند إلى خبرة الصندوق من خلال برنامج التأمين لتحقيق الصمود الريفي والتنمية الاقتصادية، فهو أداة قوية للحد من ضعف المزارعين أصحاب الحيازات الصغيرة.

## ثانياً- وصف المشروع

### ألف- الأهداف والمنطقة الجغرافية للتدخل والمجموعات المستهدفة

- 25- تتمثل غاية مشروع التحويل الذكي مناخياً لقطاع الألبان في تحويل سلسلة قيمة منتجات الألبان لتحسين سبل العيش، وزيادة الأمن الغذائي، وتخفيف أثر قطاع الألبان على تغير المناخ. ويتمثل الهدف الإنمائي للمشروع في تعزيز دخل منتجي الألبان من أصحاب الحيازات الصغيرة، وقدرتهم على الصمود في وجه تغير المناخ، ومشاركتهم في سلسلة قيمة تنافسية وأمنة.
- 26- وتتمثل معايير الاختيار الرئيسية للمناطق المستهدفة للمشروع في إمكانية إحداث أثر والتركيز الجغرافي بما في ذلك: (1) أهمية إنتاج الألبان في المنطقة؛ (2) انتشار نظم أصحاب الحيازات الصغيرة؛ (3) وجود

مشتريين؛ (4) وجود سوق محلية؛ (5) تدخلات الشركاء الإنمائيين الآخرين، (6) الضعف في وجه تغير المناخ. وسوف ينفذ المشروع في 17 مقاطعة عبر 6 أقاليم<sup>2</sup> في البر الرئيسي، و10 مقاطعات في زنجبار.

27- وسيصل المشروع إلى 600 000 شخص في المناطق الريفية (120 000 أسرة معيشية)، 40 في المائة منهم من النساء، و30 في المائة من الشباب. وسيجري إيلاء اهتمام خاص لاحتياجات المجموعات الضعيفة، بمن فيها الأشخاص ذوو الإعاقة.

## باء- المكونات، والحصائل، والأنشطة

28- يشمل المشروع ثلاثة مكونات هي: (1) إنتاجية نظم إنتاج الألبان وقدرتها على الصمود؛ (2) سلاسل القيمة الشاملة والذكية مناخيا، والاستثمار الخاص، واستهلاك الحليب والسياسات المتعلقة به؛ (3) دعم السياسات وإدارة المشروع، والرصد والتقييم، وإدارة المعرفة.

### المكون 1: إنتاجية نظم إنتاج الألبان وقدرتها على الصمود

29- يهدف هذا المكون إلى زيادة إنتاجية مزارعي منتجات الألبان من خلال نهج ذكي مناخيا لتنمية الثروة الحيوانية يجمع بين تعزيز الإنتاجية والحد من انبعاثات غازات الدفيئة المتعلقة بالثروة الحيوانية. والصحة الحيوانية، واختيار السلالات، والأعلاف، وإدارة المزارعين هي بمثابة حجر الزاوية لكل من القدرة على الصمود، وزيادة الإنتاجية التي ينتج عنها أيضا انبعاثات أقل من غازات الدفيئة.

30- وزيادة الإنتاجية تتطلب الإدارة والمعرفة والممارسات المناسبة، بالإضافة إلى خدمات الميل الأخير، ودعم أكبر للصحة الحيوانية. ولتحقيق ذلك، يتلقى المزارعون أولا التدريب من المشروع، بما في ذلك الأولويات الذكية مناخيا وألويات الصحة الواحدة، ويتبعها مسار التدريب على إدارة منتجات الألبان.

### المكون 2: سلاسل القيمة الشاملة والذكية مناخيا، والاستثمار الخاص، واستهلاك الحليب والسياسات المتعلقة به

31- يهدف هذا المكون إلى تعزيز سلاسل القيمة الشاملة والذكية مناخيا من خلال الاستفادة من الاستثمار الخاص وزيادة استهلاك الحليب. وسوف يحقق المشروع ذلك من خلال: (1) إنشاء وتعزيز مجموعات وتعاونيات منتجي الألبان في حوكمة وإدارة مراكز تجميع الحليب/نقاط تجميع الحليب؛ (2) دعم مراكز تجميع الحليب الرئيسية، بما في ذلك من خلال إصلاح الطرق الفرعية؛ (3) دعم الشراكات المنتجة لتيسير الوصول إلى المدخلات والخدمات في نقاط التجميع؛ (4) الرقمنة لمساعدة الجهات الفاعلة في سلاسل القيمة على زيادة مكاسب الكفاءة.

32- وسيدعم المشروع قيادة أعمال الشباب، ووصولهم إلى الخدمات المالية، والتأمين على الثروة الحيوانية، والدعم المقدم للمؤسسات الصغيرة والمتوسطة في سائر القطاع. وسيعزز المشروع استهلاك الحليب والتوعية التغذوية في جميع أنحاء منطقة المشروع. وأخيرا، سيعمل المشروع مع صناع السياسات والجهات الفاعلة في البر الرئيسي وزنجبار من أجل إيجاد بيئة سياسية مواتية لتحويل قطاع الألبان.

### المكون 3: دعم السياسات وإدارة المشروع، والرصد والتقييم، وإدارة المعرفة

33- يتناول هذا المكون التنفيذ الشامل، بما في ذلك جمع وتحليل ونشر بيانات المشروع لإرشاد صناع القرار.

<sup>2</sup> ميبيا ونجومبي وإيرينغا وموروغورو وتانغا.



## جيم- نظرية التغيير

- 34- يواجه إنتاج الألبان الخاصة بأصحاب الحيازات الصغيرة في جمهورية تنزانيا الاتحادية تحديين رئيسيين: انخفاض الإنتاج وصعوبة الوصول إلى الأسواق. ويعود انخفاض الإنتاج إلى: عدم كفاية و/أو رداءة جودة الأعلاف والمياه، وضعف الصحة الحيوانية، ورداءة المادة الوراثية، والقدرة المحدودة على الإدارة التقنية والتجارية. كما يواجه المزارعون تحديات تتعلق بالنقل والتبريد، مما يتسبب في هيمنة منتجات الحليب الخام غير المعبأة على سوق الحليب، مما يؤثر على كمية وسلامة الحليب المباع.
- 35- ويهدف المشروع إلى التخلص من هذه الاختناقات من خلال: (1) إنشاء مدارس المزارعين الحقلية الخاصة بالثروة الحيوانية؛ (2) تعزيز الخدمات الإرشادية والبيطرية والمختبرية، وإجراء حملات تلقیح وتعزيز التحسين الوراثي من خلال الذكاء الاصطناعي؛ (3) تعزيز الحصول على الأبقار وتجريب توليد الغاز الحيوي؛ (4) بناء السدود والآبار المفتوحة لتيسير توافر المياه للأبقار؛ (5) تطوير الابتكارات التقنية والحلول القائمة على الطبيعة؛ (6) تعزيز تكنولوجيات الحد من انبعاثات غازات الدفيئة الموفرة للطاقة. وسيعتمد المشروع مسارات خاصة بالتغذية والمنظور الجنساني لضمان تمكين النساء في مجالي صنع القرار والأدوار القيادية.
- 36- وللتصدي لتحديات السوق، سيعزز المشروع التبريد والتجهيز الكفؤين ويعزز الوصول إلى الأسواق؛ ويحسن سلامة الأغذية؛ وينشئ فرص عمل جديدة على امتداد سلسلة القيمة، مما يبسر الاستثمار في ريادة الأعمال من خلال الوصول إلى الائتمان وتعزيز التأمين؛ وتقديم الدعم السياساتي وتيسير الحوار بين أصحاب المصلحة.
- 37- ومن المؤشرات المهمة للتغيير على طول مسار أثر نظرية التغيير قيام مجموعات المنتجين، والمؤسسات الصغيرة والمتوسطة والأعمال الزراعية الأكبر حجماً بتطبيق وتكييف وإدامة الابتكارات الرقمية والقائمة على الطبيعة، بالإضافة إلى ترتيبات الشراكات المنتجة وآليات التمويل المستدام. وعلاوة على ذلك، يستند نجاح المشروع إلى: الاستقرار الاقتصادي الكلي والسياسي؛ وبيئة سياساتية داعمة؛ ومستويات كافية من الاستثمار العام والخاص في القطاع؛ والقدرات المؤسسية والتقنية.

## دال- المواءمة والملكية والشراكات

- 38- يتواءم المشروع بالكامل مع هدف التنمية المستدامة 1 (القضاء على الفقر)، وهدف التنمية المستدامة 2 (القضاء التام على الجوع)، وهدف التنمية المستدامة 5 (المساواة بين الجنسين)، وهدف التنمية المستدامة 8 (العمل اللائق والنمو الاقتصادي)، وهدف التنمية المستدامة 13 (العمل المناخي). كما سيساهم في تحقيق الحصائل الثلاث لإطار الأمم المتحدة للتعاون في مجال التنمية المستدامة، وهي الازدهار والناس والكوكب.
- 39- ويتواءم المشروع بالكامل مع برنامج تنمية القطاع الزراعي – المرحلة الثانية، ورؤية التنمية في زنجبار لعام 2050، والخطة الخمسية الثالثة للتنمية الوطنية (2021/2022-2025/2026). ويساهم المشروع مباشرة في تنفيذ حصائل خطة تحويل قطاع الثروة الحيوانية لضمان ملكية والتزام الحكومة القويين.
- 40- ويتواءم المشروع مع الأهداف الاستراتيجية الثلاثة للإطار الاستراتيجي للصندوق للفترة 2016-2025، والأهداف الاستراتيجية لبرنامج الصندوق للفرص الاستراتيجية القطرية 2022-2027 التي حُدثت بصورة مشتركة مع الحكومة. كما يتواءم المشروع مع الأولوية الشاملة للتجديد الثالث عشر لموارد الصندوق المتمثلة في بناء نظم غذائية محلية مستدامة وشاملة وقادرة على الصمود وتحويل سبل العيش الريفية.

## هاء – التكاليف والفوائد والتمويل

- 41- يمكن سد فجوة التمويل البالغة 11.53 مليون دولار أمريكي من خلال دورات نظام تخصيص الموارد على أساس الأداء من المخصصات المتبقية من التجديد الثاني عشر لموارد الصندوق، أو من خلال تمويل مشترك يحدد خلال التنفيذ.
- 42- وقد وضعت خطة طوارئ لضمان تنفيذ سلس للمشروع في حال حدوث فجوة التمويل.
- 43- ووفقا لمنهجيات المصارف الإنمائية المتعددة الأطراف لتتبع تمويل التكيف مع تغير المناخ والتخفيف من آثاره، يُقدَّر إجمالي مبلغ التمويل المناخي المقدم من الصندوق لهذا المشروع بـ 21.34 مليون دولار أمريكي (47.4 في المائة من إجمالي تكاليف المشروع المترتبة على الصندوق).

## واو- تكاليف المشروع

- 44- يقدر إجمالي تكاليف المشروع بقيمة 174.36 مليون دولار أمريكي، يمثل مبلغ 143.27 مليون دولار أمريكي منها التكلفة الأساسية، ومبلغ 31.10 مليون دولار أمريكي علاوات الطوارئ. وتعتبر مساهمات الحكومة ونظام تخصيص الموارد على أساس الأداء مضمونة عند بدء التنفيذ. أما مساهمة الوكالة الفرنسية للتنمية فهي غير مضمونة بعد، والصندوق الأخضر للمناخ لديه إطاره الزمني وشروطه التي يتعين تلبينها. وإذا لم تؤكد عمليات التمويل المشترك، فسيتمتعين تقليص أنشطة المشروع إلى حوالي 40 في المائة في سنوات الاستهلاك. وقد جرى توقع هذه المخاطر خلال التصميم ويمكن التخفيف منها من خلال البدء بـ 44 مقاطعة في الأقاليم الستة وتأجيل بعض الأنشطة حتى ضمان التمويل المشترك.

الجدول 1  
تكاليف المشروع حسب المكون والجهة الممولة  
(بالآلاف الدولارات الأمريكية)

المكون	الحكومة	قرض الصندوق 1	قرض الصندوق 2	صندوق الأوبك	الصندوق الأخضر للمناخ - مسارات للوصول بالاتبعات إلى مستوى الصف في القطاع الألبان (يؤكد لاحقاً)	مصرف تنزانيا للتنمية الزراعية	منظمة Heifer International	فجوة التمويل	المستفيدون	المجموع										
%	%	%	%	%	%	%	%	%	%	%										
المبلغ	المبلغ	المبلغ	المبلغ	المبلغ	المبلغ	المبلغ	المبلغ	المبلغ	المبلغ	المبلغ										
1 - إنتاجية نظم إنتاج الألبان الذكية مناخياً لأصحاب الحيازات الصغيرة وقدرتها على الصمود	7 796	12.8	18 648	30.6	24 862	40.8	1 798	2.9	447	0.7	2 282	3.7	919	1.5	4 258	7.0	4 258	7.0	61 010	35.0
2 - سلاسل القيمة الشاملة والذكية مناخياً، والاستثمار الخاص، واستهلاك الحليب والسياسات المتعلقة به	9 188	9.7	15 244	16.0	4 588	4.8	25 828	27.1	6 553	6.9	2 856	3.0	5 902	6.2	-	-	-	-	95 159	54.6
3 - دعم السياسات وإدارة المشروع ورصده وتقييمه وإدارة المعرفة	957	5.3	6 108	33.6	1 550	8.5	4 874	26.8	-	-	-	-	4 705	25.9	-	-	-	-	18 195	10.4
<b>المجموع</b>	<b>17 941</b>	<b>10.3</b>	<b>40 000</b>	<b>22.9</b>	<b>20 000</b>	<b>11.5</b>	<b>31 000</b>	<b>17.8</b>	<b>7 000</b>	<b>4.0</b>	<b>5 138</b>	<b>2.9</b>	<b>11 527</b>	<b>6.6</b>	<b>4 258</b>	<b>2.4</b>	<b>4 258</b>	<b>2.4</b>	<b>174 364</b>	<b>100.0</b>

الجدول 2  
تكاليف المشروع حسب فئة الإنفاق والجهة الممولة  
(بالآلاف الدولارات الأمريكية)

المجموع		المستفيدين		فجوة التمويل		منظمة Heifer International		مصرف تنزانيا للتنمية الزراعية		الوكالة الفرنسية للتنمية (يؤكد لاحقاً)		الصندوق الأخضر للمناخ – مسارات للوصول بالانبيعات ات إلى مستوى قطاع الألبان		صندوق الأوبك		قرض الصندوق 2		قرض الصندوق 1		الحكومة		فئة الإنفاق
%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	%	المبلغ	
36.1	62 874	3.7	2 308	4.7	2 960	0.3	185	1.0	619	9.2	5 791	22.6	14 215	30.0	18 850	0.9	556	11.6	7 293	16.1	10 098	أولاً- تكاليف الاستثمار
3.7	6 468	-	-	-	-	-	-	47.5	3 070	28.0	1 812	-	-	-	-	-	-	19.6	1 268	4.9	317	الأشغال
25.4	44 226	4.4	1 950	1.9	826	7.4	3 282	7.5	3 310	10.6	4 693	18.1	8 018	-	-	0.5	205	34.4	15 223	15.2	6 719	المركبات
0.5	883	-	-	0.7	6	-	-	-	-	-	-	-	-	-	-	-	-	81.3	718	18.0	159	السلع والخدمات والمدخلات
7.4	12 915	-	-	17.1	2 204	-	-	-	-	16.1	2 084	19.2	2 479	8.9	1 150	4.7	611	34.0	4 388	-	-	المعدات والمواد
10.7	18 609	-	-	5.1	948	9.0	1 671	-	-	4.0	741	25.5	4 738	-	-	19.5	3 628	37.0	6 882	-	-	الخدمات الاستشارية
8.1	14 079	-	-	2	285	-	-	-	-	91.3	12 855	-	-	-	-	-	-	6.7	940	-	-	التدريب وحلقات العمل
92	160 269	2.7	4 258	4.5	7 229	3.2	5 138	4.4	7 000	17.4	27 905	18.4	29 450	12.5	20 000	3.1	5 000	23.1	36 990	10.8	17 300	المنح والإعانات
6.1	10 707	-	-	40.1	4 298	-	-	-	-	33.2	3 558	2.1	224	-	-	-	-	24.5	2 627	-	-	مجموع تكاليف الاستثمار
2.1	3 602	-	-	-	-	-	-	-	-	27.1	976	36.8	1 326	-	-	-	-	18.1	651	18.0	648	ثانياً- التكاليف المتكررة
8.2	14 309	-	-	30.0	4 298	-	-	-	-	31.7	4 535	10.8	1 550	-	-	-	-	22.9	3 277	4.5	648	ألف- الرواتب والبدلات
100.0	174 364	2.4	4 258	6.6	11 527	2.9	5 138	4.0	7 000	18.6	32 500	17.8	31 000	11.5	20 000	2.9	5 000	22.9	40 000	10.3	17 941	باء- التكاليف التشغيلية
																						مجموع النفقات المتكررة
																						المجموع

الجدول 3  
تكاليف المشروع حسب المكون وسنة المشروع  
(بآلاف الدولارات الأمريكية)

المكون	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	المجموع
1- إنتاجية نظم إنتاج الألبان الذكية مناخيا لأصحاب الحيازات الصغيرة وقدرتها على الصمود	5 345	8 366	9 210	6 812	6 625	5 660	4 130	2 639	1 673	350	50 810
2- سلاسل القيمة الشاملة والذكية مناخيا، والاستثمار الخاص، واستهلاك الحليب والسياسات المتعلقة به	3 393	7 436	13 473	14 405	12 789	10 291	5 599	5 503	3 128	1 208	77 225
3- دعم السياسات وإدارة المشروع ورصده وتقييمه وإدارة المعرفة	3 414	1 393	1 371	1 234	1 439	1 247	1 233	1 198	1 239	1 456	15 223
<b>مجموع المكونات</b>	<b>12 152</b>	<b>17 195</b>	<b>24 055</b>	<b>22 451</b>	<b>20 853</b>	<b>17 198</b>	<b>10 963</b>	<b>9 339</b>	<b>6 040</b>	<b>3 014</b>	<b>143 258</b>
الطوارئ المادية	-	191	789	877	958	702	508	434	264	12	4 734
الطوارئ السعرية											
التضخم											
المحلي	186	809	1 852	2 395	2 945	3 109	2 385	2 395	1 846	1 164	19 086
الأجنبي	61	267	1 098	1 340	1 281	1 011	1 008	698	235	7 754	
المجموع الفرعي للتضخم	252	247	1 076	2 607	3 493	4 285	4 390	3 393	3 406	2 544	1 399
انخفاض قيمة العملة	(4)	(4)	(19)	(43)	(56)	(70)	(76)	(59)	(61)	(48)	(32)
<b>المجموع الفرعي للطوارئ السعرية</b>	<b>247</b>	<b>1 055</b>	<b>243</b>	<b>1 057</b>	<b>2 565</b>	<b>3 438</b>	<b>4 215</b>	<b>4 314</b>	<b>3 334</b>	<b>3 345</b>	<b>2 496</b>
<b>مجموع تكاليف المشروع</b>	<b>12 395</b>	<b>18 442</b>	<b>27 408</b>	<b>26 765</b>	<b>26 025</b>	<b>22 214</b>	<b>14 804</b>	<b>13 118</b>	<b>8 799</b>	<b>4 393</b>	<b>174 364</b>

## استراتيجية وخطة التمويل والتمويل المشترك

45- تقدر التكلفة الكلية للمشروع بقيمة 174.36 مليون دولار أمريكي، تصرف على مدى 10 سنوات. وتبلغ مساهمة الصندوق فيها 40 مليون دولار أمريكي من مخصصات جمهورية تنزانيا المتحدة بموجب نظام تخصيص الموارد على أساس الأداء لفترة التجديد الثاني عشر لموارد الصندوق، و5 ملايين دولار أمريكي جرى تأكيدها بالفعل من آلية الحصول على الموارد المقترضة، بما مجموعه 45 مليون دولار أمريكي (25.9 في المائة). وسيستقطب المشروع تمويلا من عملية إقليمية للصندوق الأخضر للمناخ تغطي البلد، بما في ذلك برنامج "مسارات للوصول بالانبعثات إلى مستوى الصفر في قطاع الألبان"، يقدر بقيمة 31 مليون دولار أمريكي (17.8 في المائة)؛ وتمويلا بقيمة 20 مليون دولار أمريكي من صندوق الأوبك (11.5 في المائة)، وستقدم الوكالة الفرنسية للتنمية 32.5 مليون دولار أمريكي للمشروع (ما يعادل 30 مليون يورو، تؤكد لاحقا). وسيساهم مصرف تنزانيا للتنمية الزراعية بتمويل قدره 7 ملايين دولار أمريكي (4 في المائة). وستقدم منظمة Heifer International 5.14 مليون دولار أمريكي (2.9 في المائة). وتقدر مساهمة الحكومة بقيمة 17.95 مليون دولار أمريكي (10.3 في المائة). وسيساهم المستفيدون بما قيمته 4.26 مليون دولار أمريكي (2.4 في المائة). وأخيرا، سيكون للمشروع فجوة تمويل قدرها 11.53 مليون دولار أمريكي (6.6 في المائة) يمكن تغطيتها من خلال المخصصات اللاحقة لنظام تخصيص الموارد على أساس الأداء. ومن المفروض أن يجتذب المشروع جهات تمويل أخرى، نظرا إلى أنه مصمم لأن يكون برنامجا رائدا يتماشى مع الميثاق القطري المتفق عليه.

### الصرف

- 46- سيتدفق تمويل الصندوق إلى حسابين معينين يفتحان بالدولار الأمريكي لدى مصرف تنزانيا، أحدهما لتلقي قروض الصندوق، والآخر لتلقي تمويل الصندوق الأخضر للمناخ من خلال الصندوق. وبالمثل، سيحتفظ المشروع بحسابين مصرفيين تشغيليين، بالشئلن التنزاني، لتلقي الموارد من الحسابين المعينين.
- 47- وبالنسبة لأموال صندوق الأوبك، ستتبع طلبات السحب إجراءات الصندوق وستقدم من خلال بوابة عملاء الصندوق. وسيقوم الصندوق بإبلاغ صندوق الأوبك بأهلية طلبات السحب. ومن ثم يقوم صندوق الأوبك بصرف الأموال في حساب معين مفتوح خصيصا بالعملة الصعبة.
- 48- وبالنسبة لأموال الوكالة الفرنسية للتنمية، سيقدم مكتب تنسيق المشروع طلبات سحب للصندوق، الذي سيقوم باستعراض كل واحد منها وإبلاغ الوكالة الفرنسية للتنمية بتحويل المدفوعات إلى حساب معين منفصل.
- 49- وسيوجه مكتب تنسيق المشروع أموال شركة Heifer International بالعملة المحلية إلى حساب مصرف تجاري تفتحه شركة Heifer International. وسيجري ذلك على أساس فصلي بناء على تبرير السلف السابقة واستنادا إلى متطلبات الإبلاغ.
- 50- وسيجري التوقيع على اتفاقية شراكة بين مصرف تنزانيا للتنمية الزراعية والمشروع. وسوف توضح الاتفاقية ترتيبات الصرف ومتطلبات الإبلاغ الفصلي. وسيفتح مصرف تنزانيا للتنمية الزراعية حسابا تشغيليا منفصلا بالشئلن التنزاني لتلقي أموال المشروع. ومن ثم سيبرم مصرف تنزانيا للتنمية الزراعية اتفاقيات فردية مع المؤسسات المالية الشريكة المؤهلة لاستخدام الأموال.
- 51- وسيحتفظ المشروع بحساب مصرفي منفصل لتلقي المساهمات النظرية لجمهورية تنزانيا المتحدة.

### موجز الفوائد والتحليل الاقتصادي

52- يشير التحليل الاقتصادي إلى أن مشروعات الألبان مجدية، وذات قيمة حالية صافية تبلغ 132.69 مليون دولار أمريكي، ومعدل عائد اقتصادي داخلي بنسبة 24.13 في المائة، مما يشير إلى أن المشروع الإجمالي مربح بالنسبة للمجموعات المستهدفة. ومن شأن التأخير لمدة سنتين في توليد الفوائد أو الانخفاض بنسبة 30

في المائة مقارنة بالسيناريو الأساسي أن يخفّض معدل العائد الاقتصادي الداخلي إلى 17.85 في المائة و18.4 في المائة، على التوالي، وهو أعلى بقدر كبير من معدل الخصم. وقد يكون لتجاوزات التكاليف أثر محدود، مع هبوط معدل العائد الاقتصادي الداخلي إلى 19.94 في المائة نتيجة لزيادة بنسبة 30 في المائة.

### استراتيجية الخروج والاستدامة

53- تعتمد استدامة تدخلات المشروع على تنفيذ الشراكات المنتجة ومشاركة القطاع الخاص. كما سيضمن تعزيز منظمات المزارعين استدامة الخدمات المقدمة للمزارعين. وأخيراً، من المتوقع أن تواصل الحكومات المحلية الحفاظ على الاستثمارات بعد انتهاء المشروع.

## ثالثاً- إدارة المخاطر

### ألف- المخاطر وتدابير التخفيف منها

54- توضح مصفوفة مخاطر المشروع المتكاملة تفاصيل المخاطر التي يتعيّن أخذها في الاعتبار. وفيما يلي المخاطر الرئيسية:

55- **مخاطر الإدارة المالية.** تصنف مخاطر الإدارة المالية المتأصلة لحافطة الصندوق الحالية في جمهورية تنزانيا المتحدة<sup>3</sup> على أنها كبيرة، وأما جودة الإدارة المالية فتعد مرضية إلى حد ما. وقد شهدت الحافطة تأخيرات في مرحلة الاستهلاك وعملية صرف بطيئة بسبب الأعباء الإدارية. وعلاوة على ذلك، تمثل العملية الطويلة للإعفاء من الضرائب، كشرط مسبق للدفع،<sup>4</sup> بالإضافة إلى التدريب غير الكافي على استخدام هذا النظام، عقبة كبيرة في تدفق الأموال إلى المشروع. والاعتماد الإلزامي لنظام المحاسبة المتكامل لمعلومات الإدارة المالية، الذي لم يكتف بما فيه الكفاية مع مخطط حسابات مناسب للإبلاغ بحسب المكون/الفئة، يؤدي إلى الاستخدام المفرط للعمليات اليدوية المعرضة للأخطاء. وعلى مستوى المقاطعات، لوحظ معدل عالٍ لدوران الموظفين، ونقص في الحواسيب العاملة من أجل المحاسبين (انظر المصفوفة المتكاملة لمخاطر المشروع في ملاحق تقرير تصميم المشروع من أجل تدابير التخفيف).

الجدول 4

### موجز المخاطر الإجمالية

مجال المخاطر	تصنيف المخاطر المتأصلة	تصنيف المخاطر المتبقية
السياق القطري	متوسطة	متوسطة
الاستراتيجيات والسياسات القطاعية	كبيرة	متوسطة
السياق البيئي والاجتماعي والمناخي	كبيرة	متوسطة
نطاق المشروع	متوسطة	متوسطة
القدرة المؤسسية على التنفيذ وتحقيق الاستدامة	كبيرة	كبيرة
الإدارة المالية	كبيرة	كبيرة
التوريد في المشروع	متوسطة	متوسطة
المخاطر الإجمالية	متوسطة	متوسطة

<sup>3</sup> عكس اتجاهات تدهور الأراضي وزيادة الأمن الغذائي في النظم الإيكولوجية المتدهورة في المناطق شبه القاحلة في تنزانيا؛ برنامج تنمية الزراعة ومصايد الأسماك.

<sup>4</sup> (أي تعالج طلبات الإعفاء من خلال نظام شبكي جديد حيث تُمنح بيانات الدخول لعدد محدود من المستخدمين فقط).

## باء- الفئة البيئية والاجتماعية

- 56- تصنف مخاطر الفئة البيئية والاجتماعية على أنها كبيرة. ومن المنظور الاجتماعي، فإن النساء والشباب بحاجة إلى اهتمام خاص. وسوف يعزز المشروع الأنشطة المفضية إلى التحول في المنظور الجنساني والمراعية للتغذية لضمان أثر إيجابي على سبل العيش. كما سيعزز المشروع مشاركة الشباب للأشخاص الذين تتراوح أعمارهم بين 18-35 سنة، وسوف تطبق معايير العمل الدولية.
- 57- ومن المسائل الهامة التي ينبغي أخذها في الاعتبار على امتداد سلسلة قيمة الألبان التدهور البيئي، وزيادة استخدام مبيدات الآفات والأسمدة، ومخاطر التلوث المرتبطة بتكثيف إنتاج الألبان ونقص الإدارة المناسبة للنفايات، واستخراج المياه أو احتوائها بدرجة كبيرة، واستهلاك المواد الخام. وسيشمل المشروع تدابير لتعزيز كفاءة استخدام الموارد والطاقة وخفض الانبعاثات المرتبطة بإنتاج الألبان. وتحسين إنتاجية وجودة المراعي وتعزيز مصادر الطاقة المنخفضة الكربون هما وسيلتان هامتان لتحسين الأمن الغذائي وإدارة الموارد الطبيعية والتخفيف من المخاطر البيئية.

## جيم- تصنيف المخاطر المناخية

- 58- تُصنف المخاطر المناخية للمشروع على أنها متوسطة. وقد جرى إعداد تقدير مفصل للمخاطر المناخية والتكيف معها، بما في ذلك قائمة باستثمارات التكيف مع تغير المناخ والتخفيف من آثاره، كي تنفذ على امتداد سلسلة قيمة الألبان. ويسترشد اختيار تدابير التكيف التي سيجري تطبيقها بتحليل كل مشروع فرعي والمخاطر المناخية الأكثر صلة بالظروف المحلية.

## دال- القدرة على تحمل الديون

- 59- وفقا لتحليل القدرة على تحمل الديون الذي أجرته المؤسسة الدولية للتنمية وصندوق النقد الدولي لعام 2021، تبقى مخاطر تعرض البلد لمديونية حرجية خارجية متوسطة. وشدد التقرير على أهمية الحصول على تمويل خارجي بشروط تيسيرية. وللحفاظ على القدرة المالية والقدرة على تحمل الديون، ينبغي للسلطات تحسين إدارة الاستثمارات العامة والمضي بالاستثمارات ذات المكاسب الاجتماعية والاقتصادية.

## رابعاً- التنفيذ

### ألف- الإطار التنظيمي

#### إدارة المشروع وتنسيقه

- 60- سيقوم مكتب تنسيق المشروع شبه المستقل تحت مظلة وزارة الثروة الحيوانية ومصايد الأسماك بالإشراف على التنفيذ اليومي للمشروع على المستوى المركزي. وستعمل وحدات التنفيذ على مستوى المقاطعات، من خلال أفرقة التيسير على مستوى المقاطعات، على تنفيذ الأنشطة على المستوى المحلي. وسيجري دعم وحدات التنفيذ من قبل أفرقة تعين على أساس تنافسي وموظفين منتدبين.

#### الإدارة المالية، والتوريد، والحوكمة

- 61- من المتوقع أن يستخدم المشروع ترتيبات الإدارة المالية المعتمدة من قبل الحافظة الحالية لمشروعات الصندوق، والتي تتواءم كلياً مع الأنظمة القطرية والإجراءات الوطنية. وسيقدم المشروع تقارير مالية مؤقتة فصلية ضمن 45 يوماً من نهاية فترة عمليات الصرف ورصد التقدم المالي.



- 62- واعتمد نظام المحاسبة المتكامل لمعلومات الإدارة المالية على الصعيد الوطني. ولكنه لا يسمح بشكل كاف بالإبلاغ المالي بحسب جهة التمويل، والفئة، والمكون، كما يتطلب الصندوق. وحتى تُستكمل عملية موازنة النظام، سيستخدم نظام محاسبة جاهز مؤقتاً.
- 63- وأنشئت وحدة مستقلة لمراجعة الحسابات الداخلية، تحت رعاية المراجع العام الداخلي، في وزارة الثروة الحيوانية ومصايد الأسماك، للإشراف على المشروع. وسوف تقدم تقارير مراجعة حسابات المشروع للصندوق عند الطلب.
- 64- وستقع مسؤولية المراجعة الخارجية على المراقب المالي والمراجع العام، وسوف تمثل تلك المراجعة لسياسات وإجراءات الصندوق. وستشمل المراجعة استخدام الأموال من جميع مصادر التمويل.
- 65- وستغطي الضرائب والرسوم من قبل حكومة جمهورية تنزانيا المتحدة.
- 66- ولدى البلد قانون قوي للتوريد العام وهيئات رقابة راسخة، مثل الهيئة التنظيمية للتوريد العام، وهيئة التوريد العام والتصرف في الأصول للبر الرئيسي وزنجبار، على التوالي. وتغطي هذه الأطر القانونية جميع جوانب التوريد العام.

#### إشراك المجموعات المستهدفة وتعقيباتها ومعالجة التظلمات

- 67- سيدعم مكتب تنسيق المشروع أنشطة منتدى تطوير قطاع الألبان في تنزانيا وتستخدم هذه المنصة لإشراك أصحاب المصلحة بشأن تقدم المشروع والتحديات التي تواجهه. وعلى مستوى المقاطعات، سيجري إنشاء منصات متعددة أصحاب المصلحة معنية بقطاع الألبان في المقاطعات تضم مندوبين من مختلف أنشطة سلسلة القيمة لضمان مشاركة واسعة لجميع أصحاب المصلحة في قطاع الألبان في تخطيط واستعراض أنشطة المشروع.
- 68- وسينشئ مكتب تنسيق المشروع آلية لمعالجة التظلمات المحتملة للمستفيدين وأصحاب المصلحة. كما سيبسّر تسوية الشكاوى والتظلمات المتعلقة بالضمانات البيئية والاجتماعية للمشروع.

#### باء- التخطيط، والرصد والتقييم، والتعلم، وإدارة المعرفة، والتواصل

- 69- سيكون لتخطيط ورصد وتقييم المشروع وظيفة مرتبطة بالإدارة والمساءلة. وستقوم الوحدة بجمع البيانات على أساس مستمر. وسيجري تنفيذ ثلاثة أنواع من الرصد والتقييم في إطار المشروع: (1) رصد تقدم التنفيذ والمسائل المالية؛ (2) رصد الضمانات الاجتماعية والبيئية؛ (3) تقييم الحصائل والأثر.
- 70- **إدارة المعرفة والتواصل.** سيجري نشر الدروس المستفادة من نُهج المشروع بالتعاون مع منتدى تطوير قطاع الألبان في تنزانيا، حيث يجتمع أصحاب المصلحة من القطاعين العام والخاص كل سنة لتجميع وتحليل ونشر المعلومات ذات الصلة بقطاع الألبان. وسوف تعمل إدارة المعرفة، من خلال الحملات الإذاعية/التلفزيونية وبواسطة شبكات الإنترنت/وسائل التواصل الاجتماعي، على تعزيز التوعية المجتمعية الأوسع بالأهمية التغذوية لاستهلاك الحليب الآمن.

#### الابتكار وتوسيع النطاق

- 71- لقد أدخل عدد من النُهج المبتكرة القابلة لتوسيع النطاق في المشروع، بما في ذلك: مدارس المزارعين الحقلية الخاصة بالثروة الحيوانية، والرقمنة، والشراكات المنتجة، والتأمين على الثروة الحيوانية، والتكيف مع تغير المناخ والتمويل الأخضر، والإدارة المنزلية لمنتجات الألبان، وخدمات الصحة الحيوانية. وسوف يجري تجريب هذه التكنولوجيات وتطبيقها على المستوى المحلي لضمان الاستدامة.

## جيم- خطط التنفيذ

### جاهزية التنفيذ وخطط الاستهلاك

72- المشروع مصمم ليكون على استعداد لتيسير استهلاك سريع متى دخل حيز النفاذ. وترد خطط التوريد المفصلة واختصاصات مقدمي الخدمات في دليل المشروع. ويتألف المشروع من أربع مراحل، حيث تؤدي كل مرحلة إلى بدء تنفيذ المرحلة التالية.

### الإشراف واستعراض منتصف المدة وخطط الإنجاز

73- سيقوم الصندوق والحكومة بإجراء بعثات سنوية مشتركة لاستعراض تقدم التنفيذ، وتحديد الاختناقات، ومساعدة مكتب تنسيق المشروع في تحسين التنفيذ. وسيجرى استعراض منتصف المدة واستعراضات منتظمة في سنوات المشروع 2 و5 و7.

## خامسا- الوثائق القانونية والسند القانوني

74- ستشكل اتفاقية التمويل بين جمهورية تنزانيا المتحدة والصندوق الدولي للتنمية الزراعية الوثيقة القانونية التي يقوم على أساسها تقديم التمويل المقترح إلى المقترض/المتلقي. وترد نسخة من اتفاقية التمويل المتفاوض بشأنها في الذيل الأول.

75- وجمهورية تنزانيا المتحدة مخولة بموجب القوانين السارية فيها سلطة تلقي تمويل من الصندوق الدولي للتنمية الزراعية.

76- وإني مقتنع بأن التمويل المقترح يتفق مع أحكام اتفاقية إنشاء الصندوق الدولي للتنمية الزراعية وسياسات التمويل المقدم من الصندوق ومعايير.

## سادسا- التوصية

77- أوصي بأن يوافق المجلس التنفيذي على التمويل المقترح بموجب القرار التالي:

قرر: أن يقدم الصندوق إلى جمهورية تنزانيا المتحدة قرضا بشروط تيسيرية للغاية بقيمة أربعين مليون دولار أمريكي (40 000 000 دولار أمريكي)، على أن يخضع لأية شروط وأحكام تكون مطابقة على نحو أساسي للشروط والأحكام الواردة في هذه الوثيقة.

وقرر أيضا: أن يقدم الصندوق إلى جمهورية تنزانيا المتحدة قرضا بشروط عادية بقيمة خمسة ملايين دولار أمريكي (5 000 000 دولار أمريكي)، على أن يخضع لأية شروط وأحكام تكون مطابقة على نحو أساسي للشروط والأحكام الواردة في هذه الوثيقة.

ألفرو لاريو

رئيس الصندوق الدولي للتنمية الزراعية

# Negotiated financing agreement

NEGOTIATED TEXT  
24 November 2023

LOAN NO. [number]  
LOAN NO. [number]

## FINANCING AGREEMENT

*Climate-Smart Dairy Transformation Project (C-SDTP)*

between the

**UNITED REPUBLIC OF TANZANIA**

and the

**INTERNATIONAL FUND FOR AGRICULTURAL DEVELOPMENT**

Signed in

Dar es Salaam, United Republic of Tanzania \_\_\_\_\_

OR

Dar es Salaam, United Republic of Tanzania, and Rome, Italy

AK *Amici*

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

## FINANCING AGREEMENT

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

Project name: Climate-Smart Dairy Transformation Project ("the C-SDTP"/ "the Project")

The United Republic of Tanzania (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 loans from the Fund for the purpose of financing the Project described in Schedule 1 to this Agreement;

**WHEREAS**, the Project is expected to be co-financed by the Green Climate Fund ("GCF"), OPEC Fund, Heifer International, Tanzania Agriculture Development Bank ("TADB"), Agence française de développement ("AFD").

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

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

### Section A

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

### Section B

1. A. The amount of loan one ("Loan 1") is eligible to highly concessional terms ("HCT Loan") is forty million United States dollars (USD 40 000 000).  
B. The amount of loan two ("Loan 2") is eligible to ordinary terms ("OT Loan") is five million United States dollars (USD 5 000 000).
2. In relation to the HCT Loan:

*AK*

*Manini*

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

- (i) The HCT Loan shall be free of interest but shall bear a fixed service charge as determined by the Fund at the date of approval of the Loan by the Fund's Executive Board, payable semi-annually in the Loan Service Payment Currency. The HCT Loan shall have a maturity period of forty (40) years, including a grace period of ten (10) years starting from the date of approval of the Loan by the Fund's Executive Board.
  - (ii) The principal of the HCT Loan will be repaid at four and half per cent (4.5%) of the total principal per annum for years eleven (11) to thirty (30), and one per cent (1%) of the total principal per annum for years thirty first (31) to forty (40).
3. In relation to the OT Loan:
    - (i) The Loan granted on ordinary terms (OT Loan) 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 thirty one (31) years, including a grace period of eight (8) years, starting from the date as of which the Fund has determined that all general conditions precedent to withdrawal have been fulfilled.
  4. The Loan Service Payment Currency shall be in United States dollars.
  5. The first day of the applicable Fiscal Year shall be 1 July.
  6. Payments of (principal) and (interest)(service charge) shall be payable on each 15 May and 15 November.
  7. There shall be one (1) Designated Account in USD, for the exclusive use of the Project opened in the Bank of Tanzania to receive funds from IFAD loans. The Borrower shall inform the Fund of the officials authorized to operate the Designated Account.
  8. There shall be Project Account in Tanzanian shillings (TZS) to receive the proceeds of the IFAD financing from the Designated Account for the benefit of the Project in a commercial bank.
  9. The Borrower shall provide counterpart financing for the Project in the estimated amount of seventeen million nine hundred and fifty thousand United States dollars (USD 17 950 000) in the form of tax and duty exemptions on all expenditure for works, goods and services required for project implementation. A tax waiver for the Project will be granted in accordance with prevailing Tanzanian tax laws.

### Section C

1. The Lead Project Agency shall be the Ministry of Livestock and Fisheries
2. The following are designated as additional Project Parties: Tanzania Livestock Research Institute (TALIRI), Zanzibar Livestock Research Institute (ZALIRI), Sokoine University of Agriculture (SUA), Livestock training agency (LITA/SUZA), National Artificial Insemination Center (NAIC/DLD), Tanzania Veterinary Laboratory Agency (TVLA), Tanzania Dairy Board (TDB/DLD).

*AC*

*Mwini*

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

3. A Mid-Term Review will be conducted in year five of the Project; however, the Parties may agree on a different date for the Mid-Term Review of the implementation of the Project.
4. The Project Completion Date shall be the tenth (10) 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.
5. Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the provisions of the Borrower's procurement regulations, to the extent such are consistent with the IFAD Procurement Guidelines.

#### Section D

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

#### Section E

1. The following are designated as additional grounds for suspension of this Agreement:
  - (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.
  - (b) In the event that the Borrower did not request a disbursement of the Financing for a period of at least 12 months without justification.
  - (c) Key Project staff appointed, transferred or moved from the PMU without the non-objection of the Fund.
2. The following are designated as additional grounds for cancellation of this Agreement:
  - (a) In the event that the Borrower did not request a disbursement of the Financing for a period of at least 12 months without justification.
3. The following are designated as additional (general/specific) conditions precedent to withdrawal:
  - (a) The IFAD no objection to the Project Implementation Manual (PIM) shall have been obtained.
  - (b) Key Project staff has been appointed as per Schedule 1 part II of this Agreement.
  - (c) Installation of an off-the-shelf accounting software and training of Financial Management staff for the software.
4. The following are the designated representatives and addresses to be used for any communication related to this Agreement;

For the Borrower:

Permanent Secretary  
Ministry of Finance  
Government City -Mtumba  
P.O. Box 2802  
Dodoma

 *Yunisi*

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

Tanzania

For the Fund:

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

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

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

UNITED REPUBLIC OF TANZANIA

\_\_\_\_\_  
Dr. Natu E. Mwamba  
Permanent Secretary

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

INTERNATIONAL FUND FOR  
AGRICULTURAL DEVELOPMENT

\_\_\_\_\_  
Alvaro Lario  
The President

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

*AK*

*Mwamba*

**Schedule 1***Project Description and Implementation Arrangements***I. Project Description**

1. *Target Population.* The Project shall benefit rural households involved in dairy production, processors, traders, milk transporters, including women and youth in the dairy value chain. The total number of direct beneficiary households is 120, 000 corresponding to approximately 600,000 rural people.
2. *Project area.* The Project will have a national scope and shall be implemented in 17 districts across 5 regions in the mainland and 10 districts in Zanzibar. The Project focus is mainly on areas with potential for dairy production and existence of off-takers.
3. *Goal.* The goal of the Project is contribute to the transformation of the dairy value chain to improve livelihoods, increase food safety, and to mitigate the impact of the dairy sector on climate change.
4. *Objectives.* The objective of the Project is to improve income, climate resilience and nutrition of smallholder dairy producers and their participation in a competitive and safe value chain.
5. *Components.* The Project shall consist of the following Components:
  - 5.1 Component 1: Increased climate-smart production, productivity and resilience of dairy smallholder production systems. This component will be organized in 2 sub-components:
    - 5.1.1 Sub-component 1.1: Capacity building, social mobilization and asset building: The purpose of this subcomponent will be to increase the number of farmers engaged in intensive and market oriented dairy production, which is so far insufficient to respond to the market demand and results in low utilization of aggregation and processing capacities, and to improve productivity as well as climate resilience and adaptation by improving capacities of new and existing dairy farmers on farm management
    - 5.1.2 Sub-component 1.2: Support provision of essential dairy livestock services: The purpose of this sub-component is to improve access of smallholder farmers to doorstep animal production and health services, enhance access to water by target beneficiaries, improve the effectiveness of public institutions for the delivery of public-good related services, support the emergence of private service providers for private-good related services, promote the adoption of climate smart innovation that improve resilience to climate change, promote the adoption of digital innovations, and adoption by farmers of dairy management best practices through doorstep coaching.
  - 5.2 Component 2: Inclusive and climate-smart value chains, private investment, milk consumption and policy. This component will be organized into 4 sub-components:
    - 5.2.1 Sub-component 2.1: Organization of producers, milk aggregation and facilitation of productive alliances: This sub-component will focus on enhancing management and governance capacities of cooperatives, enhanced milk aggregation capacities and primary collection centres, enhanced business partnerships with cooperatives and private sector as well as digitalization of the dairy value chain.

AK *Amiri*



5.2.2 Subcomponent 2.2: Support to emergence of safe, short and green value chains and milk consumption: Objective of this sub-component will be to diversify market and provide a valuable alternative both (i) to the dominant raw milk trade sub value chain, which raises issues of food safety and public health, and (ii) to the industrial milk processing value chain, which has limited capacity and produces processed commodities that are not economically affordable to the poorest segment of the population. In addition the subcomponent will reduce environmental footprints and improve food safety and milk quality and increase nutrition and consumption outcomes amongst beneficiaries

5.2.3 Subcomponent 2.3: Access to financial services: The objective of this subcomponent is to ensure that the project target groups access adapted and affordable financial products to finance their dairy related enterprises.

5.2.4 Subcomponent 2.4. Policy support and stakeholder dialogue: This sub-component is expected to support formulation of policy reviews in dairy issues and feasibility studies to inform policy making.

## II. Implementation Arrangements

6. *Lead Project Agency.* The Ministry of Livestock and Fisheries (MLF) shall be the LPA coordinating the implementation of the Project on behalf of the United Republic of Tanzania.

7. *Project Oversight Committee.* GoT will appoint a **Project Steering Committee (PSC)** to provide strategic guidance and oversight of the Project. It will be chaired by the Permanent Secretary Ministry of Livestock and Fisheries (MLF), co-chaired by Permanent Secretary (PS) - Ministry of Agriculture, Irrigation, Natural Resource and Livestock - Zanzibar (MAINL), and will be composed by the Permanent Secretaries of the Ministries of finance (MoF), Vice President's Office (VPO) and President Office-Regional Administration and Local Government (TAMISEMI) for mainland; and First Vice President Office in Zanzibar (VP1), Ministry of Finance and Planning President's Office for Zanzibar, as well as representatives from the private sector and farmers' organizations.

**Technical Advisory Committee (TAC)** will be established by MLF to advise the PSC and the Project Management Unit (PMU) on technical issues. The TAC will be chaired by the Director of Production and Marketing, MLF and Co-chaired by the Department of Livestock Development (DLD/MAINL), and will be composed of the relevant Directors from MLF and MAINL on areas of Policy and Planning, Veterinary services, Extension services, Animal feed resources, Animal breeding, Research & Training, Chief accountant, Procurement; as well as Chief executive officers of each participating implementing partner in the mainland and Zanzibar. It will also comprise a representative from participating Districts and representatives from private sector involved in the Project.

8. *Project Management Unit.* An autonomous PMU will be established under MLF and will be responsible for the overall project implementation including: the preparation of the AWPBs and implementation of the activities with the following Key Project staff competitively selected: (i) Project Coordinator, (ii) M&E Senior Officer and Deputy Coordinator, (iii) Senior Finance Officer, (iv) Procurement Senior Officer (v) Knowledge Management Specialist (vi) Climate and Environment Specialist, (vii) Dairy Specialist, (viii) Social Inclusion Specialist and (ix) Nutrition Specialist; (x) Knowledge and Strategic Communication specialist from year 2; (xi) Value chain/market specialist from year 2; and a (xii) SECAP officer. A Project management team (PMT) under MAINL will be established in Zanzibar and will report to the PMU, comprising of a (i) Team Leader; (ii) M&E officer and Deputy Team Leader; (iii) Dairy Officer, (iv) Finance Officer, and (v) Procurement Officer The PMU/PMT will leverage existing expertise from MLF/MAINL staff who will be

AK Hussein

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

seconded to C-SDTP to support gender and social inclusion and marketing (see organigram in PIM).

9. *Implementing partners.* The project's implementing partners shall be: Tanzania Livestock Research Institute (TALIRI), Zanzibar Livestock Research Institute (ZALIRI), Sokoine University of Agriculture (SUA), Livestock training agency (LITA/SUZA), National Artificial Insemination Center (NAIC/DLD), Tanzania Veterinary Laboratory Agency (TVLA), Tanzania Dairy Board (TDB/DLD), including other service providers recruited by the PMU.].

10. *Planning, Monitoring and Evaluation* will be integrated in the United Republic of Tanzania ("GoT") processes and will be based on Annual Work Plans and Budgets (AWPBs). Representatives from dairy multi-stakeholder platforms at cluster and at district level will be part of the planning process, ensuring beneficiaries' participation. A four-phase strategy has been developed to ensure a smooth geographic development of the project using as a trigger the number of signed agreement between the supported milk collection centers (MCCs) and off-takers.

11. *Knowledge Management* will be closely linked to the policy engagement objectives and will disseminate lessons learned from C-SDTP approaches in collaboration with the Tanzania Dairy Development Forum, where public and private stakeholders convene annually to aggregate, synthesize, and disseminate information relevant to the dairy industry in the United Republic of Tanzania. Through radio and TV campaigns, knowledge management will also promote a broader societal awareness of the nutritional importance of consuming safe milk.

12. *Project Implementation Manual.* The Borrower shall finalize the development of the Project Implementation Manual (PIM) for the Fund's consideration and approval. The PIM will provide more details on: (i) roles and responsibilities of the project and implementing parties to ensure full coordination among all parties involved in implementation; (ii) detailed description of activities and implementation arrangements for each project component; (iii) M&E and knowledge management; (iv) financial management requirements including bank accounts and audit arrangements; (v) procurement procedures and management; and (vi) establishment of a grievance redress mechanism. The PIM reflects IFAD's no tolerance for Sexual Harassment (SH) / Sexual Exploitation and Abuse (SEA) in the Project.

AK

Manini

7

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

## Schedule 2

### Allocation Table

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

Category	IFAD HCT Loan (Expressed in USD)	IFAD OT Loan (Expressed in USD)	Percentage of Expenditure (Net of Taxes and Duties)
Works	6 560 000	500 000	100%
Goods, Services and Inputs	15 520 000	180 000	100%
Consultancies	4 170 000	550 000	100%
Trainings and Workshops	6 190 000	3 270 000	100%
Grants	850 000		100%
Salaries and Allowances	2 710 000		100%
Unallocated	4 000 000	500 000	100%
<b>TOTAL</b>	<b>40 000 000</b>	<b>5 000 000</b>	

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

- (i) For HCT Loan, the category Goods, services and inputs also include the planned expenditures for vehicles, Equipment & materials.
- (ii) The category Salaries and Allowances include salaries and allowances and operating costs.
- (iii) Category Grants consists of contingency funds.

### 2. *Disbursement arrangements*

(a) *Retroactive financing.* As an exception to section 4.08(a) (ii) of the General Conditions, specific eligible expenditures incurred as of approval of the Financing by IFAD's Executive Board, until the date of entry into force of this Agreement, shall be considered eligible up to an amount equivalent to Five Hundred Thousand US dollars (USD 500 000) for activities relating to: (i) AWPB/PPM approval and development of Management information System for M&E; (ii) Recruitment of key staff; (iii) training of staff and finalization of PIM; (iv) baseline and Environmental studies; and v) the procurement of accounting system. Activities to be financed by retroactive financing and their respective category of expenditures and source of financing will require prior no objection from IFAD to be considered eligible. Pre-financed eligible expenditures shall be reimbursed to the Borrower once additional conditions precedent to the first disbursement of funds specified in Section E.3 are

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

fulfilled. The pre-financing shall not cover any form of taxes and all amounts financed shall be net of taxes and duties.

*AK*

*Amiri*

**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 6 months of entry into force of the Financing Agreement, the Project will procure and install a customize accounting software as it is the practice in IFAD on-going supported projects and programmes, to satisfy International Accounting Standards and IFAD's requirements.
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 the Project is gender-transformational through women's empowerment approaches. It will support men and women's joint decision-making and promote women's inclusion in relevant decision-making bodies, equal distribution of opportunities and assets, at the household, farmer group and processor level.
4. *Land tenure security.* The Borrower shall ensure that the land acquisition process has already been completed and that compensation processes were consistent with international best practice and free prior and informed consent principles.
5. *Anticorruption Measures.* The Borrower shall comply with IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations.
6. *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.
7. *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 Project Coordination Office (PCO) and other Implementing Agencies as allocated in the project design document;
  - (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.
8. *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

AK *Amici*

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

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.

9. The Key Project Personnel are those per personnel referred to in Schedule 1 part II paragraph 8. In order to assist in the implementation of the Project, the PMU, 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 PMU 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 ILO International Labour Standards (whichever is more stringent) in order to satisfy the conditions of IFAD's updated SECAP. Repeated short-term contracts must be avoided, unless appropriately justified under the Project's circumstances.

## II. SECAP Provisions

1. For projects and programmes 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/or Resettlement Action Plans/Frameworks (RAPs/Fs) and Environmental, Social and Climate Management Plans (ESCMs) for high risk projects and programmes and Abbreviated ESIAs and/or Abbreviated RAP/F and ESCMs for substantial risk projects and programmes 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).

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

3. 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).

4. 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.

AK *Yousif*

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

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

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

In the occurrence of such event, the Borrower shall:

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

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

6. The Borrower 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.

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

- Reports on the status of compliance with the standards, measures and requirements set forth in the SECAP 2021 Edition, ESCMPs and the management plan (if any) on a semi-annual basis - or such other frequency as may be agreed with the Fund;

 

United Republic of Tanzania  
Climate-Smart Dairy Transformation Project (C-SDTP)

Loan NO. \_\_\_\_\_  
Loan No. \_\_\_\_\_

- Reports of any social, environmental, health and safety incidents and/accidents occurring during the design stage, the implementation of the Project and propose remedial measures. The Borrower will disclose relevant information from such reports to affected persons promptly upon submission of the said reports; and
  - Reports of any breach of compliance with the standards, measures and requirements set forth in the SECAP 2021 Edition and the Management Plan(s) (if any) promptly after becoming aware of such a breach.
8. In the event of a contradiction/conflict between the Management Plan(s), if any, and the Financing Agreement, the Financing Agreement shall prevail.





## Logical framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
<b>Outreach</b>	<b>1 Persons receiving services promoted or supported by the project</b>				Project M&E system	Annually	PCO	Existing Dairy farmers are interested in participating in project activities and the provision of heifers to youth and women allow these to become dairy farmers
	Males – Males	0	150000	300000				
	Females – Females	0	150000	300000				
	Young - Young people	0	180000	360000				
	Total number of persons receiving services	0	300000	600000				
	Persons with disabilities - Number	0	9000	18000				
	<b>1.a Corresponding number of households reached</b>				Project M&E system	Annually	PCO	
	Households – Households	0	60000	120000				
<b>1.b Estimated corresponding total number of households members</b>				Project M&E system	Annual	PCO		
Household members - Number of people	0	300000	600000					
<b>Project Goal</b> Contribute to the transformation of the dairy value chain to improve livelihoods, increase food security and to mitigate the impact of the dairy sector on climate change	<b>Targeted smallholder households reporting an increase in income of at least 30% from sales of milk and milk products</b>				COI Survey and GLEAM-i and/or EX-ACT analysis	Baseline, Mid and Completion	PCO/External service provider	Direct beneficiaries are reporting an increase in income and are able to attribute it to project interventions
	Household – Number	0	40000	90000				
	<b>Reduction in emission intensity (kg CO2e/kg protein)</b>							
	Milk emission intensity (kg CO2e/kg protein) (number)	0						
	Milk emission intensity (kg CO2e/kg protein) - Percentage	0						
	Meat emission intensity (kg CO2e/kg protein) - Number	0						
	Meat emission intensity (kg CO2e/kg protein) - Percentage	0						
<b>Development Objective</b> Improve income, climate resilience and nutrition of smallholder dairy producers and their participation in a competitive and safe VC	<b>1.2.8 Women reporting minimum dietary diversity (MDDW)</b>				COI Survey	Baseline, mid term, Completion	PCO/External service provider	The main services delivered by the public and private entities supported by the project will adequately meet target groups productive/business/employment and livelihood needs
	Women (%) - Percentage	0	25	55				
	Women (number) - Females	0	30000	66000				
	Women-headed households - Households							
	<b>SF.2.1 Households satisfied with project-supported services</b>				COI Survey	Baseline, mid term, Completion	PCO/External service provider	
	Household members - Number of people	0	240000	480000				
	Households (%) - Percentage	0	40	80				
	Households (number) - Households	0	48000	96000				
	<b>SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers</b>				COI Survey	Baseline, mid term, Completion	PCO/External service provider	
	Household members - Number of people	0	180000	450000				
	Households (%) - Percentage	0	30	75				
	Households (number) - Households	0	36000	90000				
	<b>2.2.1 Persons with new jobs/employment opportunities</b>				COI Survey	Annual	PCO	
	Males – Males	0	1500	3000				
	Females – Females	0	1000	2900				
	Young - Young people	0	1500	3000				
	Total number of persons with new jobs/employment opportunities	0	2500	5900				
	Persons with disabilities - Number	0	75	150				
	<b>IE.2.1 Individuals demonstrating an improvement in empowerment</b>				COI Survey	Annual	PCO	
	Total persons - Percentage	0	6	12				
	Total persons - Number of people	0	36000	72000				
	Females - Percentage	0	4.5	9				
	Females – Females	0	14000	28000				
Males - Percentage	0	7.5	15					
Males – Males	0	22000	44000					
<b>Outcome 1: Increased climate-smart production, productivity and resilience</b>	<b>3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices</b>				COI survey			Climate smart varieties of forage available; techniques for forage conservation known,

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
of dairy smallholder production systems	Total number of household members	0	145000	360000		Baseline, Mid Term, Completion	PCO/External service provider	new forage production technologies developed; water for livestock availability will improve; new trainings in the new production practices and technologies will be effective to the smallholder dairy farmers
	Households - Percentage	0	24	60				
	Households – Households	0	29000	72000				
	<b>1.2.4 Households reporting an increase in production</b>				COI survey	Baseline, Mid Term, Completion	PCO/External service provider	
	Total number of household members	0	180000	450000				
	Households – Percentage	0	30	75				
Households – Households	0	36000	90000					
Output 1.1: Enhanced capacities of smallholder farmers	<b>1.1.4 Persons trained in production practices and/or technologies /1</b>				Project M&E system	Annually	PCO	MCPs will be equipped with solar power, and the construction of biodigestors will be piloted. these technologies will meet farmers needs while contributing to reduce GhG emissions
	Total persons trained in livestock	0	29000	58000				
	<b>3.1.3 Persons accessing technologies that sequester carbon or reduce GhG emissions /1</b>				Project M&E system	Annually	PCO	
Total persons accessing technologies - Number of people	0	29000	58000					
Output 1.2: Enhanced provision of essential livestock services (animal health, breeding, feeding, inputs) and technical innovations and nature based solutions developed, tested and disseminated	<b>Number of technical solutions and innovations tested and disseminated</b>				Project M&E system	Annually	PCO	Production inputs will be provided to project beneficiaries. Small scale water harvesting facilities and boreholes will be fully implemented. Existing digital extension tools will be effectively strengthened and disseminated
	Number – Number	0	10	25				
	<b>1.1.3 Rural producers accessing production inputs and/or technological packages /2</b>				Project M&E system	Annually	PCO	
	Total rural producers - Number of people	0	29000	62000				
	<b>Number of farmers accessing digital extension services /1</b>				Project M&E system	Annually	PCO	
Total – Number	0	29000	58000					
Outcome 2: Improved market access, for smallholder farmers and reduced environmental footprint of the dairy value chain.	<b>2.2.6 Households reporting improved physical access to markets, processing &amp; storage facilities</b>				COI survey	Annually	PCO/External service provider	The construction and rehabilitation of (MCCs and MCPs), as well as the rehabilitation of roads, will result in beneficiaries reporting improved access to facilities.
	Households reporting improved physical access to markets – (%)	0	45	91				
	Size of households - Number of people	0	270000	550000				
	Households reporting improved physical access to markets	0	54000	110000	COI survey	Annually	PCO	
	<b>2.2.3 Rural producers' organizations engaged in formal partnerships/agreements or contracts with public or private entities</b>							
	Number of POs - Organizations	0	72	146				
	Percentage of POs - Percentage	0	45	90				
Women in leadership position - Females	0	20	40					
Output 2.1: Strengthened capacity of dairy cooperatives and farmers in governance and business literacy management, and financial literacy	<b>2.1.3 Rural producers' organizations supported /1</b>				Project M&E system	Annually	PCO	Dairy cooperatives are interested in participating in project activities. The project is effective in establishing new dairy producer groups
	Total size of POs - Organizations	0	4200	8400				
	Rural POs supported - Organizations	0	80	163				
	Rural POs supported that are headed by women - Organizations	0	32	65				
Output 2.2: Mechanisms for collection, storage, aggregation and transport of milk established and/or strengthened, with milk consumption and nutrition awareness promoted	<b>Milk Collection Centres and Milk Collection Points constructed or upgraded</b>				Project M&E system	Annually	PCO	Infrastructure activities are implemented as planned
	Total number of facilities - Number	0	470	940				
	MCCs constructed - Number	0	50	100				
	MCCs rehabilitated - Number	0	50	100				
	MCPs constructed - Number	0	350	700				
	MCCs equipped with solar powering - Number	0	25	50	Project M&E system	Annually	PCO	
	<b>2.1.5 Roads constructed, rehabilitated or upgraded</b>							
	Length of roads – Km	0	140	140	Project M&E system	Annually	PCO	
	<b>1.1.8 Households provided with targeted support to improve their nutrition /2</b>							
	Total persons participating - Number of people	0	32500	65000				
	Households – Households	0	32500	65000				
Household members benefitted - Number of people	0	165500	325000					
Output 2.3: Small and medium dairy processing enterprises supported with business development services and access to finance; Tailored financial products and services, including climate finance and insurance developed for dairy value chain actors	<b>2.1.1 Rural enterprises accessing business development services</b>				Project M&E system	Annually	PCO	Small and medium dairy processing enterprises are interested in the business development services offered by the project
	Rural enterprises - Enterprises	0	30	60				
	<b>1.1.5 Persons in rural areas accessing financial services /2</b>				Project M&E system	Annually	PCO	
	Total persons accessing financial services - savings	0	21500	43000				
	Total persons accessing financial services - credit	0	21500	43000				
Total persons accessing financial services - insurance	0	18900	18900					

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output 2.4: Formulation, review and update of national policies, strategies and legislations supported	<b>Policy 1 Policy-relevant knowledge products completed</b>				Project M&E system	Annually	PCO	Policy materials, research papers, studies, etc., will be produced by the project team (
	Number - Knowledge Products	0	4	8				

/1 Indicators will be disaggregated by Females (40%), Males (60%) and Young people (20%)

/2 Indicators will be disaggregated by Females (40%), Males (60%) and Young people (30%)

## Integrated project risk matrix

Risk categories and subcategories	Inherent	Residual
<b>Country context</b>	Moderate	Moderate
<b>Political commitment</b>	Moderate	Low
Risk(s): Tanzania is characterized by a good socio-political stability, by the absence of political turmoil including during elections, and a very low occurrence of inter-ethnic tensions or clashes, contrary to other countries in the Region. Following the demise of former President Magufuli, President Samia Suluhu Hassan, former Vice-President, was sworn in on March 19, 2021, as the United Republic of Tanzania, sixth president. Her policies and programs remain guided by the Tanzania Development Vision 2025 and are outlined in the third Five-Year Development Plan (FYDP-III 2021/22 – 2025/26). The government has revived proactive engagement with multilateral and bilateral development partners, which had been disrupted during the previous administration, leading to the suspension of financing by several development partners, including IFAD. Several IFAD projects that had been designed during this period never reached the stage of signature of Financing Agreement, which affected the renewal of the Country portfolio.		
Mitigations: Although there is a strengthened relationships between the Government and Development Partners, in order to mitigate the risk of the C-SDTP Financial Agreement not being signed, the relevant counterpart government officials have been actively engaged throughout the design of the Project. The IFAD team will continue to work closely with the GoT during the next phases of the project design, to ensure GoT ownership and alignment with IFAD's and Government's policies.		
<b>Governance</b>	Substantial	Moderate
Risk(s): In 2021, the Transparency International's Country Corruption Perception Index assesses Tanzania at a substantial level of risk in terms of corruption (39 points in 2021), which places the country in 87 <sup>th</sup> position out of 179 countries (in 2020 the score was 38 and was 97 <sup>th</sup> out of 179 countries). According to the World Bank 2021 Country Policy and Institutional Assessment (CPIA) rating, Tanzania is a medium policy reformer with a score of 3.5 (no change from previous year). The country shows weaknesses in the Structural Policies of the Financial Sector and Business Regulatory Environment (score 3), and in the Public Sector Management and Institutions (Policies & Institutions for Environment Sustainability, Quality of Budgetary & Financial Management, Efficiency of Revenue Mobilization, Quality of Public Administration and Transparency, Accountability & Corruption in Public Sector where Tanzania scored 3).		
Mitigations: The Government of Tanzania has enhanced its efforts to prevent corruption by developing a National Anti-Corruption Strategy and Action Plan and is currently implementing its third phase (NACSAP III / 2017-2022). This phase focuses on building systems of integrity, accountability and transparency in public and private institutions. Additionally, IFAD's COSOP in Tanzania places the country-level policy engagement (CLPE) at the core of its strategy as one of the three accelerators. Key areas of policy engagement are focusing on increasing investments, improving policy coherence and coordination and improving the business environment for priority value chains. One of the focus areas of C-SDTP will be the formulation and implementation, review and update of national policies, strategies and legislations. In particular, it is envisaged to support GoT to strengthening regulations on milk trade (revision of the dairy act), as well as their enforcement (Support to Tanzania Dairy Board		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
and Districts for milk inspection and control of dairy facilities), which will contribute to significantly improve the governance of the sector.		
<b>Macroeconomic</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s): Tanzania is one of the strongest economies in sub-Saharan Africa and one of the top three growth performers in East Africa. Between 2013 and 2018, and before the outbreak of the COVID-19 pandemic, its average GDP growth was 6.5 per cent in average. Economic activity in Tanzania is recovering from the COVID-19 crisis, with the 2022 real GDP growth rate projected to reach 4-5% (2021 at 4.3%, up from 2% in 2020). The hospitality, mining, ICT, transport, and electricity sectors are driving the recovery. High-frequency indicators suggest that while economic activities were expanding, they have not yet reached pre-pandemic levels.</p> <p>As in mainland Tanzania, official data for Zanzibar shows that economic activity is recovering. Real GDP grew by 5.1% in 2021, following significant slowdown to 1.3% in 2020 due to the impact of the COVID-19 pandemic on the tourism-dominated services sector which accounts for nearly 50% of Zanzibar's GDP.</p> <p>The latest joint IMF-World Bank Debt Sustainability Analysis, conducted in September 2021, concluded that Tanzania's risk of external debt distress had increased from low to moderate. The downgrade primarily reflected the collapse of tourism exports during the COVID-19 pandemic in the context of increased non-concessional borrowing and rising debt service. In addition, the new debt-carrying-capacity classification lowered the debt-burden thresholds.</p>		
<p>Mitigations: GoT has reiterated its commitment to macroeconomic policies, aimed at not increasing public debt, containing inflation within the target range, and preserving external stability.</p> <p>The authorities have established a track record of sound macroeconomic management, but further reforms to revenue policy and administration, public expenditures, and debt management will be necessary to create adequate space to increase priority social spending and productive investment without jeopardizing fiscal sustainability. C-SDTP will leverage RPSF and other funding mechanisms in order to boost COVID-19 recovery and will invest in rural areas to increase smallholder productivity.</p>		
<b>Fragility and security</b>	<b>Low</b>	<b>Low</b>
<p>Risk(s): Tanzania is one of the most peaceful and politically stable countries in Africa. Since its independence in 1961, the country has never experienced a civil war or any major internal strife. In 2018 approximately 14 million Tanzanians were living below the national poverty line and about 26 million lived below the US\$ 1.90 per person per day international poverty line. In the country there is growing concern because young people have become disenchanted with agriculture. Youth involvement in agriculture, fisheries and aquaculture is critical to address the youth bulge.</p>		
<p>Mitigations: As the largest employer in the country, agriculture will remain an entry point for job creation, inclusive growth and poverty reduction. In order to reduce poverty, increase food security, improve nutrition and strengthen resilience, C-SDTP will strengthen livelihoods of the most disadvantaged rural categories including smallholder dairy farmers, poor households without cows, unemployed youth, women and women headed households.</p>		
<b>Sector strategies and policies</b>	<b>Substantial</b>	<b>Moderate</b>
<b>Policy alignment</b>	<b>Substantial</b>	<b>Moderate</b>
<p>Risk(s): The main policy framework is the recently developed Livestock Sector Transformation Plan. The 2006 National Livestock Policy is</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>outdated and needs to be replaced by a new document, and GoT has expressed the wish to be supported in this endeavor by LTSP, reducing the risk for C-SDTP not to be aligned anymore to the new revised policy. The project is fully aligned to the LSTP and its priorities. Climate change is considered as a high-level priority in the LSTP, and private sector engagement is identified as the main way to improve access to market and services, which is also in line with the project's proposed approach. Other IFAD priorities on land access, gender, nutrition, are well prioritized in higher level national policy documents such as Five-Year Development Plan II, and the ASDPII.</p>		
<p>Mitigations: During the design mission, the PDT reiterates to GoT the importance to adhere to IFAD's environmental safeguards and targeting policy, so as to maximize positive social and environmental impacts, and ensure that C-SDTP is in line with IFAD's core principles.</p> <p>It has been agreed during design that C-SDTP will support MLF for the finalization of the National Livestock Policy, and MAINL (Zanzibar) for the formulation of the Zanzibar Livestock Policy which will ensure better alignment between IFAD interventions and national policies.</p>		
<b>Policy development &amp; implementation</b>	<b>Substantial</b>	<b>Moderate</b>
<p>Risk(s): Sector policies including the recently developed LSTP are formulated in an inclusive manner, involving all organized stakeholders. The main gap is the low representation of smallholder dairy farmers in these policy fora, due to the lack of professional organization of this category of actors. Policy dialogue is thus dominated by private sector actors, who are well organized, larger progressive farmers, NGOs and public institutions.</p> <p>The other risk is related to the low capacities of public institutions to enforce sector regulations, in particular those related to milk hygiene. This has a significant impact on the value chain as it provides a comparative advantage to the informal raw milk sector.</p>		
<p>Mitigations: i) The project will support the organization of smallholder farmers at regional and national level, and their participation in policy dialogue fora, to make the policy dialogue more inclusive. It will also encourage the participation of international organizations such as ILRI, FAO, and WOHA in the policy process, in order to make the process more evidence-based; ii) The project will also support the review and update of sector regulations, but also their enforcement. This will entail support to TDB (in charge of inspection), District milk inspectors, and strengthening of laboratory facilities for milk control; iii) The project will organize careful stakeholder consultations to provide clear vision for roles and responsibilities of public and private sector</p>		
<b>Environment and climate context</b>	<b>Substantial</b>	<b>Moderate</b>
<b>Project vulnerability to environmental conditions</b>	<b>Substantial</b>	<b>Moderate</b>
<p>Risk(s): Human activities including shifting cultivation, overgrazing, deforestation, rapid population growth and inadequate land use management are the prime causes of land degradation. Land degradation appears in various forms including soil degradation, deforestation, and loss of vegetation cover, siltation, and loss of biodiversity that lowers land productive capacity. Furthermore, depending on the biodegradability and solubility of dairy outputs, the environment might be affected by high groundwater nitrate concentration due to inadequate manure and fertilizer management, and wastewater discharges from dairy processing plants.</p>		
<p>Mitigations: C-SDTP will promote interventions to enhance sustainable environmental management and mitigate environmental risks. These measures include: livestock-crop integration to improve soil health and</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
reduce dependence on natural ecosystems; efficient use of water resources (through washing stations, cattle drinking ponds); and wastewater and manure management (through soak pits, biogas production) to tackle effluents' pollution and benefit from waste recycling.		
<b>Project vulnerability to climate change impacts</b>	<b>Substantial</b>	<b>Moderate</b>
Risk(s): Tanzania is the 45 <sup>th</sup> most vulnerable country and the 153 <sup>rd</sup> most ready country to adapt to climate change, according to the ND-GAIN Matrix. Evidence of the impacts of climate variability (increased temperatures and unreliable rainfall patterns) include: shifting in agro-ecological zones, prolonged dry episodes (droughts), uncertainty in cropping patterns, increased weed competition with crops (for water, nutrients and light) and ecological changes favorable to emergence of pests and diseases. Climate change also negatively impacts pasture and fodder productivity and availability of natural vegetation. Particularly, livestock production is adversely affected, as a result of water scarcity, by poor pasture quality and productivity, emergence of pests and diseases, limited availability of fodder, with a negative impact on the productivity and seasonality of the dairy production systems.		
Mitigations: C-SDTP will promote various climate adaptation and resilience-building measures to address the above-mentioned challenges. These include: rainwater harvesting facilities, dam sheets, charco dams and boreholes to increase water availability; introduction of drought-resistant fodder varieties, agroforestry, improved pasture management and manure management to enhance soil fertility; and renewable and efficient energy sources to reduce pressure on natural resources. Livestock insurance also represents a valuable adaptation measure.		
<b>Project scope</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Project relevance</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): The project objectives and interventions are well aligned with National Policies including in particular the LSTP with which it shares similar outcomes, such as outcomes 1 (of both C-SDTP and LSTP) focusing on productivity and resilience, and outcomes 2 on market access. The LSTP outcomes are also in line with IFAD priorities reflected in the COSOP. The project strategic approach based on: (i) climate smart intensification of production, (ii) organization of producers; (iii) facilitation of market access and investments; and (iv) policy support, responds to the sector priority needs, characterized by a lack of milk supply, dominance of the informal raw milk value chain and inadequate access to services and finance.		
Mitigations: In case the situation of the value chain evolves in course of implementation, some adjustments may be needed on project activities, including on budget allocation, without modifying the project structure, theory of change, objectives and overall strategy. This may include for instance increased support for the processing and marketing levels, and reduced emphasis on production and productivity. These adjustments could be made at MTR stage as it has been the case in Rwanda for RDDP.		
<b>Technical soundness</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): The project design covers a large range of domains due to the overall low performance of the value chain, affected by challenges at all levels (production, services, access to finance, market access, low consumption, policy gaps). The project has to address all these challenges at the same time to avoid leaving bottlenecks that would impede the overall development of the sector. This leads to a moderate level of		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
complexity of the project design, which is however common in similar value chain projects.		
Mitigations: i) Implementation of specific sets of activities will be delegated to implementing partners that have experience and comparative advantage in these domains; ii) Design should be flexible and not overly prescriptive to allow adaptations in course of implementation, based on lessons learned; iii) Project governance should be solid, with in particular mechanisms for effective coordination of implementing partners and service providers (reporting system, M&E, regular technical meetings; iv) Governance organs such as the Steering Committee should include stakeholders that have very good knowledge and sound analysis of the sector (e.g. ILRI, Dalberg)		
<b>Institutional capacity for implementation and sustainability</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Implementation arrangements</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): Limited skills exist in the dairy value chain particularly in areas of social inclusion and gender, dairy technicians, extension services, M&E and functional dairy FFS specialists in the implementing ministry and organizations to guarantee effective project implementation. The local government have limited financial, procurement and human resources to assume their mandate of project execution particularly on community service, extension, nutrition, private sector partnerships and infrastructure development).		
Mitigations: A PCO will be established, and staff recruitment will follow a competitive process to ensure quality expertise is in place. The implementation of the Programme will be structured around performance-based contracts, which will also be indicated in the Financing Agreement. Service providers will be contracted through competitive government procedures and based on renewable performance-based service contracts to provide advisory services. As part of the support delivered, implementing partners and service providers will ensure that adequate capacity is built among recipients of their services at various levels including LGAs to guarantee their exit strategy and overall sustainability.		
<b>M&amp;E arrangements</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): Existing M&E systems for ASDP II and for the implementing Ministry are not functional and fully robust enough to provide credible information on IFAD core indicators for the different levels of results (output, outcome and impact) as well as project specific indicators.		
Mitigations: The project's logframe includes both IFAD's core indicators for the different levels of the results chain as well as project specific indicators. The PCO will include an M&E staff that will develop and put in place a robust M&E system to align with IFAD's Operational Results Management System (ORMS). IFAD through the PRiME initiative will provide periodic training on M&E to the PCO staff to ensure any challenges are addressed on time.		
<b>Procurement</b>	<b>Moderate</b>	<b>Moderate</b>
<b>Legal and regulatory framework</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): i) Even though the Public Procurement Act 2011 amended in 2016 has been replaced with a consolidated Public Procurement Act Revised Edition 2022, the subsidiary regulations of 2013 with many consequential amendments made till 2016 remain in force. The regulatory framework is still fragmented, making the implementation of the law difficult. This is further accentuated by the absence of Procurement Manual. ii) In the PEFA assessment report of Sept 2022, the procurement monitoring has been upgraded from "D" to "C", but the level of compliance		



<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>in using the TANEPS system for managing procurement and publishing contract awards is not satisfactory, with less than half of the registered PEs with approved GPNs (27%), publishing their contract awards and contract award information is published only for 30% of all published tenders. The TANEPS system falls short of providing accurate and complete consolidated data for the public procurement done, even though records are published on what has been procured, value of contract and who has been awarded the contract.</p> <p>iii) PEFA has upgraded the rating for procurement method from 'D' to 'A' due to significant improvement with 93.5 % of procurements by value for the public sector planned to be undertaken by competitive methods in 2020/21. This has further increased to 95% in 2022/23, but there is no data available to confirm that the number of procurements actually awarded by the planned competitive methods.</p> <p>iv) Bidding opportunities available in TANEPS is not complete as evidenced from the recent circular dt. 12/08/2022 of PPRA to all PEs to transact their procurement activities using TANEPS.</p> <p>v) Available data on annual procurement statistics is not complete and not structured to facilitate analysis.</p>		
<p>Mitigations: i) Revised edition of subsidiary regulation to be issued, consolidating the existing regulation and all the amendments to it and also reflecting the changes brought in the revised edition of the Act. Further, a procurement manual needs to be issued.</p> <p>ii) Compliance to the latest circular of PPRA instructing all registered PEs to make use of the TANEPS for all of their procurement transactions, from Sept'22 to be complied with.</p> <p>iii) Statistics page of TANEPS need to be updated with various procurement statistical information, to enable wider availability of information in the public domain.</p>		
<b>Accountability and transparency</b>	<b>Moderate</b>	<b>Moderate</b>
<p>Risk(s): i) Data on resolution of first level procurement complaints to PEs is not published.</p> <p>ii) According to the 2021 index published by transparency international, the country corruption perception index score for Tanzania is 39. TZ is ranked 87th (out of 180) in the world.</p> <p>iii) The Internal Auditor general undertakes a compliance Audit on an annual basis. However, not all PEs are audited. PPRA also undertakes annual audits but on a sample basis.</p>		
<p>Mitigations: i) Statistics regarding complaints received and resolved by individual PEs to be collated by PPAA and published in it's website.</p> <p>ii) All procurement entities, as well as bidders, suppliers, contractors, consultants and service providers, shall observe the highest standard of ethics during the procurement and execution of contracts financed under IFAD funded Projects. The Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations shall apply to all projects, vendors and third parties, in addition to the relevant national anticorruption and fraud laws.</p> <p>iii) The appointed external auditor to undertake an annual 'Compliance Audit'.</p>		
<b>Capability in public procurement</b>	<b>Moderate</b>	<b>Low</b>
<p>Risk(s): Project concept envisages a PCO at MOLF with MoUs signed with several implementing partners, including NGOs and public agencies, for set of various activities of the project. There could be a possibility of</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
inadequacy of properly trained and experienced public procurement professionals within these organizations to handle project procurement.		
Mitigations: i) PCO to be staffed with experienced and qualified professionals, for handling the procurement activities. ii) PCO and Implementing Partners staff to be provided with Procurement Training in IFAD Procurement Guidelines and Handbook. iii) Project design to ensure separation of procurement and financial management functions.		
<b>Public procurement processes</b>	<b>Moderate</b>	<b>Low</b>
Risk(s): i) Non-availability of published data on the use of non-competitive methods and direct purchase for urgent procurements, may lead to lack of proper monitoring and may entice PEs to avoid competitive methods of procurement. ii) Consolidation of procurement requirement and preparation of procurement plan may be delayed due to multiple implementing agencies, leading to procurement delays.		
Mitigations: i) All procurements via direct contracting and sole source selection will be subject to IFAD's prior review and No-Objection, as per Section 23 of the IFAD Project Procurement Guidelines. Procurement Thresholds to be fixed based on the COSOP Tanzania 2022-2027 procurement risk scoring. ii) The PCO in coordination with IFAD, unit to organize AWPB and Procurement Plan preparation workshops for the Implementing Agencies.		
<b>Financial management</b>	<b>Substantial</b>	<b>Substantial</b>
<b>Organization and staffing</b>	<b>High</b>	<b>High</b>
Risk(s): (i) Inadequate capacity/experience in the financial management of donors' funded projects and in IFAD procedures; (ii) discontinued FM support due to high staff turnover at decentralized level or to low commitment of seconded staff; (iii) lack of IT devices (it is frequent the case of more accountants sharing one single desktop at district level, or the case of laptop self-purchased at higher level – e.g. District Treasures, Ministry Head of Finance).		
Mitigations: At central PCO, competitive recruitment of the finance manager, also among candidates seconded by GoT. At local level, accountants (i) are recruited with at minimum prior experience on development projects externally funded, (ii) are seconded with at least 50% or working time allocated to the Project. All FM staff is equipped with a dedicated laptop for the exclusive use of the project. Allowances (in line with current practice from other donors, or set on the basis of the achievement of special task/objectives) may be taken into consideration to further attract/retain talents and strengthen accountability to the Project. Training on FM practices will be provided by IFAD-FMD.		
<b>Budgeting</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): Project budget will be fully embedded into line Ministry's budget (MLF) including the contributions from decentralized level for final consolidation by central PCO. A total budget ceiling to the project is early set on March, for budget fine tuning/allocation along the decentralized structure and approval by Parliament by end June. There is only one window, in December, for reallocation during the on-going fiscal year. Such rigid process imposes well organised synchronization and realism in the planning process during entire project's lifetime.		
Mitigations: (i) Early start of budget bottom-up consolidation; (ii) sharp scrutiny for realistic estimates and budget phasing by quarter for IFAD no-		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
objection; (iii) effective budget-module installed at accounting software to monitor deviations; (iv) a prudent contingency, as response to arising animal sanitary crisis, will have to be provisioned in the budget, every fiscal year.		
<b>Funds flow/disbursement arrangements</b>	<b>High</b>	<b>High</b>
Risk(s): Inconsistent liquidity due to (i) excessive GoT control over access to funds on the DA (i.e. there are 6 layers of authorization at MoF), (ii) delayed reporting from local units on the justification of prior advances (as MoF requirement for any withdrawal request from the DA); (iii) lengthy tax exemption process as upfront condition precedent to payment (i.e. applications for exemptions are processed into a new on-line system whose credential are assigned only to a restricted number of users), as well as insufficient training in the use of it will delay expenditure justification and timely funds replenishment; (iv) delays in the start-up phase.		
Mitigations: (i) each MoF approver is backed to avoid authorization delays; (ii) early alignment to IFAD disbursement-IFR reform for adequate liquidity management, quarterly; (iii) Early engagement of MoF to provide credential, to access the on-line system for tax exemption requests, for all accountants assigned to the Project, as well as training in the use of it; (iv) use of retro financing arrangement.		
<b>Internal controls</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): The segregation of duties in the withdrawal of funds and in the payment process is sufficiently secured in the Tanzanian national systems at Ministry and at District level with several hierarchical authorization levels. An Internal Audit unit is established at the line Ministry and will cover the Project. However, the justification in the use of funds by implementing partners, necessary to further access funds at MoF, may be at risk due to timeliness and quality of reporting. This may impact fund replenishment and liquidity for implementation. Moreover, there is weak capacity in the capturing of in-kind contribution.		
Mitigations: The project will establish MoU with implementing partners (i.e. districts, agencies such as TABD, etc.) with clear responsibilities, data content and timing in the provision of early budget estimates, procurement plans and actual reporting (physical/financial) in order to establish a solid flow of information along the decentralized structure with zero delays. Guiding arrangements will be set into PIM/Financial Manual, including in-kind contribution mapping/evaluation criteria for full recognition of GoT/beneficiary counterpart contribution.		
<b>Accounting and financial reporting</b>	<b>Substantial</b>	<b>Substantial</b>
Risk(s): Current IFMIS/MUSE does not allow proper recording by expenditure categories, nor automated report generation aligned IFAD requirements. Information has to be reworked manually from the system. Non-customization of the IFMIS/MUSE (which is mandatory for all government units and development projects) may lead to manual accounting practices (i.e. excel-based) prone to human errors and unreliable reporting.		
Mitigations: (i) Early engagement of MoF to explore customization of IFMIS to enhance Chart of Account for adequate reporting by component/category; (ii) build on the waiver provided to AFDP for the temporary use of a parallel off-the-shelf accounting software, <i>at least</i> at central PCO level, to be purchased/installed during start-up phase, in order to manage IFMIS deficiencies; (iii) preparation/dissemination of standard Interim Financial Reports template for data collection/consolidation along the decentralized structure; (iv) at local level, <i>weekly</i> maintenance of off-line databases for smooth consolidation into IFRs.		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<b>External audit</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): Late submission of audit report. External Audit is the responsibility of the National Audit Office (NAO).		
Mitigations: Early engagement of NAO for yearly inclusion in the Auditor's work-plan.		
<b>Environment, social and climate impact</b>	<b>Substantial</b>	<b>Moderate</b>
<b>Biodiversity conservation</b>	<b>Moderate</b>	<b>Low</b>
Risk(s): 70% of Tanzania population live in rural areas and rely on natural resources for food, fuel, and fodder. There are clear indications that natural resources and biodiversity are at risk, with climate change being one of the main underlying causes. Main biodiversity risks related to this project include: (i) progressive disappearance of indigenous breeds due to progressive absorption by exotic breeds, (ii) disappearance of vegetal species due to overutilization of pasture by cattle; (iii) introduction of invasive species (new fodder varieties).		
Mitigations: The whole climate-smart dairy intensification approach will result in positive co-benefits for biodiversity. C-SDTP will promote smallholder-integrated systems that reduce the dependence of livestock on natural resources (pasture and rangelands) and thus the impact on biodiversity. C-SDTP will also promote a prudent use of exotic genetic resources, and utilization of indigenous breeds or crossbreeds for systems where they are adequate (semi-intensive). The introduction of new fodder species will be done initially through research stations, in a controlled environment, where their invasive potential will be assessed.		
<b>Resource efficiency and pollution prevention</b>	<b>Substantial</b>	<b>Moderate</b>
Risk(s): Inadequate access to clean water affects livestock productivity, especially during the dry season. Poor management of animal wastes as well as waste produced in facilities can contaminate water and soil and can result in the spread of zoonotic diseases. The lack of good hygiene and sanitation facilities, e.g. in veterinary posts, slaughter slabs, markets etc. can result in pollution and the risk of disease outbreaks. Milk collection and processing facilities are sometimes located near riverbeds, in river catchments, or in urban areas; this creates a risk due to a poor management of effluents such as grey water used for washing (containing chemicals), spoiled milk, or even whey in some cases.		
Mitigations: C-SDTP will introduce water harvesting systems, dam sheets, charco dams and boreholes to ensure water availability throughout the year. Proper waste management, through soak pits and biogas, will also be promoted. New milk processing and collection facilities will involve a waste management plan and possibly effluent management facilities and will be constructed only in areas where environmental impact can be controlled. The concept of circular bio-economy will be an important strategic approach of the project, which will enhance resource use efficiency through recycling and waste reuse.		
<b>Cultural heritage</b>	<b>Moderate</b>	<b>Low</b>
Risk(s): Reluctance to change some norms by community members implementing the Programme activities. Lack of involvement of local leaders in designing the programme to flag out cultural issues.		
Mitigations: Sensitizations, early involvement and regular engagement of the community leaders during implementation. Involve the locals in designing the Programme, through Focus Group Discussions, and organization of stakeholder workshop involving local authorities during the design mission.		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<b>Indigenous peoples</b>	<b>Moderate</b>	<b>Moderate</b>
Risk(s): Ethnic and cultural diversity in Tanzania is rich. For the regions with integrated smallholder systems (Southern Highlands and Zanzibar), it is unlikely that the project will cause significant adverse impact (low risk). For Tanga region, where pastoralists may be engaged and /or affected, and so-called nascent dairy markets will be created, the risk needs further assessing in the design phase. Risk information is lacking on the level of voluntary transformation of pastoralists into settled down dairy farmers.		
Mitigations: (i) The project will target smallholder farmers who are already engaged and or interested in dairy, thus the project does not intend to directly involve active pastoralists. . (ii) The project makes use of community-based approaches, facilitators (CF) and service delivery, enhancing anticipation and correction of potential adverse effects of the project on stakeholders. (iii) The project will promote zero grazing dairy development thus it is not expected to affect in any way indigenous people's territories.		
<b>Community health and safety</b>	<b>Moderate</b>	<b>Low</b>
Risk(s): Working with livestock bares inherent health and safety risks for livestock keepers and communities. The project will not pose additional risk, but for new farmers contact with animals will of course inherently expose them to a higher risk than before without animals. By its nature, the project will reduce these currently existing inherent community health and safety risks, esp. related to animal to human communicable diseases (zoonosis, such as tuberculosis, brucellosis, anthrax, Rift Valley fever); antimicrobial residues and resistance (AMR); and unsafe food consumption. Secondly, improving food security and income through a project can inherently pose a risk of not attaining the anticipated food security and nutrition outcomes due to marketing of animal products (and not purchasing desired food items to augment the diets). This is usually linked to existing gender inequity. Thirdly, acaricides (used for control of ticks and subsidized by GoT) can affect human health if not properly and often applied and may contaminate the environment and influence micro-biodiversity (esp. insects). The currently existing risk probability can be classified as substantial, but the risk impact can be assessed as moderate or low (localized use), rating the total risk as moderate.		
Mitigations: (i) The project will transform the informal smallholder dairy sector, and promote processing, whereby food safety risks are reduced. (ii) The project will substantially reduce community health and safety risk with regard to communicable diseases and chemical exposure, as described above. (iii) Through the cornerstone training by Heifer International, the sensitization of target groups on zoonotic diseases related risks, and best practices of keeping animals in a safe manner is ensured. (iv) Through establishing systemic doorstep services, good animal and human health, including strong nutrition awareness, will be continuously supported. (v) Laboratory facilities will be established to guide antimicrobial use and as such reduce resistance (AMR) risk. (vi) Integrated pest management (IPM) may reduce acaricide use and diminish health and biodiversity risk impacts. (vii) For residual health risk (which is inherent to keeping live animals), the project will provide support to disease prevention via vaccinations and options via insurance to mitigate loss. (viii) The risk of inability to achieve nutrition and food security will be mitigated through the Heifer VBHCD model, nutrition awareness and training, and the implementation of the Gender Action Learning System (GALS).		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
The overall residual risk is assessed as low. M&E by implementors of the health and safety risks can help to maintain the risk at a low level.		
<b>Labour and working conditions</b>	<b>Moderate</b>	<b>Low</b>
Risk(s): Dairy animals need daily care. Provision of dairy animals to poor households via the project brings a risk of increasing the workloads for esp. women and children, who are also responsible for domestic care tasks. The workload for women and children may relate to watering, feeding, milking, removing manure, and other animal husbandry activities. Processing (also involving daily good care) requires intensive labour, including for women and youth, who can be exposed to chemicals (for washing), fumes (when wood is used as fuel for pasteurization, which is common). Transport of milk will also provide employment for youth and may expose them to road hazards since most of the transport is done by motorcycle.		
Mitigations: At production level, the project will promote water-harvesting systems, feed choppers, proper transport means, etc. Efficiency increase (including good animal health) and innovations (e.g. milking machine) can further reduce labour requirements. Implementation of GALS can help minimize inequity in labor distribution and discourage child labor. The project will further ensure that no child labor is promoted and that youth age is appropriate and follow international labor standards (18-35 years of age). At processing level, training on occupational safety and health standards application, workplace safety will be provided to staff and management. The training package for milk transporters will include road safety in addition to milk hygiene.		
<b>Physical and economic resettlement</b>	<b>Low</b>	<b>Low</b>
Risk(s): The project is not promoting activities that lead to the resettlement of farmers in any project target areas.		
Mitigations: The project will avoid any resettlement of rural people. Therefore, the risks are low.		
<b>Greenhouse gas emissions</b>	<b>Substantial</b>	<b>Moderate</b>
Risk(s): In Tanzania, agriculture (excluding Land Use Change) accounts for 17.3% of GHG emissions, and Livestock contributes to 75% of agricultural emissions through enteric fermentation and manure management. Livestock has also a direct impact on land use change, which is by far the main source of emissions in the country. The use of inefficient and unsustainable wood-intensive energy sources, inappropriate waste management, unsustainable land use practices might lead to GHG emissions.		
Mitigations: C-SDTP will promote more carbon efficient production systems through nature-based intensification of production, involving better animal health, herd management, feeding practices that will reduce CH4 emission intensities. Manure management will also be improved through better storage and biogas production. At processing level, C-SDTP will promote the implementation of energy-efficient and renewable energy sources and the application of proper waste management. Land conservation will also have a positive impact in terms of carbon sequestration via above and below-ground biomass. Finally, the promotion of improved and climate-resilient fodder (legumes, fodder shrub and trees, perennial fodder species) will enhance soil health (through higher and diverse microbial population and activity), result in less nitrogen leaching and gases losses (N2O) (through reduced soil nitrification), more soil carbon (through high soil organic matter input from above and below ground biomass).		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>The project will also partner with the project under preparation by GDP, IFAD and FAO “Pathways to Dairy Net Zero: Promoting Low Carbon and Climate Resilient Livestock” and submitted for GCF funding to scale up innovative approaches and tools developed by the regional programme, in C-SDTP intervention areas.</p> <p>A carbon accounting mechanism (GLEAM-i) will be used to monitor carbon emissions related to project’s investments, at baseline, mid-term and completion.</p>		
<b>Vulnerability of target populations and ecosystems to climate variability and hazards</b>	<b>Moderate</b>	<b>Low</b>
<p>Risk(s): According to the World bank’s Think Hazard climate hazard rating, there are medium-to-high levels of river flood, urban and coastal flood, landslide, water scarcity, extreme heat and wildfires in the target regions. Climate models predict an increase in extreme events, such as floods and droughts, caused by the increase in temperature and unreliable rainfall patterns.</p>		
<p>Mitigations: C-SDTP will introduce water harvesting tanks and communal water infrastructure, renewable energy options, drought-resistant fodder varieties, manure management and agroforestry, which will help improve climate vulnerability of fodder crops, enhance soil structure and reduce soil erosion. C-SDTP will also promote the construction of improved cowsheds that will both improve animal welfare and health, as well as provide protection against heat. Disease surveillance will include changes in disease seasonality and changes in disease prevalence as a result of changes in climate (e.g., unseasonal rainfall resulting in increased disease vector activity).</p> <p>As far as breeding and AI are concerned, C-SDTP will promote the use of heat- and drought-resistant breeds and strains, including crossbred animals, and exotic hardy breeds. Livestock insurance will also help reduce farmers’ vulnerability to livestock losses as a result of pests and diseases, floods and landslides.</p>		
<b>Stakeholders</b>	<b>Moderate</b>	<b>Low</b>
<b>Stakeholder engagement/coordination</b>	<b>Moderate</b>	<b>Low</b>
<p>Risk(s): Since the beginning of the design process in July 2022, all public and private stakeholders involved in the dairy sector have been identified and involved in consultations on project preparation. During the CN mission, they were all invited to a stakeholder workshop to share with them preliminary ideas on project design and get their views and feedback. IFAD ICO is also actively involved in Agriculture Working Group and all information related to project preparation has been shared adequately. However, the dairy sector is characterized by the presence of a significant number of development partners (DPs), active at all levels of the value chain. This creates a risk of duplication of activities and overlap. However, most of these DPs are active in the Northern Highlands, and very few operate in Southern Highlands.</p>		
<p>Mitigations: The already initiated consultative process involving all sector stakeholders will be maintained during all the design process.</p> <p>During implementation, all sector stakeholders will be involved in project follow-up, in particular during supervision missions where similar stakeholder workshops will be organized.</p> <p>The project will also support activities of the Dairy Development Forum and use this platform to inform on project progress and challenges, and coordinate with stakeholders.</p>		

<b>Risk categories and subcategories</b>	<b>Inherent</b>	<b>Residual</b>
<p>In order to avoid duplication with other DPs and maintain a clear IFAD comparative advantage, C-SDTP will target in priorities areas with no or few DPs involved, in particular Southern Highlands, Zanzibar and Morogoro.</p> <p>Opportunities will be explored to cooperate with DPs in areas where these are actively operating.</p>		
<b>Stakeholder grievances</b>	<b>Moderate</b>	<b>Low</b>
<p>Risk(s): Potential conflicts may arise among members of community groups or cooperatives, between outside workers and the local community, between smallholder producers and aggregators, etc. Complaints may also arise regarding the choice of locations for infrastructure, the selection of beneficiaries for FFS and assets building. In this situation, Grievance procedures are required to ensure that Project Affected Persons (PAPs) are able to lodge complaints or concerns, without cost, and with the assurance of a timely and satisfactory resolution of the issue.</p>		
<p>Mitigations: Grievance Redress Mechanisms (GRMs) will be put in place at the level of producers' organizations (cooperatives, FFS groups, MCCs and MCPs). The entry point for GRM will be the livestock extension at Ward level and the Gender and Social Inclusion Specialist will be appointed to follow up the GRM process. A Free Prior and Informed Consent (FPIC) process will be conducted with groups ahead of any project investment that may affect the target beneficiaries.</p> <p>Selection of beneficiaries for FFS and cow placement will be conducted in close collaboration with local and traditional authorities, on the basis of clear and well disclosed criteria, and in transparent manner.</p> <p>It should be noted that Heifer international, which will implement most of the community mobilization activities, has its own GRM mechanism that has been assessed by IFAD under other projects in the region (Rwanda) and was considered as satisfactory and in line with IFAD requirements.</p>		