
President's report

Proposed grant

Republic of Sierra Leone

**Livestock and Livelihoods Development Project
(LLDP)**

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Action: The Executive Board is invited to approve the recommendation contained in paragraph 66.

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Map of the project area



The designations employed and the presentation of the material in this map do not imply the expression of any opinion whatsoever on the part of IFAD concerning the delimitation of the frontiers or boundaries, or the authorities thereof.
IFAD Map compiled by IFAD | 13-05-2024

Financing summary

Initiating institution:	IFAD
Borrower/recipient:	Republic of Sierra Leone
Executing agency:	Ministry of Agriculture and Food Security
Total project cost:	US\$105.5 million
Amount of IFAD grant:	US\$30.0 million
Terms of IFAD grant:	Debt Sustainability Framework (DSF) grant (100%)
Cofinanciers:	Islamic Development Bank (IsDB), OPEC Fund for International Development (OPEC Fund), and Heifer International
Amount of cofinancing:	IsDB: US\$30.0 million OPEC Fund: US\$30.0 million Heifer International: US\$0.6 million
Terms of cofinancing:	IsDB: Loan OPEC Fund: Loan Heifer International: Grant
Contribution of borrower/recipient:	US\$9.1 million
Contribution of beneficiaries:	US\$5.6 million
Amount of IFAD climate finance:	US\$15.4 million
Cooperating institution:	Directly supervised by IFAD

I. Context

A. National context and rationale for IFAD involvement

National context

1. During the last two decades, Sierra Leone's economy experienced major fluctuations due to domestic and international shocks, which compromised significant development gains. Sierra Leone has a population of 7.55 million, as recorded in 2022,¹ with half living in rural areas, where levels of poverty (73.9 per cent) and food insecurity remain high.² The country has a very low Human Development Index, and ranks 181st out of 195 countries and territories.
2. Even though the consumption of animal-sourced food is very low in Sierra Leone, the country is a net importer of livestock products (in 2021, their estimated total value was US\$62.3 million), with imports supplying about 60 per cent of poultry, 50 per cent of eggs and 90 per cent of pork. This is partly because the livestock sector has yet to benefit from a major public support programme,³ despite its huge potential to contribute to the improvement of livelihoods, better food security and nutrition, and poverty reduction.
3. The major problems faced by livestock smallholder farmers and entrepreneurs include the loss of livestock population, low access to services and inputs, dependency on imports, weak financial services, unorganized marketing channels, and weak policies and regulatory framework.
4. The presidential flagship programme Feed Salone aims to boost agriculture productivity, increase local food production, reduce hunger, increase export earnings, create jobs and build resilience. Livestock (poultry and small ruminants) is one of the priority value chains of the programme.

Special aspects relating to IFAD's corporate mainstreaming priorities

5. Around 78 per cent of Sierra Leone's population is food-insecure. The prevalence of micronutrient deficiencies is also remarkably high, and dietary diversity is low.
6. While women and youth constitute a sizeable proportion of the population,⁴ they are particularly vulnerable groups, due to customary challenges that include unequal access to land, skills and capital. Sierra Leone has a Gender Inequality Index of 0.644, and ranked 182nd out of 189 countries in 2019.⁵ Youth unemployment stands at around 50 per cent, with 33.2 per cent of youth not engaged in education, employment or training.
7. In line with IFAD's mainstreaming commitments, the project has been validated as:
 - Including climate finance
 - Gender-transformational
 - Nutrition-sensitive
 - Youth-sensitive
 - Including adaptive capacity

Rationale for IFAD involvement

8. The country strategy and programme evaluation in 2020 recommended, inter alia, to: (i) strengthen linkages along the small livestock value chains through productive

¹ Statistics Sierra Leone, Census.

² World Food Programme: Hunger Map Live: Sierra Leone insight and key trends September 2023 shows that 20 per cent of households are severely food-insecure.

³ The share of government agricultural expenditure was 2.04 per cent, of which only 0.12 per cent was allocated to the Livestock and Veterinary Services Division in 2019.

⁴ Women constitute 52 per cent of the population and head 27.4 per cent of all households, and about 80 per cent of the population are under 35 years of age, with 62.5 per cent being under 25 years of age.

⁵ United Nations Development Programme, Human Development Report 2020.

alliance, contract farming, aggregation centres and cooperatives, in order to deepen the impact of agricultural growth; and (ii) pursue farming system diversification, especially through small livestock development, as a strategy to improve nutrition and build economic resilience.

9. IFAD, as one of the most active donors in Sierra Leone's agricultural sector, can mobilize cofinanciers to make the Livestock and Livelihoods Development Project (LLDP) the country's first substantial investment in the livestock sector. IFAD will build on the lessons learned from value chain development projects in Sierra Leone as well as on innovations from small livestock projects implemented in other countries.

B. Lessons learned

10. The feasibility study conducted during project design found that: (i) the long-term adverse impacts of war and the recent health crisis have significantly reduced livestock population and the average weight per animal, requiring restocking and flock-building with improved breeds; (ii) the lack of beneficiary contributions to livestock distributions and absence of adequate start-up packages contributed to the failures of past restocking and flock-building exercises; (iii) access to veterinary services, quality feed and fodder, and breeding management are the main drivers for improving livestock productivity and production; (iv) local markets are not organized, and retailing of meat is hampered by few meat processing facilities and a suboptimal cold chain system; and (v) capacity-building of farmers and service providers is a prerequisite for livestock sector transformation.
11. Drawing on lessons from the Agricultural Value Chain Development Project in the country, LLDP integrates: (i) livestock farmer field schools to empower farmers and enhance sustainable livestock production; (ii) implementation of the Gender Action Learning System (GALS) to promote inclusive processes; (iii) agribusiness partnerships and productive alliances to align livestock production clusters with processing and market needs; and (iv) promotion of youth and women enterprises through tailored programming and business development.
12. Inspired by the success of the Rural Finance and Community Improvement Programme, LLDP adapts the existing financial products and matching grant scheme to enhance access to finance for livestock stakeholders.

II. Project description

A. Objectives, geographical area of intervention and target groups

Goal and objectives

13. The LLDP project goal is to contribute to poverty reduction, food security and nutrition of rural households and create employment opportunities for rural women and youth in Sierra Leone. The project's development objective is to improve the livelihoods of rural households in the targeted areas.

Geographical area

14. The proposed project area covers the eight following districts: Pujehun, Kenema, Kailahun, Kono, Port Loko, Bombali, Koinadugu, and Bo.

Target groups

15. LLDP will target 62,250 households (373,500 people), which are made up of at least 40 per cent women, 30 per cent youth and 5 per cent persons with disabilities. The majority of households (60,000 households) will correspond to existing and potential smallholder livestock farmers. The other 2,250 households, instead, will encompass: (i) micro and small livestock enterprises (MSLEs); (ii) livestock farmers' organizations; (iii) youth and women cooperatives; and (iv) households not yet engaged in the selected small livestock value chains (poultry and small ruminants), but that are ready to establish microenterprises. These 2,250 households will be linked to smallholder producers so that production,

services and marketing work together under an inclusive value chain development approach.

B. Components, outcomes and activities

16. The project has the following interlinked components:
17. **Component 1: Support smallholder livestock production and productivity for better incomes and nutrition** aims to improve the production and productivity of 60,000 smallholder livestock farmers and empower women, youth and persons with disabilities to fully participate in livestock value chains, while managing the externalities related to zoonotic diseases, climate change and environmental degradation.
18. **Subcomponent 1.1: Build and support livestock assets** focuses on: (i) livestock extension services and producer capacity; (ii) livestock restocking and flock-building; (iii) production and dissemination of improved livestock breeds at the district level; and (iv) community-based breeding programmes for small ruminants.
19. **Subcomponent 1.2: Enhance livestock services delivery and input supply** enhances the animal disease early detection and rapid response system, access to animal health care services and disease control. It also improves the capacity of local feed production and access to fodder, especially during dry season, and reduces conflicts related to natural resources use that are exacerbated by climate change. In addition, improvement of animal husbandry, feed and health reduces methane emissions by increasing productivity per head.
20. **Subcomponent 1.3: Enhance consumption of animal-sourced food and the use of GALS** focuses on mainstreaming dietary diversification and GALS by complementing interventions that contribute to nutrition improvement and access of youth and women to businesses and job opportunities.
21. **Component 2: Strengthen and establish MSLEs** supports the development of new and existing MSLEs to make them sustainably profitable. Strengthening private sector-based extension services, inputs supply and animal health services, production, processing, marketing and logistics will also help to better structure the value chain, in order to ensure its coherent development and effectiveness.
22. **Subcomponent 2.1: MSLEs business development** aims to train microentrepreneurs⁶ and small-scale entrepreneurs,⁷ in particular young people and women, in business development in order for them to set up their own business and/or wage employment. LLDP will provide them with matching grants, based on bankable business plans, and will facilitate the access and development of tailored financial products for the livestock sector.
23. **Subcomponent 2.2: Enhance marketing partnerships** will enable MSLEs to access market opportunities and build partnerships with other actors in the livestock value chain, including public-private partnerships. Its main priorities are: (i) fostering business collaboration among value chain actors; (ii) strengthening livestock-based organizations; and (iii) enhancing livestock marketing and processing facilities and infrastructures, including feeder roads.
24. **Component 3: Institutional support and project coordination** builds institutional capacity, creates an enabling policy and institutional environment to attract public and private investments in the livestock sector, and ensures efficient LLDP coordination.

⁶ Smallholder livestock farmers who want to expand their production systems (upgrading to a market-oriented production system) and informal microenterprises along the value chain segments that are specialized in service provision (e.g. community animal health workers), processing (e.g. animal feed) and marketing (e.g. local sale point).

⁷ Small-scale entrepreneurs involved in dual-purpose chicken and small ruminants rearing, paraveterinarian and veterinarian work, animal feed production, hatchery, slaughtering and processing, among others.

25. **Subcomponent 3.1: Support the institutional and policy environment for investment in the livestock sector** contributes to: (i) strengthening the capacity of the Livestock and Veterinary Services Division; (ii) reviewing and drafting relevant livestock policies and strategies; (iii) supporting the Sierra Leone Agricultural Research Institute and universities to carry out research and strengthen their offers for veterinary education; (iv) training additional professionals; (v) reinforcing the epidemiological surveillance systems; (vi) supporting the national vaccination campaigns against priority diseases; and (vii) developing quality food control systems.
26. **Subcomponent 3.2: Technical assistance** helps speed up capacity-building and development of the selected project approaches. It also promotes South-South and Triangular Cooperation and innovations, and mitigates implementation risks.
27. The delivery of project activities will be supported by experts from Heifer International, which has vast and successful experience in livestock projects in different countries.

C. Theory of change

28. LLDP activities are designed to address challenges of smallholder livestock farmers, constraints in small livestock value chains and cross-cutting issues.
29. Factors that are limiting the potential of the livestock sector in Sierra Leone include: (i) long-term negative impacts of war, Ebola virus disease, mining export crisis, and low livestock production and productivity; (ii) poor access to veterinary services and inputs, alongside a shortage of vaccines and drugs (which are all imported); (iii) lack of access to business development services for smallholder livestock farmers and MSLEs; (iv) poor condition of livestock markets, abattoirs and processing facilities, which are underutilized due to fragmented supply from producers; (v) price competitiveness of imports, which reduces demand for locally produced meat; (vi) limited incentives and opportunities for youth and women; and (vii) weak policy and regulatory frameworks that discourage public and private investments.
30. LLDP aims to address these challenges through: (i) providing technical and agricultural training, veterinary and extension services, improved inputs and a restocking mechanism to improve livestock production and productivity, thereby reducing animal mortality and increasing herd size and growth rates; (ii) enabling business development and specific financial services, along with market linkages and processing infrastructure, in order to support profitable livestock cooperatives and MSLEs, particularly those targeting youth and women; (iii) improving household diets through increased supply and processing of specially formulated foods, along with communication on nutritional behaviour change; (iv) targeting women through a multifaceted approach to improve their incomes and food security, and promote their equal participation in livestock farmers' organizations; and (v) developing the capacity of livestock and veterinary services, and improving the enabling environment for investment in the sector.
31. If successfully implemented, these interventions will increase the availability of quality meat and eggs, create jobs and improve household livelihoods, thereby sustainably reducing rural poverty, food insecurity and malnutrition.
32. The project's success will rely on the following: (i) ownership and support of the Government of Sierra Leone; (ii) community and MSLEs ownership and commitment; (iii) an efficient project management unit (PMU); and (iv) effective partnership among key stakeholders.

D. Alignment, ownership and partnerships

33. LLDP will contribute to Sustainable Development Goals 1, 2, 5, 8, 13 and 17. Its development objective is aligned to: (i) IFAD's Strategic Framework 2016–2025;

(ii) IFAD's targeting strategy and climate policy; (iii) the country strategic opportunities programme 2020–2025 for Sierra Leone; (iv) outcome 1 of the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2020–2024 on sustainable agriculture, food and nutrition security, and climate resilience; and (v) pillar 1 – outcome 1 of the new UNSDCF 2025–2030 on food systems, natural resource management and climate change.

34. LLDP's design directly responds to key government priorities of Sierra Leone's Medium-term National Development Plan (MTNDP) (2024–2030) and the Feed Salone flagship programme (2023–2028). The MTNDP seeks to accelerate productivity and commercialization of the agricultural sector, enhance availability, access and consumption of diverse, safe, and nutritious foods, and create 16,500 new jobs along the agriculture value chains. Feed Salone, instead, works to close the import gap of poultry product by 50 per cent and create new jobs through small ruminants value chain development.

E. Costs, benefits and financing

Project costs

35. The total project cost amounts to US\$105.5 million, over an eight-year implementation period.
36. Project costs are divided among the three components as follows: (i) component 1, focused on supporting smallholder livestock production and productivity, has an allocation of US\$42.7 million, 40 per cent of the total budget; (ii) component 2, dedicated to strengthening or establishing MSLEs, will absorb 34 per cent of the budget, amounting to US\$36.6 million; and (iii) component 3, focused on institutional support and project coordination, has a total allocation of US\$26.1 million, with US\$10 million of this specifically allocated for project coordination and management (9.5 per cent of the total budget).
37. Project subcomponents 1.1, 1.2, 1.3, 2.1, 3.1 and 3.2 are partially counted as climate finance. As per the multilateral development banks' methodologies for tracking climate change adaptation and mitigation finance, the total amount of IFAD climate finance for LLDP is estimated at US\$15.4 million, with US\$5.8 million validated as adaptation finance and US\$9.7 million validated as mitigation finance.

Table 1

Project costs by component, subcomponent and financier

(Thousands of United States dollars)

Component/subcomponent	IFAD DSF grant		OPEC Fund		IsDB		Heifer International		Beneficiaries			Government			Total
	Amount	%	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount
1. Support smallholder livestock production and productivity for better incomes and nutrition															
1.1. Build and support livestock assets	5 197	16.7	9 430	30.3	13 328	42.8	307	1.0	17	6	0.1	-	2 830	9.1	31 116
1.2. Enhance livestock services delivery and input supply	958	18.3	2 523	48.1	1 160	22.1	32	0.6	66	7	1.4	-	501	9.6	5 246
1.3. Enhance consumption of animal-sourced food and the use of GALS	2 123	33.3	1 162	18.2	2 033	31.9	-	-	240	26	4.2	-	785	12.3	6 370
Subtotal	8 278	19.4	13 115	30.7	16 521	38.7	340	0.8	323	39	0.8	-	4 116	9.6	42 732
2. Strengthen and establish MSLEs															
2.1. MSLEs business development	6 634	30.2	2 549	11.6	6 975	31.8	42	0.2	3 462	1 143	21.0	-	1 142	5.2	21 948
2.2. Enhance marketing partnership	1 094	7.5	9 915	67.5	1 198	8.2	69	0.5	692	15	4.8	-	1 696	11.6	14 679
Subtotal	7 729	21.1	12 464	34.0	8 173	22.3	111	0.3	4 154	1 158	14.5	-	2 838	7.7	36 627
3. Institutional support and project coordination															
3.1. Support the institutional and policy environment for investment in the livestock sector	7 048	47.8	1 768	12.0	4 222	28.6	130	0.9	-	-	-	-	1 572	10.7	14 740
3.2. Technical assistance	589	44.8	-	-	578	44.0	50	3.8	-	-	-	-	97	7.4	1 313
3.3. Project coordination and management	6 356	63.3	2 653	26.4	506	5.0	-	-	-	-	-	-	532	5.3	10 049
Subtotal	13 993	53.6	4 421	16.9	5 306	20.3	180	0.7	-	-	-	-	2 201	8.4	26 102
Total	30 000	28.4	30 000	28.4	30 000	28.4	631	0.6	4 467	1 207	5.4	-	9 155	8.7	105 461

Table 2

Project costs by expenditure category and financier

(Thousands of United States dollars)

Category and financier	IFAD DSF grant		OPEC Fund		IsDB		Heifer International		Beneficiaries			Government			Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Cash	In-kind	%	Cash	In-kind	%	Amount	%
I. Investment costs																
A. Works	-	-	7 172	78.6	-	-	-	-	21	737	8.3	-	1 189	13.0	9 120	8.6
B. Goods																
Vehicles	635	52.5	214	17.6	160	13.2	-	-	-	-	-	-	202	16.7	1 211	1.1
Goods, services and inputs	6 870	22.3	9 084	29.1	11 011	35.6	-	-	-	-	-	-	4 045	13.0	31 010	29.6
Subtotal	7 505	23.4	9 298	28.7	11 171	34.7	-	-	-	-	-	-	4 247	13.2	32 221	30.8
C. Equipment and materials	773	16.1	2 737	55.9	377	8.0	-	-	33	306	7.0	-	634	13.0	4 860	4.6
D. Consulting services																
Consulting services	6 446	32.7	4 595	24.8	5 555	28.1	253	1.4	-	-	-	-	2 469	13.0	19 318	17.6
Technical assistance	345	43.9	-	-	401	46.6	63	7.6	-	-	-	-	20	1.9	829	0.7
Subtotal	6 791	33.2	4 595	23.8	5 956	28.8	316	1.6	-	-	-	-	2 489	12.6	20 147	18.3
E. Training and workshops	2 688	25.6	4 059	35.3	3 375	31.6	315	2.7	-	-	-	-	522	4.8	10 959	10.9
F. Subsidies and grants	7 729	36.4	-	-	8 942	42.1	-	-	1 145	3 432	21.5	-	-	-	21 247	20.2
G. Emergency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total investment costs	25 486	25.9	27 861	28.3	29 820	30.3	631	0.6	1 199	4 475	5.8	-	9 081	9.2	98 553	93.4
II. Recurrent costs																
A. Salaries	3 812	71.4	1 524	28.6	-	-	-	-	-	-	-	-	-	-	5 336	5.1
B. Operating cost	702	44.6	615	39.1	180	11.5	-	-	-	-	-	-	75	4.8	1 571	1.5
Total recurrent costs	4 514	65.3	2 139	31.0	180	2.6	-	-	-	-	-	-	75	1.1	6 908	6.6
Total	30 000	28.4	30 000	28.4	30 000	28.4	631	0.6	1 199	4 475	5.4	-	9 156	8.7	105 461	100

Table 3

Project costs by component, subcomponent and project year (PY)

(Thousands of United States dollars)

<i>Component/subcomponent</i>	<i>PY1</i>		<i>PY2</i>		<i>PY3</i>		<i>PY4</i>		<i>PY5</i>		<i>PY6</i>		<i>PY7</i>		<i>PY8</i>		<i>Total</i>	
	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	<i>%</i>	<i>Amount</i>	
1. Support smallholder livestock production and productivity for better incomes and nutrition																		
1.1. Build and support livestock assets	1 829	5.9	4 718	15.2	9 023	29.0	13 455	43.2	1 600	5.1	171	0.6	160	0.5	160	0.5	31 116	
1.2. Enhance livestock services delivery and input supply	1 098	20.9	1 091	20.8	677	12.9	794	15.1	607	11.6	614	11.7	217	4.1	148	2.8	5 246	
1.3. Enhance consumption of animal-sourced food and the use of GALS	194	3.0	363	5.7	569	8.9	1 100	17.3	1 675	26.3	957	15.0	987	15.5	525	8.2	6 370	
Subtotal	3 121	7.3	6 172	14.4	10 269	24.0	15 349	35.9	3 882	9.1	1 742	4.1	1 364	3.2	833	1.9	42 732	
2. Strengthen and establish MSLEs																		
2.1. MSLEs business development	21	0.1	915	4.2	3 033	13.8	3 583	16.3	5 837	26.6	4 973	22.7	3 586	16.3	-	-	21 948	
2.2. Enhance marketing partnership	-	-	590	4.0	3 435	23.4	3 563	24.3	4 683	31.9	1 396	9.5	725	4.9	287	2.0	14 679	
Subtotal	21	0.1	1 505	4.1	6 468	17.7	7 146	19.5	10 520	28.7	6 369	17.4	4 311	11.8	287	0.8	36 627	
3. Institutional support and project coordination																		
3.1. Support the institutional and policy environment for investment in the livestock sector	1 704	11.6	2 901	19.7	2 828	19.2	2 058	14.0	1 846	12.5	1 407	9.5	1 026	7.0	970	6.6	14 740	
3.2. Technical assistance	164	12.5	267	20.3	222	16.9	179	13.6	197	15.0	142	10.8	126	9.6	16	1.2	1 313	
3.3. Project coordination and management	2 037	20.3	1 428	14.2	1 619	16.1	1 110	11.0	968	9.6	1 182	11.8	808	8.0	898	8.9	10 049	
Subtotal	3 905	15.0	4 596	17.6	4 669	17.9	3 347	12.8	3 011	11.5	2 731	10.5	1 960	7.5	1 884	7.2	26 102	
Total	7 047	6.7	12 273	11.6	21 406	20.3	25 842	24.5	17 412	16.5	10 842	10.3	7 635	7.2	3 004	2.8	105 461	

Financing and cofinancing strategy and plan

38. LLDP funding will come from six sources: (i) the three international financial institutions of IFAD, OPEC Fund and the IsDB, each contributing US\$30 million, and accounting for 86 per cent of the total cost, with the IsDB financing following the parallel cofinancing model; (ii) Heifer International, contributing US\$0.6 million; (iii) the Government of Sierra Leone, providing US\$9.16 million (8.7 per cent of the total cost) derived from forgone taxes and duties; and (iv) beneficiaries, contributing US\$5.67 million (5.4 per cent of total cost), either as in-kind or cash contributions.

Disbursement

39. The PMU will have financial management autonomy and will be responsible and accountable to the Ministry of Agriculture and Food Security (MAFS) and IFAD for the use of funds and the results of the project, in accordance with the financing agreements.
40. IFAD financing will be disbursed against duly certified withdrawal applications, in accordance with the IFAD disbursement procedures; disbursement arrangements will be detailed in the project's Financial Management and Financial Control Arrangements Letter. The PMU may request withdrawal from the grant account of amounts that follow the three disbursement methods: (i) initial advance, (ii) advance/justification, and (iii) reimbursement.

Summary of benefits and economic analysis

41. The economic and financial analysis of the LLDP demonstrates robust positive outcomes. The financial internal rate of return is 38.7 per cent and the benefit-cost ratio is 3.05. Such metrics exceed the opportunity cost of capital at 19 per cent and benefit-cost ratio greater than 1, and confirm the project's financial viability. The economic net present value is expected to reach US\$663 million (SLE 16.2 billion), with an economic internal rate of return of 33.6 per cent.

Exit strategy and sustainability

42. LLDP developed a clear roadmap to ensure the project's long-term viability and positive impacts. The sustainability strategy relies on the following key aspects: (i) enhanced production and efficiency through the introduction of best practices and innovative technologies; (ii) development of a robust local market, through infrastructure and linkages among value chain actors; (iii) productive alliance models with the private sector, in order to ensure a sustainable provision of technical and financial services; and (iv) the strengthening of community ownership and stakeholder engagement, also through capacity-building of community institutions.
43. In addition, policy dialogue for an enabling environment for development of MSLEs, and capacity development of universities and the Sierra Leone Agricultural Research Institute, will support livestock farmers to reinvest in the sector after the project's closure.

III. Risk management

A. Risks and mitigation measures

44. The main implementation risk identified is the low capacity of institutions and small livestock value chain actors. To mitigate this, LLDP will adopt a gradual approach to provide institutional support, technical assistance and capacity-building activities.

Table 4
Overall risk summary

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

B. Environment and social category

45. The environmental and social risk has been rated as moderate. Therefore, LLDP will roll out the following assessments and plans: (i) an environmental, social and climate management plan; (ii) a stakeholder engagement plan; (iii) a grievance redress mechanism; and (iv) a targeted adaptation assessment.

C. Climate risk classification

46. The climate risk has been rated as substantial. A targeted adaptation assessment has been prepared.

D. Debt sustainability

47. The sixth and seventh reviews carried out by the International Monetary Fund and International Development Association found that Sierra Leone's public debt is sustainable, but that the risk of external debt and overall debt distress remains high. The proportion of public debt to GDP increased from 79 to 96 per cent between 2021 and 2022, which required additional borrowing resources. Growth is expected to pick up in 2024, driven by expansion in the mining and agricultural sectors. Inflation was projected at 34.7 per cent in 2024, lower than the expected average consumer price inflation of 37 per cent. The authorities recognize the importance of maintaining sustained and credible fiscal adjustments. Achieving debt sustainability for the country hinges on prioritizing grant resources and securing highly concessional financing.

IV. Implementation

A. Organizational framework

Project management and coordination

48. An independent PMU, responsible for the day-to-day management of the project, will be based in Bo, and placed under the institutional structure of the Livestock and Veterinary Services Division. A PMU sub-unit will be set up in Bombali. The project's steering committee, established under the chairpersonship of the Minister of Agriculture and Food Security, will provide overall oversight of the project's implementation, and assess and validate the project's annual workplans and budgets.

Financial management, procurement and governance

49. The PMU will have financial management autonomy and will be responsible and accountable to the MAFS and IFAD for the use of funds and the results of the project, in accordance with the financing agreements.
50. **Flow of funds.** IFAD will provide funds to the Government in the form of a grant, under the terms and conditions specified in the financing agreement. The MAFS will open three designated accounts in a reputable bank in United States dollars to receive funds from each financier. Three operational accounts denominated in local

currency will also be opened for daily payment. A separate government counterpart account will be opened to receive the beneficiaries' contributions.

51. **Internal control.** The project will develop a project implementation manual to guide the PMU in their daily operations, while ensuring proper and sufficient segregation of duties. The manual will have dedicated chapters for financial management and matching grant aspects to ensure sustainability and transparency. The internal auditors from the MAFS will include the project activities and expenditure in their internal audit plans and submit their reports to the steering committee and IFAD.
52. **Accounting and reporting.** All accounts and records will be maintained in accordance with the Cash Basis of the International Public Sector Accounting Standards. The project will be equipped with accounting software to keep accounts and automate the preparation of reports, in order to comply with IFAD's minimum reporting requirements. The project will also prepare and submit interim financial reports on a quarterly basis, within 45 days after the end of each quarter. Unaudited financial statements will be submitted within four months after the end of the fiscal year.
53. **Audit.** The Audit Service Sierra Leone will conduct the annual audit of LLDP's financial statements. Audit reports including additional schedules required by IFAD will be submitted within six months of the end of each fiscal year. The project will appoint the Audit Service Sierra Leone before the end of the fiscal year in order to be audited and will also obtain clearance of terms of reference from IFAD.
54. **Governance.** The Government of Sierra Leone has achieved significant milestones to improve good governance, accountability and transparency. This includes the enactment of numerous laws, such as the Finance Act 2020 and the Anti-Corruption (Amendment) Act 2019, the development of risk-based audit plans following training provided by an international consultant and the expansion of the Audit Service Sierra Leone's scope to include performance audits and specialized audits. The project will be subject to the IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations, and IFAD's procurement guidelines will apply.
55. Procurement management will be delegated by the MAFS to the PMU. Procurement functions will include: (i) the preparation of procurement plans; (ii) the preparation of statements of requirements, specifications, terms of reference and bills of quantities; (iii) the reaching of an agreement with IFAD on the procurement or selection method for each procurement activity; (iv) pre-qualifications, advertising, management of expressions of interest and shortlisting; and (v) the preparation of bid solicitation documents and draft contracts.

Target group engagement and feedback and grievance redress

56. The roll-out of the stakeholder engagement plan aims to mobilize, consult and inform LLDP stakeholders on the project's objectives, approaches and target group, and on climate change and the project's possible environmental impacts. Stakeholders will have the opportunity to inform and influence decision-making of project interventions, and their engagement will ensure transparency of project implementation and create a sense of ownership of implemented activities.

Grievance redress

57. A project grievance redress mechanism will be established and will allow communities to raise grievances about the adverse impacts the project may have on them, and offer a set of procedures to address any problem encountered.

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

58. A fully staffed and equipped monitoring and evaluation system will be put in place at project start-up, and will mostly rely on digital tools to collect, process and

analyse data for effective decision-making and results-based management. A baseline, midterm and completion survey will be conducted to assess the achievement of the project's outcomes and impacts.

59. The project will draft and implement a knowledge management plan and a communication action plan that will identify knowledge products to be developed and the modalities for their dissemination. Different channels will be used for the dissemination of knowledge products, including radio, television, social media, workshops and newspapers. The project will also promote exchange visits for learning from and sharing of experiences.

Innovation and scaling up

60. LLDP will pilot innovations and new technologies outlined in IFAD's country strategy and programme evaluation for Sierra Leone. Specifically, the project will tailor the farmer field school approach to the livestock sector and integrate technologies into its components, focusing on digitalization. LLDP will also adapt and promote innovative practices and successful MSLEs development approaches in the livestock sector. The success of these innovations will be scaled up during LLDP's implementation and beyond.

C. Implementation plans

Implementation readiness and start-up plans

61. The project design foresees a start-up advance of US\$285,000, to allow the project to meet the mandatory conditions for the first disbursement and smoothly prepare its start-up.

Supervision, midterm review and completion plans

62. IFAD and the Government of Sierra Leone will undertake an annual supervision mission, which will also include the participation of representatives from the IsDB and the OPEC Fund. Furthermore, annual support missions focusing on specific technical needs will also be carried out. A midterm review is planned at the end of the third year, and a project completion mission will evaluate and document the overall implementation performance and attained results.

V. Legal instruments and authority

63. A financing agreement between the Republic of Sierra Leone and IFAD will constitute the legal instrument for extending the proposed financing to the recipient. A copy of the negotiated financing agreement is attached as appendix I.
64. The Republic of Sierra Leone is empowered under its laws to receive financing from IFAD.
65. I am satisfied that the proposed financing will comply with the Agreement Establishing IFAD and the Policies and Criteria for IFAD Financing.

VI. Recommendation

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

RESOLVED: that the Fund shall provide a Debt Sustainability Framework grant to the Republic of Sierra Leone in an amount of thirty million United States dollars (US\$30,000,000) and upon such terms and conditions as shall be substantially in accordance with the terms and conditions presented herein.

Alvaro Lario
President

Negotiated financing agreement

Grant No:

Programme name: Livestock and Livelihoods Development Programme ("LLDP"/"the Programme"/"the Project")

The Republic of Sierra Leone (the "Recipient")

and

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

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

WHEREAS the Recipient has requested a Debt Sustainability Framework (DSF) grant from the Fund for the purpose of financing the Programme described in Schedule 1 to this Agreement;

WHEREAS the Fund has agreed to provide financing for the Programme;

WHEREAS the Programme is expected to receive co-financing from the Islamic Development Bank (IsDB) and the OPEC Fund for International Development (OFID).

NOW THEREFORE, the Parties hereby agree as follows:

Section A

1. The following documents collectively form this Agreement: this document, the Programme Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2) and the Special Covenants (Schedule 3).
2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of 28 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 except for the provisions that refer to Loan financing which shall not apply to this Agreement. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein, unless the Parties shall otherwise agree in this Agreement.
3. The Fund shall provide a DSF grant to the Recipient, which the Recipient shall use to implement the Programme in accordance with the terms and conditions of this Agreement.

Section B

1. The amount of the DSF grant is thirty million United States dollars (USD 30 000 000) (the "Grant/ the "Financing").
2. The first day of the applicable Fiscal Year shall be 1 January.

3. A specific Designated Account in United States Dollars for the exclusive use of the Programme will be opened in the Bank of Sierra Leone, in order to receive funds pertaining to the Grant. The funds in the Designated Account shall not be co-mingled from other funds including those from co-financiers. The Recipient shall inform the Fund of the officials authorized to operate the Designated Account.

4. There shall be a Project Account denominated in Sierra Leonean Leone (SLL) and opened in a reputable commercial bank, to exclusively receive the Financing from the Designated Account. The Recipient must inform the Fund of the officials authorized to operate the Project Account.

5. The Recipient shall provide counterpart financing to the Programme, through in kind contributions, in the amount of approximately nine million one hundred and fifty thousand United States dollars (USD 9 150 000) to cover taxes and duties including other Programme expenditures. Beneficiaries will also make in kind or cash contributions to the Programme amounting to approximately five million six hundred and seventy thousand United States dollars (USD 5 670 000).

Section C

1. The Lead Programme Agency shall be the Ministry of Agriculture and Food Security (MAFS).

2. Additional Programme parties are described in paragraph 11, Schedule 3 of the Agreement.

3. A Mid-Term Review will be conducted as specified in Section 8.03 (b) and (c) of the General Conditions; however, the Parties may agree on a different date for the Mid-Term Review of the implementation of the Programme.

4. The Programme Completion Date shall be the 8th anniversary of the date of entry into force of this Agreement and the Financing Closing Date shall be as specified in the General Conditions.

5. Procurement of goods, works and services financed by the Financing shall be carried out in accordance with the Recipient's procurement methods and regulations to the extent such are consistent with the IFAD Procurement Guidelines.

Section D

1. The Fund will administer the Grant and supervise the Programme.

Section E

1. The following are designated as additional grounds for suspension of this Agreement:

(a) The Programme Implementation Manual (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 Recipient, has determined that it has had, or is likely to have, a material adverse effect on the Programme; and

(b) Any institutional changes have been made by the Recipient to the Project Steering Committee or the Project Implementation Unit (PIU), including the

transfer, suspension, or termination of key PIU staff without cause and without the Fund's no-objection, and the Fund has determined that such changes are likely to have a material adverse effect on the Project.

2. The following is designated as an additional ground for cancellation of this Agreement:

- (a) In the event that the Recipient did not request a disbursement of the Financing twelve (12) consecutive months without justification subsequent to the first eighteen (18) months from the Effective Date.

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

- (a) The IFAD no objection to the PIM which includes the Financial Administration manual shall have been obtained.
- (b) The following key Programme staff shall have been recruited and approved by the Fund: Project Manager, Finance and Administrative Officer, Procurement Officer and the Monitoring and Evaluation Officer.
- (c) The Designated and the Project Accounts shall have been duly opened in reputable banks.
- (d) The acquisition and installation of an operational software capable of producing financial statements that meet IFAD's requirements.

4. This Agreement is subject to ratification by the Recipient.

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

For the Recipient:

The Minister of Finance
Ministry of Finance
Treasury Building
George Street

For the Fund:

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

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

REPUBLIC OF SIERRA LEONE

[Authorised Representative]

Date: _____

INTERNATIONAL FUND FOR
AGRICULTURAL DEVELOPMENT

[The President]

Date: _____

Schedule 1

Programme Description and Implementation Arrangements

I. Programme Description

Programme Description

1. *Target Population.* LLDP will target 62,250 households (373,500 people). The following inclusion minimums will be observed: at least 40% women, 30% youth and 5% persons with disability (PWD). 60,000 households (HHs) will correspond to existing and potential smallholder livestock farmers; 2,250 HHs will encompass: (i) micro and small livestock enterprises (MSLEs); (ii) livestock farmer organizations (LFOs); (iii) youth and women cooperatives; and (iv) households that are not yet engaged in the selected small livestock value chains (poultry and small ruminants) but are ready to establish micro enterprises.
2. *Programme area.* The Programme will cover eight (8) districts: Pujehun, Kenema, Kailahun, Kono, Port Loko, Bombali, Koinadugu, and Bo.
3. *Goal.* The goal of the Programme is to contribute to poverty reduction, food security and nutrition of rural households and create employment opportunities for rural women and youth in Sierra Leone.
4. *Objectives.* The objective of the Programme is to improve the livelihoods of rural households in the targeted areas through three interlinked components: 1) Support smallholder livestock production and productivity for better incomes and nutrition; 2) Strengthen/establish micro and small size Livestock enterprises (MSLEs); and 3) Institutional support and Project coordination.
5. *Components.* The Programme is organised around three components:

Component 1: Support smallholder livestock production and productivity for better incomes and nutrition: The specific objective of this component will be to improve 60,000 smallholder livestock farmers production, productivity; and empowering women and youth to fully engage in livestock value chains - using an integrated, gender-transformative, youth sensitive, market-oriented and nutrition sensitive approaches, while managing the externalities related to zoonotic diseases, climate change, and environmental degradation.

Sub-Component 1.1: Build and support livestock assets: This subcomponent will build the smallholder livestock farmers skills and ensure their access to improved breeds.

Subcomponent 1.2: Enhance the Livestock service delivery and input supply: This subcomponent will enhance the animal disease early detection and rapid response system, access to animal health care.

Subcomponent 1.3: Enhance consumption of animal sourced food and Gender Action and Learning Systems (GALS): This sub-component will mainstream dietary diversification and deliver GALS by complementing interventions which contribute to nutrition improvement (surplus production of meat and egg) and access of youth and women to business and jobs opportunities.

Component 2: Strengthen/establish micro and small size Livestock enterprises (MSLEs): This component aims at supporting the development of new and existing MSLEs to make them sustainably profitable. This support will cover different elements in the prioritized livestock value chains, particularly support services such as: private sector-based extension services, inputs supply and animal health services, production, processing, marketing, logistics, etc.

Subcomponent 2.1: MSLEs businesses development: The expected output of this sub-component is "micro and small entrepreneurs including young people and women are trained in business development service for setting-up their own small/medium-scale business and/or wage employment.

Subcomponent 2.2: Enhanced marketing partnership: This sub-component aims at supporting MSLEs to enhance access to market opportunities and build partnerships with other livestock value chains actors, including public, private partnership. Infrastructures et facilities building will be managed by engineering firms (service provider).

Component 3: Institutional support and Project coordination: will develop the capacity of the Livestock and Veterinary Service Division to deliver its mandate. Policy and institutional support will be provided to improve the enabling environment for public and private investment and engagement in the livestock sector; the Project will also support the integration of a gender lens, where equal opportunities and benefits are sought for men, women, and youth. Component 3 interventions will go beyond the Project social and geographical targeting scope.

Subcomponent 3.1: Support the institutional and policy environment for investment in the livestock sector: This subcomponent will contribute to strengthen institutional capacity, create an enabling policy and intuitional environment to attract public and private investments in the livestock sector and strengthen the coordination of related other projects and initiatives. It will go beyond the Project social and geographical targeting scope and be socially inclusive in nature ensuring that all policy initiates systematically consider perspectives that support the integration of women, youth and PWD.

Subcomponent 3.2: Technical assistance (TA): This subcomponent will contribute to speed-up capacity building, development of the selected Project approaches and mitigate implementation risks.

II. Implementation Arrangements

6. *Lead Programme Agency.* The Ministry of Agriculture and Food Security (MAFS) will be the implementing agency of LLDP.

7. *Programme Oversight Committee.* A Project Steering Committee (PNSC) will be established under the chairmanship of the Minister of Agriculture and Food Security. The deputy chair will be the representative of the Ministry in charge of finance. Its membership will include, among other, the Ministries in charge of youth, women, and trade as well as the representatives of National Farmer association of Sierra Leone, Pig and Poultry Farmer Association, and Agribusiness Chamber. The PNSC will provide: (i) overall oversight of the Project implementation, (ii) assessing and validating annual work-plan and budget as well the annual reports; (iii) helping in assessing risks and supporting strategies for management.

8. *Project Management Unit.* An independent Project Management Unit (PMU), responsible for the day-to-day management of the Project, will be based in Bo, and placed under the institutional structure of the Livestock and Veterinary Services Division (LVSD) under MAFS. A PMU sub-unit will be set-up in Bombali. Project staff will be recruited through open hiring competitive process and their contract annual renewal will be based on annual performance evaluation.

9. *Implementing partners.* The Ministry of Agriculture and the PMU will be supported by experts from Heifer International, who have large and successful experiences in livestock projects in different countries. A MoU with Heifer will be signed at Project inception and will also include the 25% contribution from Heifer on the cost of the activities under their responsibility.

10. *Monitoring and evaluation.* A fully staffed and equipped Monitoring and Evaluation (M&E) system will be put in place at Project start-up, and will mostly rely on digital tools to collect, process, and analyse data for effective decision making and result-based management. The PMU - M&E Officer has the responsibility for the coordination of programming and preparation of the Project's consolidated Annual Work Plan and Budget (AWPB), based on the respective AWPBs from the districts and other implementing partners. The M&E Officer will be supported by the Planning and Statistics Division (PSD) of MAFS at national level and the District Livestock Offices at district level. The Project's results framework which includes key output and outcome indicators will be the main source of reference for impact/performance assessment. A baseline, mid-term and completion survey will be conducted to assess the achievement of Project's results.

11. *Knowledge management.* The Project will draft and implement a Knowledge Management (KM) and Communication action plan which will identify knowledge products to be developed and the modalities for their dissemination. Different channels will be used including radio, tv, social media, workshops, newspapers. The Project will also promote exchange visits for learning and sharing of experiences. KM activities will be carried out in close collaboration with the M&E team, other functional units of the Project PMU, as well as key implementing partners such as Universities, SLARI, etc.

12. *Grievance Redress Mechanism.* The PMU will establish a Grievance Redress Mechanism (GRM) aimed to ensure that communities can raise grievances about the adverse impacts that LLDP may have on them and offer a set of procedures to solve problems in a culturally appropriate manner. Project's stakeholders will be provided with accessible and inclusive means (letterbox and easy access to PMU, WhatsApp number, existing local governance groups) to raise issues, concerns and grievances and allow the Project leadership structures to respond and act upon them in a timely, effective and transparent manner.

13. *Programme Implementation Manual.* A draft Project Implementation Manual (PIM) has been produced as annex of the Project Design Report. This document will need to be finetuned through a participatory process with Project stakeholders and will be submitted to IFAD No Objection as one of the conditions for funds withdrawal.

Schedule 2

Allocation Table

1. *Allocation of Grant proceeds.* (a) The Table below sets forth the Categories of Eligible Expenditures to be financed by the Grant 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	Grant Amount (expressed in USD)	% of Eligible Expenditures to be Financed net of taxes
I. Goods, Services and inputs	6 180 000	100%
II. Equipment and materials	1 270 000	100%
III. Consulting services	8 500 000	100%
IV. Subsidies and grants	6 960 000	100%
V. Operations costs	4 090 000	100%
VI Unallocated	3 000 000	100%
TOTAL	30 000 000	

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

- (i) Category "Equipment and materials" also includes Vehicles.
- (ii) Category "Consulting services" also includes Trainings and Workshops.

2. *Disbursement arrangements*

(a) *Start-up Costs.* Withdrawals in respect of expenditures for start-up costs (in services and recurrent cost categories) incurred before the satisfaction of the general conditions precedent to withdrawal shall not exceed an aggregate amount of USD 300 000. The activities to be financed by Start-up Costs will require the no objection from IFAD to be considered eligible.

The start-up funds will finance the following activities: (i) key staff recruitment; (ii) PIM refining; (iii) consultant costs (international veterinarian/livestock expert, national consultants for the first AWPB); (iv) IT equipment (laptop, printer and photocopier); (v) communication (internet and other communication costs); (vi) DSA; (vii) car rental; (viii) fuel; (ix) consumables; (x) start-up workshop and organisation thereof.

3. *Audit arrangements*

The MAFS will provide sufficient and qualified internal audit experts to conduct internal audit activities of the Project.

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 Recipient to request withdrawals from the Grant Account if the Recipient has defaulted in the performance of any covenant set forth below, and the Fund has determined that such default has had, or is likely to have, a material adverse effect on the Programme:

1. Within 6 months of entry into force of the Financing Agreement, the Programme will procure and install a customize accounting software as it is the practice in IFAD on-going supported projects, to satisfy International Accounting Standards and IFAD's requirements.
2. Within six (6) months of entry into force of the Financing Agreement, the Programme will enter into Memorandum of Understandings (MoU) with implementing partners that will structure the collaboration, define roles, responsibilities and duties with regards to implementation, financial management, accounting and reporting.
3. *Planning, Monitoring and Evaluation.* The Recipient shall ensure that (i) a Planning, Monitoring and Evaluation (PM&E) system shall be established within twelve (12) months from the date of entry into force of this Agreement.
4. *Gender.* The Recipient shall ensure that the following inclusion minimums will be observed: at least 40% women, 30% youth and 5% persons with disability (PWD).
5. *Land tenure security.* The Recipient 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.
6. *Anticorruption Measures.* The Recipient shall comply with IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations.
7. *Sexual Harassment, Sexual Exploitation and Abuse.* The Recipient and the Programme Parties shall ensure that the Programme is carried out in accordance with the provisions of the IFAD Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, as may be amended from time to time.
8. *Use of Programme Vehicles and Other Equipment.* The Recipient shall ensure that:
 - (a) all vehicles and other equipment procured under the Programme are allocated for Programme implementation;
 - (b) The types of vehicles and other equipment procured under the Programme are appropriate to the needs of the Programme; and
 - (c) All vehicles and other equipment transferred to or procured under the Programme are dedicated solely to Programme use.
10. *IFAD Client Portal (ICP) Contract Monitoring Tool.* The Recipient shall ensure that a request is sent to IFAD to access the project procurement Contract Monitoring Tool in the IFAD Client Portal (ICP). The Recipient shall ensure that all contracts, memoranda of understanding, purchase orders and related payments are registered in the Programme Procurement Contract Monitoring Tool in the IFAD Client Portal (ICP) in relation to the procurement of goods, works, services, consultancy, non-consulting services, community

contracts, grants and financing contracts. The Recipient shall ensure that the contract data is updated on a quarterly basis during the implementation of the Programme.

11. The Key Programme Personnel are: Project Coordinator, Senior Livestock Officer, an international veterinarian expert (senior level), an Agribusiness Officer, a Social Inclusion Officer, Nutrition Officer, Environmental Safeguards Officer, a Grant Manager, a Finance and Administrative Officer, an Internal Auditor (MAFS), a Monitoring Evaluation and Knowledge Management Officer and a Procurement Officer. In order to assist in the implementation of the Programme, the [PIU/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 Programme Personnel shall be seconded to the [PIU/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 Programme Personnel is subject to IFAD's prior review [as is the dismissal of Key Programme Personnel]. Key Programme Personnel are subject to annual evaluation and the continuation of their contract is subject to satisfactory performance. Any contract signed for Key Programme 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 Programme's circumstances.

II. SECAP Provisions

1. For projects/programmes presenting high or substantial social, environmental and climate risks, the Recipient shall carry out the implementation of the Programme 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 (ESCMPs) for high risk projects and Abbreviated ESIAs and/or Abbreviated RAP/F and ESCMPs for substantial risk projects and Free, Prior and Informed Consent (FPIC) Plans, FPIC Implementation Plans, Indigenous Peoples Plans (IPPs), Pesticide Management Plans, Cultural Resources Management Plans and Chance Finds Plans] (the "Management Plan(s)"), as applicable, taken in accordance with SECAP requirements and updated from time to time by the Fund.

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

2. The Recipient 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 Programme 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 Recipient shall disclose the draft and final ESIA reports and all other relevant Management Plan(s) with Programme stakeholders and interested parties in an accessible place in the Programme-affected area, in a form and language understandable to Programme-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 Recipient 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 Programme with the standards, measures and requirements set forth in the SECAP 2021 Edition and the Management Plan(s), if any.

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

- (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 Recipient shall:

- Notify IFAD promptly;
- Provide information on such risks, impacts and accidents;
- Consult with Programme-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 Programme-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 Recipient 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 Recipient (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 Programme 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 Recipient 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 Recipient shall provide the Fund with:

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

Logical framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach LLDP	1 Persons receiving services promoted or supported by the project*				Project MIS quarterly/ annual report	Quarterly	Dep. Statistics PMU	The delivery outreach of services, inputs, and equipment is increased and diversified
	Males - Males	0	22410	37350				
	Females - Females	0	14940	24900				
	Young - Young people	0	11205	18675				
	Total number of persons receiving services - Number of people	0	37350	62250				
	Persons with disabilities - Number	0	1868	3113				
	1.a Corresponding number of households reached.				Project MIS quarterly/ annual report	Quarterly	Dep. Statistics PMU	
	Households - Households	0	37350	62250				
1.b Estimated corresponding total number of households members				Project MIS quarterly/ annual report	Quarterly	Dep. Statistics PMU		
Household members - Number of people	0	224100	373500					
Project Goal To contribute to poverty reduction, food security, nutrition, and job creation of rural households.	Prevalence of malnutrition among children under 5 years of age				Impact Thematic survey	Baseline/Midterm /Endline	Dep.Statistics PMU and UNICEF, WB, WHO Joint Child Malnutriton Data/Report	Appropriate customs tariff of the meat and eggs import is in place
	Prevalence of malnutrition (stunting) among children under 5 years of age - Percentage (%)	26	24.2	20.6				
	Prevalence of food insecurity				Impact Thematic survey/COI survey	Baseline/Midterm /Endline	Dep.Statistics PMU in consultation with IFAD using FIES methodology	
	Prevalence of food insecurity - Percentage (%)	0	80	78				
Households reporting an increase in income								

	Number of households	0	45	65	Impact Thematic survey/COI survey	Baseline/Midterm /Endline	Dep.Statistics PMU/in consultation with IFAD	
Development Objective Small livestock development improved the livelihoods of rural households in the targeted areas	1.2.4 Households reporting an increase in production*				Impact Thematic survey/COI survey	Baseline/Midterm /Endline	Dep.Statistics PMU in consultation with IFAD	Capacity of implementers is built
	Total number of household members - Number of people	0	129978	261450				
	Households - Percentage (%)	0	58	70				
	Households - Households	0	21663	43575				
	2.2.1 Persons with new jobs/employment opportunities*				Impact Thematic survey/COI survey	Baseline/Midterm /Endline	Dep.Statistics PMU in consultation with IFAD	
	Males - Males	0	2160	5400				
	Females - Females	0	1440	3600				
	Young - Young people	0	1080	2700				
	Total number of persons with new jobs/employment opportunities - Number of people	0	3600	9000				
	1.2.8 Women reporting minimum dietary diversity (MDDW)				Impact Thematic survey/COI survey	Baseline/Midterm /Endline	Dep.Statistics PMU in consultation with IFAD	
	Women (%) - Percentage (%)	0	40	55				
	Women (number) - Females	0	5976	13695				
	Households (%) - Percentage (%)	0	40	60				
	Households (number) - Households	0	5976	13695				
	Household members - Number of people	0	89640	205425				
SF.2.1 Households satisfied with project-supported services				COI survey /Thematic studies	Baseline/ Midterm/ Endline	GoSL, FAO and MAF		
Household members - Number of people	0	89640	261450					
Households (%) - Percentage (%)	0	40	70					
Households (number) - Households	0	14940	43575					
Outcome Outcome 1: Small livestock and production and	1.2.2 Households reporting adoption of new/improved inputs, technologies or practices*				COI Survey /Thematic studies	Baseline/Midterm /Endline	PMU	Services and Incentives for improved livestock systems are effective
	Total number of household members - Number of people	0	89640	186750				
	Households - Percentage (%)	0	40	50				

productivity increased	Households - Households	0	14940	31125				
	IE.2.1 Individuals demonstrating an improvement in empowerment				COI Survey /Thematic studies	Baseline/Midterm /Endline	PMU	
	Total persons - Percentage (%)	0	30	40				
	Total persons - Number of people	0	11205	24900				
	Females - Percentage (%)	0	50	50				
	Females - Females	0	5603	12450				
	Males - Percentage (%)	0	50	50				
	Males - Males	0	5602	12450				
	1.2.9 Households with improved nutrition Knowledge Attitudes and Practices (KAP)							COI Survey /Thematic studies
	Households (number) - Households	0	14940	43575				
	Households (%) - Percentage (%)	0	40	70				
	Household members - Number of people	0	89640	261450				
	Volume of meat/eggs additional production/year				Survey/ thematic studies	Baseline/ Mid-term/ Completion	PMU	
	Number of egg production - Number	0	14400000	36000000				
	Tonnes Chicken - Tons	0	7840	19600				
	Tonnes Small ruminants - Tons	0	3840	9600				
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				COI survey /Thematic studies	Baseline/Midterm /Endline	GoSL ,FAO and MAF	
	Household members - Number of people	0	13446	37350				
	Households (%) - Percentage (%)	0	6	10				
	Households (number) - Households	0	2241	6225				
	3.2.1 Tons of Greenhouse gas emissions (tCO2e) avoided and/or sequestered				IFAD COI and surveys	Baseline/Midterm/Endline	PMU in consultation with IFAD	
	Hectares of land - Area (ha)		0	0				
	tCO2e/20 years - Number	0	314.39	628.79				
	tCO2e/ha - Number		0	0				
tCO2e/ha/year - Number		0	0					

	Households reporting mortality less than 30%							
	Number of households		14 940	37 350	IFAD COI and surveys	Baseline/Midterm/Endline	PMU in consultation with IFAD	At least 60% of the total households will manage mortality below their pre-intervention level
	% of households		40	60				
	Number of HH members		89 640	224 100				
	Volume of Productivity				IFAD COI and surveys	Baseline/Midterm/Endline	PMU in consultation with IFAD	Services and Incentives for improved livestock systems are effective
	Number of eggs per hen (Baseline=83)		120	224				
	Feed consumption (kg) per bird		9.34	9.0				
	Feed consumption (kg) per small ruminant		79.4	76.4				
Output Output 1.1: Livestock farmers' asset and skills are built	1.1.4 Persons trained in production practices and/or technologies				Project MIS quarterly and annual report	Quarterly/Annually	PMU	Services and Incentives for improved livestock systems are effective
	Men trained in livestock - Males	0	21600	36000				
	Women trained in livestock - Females	0	14400	24000				
	Young people trained in livestock - Young people	0	10800	18000				
	Total persons trained in livestock - Number of people	0	36000	60000				
	1.1.3 Rural producers accessing production inputs and/or technological packages				Project MIS quarterly and annual report	Quarterly/Annually	PMU	
	Males - Males	0	21600	36000				
	Females - Females	0	14400	24000				
	Young - Young people	0	10800	18000				
	Total rural producers - Number of people	0	36000	60000				
Output Output 1.2: Service delivery and input supply developed	Beneficiaries with access to veterinary and para-vet. services				Project MIS quarterly and annual report	Quarterly/Annually	PMU	Services and Incentives for improved livestock systems are effective
	Women - Number	0	12960	21600				
	Men - Number	0	19440	32400				
	Youth - Number	0	9720	16200				

	total number of people - Number of people	0	32400	54000				
	Volume of improved feeds and fodder produced/processed				M&E report	Annually	PMU	
	t/year of improved feeds and fodder produced/processed - Percentage (%)	3000	9000	20000				
	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks				Project MIS/ quarterly and annual report	Annually	PMU	
	Total size of groups - Number of people	0	7200	12000				
	Groups supported - Groups	0	720	1200				
	Males - Males	0	4320	7200				
	Females - Females	0	2880	4800				
	Young - Young people	0	2160	3600				
	3.1.4 Land brought under climate-resilient practices				Project MIS/ quarterly and annual report	Annually	PMU	
	Hectares of land - Area (ha)	0	560	1400				
Output Output 1.3: Better access to animal sourced food	1.1.8 Households provided with targeted support to improve their nutrition				Better access to animal sourced food	Quarterly/ Annually	PMU	Services and Incentives for improved livestock systems are effective
	Total persons participating - Number of people	0	33624	56025				
	Males - Males	0	6732	11205				
	Females - Females	0	14940	24900				
	Households - Households	0	21672	36105				
	Household members benefitted - Number of people	0	130032	216630				
	Young - Young people	0	11205	18675				
Outcome Outcome 2: Increased market linkages and profitability of LSMEs	2.2.6 Households reporting improved physical access to markets, processing, and storage facilities				COI survey	Baseline/Midterm /Endline	PMU in consultation with IFAD	The framework for youth and women cooperatives and SMEs inclusion to value chains is set-up
	Households reporting improved physical access to markets - Percentage (%)	0	50	80				
	Size of households - Number of people		112050	298800				

	Households reporting improved physical access to markets - Households	0	18675	49800				
	2.2.2 Supported rural enterprises reporting an increase in profit				COI survey	Baseline/ Mid-term/ Completion	PMU	
	Number of enterprises - Enterprises	0	788	1625				
Output Output 2.1: LMSEs capacity strengthened, and agribusiness partnership developed.	2.1.1 Rural enterprises accessing business development services*				Project MIS quarterly and annual report	Quarterly/Annually	PMU	The framework for youth and women cooperatives and SMEs inclusion to value chains is set-up
	Rural enterprises - Enterprises	0	1125	2250				
	2.1.2 Persons trained in income-generating activities or business management				Project MIS/ quarterly and annual report	Quarterly/ Annually	PMU	
	Males - Males	0	9675	19350				
	Females - Females	0	6450	12900				
	Young - Young people	0	4838	9675				
	Persons trained in IGAs or BM (total) - Number of people	0	16125	32250				
	Number of business plans financed				Project MIS/ quarterly and annual report	Quarterly/ Annually	PMU	
	Through matching grants - Number	0	1013	2025				
	Through financial institutions - Number	0	506	1013				
	2.1.3 Rural producers' organizations supported				Project MIS/ quarterly and annual report	Quarterly/ Annually	PMU	
	Total size of POs - Organizations	0	3000	6000				
	Rural POs supported - Organizations	0	300	600				
	Males - Males	0	1800	3600				
Females - Females	0	1200	2400					
Young - Young people	0	900	1800					
Outgrowing schemes and productive alliances implemented				Project MIS/ quarterly and annual report	Quarterly/ Annually	PMU		
Outgrowing schemes and productive alliances - Number	2	11	21					
Output Output 2.2:	2.1.6 Market, processing or storage facilities constructed or rehabilitated				M&E system Projectquarterl	Quarterly/ Annually	PMU	The framework for youth and women cooperatives

Livestock value addition and Marketing infrastructures set-up	Total number of facilities - Facilities	0	80	160	y and annual report			and SMEs inclusion to value chains is set-up (including a clear division of labor between public and private sectors)
	Market facilities constructed/rehabilitated - Facilities	0	15	30				
	Processing facilities constructed/rehabilitated - Facilities	0	25	50				
	Storage facilities constructed/rehabilitated - Facilities	0	40	80				
Outcome Outcome 3: Enabling environment for investment in the livestock sector advanced	Policy 3 Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment*				Project annual reports	Mid-term and end-term	PMU	Political will from the government is maintained
	Number - Number	0	5	8				
Output Output 3.1: Capacity of livestock institutions (including implementing agencies) strengthened	LVSD, labs, Universities supported				Project MIS quarterly and annual report/ Training centres/ livestock department MAFS	Quarterly/Annually	PMU	Political will from the government is maintained
	Staff upgraded and students - Number	0	150	300				
	Facilities - Number	0	4	5	Project MIS quarterly and annual report/ Livestock department	Quarterly/Annually	PMU	
	Vaccination campaign, diseases surveillance, etc. supported							
Vaccination campaign supported - Number	0	3	6					
Output Output 3.2: Formulation or review of livestock policies, regulatory frameworks and strategies supported	Policy relevant knowledge product completed				Project MIS quarterly and annual report	Quarterly/Annually	PMU	GoSL willingness to undertake policy reviews and formulation
	Policy relevant knowledge product - Number	0	5	8				

Integrated project risk matrix

Risk categories and subcategories	Inherent	Residual
Country context		
Political commitment	Substantial	Substantial
Risk(s): Since the elections last June 2023, there have been two coup attempts (the second at the end of November) and anti-government riots over the summer. Nevertheless, it is expected that the current government through the Ministry of Agriculture and Forestry continues to prioritize and support the livestock sector as part of their agricultural transformation plan and keep the transformation of the livestock sector up in the agenda.		
Mitigations: The ICO will constantly and closely monitor the country situation with the respective government counterparts to minimize and avoid any eventual disruption to the project.		
Governance	Substantial	Substantial
Risk(s): Transparency International ranks the country 110th out of 180 in the Corruption Perception Index (CPI), with a score of 34/100. On the other hand, the World Bank indicator that assesses the quality of public administration (CPIA) has remained stable over the years (3 on a scale of 1 to 6, with 1 being low and 6 high). The Ministry of Agriculture already has a gap in terms of the technical staff to carry out field work. The livestock division has less than 5 qualified veterinary doctors and they are old and already retired long since. The Livestock division lacks the capacity to fully deliver on their mandate		
Mitigations: The project will build the livestock division of the ministry of Agriculture, provide institutional and policy/strategy formulation support. E-registration of beneficiaries with biometric verification will be put in place.		
Macroeconomic	Substantial	Substantial
Risk(s): COVID-19 hampered the average annual growth rate, which is expected to increase in the 2023-2025 period if the Government follows a rigorous monetary policy to combat inflation and currency significant depreciation and a tight fiscal policy to decrease debt pressures. External shocks further aggravated already existing vulnerabilities, with more than 50% of the population being poor according to the latest official statistics available and rising food insecurity.		
Mitigations: The project will focus on livelihoods improvement through the engagement of private sector entities across the livestock value chains to make it a profitable sector. The project has identified private sector value chain actors mainly in veterinary service provision, feed production, production, and improved breed multiplication.		
Fragility and security	Substantial	Substantial
Risk(s): Although not being in the World Bank's list, the country has a relevant degree of fragility. The precarious situation left by the civil war ended in 2001 has been exacerbated by the Ebola virus epidemic occurred in 2014. More recently, the protests (including two attempted coups) that have been ongoing since the presidential elections in June 2023 are clear evidence of tensions between the opposition and the ruling		

Risk categories and subcategories	Inherent	Residual
parties and a general discontent among the population, leading to a potential weakening of the country institutions. On the climate front, increase in risks of climate change-related events (i.e. floods and droughts) hinder food security and the livelihoods of most of the population that largely derives their income from natural resources.		
Mitigations: The project design considers IFAD entry points in the fragility context: capacity building, empowerment and inclusion (by GALS), nutrition, food security, matching grant, technical assistance, etc.		
Sector strategies and policies	Moderate	Moderate
Policy alignment		
Risk(s): The objectives of the project are aligned to IFAD's Strategic Framework 2016-2025 and to IFAD12 and will directly contribute to two strategic objectives outlined in the national COSOP 2020-2025. At national level, LLDP is aligned to the National Midterm Plan and the Feed Salone Flagship Programme. In addition, the Project will follow the National Gender and youth Strategic Plan and the IFAD GALS.		
Mitigations: the project is aligned with the main policies and frameworks regulating the agricultural and livestock sectors at national and international level and will monitor the development of new national sectoral policies and strategies to ensure its continuous alignment over the course of the project implementation.		
Policy development & implementation	Moderate	Moderate
Risk(s): The livestock sector lacks a sound evidence base and a conducive policy and regulatory environment, which is expected to be filled through the National livestock policy currently under development. Also, the sector has been significantly underfunded and is perceived as high-risk.		
Mitigations: The project will support the Ministry of Agriculture to finalize this document and to develop a Livestock Master Plan to ensure the policy constitutes the proper framework for the expected target groups. LLDP will ensure that the policies, acts and regulations ruling the livestock sector will have a gender, youth and climate lens. Project activities aim at supporting LSMEs development and providing institutional support and public and private enabling environment for investment through the adoption of pending livestock policy and regulatory frameworks that are key for the sector development in the country.		
Environment and climate context		
Project vulnerability to environmental conditions	Moderate	Moderate
Risk(s): Degraded ecosystems leading to poor fodder production in pasturelands can penalize the project implementation. Pest and virus pressure, particularly on poultry, could pose a risk to LLDP.		
Mitigations: LLDP will invest in pasture rehabilitation and sustainable agricultural practices through Livestock Farmers Fields Schools. LLDP will invest animal health and in vet services.		
Project vulnerability to climate change impacts	Moderate	Moderate

Risk categories and subcategories	Inherent	Residual
Risk(s): The main climate related risk that could affect the Project would be the emergence or re-emergence of a climate-related disease, in particular a vector borne disease such as the Rift valley fever and the recent anthrax. Climate change could also affect forage production. Hazard could affect assets of farmers.		
Mitigations: The project will invest in the establishment of appropriate veterinary service and advisory schemes to minimize the resurgence of disease(s). Project will also be promoted pasture land rehabilitation, improved water management to water animals, livestock farmers/crop farmers conflict prevention, as well as adapted breeding.		
Project scope		
Project relevance	Moderate	Moderate
Risk(s): After being an area long underfunded, the Government is propelling the livestock sector in the country's development plan as it offers profitable business opportunities for small-scale farmers, women and youth. The major challenge is transforming the way the sector is perceived as certain target communities may not really see livestock as a key economic activity, because they might prefer be engaged in other activities that they see as more profitable and less risky.		
Mitigations: The project did intensive consultations with the relevant stakeholders to jointly identify the key activities and geographic locations to cover, and to put in place an adequate targeting strategy (women, youth and persons with disabilities).		
Technical soundness	Moderate	Moderate
Risk(s): During the preparation phase, the project considered a number of innovative ideas that have created impact in other countries. However, such innovations may not thrive within the Sierra Leone context as there are variations in climatic conditions, the ecology and the business environment that may hamper the impact of such innovative approaches.		
Mitigations: The innovations will be adapted to suit the context and the project will replicate approaches to address – inter alia - gender gaps that have proved successful in other countries.		
Institutional capacity for implementation and sustainability		
Implementation arrangements	Substantial	Substantial
Risk(s): The livestock division within the Ministry of Agriculture has very small, limited number of personnel with low technical capacity. The division has no qualified veterinary doctors as those it used to have are now retired. Logistical resources are limited for which some district offices have no electricity nor internet access in addition to limited budget allocation.		
Mitigations: The project built in a capacity building component, aimed at addressing the technical shortfalls within the division, since this is the very first large-scale livestock project within the livestock division. The project will strengthen Njala UNIMAK Universities to at least start to offer courses in veterinarian doctor, paravets, and CAHWs. Technical assistance will be provided.		

Risk categories and subcategories	Inherent	Residual
M&E arrangements	Substantial	Substantial
Risk(s): The Ministry of Agriculture has a weak M&E system to provide the necessary support to the project.		
Mitigations: The project integrated a robust capacity building within the design to ensure the M&E system within the Ministry of Agriculture is strengthened to not only provide support to the LLDP project, but to sustain and extend similar support to the work of the Ministry of Agriculture as a whole.		
Procurement		
Legal, Regulatory and Policy Framework	Substantial	Substantial
Risk(s): The National Public Procurement Authority (NPPA) is the main body in Sierra Leone that manages the public procurement function. It sets policy, creates Regulations, and monitors the implementation of procurement plans within the ministries and agencies of government, et cetera as per the normal mandates of such similar bodies and international best practice. No issues identified. There is an Act, Regulations, Manual and Standard Bidding Documents. Sierra Leone procurement laws in place includes: PP Regulation Acts 2020; The Public Procurement Act 2016; Anti-Corruption Corruption Act 2000; The Government Budgeting and Accountability Act, 2005. Reference National PP Authority website: www.nppa.gov.sl		
Mitigations: If applicable and where in conflict with the national regulation/ procurement framework, use the IFAD regulations. LLDP will use IFAD's Online Procurement system; as well as use IFAD procurement guidelines. The project will also benefit from services provided by IFAD' WCA Procurement Consultants		
Accountability, Integrity and Transparency of the Public Procurement System	Substantial	Substantial
Risk(s): The conduct of public procurement in Sierra Leone is governed by the Public Procurement Act, 2004 (amended in 2016) and the Regulations on Public Procurement 2020 (the "Regulations"). Additional guidance is set forth in the Public Procurement Manual Second Edition 2020 (the "Procurement Manual"). Standard forms of bidding documents and contract conditions also are issued for use by procuring entities. These materials, therefore, comprise the general legislative framework for the conduct of public procurement. Nonetheless, the procurement rules of a donor or funding agency that are prescribed as part of an international donor/funding agreement would prevail in cases of conflict with the PPA. Notwithstanding the above there is need for improvement on the following: i) Public access to information not readily available; ii) Contract award info not published; iii) Annual procurement statistics published not accurate. Lack of adherence to procurement planning resulting in heightened increase in the implementation of unplanned and unapproved activities by procurement entities.		
Mitigations: A general review of the legislative framework should be undertaken to ensure that the public procurement system functions independently and is not subject to manipulation through authorizations granted to various government entities under separate legislative acts; ii) Use the		

Risk categories and subcategories	Inherent	Residual
<p>project and or IFAD website to publish information regarding contract award, value of contract, method of procurement, and the successful bidder; iii) The project should make use of IFAD SBDs (especially for ICB contracts) given that they already have clear information regarding complaints mechanism. Bidders should be informed at pre-bid meetings and during bid opening session of the existence of a bid challenge system if they want to protest a particular procurement action.</p> <p>manipulation through authorizations granted to various government entities under separate legislative acts; ii) Use the project and or IFAD website to publish information regarding contract award, value of contract, method of procurement, and the successful bidder; iii) The project should make use of IFAD SBDs (especially for ICB contracts) given that they already have clear information regarding complaints mechanism. Bidders should be informed at pre-bid meetings and during bid opening session of the existence of a bid challenge system if they want to protest a particular procurement action.</p>		
Institutional Framework and Management Capacity	Substantial	Substantial
<p>Risk(s): The NPPA is under-funded and under-staffed and the use of e-Procurement is non-existent. Furthermore is the monitoring of performance to improve the system, irregular. Overall is the poor contract management practice by Procurement Entities to highlight. Poor records keeping and Lack of sustainable public procurement policy.</p>		
<p>Mitigations: Technical assistance in the form of provision of document scanners and external hard drives will help in the records management. Social, Environmental and Climate Assessment Procedures (SECAP) to be embedded in project implementation.</p>		
Public Procurement Operations and Market Practices	Substantial	Substantial
<p>Risk(s): Inadequate planning, inefficient contracts management, poor records keeping and inadequate engagement with the private sector nationwide. Many entities do not send their procurement notices to the NPPA to enhance transparency.</p> <p>Furthermore:</p> <ul style="list-style-type: none"> • Inadequate engagements with CSOs. • Inadequate in-country procurement professionals to conduct procurement audits. • Inadequate resource allocation to the Anti-corruption Commission to ensure enforcement of breaches of the Anti-corruption Act. 		
<p>Mitigations: The skills of Procurement officials need to be enhanced in planning, contracts management and records management, as well as provided with scanners and external hard drives for easy storage and retrieval of documents. There is the need to engage more with the private sector nationwide about procurement opportunities</p>		
Assessment of Project Complexity	Substantial	Substantial
<p>Risk(s): i) Manipulation through authorizations granted to various government entities under separate legislative acts; ii) High number of non-competitive procurement method; iii) in some cases, procurement method determined by value of lot and not total value of all the lots. The complexity of the project</p>		

Risk categories and subcategories	Inherent	Residual
is linked to the importation of healthy chickens and small ruminant and delivering same to beneficiaries as healthy birds and ruminants.		
Mitigations: A general review of the legislative framework should be undertaken to ensure that the public procurement system functions independently and is not subject to manipulation through authorizations granted to various government entities under separate legislative acts; ii) IFAD shall ensure that procurement methods are implemented using the Thresholds set and communicated through the Procurement Arrangement Letter (PAL) and other instruments as applicable. The procurement method should be selected based on the total value of a procurement, not on a lot- by-lot basis. With the right planning and sequencing of procurement, the risk is greatly minimized.		
Assessment of Implementing Agency Capacity	Substantial	Substantial
Risk(s): Many procurement professionals but not all are good and can adapt to project procurement. IA's Procurement, Legal and Regulatory Frameworks lacks IFAD's SECAP. IA's has challenges with record keeping and the resources to manage the new project. IA has challenges in its Records management		
Mitigations: Sustainable procurement capacity building initiative and procurement certification are being implemented with ITC ILO BUILDPROC program through support from IFAD. LLDP shall use IFAD's procurement templates which includes provisions for SECAP. LLDP will use IFAD's Online Procurement system; as well as use IFAD procurement guidelines. The project will also benefit from services provided by IFAD' WCA Procurement Consultants		
Project Procurement Overall	Substantial	Substantial
Risk(s): Inadequate planning, lack of proper records keeping and under-resourced national procurement, anti-corruption institutions and implementing agency.		
Mitigations: LLDP will have dedicated staff who will use IFAD standard procurement documents, procedures, and policies. LLDP will participate in advocacy and policy dialogues		
Project Financial Management	High	High
Project External Audit	Substantial	Substantial
Risk(s): i) The delay in submitting the initial audit report and subsequent reports primarily due to non-adherence to rules or oversight by the Finance and administrative officer. ii) Non-compliance with IFAD TORs (Terms of Reference). iii) Inadequate audit coverage, particularly in assessing expenditures of implementing entities.		
Mitigations:) i) Clarification of the initial audit period will be conducted during the start-up workshop. ii) Engagement with the Audit Service Sierra Leone (ASSL) to be performed at the beginning of the financial year. iii) ASSL will be invited to participate in the start-up workshop to clarify roles and responsibilities. iv) Comprehensive Terms of Reference (TOR), which include field visits (minimum 2 days per district) and a specific report on findings of physical controls of goods, services, and works, will be reviewed and approved by IFAD.		

Risk categories and subcategories	Inherent	Residual
Project Accounting and Financial Reporting	Substantial	Substantial
Risk(s): i) Inadequate capacity of FM staff in IPSAS cash basis accounting standards. ii) Delays in implementing the accounting system and staff lacking sufficient skills in its utilisation. iii) Poor quality of IFRs and delayed submission due to insufficient knowledge of the preparation requirements. iv) Delays in recording expenditures in the accounting system, attributed to lack of skills, staff reluctance, or oversight by the Finance and Administrative Officer. v) Insufficient knowledge in preparing project financial statements, including additional schedules required by IFAD. vi) Delay in reporting from the implementing partners or weak quality of the reports submitted.		
Mitigations: i) Accounting procedures will be thoroughly detailed in the financial manual. ii) The startup budget expenditures will include procuring web-based accounting software. iii) Terms of Reference (TOR) for software procurement will include early training of FM staff in software usage, along with remote support during the first year. iv) Training on IFAD FM procedures will be provided during the startup phase with the involvement of Finance Managers from the existing projects. v) Existing FM staff will be mobilised to coach the LLDP in preparing an IFR (automated) with high quality, including the use of accounting software. vi) Clear guidance will be provided in the PIM regarding preparation and reporting by Implementing Partners, with obligations included in the agreements.		
Project Funds flow/disbursement arrangements	Substantial	Substantial
Risk(s): i) Ineffective management of bank accounts, leading to the commingling of funds. ii) Lack of realistic cash flow projections, causing delays in fund disbursement. This issue may stem from a desire to maintain higher cash reserves at the project level or from overly ambitious projections tied to an optimistic AWPB. iii) Delays in mobilising funds from other financiers due to heavy administrative procedures from donors or unexpected changes in the country's situation. iv) Low contribution of counterpart funds, attributed to the absence of valuation tools or the weak quality of the valuation mechanism for in-kind contributions.		
Mitigations: i) Establishing separate designated and operational accounts to receive financing from IFAD, OFID, IsDB, and counterpart funds. ii) develop clear guidance on the FM manual on how preparing cash projection, invite the program team participates in quarterly cash projection preparation. iii) Early training of the project finance team on cash forecasting, WA submission, and authorised IFAD disbursement methods. iv) Implementing separate programming activities using parallel financing instead of co-financing. v) Developing a valuation mechanism during the startup phase including utilisation of tools from existing projects, and regularly engaging beneficiaries on the importance of their contributions.		
Project Internal controls	High	High
Risk(s): Inadequate or non-functioning internal control systems resulting from oversight or a lack of capacity in project		

Risk categories and subcategories	Inherent	Residual
governance. ii) Unclear rules and procedures impacting operational efficiency, including an inadequate approval structure. iii) Weak documentation of expenditures due to insufficient knowledge of IFAD's basic requirements for complete supporting documents. iv) Long outstanding advances due to inadequately justified advances, unclear timelines for retirement, and insufficient monitoring and follow-up by the project. v) Inappropriate contract clauses with technical partners. vi) Mix-up and double counting by dishonest participants due to parallel financing.		
Mitigations: i) Develop a comprehensive Project Implementation Manual (PIM) outlining internal control procedures to be enforced throughout the project. This includes best practices and segregation of duties at all levels of the project team structure. The PIM will feature dedicated sections covering beneficiary selection for matching grants, as well as distribution and monitoring mechanisms. ii) Implement the IFAD SOE documentation list, which will be detailed in the PIM as mandatory requirements. iii) Engage internal auditors from the Ministry of Agriculture to conduct internal audit of the project based on an annual internal audit plan including project risk matrix that are updated regularly including regular field visits and periodic spot checks. iv) Invite internal auditors in the inaugural workshop to clarify their roles and responsibilities. v) Incorporate IFAD fiduciary clauses into all contracts with project partners.		
Project Budgeting	Substantial	Substantial
Risk(s): i) Inadequate capacity of the PMU staff to prepare and submit work plans and budgets of acceptable quality. ii) Unrealistic or overly ambitious AWPBs leading to weak execution because of the low implementation of activities compared to the approved AWPB. iii) Confusion in budgeting and expenditure allocations among various financiers due to lack of adequate knowledge. iv) Budget overruns due to the absence of proper budget monitoring and failure to detect issues in a timely manner.		
Mitigations: i) Enhance the capacity of stakeholders involved in preparing the AWPB by clarifying the main tasks required and providing practical guidelines, including a checklist for the project. ii) Organise specific working sessions on the preparation of the AWPB during the start-up workshop showing characteristic of a good AWPB. iii) Codify the AWPB to clearly indicate the sources of funding and the components for each activity. iv) Develop a comprehensive budget monitoring system or set of accounting software to generate budget variance reports		
Project Organization and Staffing	High	High
Risk(s): i) Lack of qualified and experienced staff in Financial Management including experience in the financial management of donors' funded projects and in IFAD procedures. ii) The project's location outside the capital city makes it difficult to attract and retain such qualified and experienced FM staff. iii) High turnover of the staff due to unattractive package offered by the LLDP taking into account the location which is attractive for families.		

Risk categories and subcategories	Inherent	Residual
Mitigations: i) Early Recruitment - Launch an effective recruitment process early to ensure a complete finance team is in place for the project. ii) Capacity Development - Develop a capacity development plan for the finance team to enhance their skills and knowledge on a continued basis. iii) Mandatory Training - Provide mandatory training to the entire Project Implementation Unit (PIU) at the inception, focusing on financial management aspects and IFAD requirements for the FM Team. iv) Coaching - Utilise the financial management team from existing projects to provide coaching and support during the initial stages.		
Environment, social and climate impact	Moderate	Moderate
Vulnerability of target populations and ecosystems to climate variability and hazards	Low	Low
Risk(s): The main climate related risk that could affect the Project would be the emergence or re-emergence of a climate related disease, in particular a vector borne disease such as the Rift valley fever.		
Mitigations: These risks will be mitigated by the strengthening of zoonotic -surveillance systems and disease contingency planning that will enable rapid and adequate response in case of outbreak of climate sensitive disease.		
Greenhouse Gas Emissions	Moderate	Moderate
Risk(s): Livestock is a net emitter of greenhouse gas, mainly because of methane emissions from enteric fermentation of ruminants (during digestion, food ferments in rumen produces methane), manure management (livestock manure produces methane and nitrous oxide (N ₂ O) during decomposition). Feed production as well as land use and land-use change (deforestation) are also drivers for net GHG. At the margin some additional GHG emissions could occur as a result of increased use of the livestock facilities.		
Mitigations: The project as a whole will contribute to avoiding unnecessary GHG emissions by improving animal health, animal feed and animal breeding. These areas of development will not avoid GHG emissions, but they will reduce them significantly compared to a business-as-usual scenario. A Greenhouse gas accounting analysis using GLEAM-I, carried out by FAO during the design phase of LLDP, indicates that the project could avoid the emission of 2,8 MtCO ₂ e over its implementation period compared with a without-project scenario. It is recommended to update the GLEAM-I analysis at mid-term review, in particular if large ruminants are considered, as well as at project completion. The use of renewable energy for livestock facilities (animal/meat processing and vaccines' storage) will be promoted and supported.		
Physical and Economic Resettlement	Low	Low
Risk(s): The project does not expect any major physical, economic, social and cultural displacement nor any forced eviction.		
Mitigations: Not applicable		
Indigenous peoples	Low	Low

Risk categories and subcategories	Inherent	Residual
Risk(s): The screening process did not identify any significant risks on Indigenous Peoples. The project is not located in areas where Indigenous Peoples are present.		
Mitigations: Not applicable		
Community health, safety and security	Moderate	Moderate
Risk(s): The project could contribute to increased gender-based-violence, increased food contamination and poor diet (with higher consumption of meat). The project is sensible to conflicts between crop farmers and livestock farmers, on the raise wit climate change.		
Mitigations: LLDP includes GALS sessions with specific on GBV prevention. Awareness raising on nutrition will be provided under subcomponent 1.3 and food inspection will be strengthened. LBOs will be trained on conflict prevention and management.		
Labour and working conditions	Moderate	Moderate
Risk(s): The project may induce increase in OHS rather recurrent in the livestock value chain, with a specific risk on handling of hazardous chemicals (Liquid Nitrogen plants for artificial insemination) The project might also face discriminatory practices (abusive labor practices, high gender inequality and the lack of equal opportunities).		
Mitigations: The project will organize appropriate training and where necessary PPE. PIM provides a Management Plan for Nitrogen to comply with and LLDP must supply good equipment and PPE, as well as an outline for a Labour Assessment Management Procedures. LLDP includes GALS sessions with specific focus on women and youth inclusion.		
Cultural Heritage	Low	Low
Risk(s): The screening process did not identify any significant risks in terms of impact on cultural heritage. The project does not expect to be located in areas officially considered as critical cultural heritage.		
Mitigations: Not applicable		
Resource Efficiency and Pollution Prevention	Moderate	Moderate
Risk(s): LLDP presents risk of pollution from effluent and solid waste from rehabilitated slaughterhouses, animal diseases and cruelty, pollution from animal medicines.		
Mitigations: Biowaste from slaughterhouses will be treated and where possible upcycled into local carbon-free agricultural inputs to ensure a sustainable waste management. An outline for waste management plan has been provided. Quarantine facilities will be put in place at border to limit the risk of outbreaks and new diseases. Vet services and epidemio-surveillance will be boosted via training and institutional strengthening.		
Biodiversity Conservation	Moderate	Moderate
Risk(s): The main risk is related to overgrazing and degradation of ecosystem. The second risk is related to the introduction of new animal diseases because of breed imports.		

Risk categories and subcategories	Inherent	Residual
Indirectly, if the project exceed its objectives, maize production could be on raise.		
Mitigations: The project targeting strategy will systematically exclude interventions and activities involving habitats that are legally protected. LLDP will ensure pastureland rehabilitation, provide training to farmers on sustainable feed/fodder production, and encourage farmers to store fodder for the dry season. Suppliers of animals will have to comply with WOA. In case of important conversion to maize production, a specific project focused on agricultural practices should be developed.		
Stakeholders		
Stakeholder engagement/coordination	Moderate	Moderate
Risk(s): Not all the stakeholders might be involved in project implementation and lack of coordination among them.		
Mitigations: At inception, the project will bring together the relevant stakeholders to ensure their involvement since the beginning, and a stakeholder's engagement plan shall facilitate their coordination during implementation.		
Stakeholder grievances	Substantial	Substantial
Risk(s): There is no grievance mechanism in place.		
Mitigations: A grievance mechanism will be developed during the process of implementation, and this will be done in close collaboration with all the relevant stakeholders.		