Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

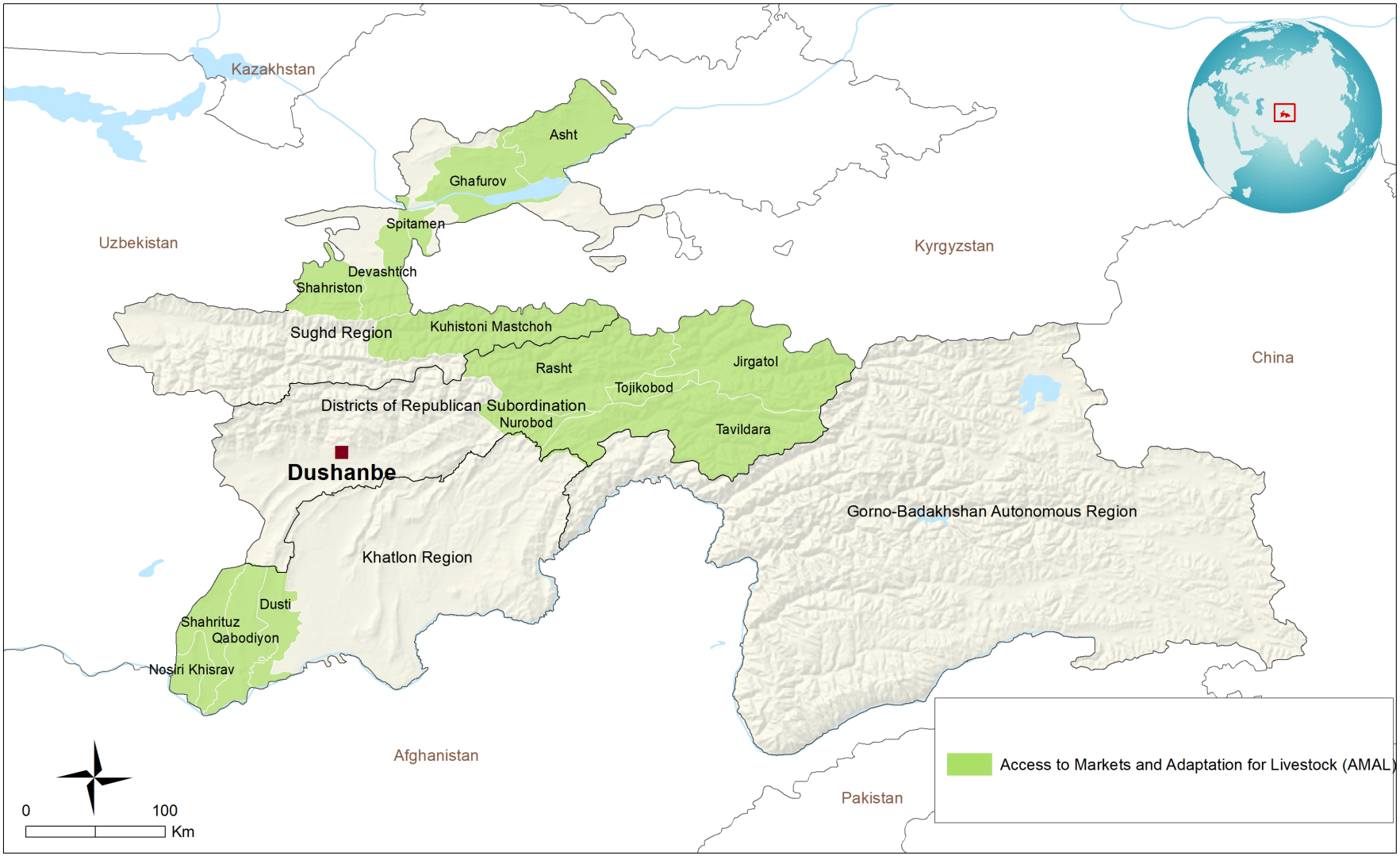
Project Design Report

Main report and annexes

Mission Dates:	15/09/2025 - 01/10/2025
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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.

Map compiled by IFAD | 12-11-2025

Abbreviations and Acronyms

ACTED	Agency for Technical Cooperation and Development
ADB	Asian Development Bank
AE	Accredited Entity
AI	Artificial insemination
AMAL	Access to Market and Adaptation for Livestock
AWPB	Annual Work Plan and Budget (result-based)
CAPEO	Capitalising on Earth Observation to support Project Design, Implementation and Evaluation
CASP	Community-based Agricultural Support Project (phase I)
CASP+	Community-based Agricultural Support Project 'Plus'
CEP	Committee on Environmental Protection
CI	Core indicator (GCF)
CIG	Common Interest Group
CO2e	Carbon dioxide equivalent
COSOP	Country strategic opportunities programme
CsCAP	Climate-sensitive Community Action Plans
EBRD	European Bank for Reconstruction and Development
EIRR	Economic Rate of Return
EU	European Union
Ex-ACT	EX-Ante Carbon balance Tool
FAO	Food and Agriculture Organization of the United Nations
FIRR	Financial Internal Rate of Return
FFS	Farmers Field Schools
FHH	Female Headed Households
CFS	Committee on Food Security
CIIP	Centre for Implementation of Investment Projects
GBAO	Gorno-Badakhshan Autonomous Region
GCF	Green Climate Fund
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GoT	Government of Tajikistan
HH	Household
NDC	Nationally Determined Contribution
JFM	Joint Forest Management
LPDP	Livestock and Pasture Development Project
M&E	Monitoring and evaluation
MoA	Ministry of Agriculture
MSMEs	Micro-small and medium enterprises
ND-GAIN	Notre Dame Global Adaptation Initiative
NDA	National Designated Authority (at GCF)
NIP	National Agricultural Investment Plan 2021-2030
NGO	Non-governmental organization
NRM	Natural Resources Management
OIE	World Organization for Animal Health
PBAS	Performance-based allocation system
PCN	Project concept note (IFAD)
PDR	Project Document Report (IFAD)
PMP P	Pasture Management Plans

PMU	Project Management Unit
PRIME	Platform for Remittances, Investment and Migrants' Entrepreneurship.
PSC	Project Steering Committee
PUU	Pasture Users Union
PUA P	Pasture Users Associations
RBA	Rome-based Agencies (UN)
RRS	Rayons under Republican Subordination
SDC	Swiss Agency for Development and Cooperation
SEBAI	State Enterprise for Animal Breeding and Artificial Insemination,
SEPMU	State Enterprise “Project Management Unit” Livestock and Pasture Development SFA State Forest Agency
SI	Social Inclusion
SMEs	Small and Medium Enterprises
SO	Strategic Objective
SSTC	South-South and Triangular Cooperation
TAJSTAT	Agency on statistics under the President of the Republic of Tajikistan
UN	United Nations
UNDP	UN Development Programme
USD	United States Dollar
VO	Village Organization
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization
WUA	Water Users Associations

In line with IFAD mainstreaming commitments, the project has been validated as:

☐ Be gender transformative ☑ Be youth sensitive ☑ Be nutrition sensitive ☐ Prioritize persons with disabilities ☐ Prioritize indigenous peoples ☑ Include climate finance ☑ Build adaptive capacity

Executive Summary

A. Introduction

i. The Access to Market and Adaptation for Livestock (AMAL) project goal is to improve livelihoods and conditions of livestock small holders and pastoral communities in rural Tajikistan. This aligns with the overarching objectives of the National Development Strategy. The development objective of the project will be to increase incomes, nutrition and resilience through more productive livestock related, climate adapted and inclusive value chains. The key outcomes expected from the project are: (i) Livestock agroecosystems are more resilient, productive and inclusive; (ii) Rural incomes, employment and nutrition are enhanced; (iii)A national livestock strategy guides the sustainable development of the sector. The AMAL project is expected to benefit approximately 54,000 households directly and also generate indirect benefits through the backward and forward linkages it creates and its impact on providing an enabling policy environment for livestock development.

B. Project Alignment and Approach

ii. The proposed project is closely aligned with Tajikistan's overarching vision as set out in the National Development Strategy (NDS) up to 2030, supported by the Agricultural Reform Programme, the National Food Security Programme, and the National Climate Change Adaptation Strategy. The livestock sector in Tajikistan is recognized across key national strategies as a critical component of rural livelihoods and agricultural development. The Agricultural Reform Programme emphasizes improving veterinary services, feed supply, and pasture management to boost productivity. The Food Security Programme highlights livestock's role in enhancing dietary diversity, household income, and resilience to food insecurity. The Climate Change Adaptation Strategy identifies livestock systems as both vulnerable to climate stress and central to community-level adaptation through improved breeds, sustainable rangeland use, and better water access. Together, these policies frame the livestock sector as a key entry point for achieving rural resilience, economic growth and sustainable agricultural growth in Tajikistan.

iii. AMAL is strategically aligned with IFAD's corporate strategic framework and the new COSOP (2026-2030) which places particular focus on building climate resilience and rural livelihoods in areas with high potential for increasing rural incomes and employment for smallholders, pastoralists, women and youth. The project is designed to address the cross-cutting thematic areas regarding improved nutrition, empowerment of women and youth, natural resource management and climate change. It is aligned with the Government of Tajikistan's and the UN's Sustainable Development Co-operation Framework DCF (2023-2026) and will assist in achieving some of its key outcomes.

iv. AMAL's approach to addressing key challenges for small livestock holders will concentrate on supporting primary production and livestock-related value chain development while improving the sustainable management of natural resources. This will encompass community management plans that include fodder production, water harvesting, pastoral infrastructure, and capacity development. Additionally, the AMAL project will enhance access to livestock services such as breeding and animal health and provide dedicated support for pasture development through strengthening community institutions, providing access to improved inputs especially seeds, water and appropriate equipment and tools. The project will also work on ensuring better access to markets for the target groups through strengthening public market infrastructure such as livestock markets and transhumance facilities like vet posts; developing MSMEs for value addition to livestock products, inputs and services through capacity development for business development and access to dedicated finance; and better nutrition through awareness campaigns and the school feeding program that Government is keen to expand. By strengthening domestic livestock value chains, AMAL will contribute to reducing reliance on meat imports and address emerging gaps in milk supply, while leveraging existing and future demand as a market opportunity to promote local enterprise growth.

v. The AMAL project's activities in facilitating access to finance for enterprise development strongly align with the National Financial Inclusion Strategy of Tajikistan (2022–2026), which emphasizes the diversification of financial products and the inclusion of underserved populations. By offering tailored financing packages and actively linking livestock enterprises and smallholders with formal financial institutions, the project directly supports the Strategy's goal of expanding access to a wider range of financial services. Additionally, AMAL's focus on enterprise development through technical assistance and financial literacy for businesses will empower beneficiaries to make informed financial decisions, while its capacity-building support for financial institutions will enhance their ability to lend to agricultural enterprises and extend services to remote and underserved areas.

vi. In parallel, AMAL will provide tailored technical assistance (TA) to micro, small and medium enterprises (MSMEs) through the State Enterprise "Business Incubator of Tajikistan." Around 240 MSMEs will benefit from structured training modules on bankable business plan development, livestock-specific enterprise management. These will be complemented by specialized modules on food safety and quality standards, climate-smart practices, and digital marketing tools to expand market reach. This TA will enable MSMEs to strengthen their competitiveness, diversify products, and integrate more effectively into livestock value chains. 500 more smallholders will receive capacity building in financial literacy and business management.

vii. To ensure transparency and accountability in the financing process, AMAL will also engage a dedicated Grant Management Company (GMC) to oversee approximately 128 financing packages. The GMC will verify eligibility, support applicants in preparing grant proposals, and monitor compliance with project targeting criteria. This arrangement not only safeguards the integrity of the grant scheme but also builds the capacity of local enterprises in financial reporting and responsible use of funds, thereby contributing to long-term sustainability.

viii. During its implementation the project will build on the experience of the on-going CASP+ and TERRA projects and build synergies with them where possible. The IFAD design mission interacted closely with the Asian Development Bank (ADB) and World Bank to ensure that AMAL closely aligns with ADB's Digital Agriculture Management for Improved Food Security Project, which also focused on the livestock sector. The project is also designed to capitalise on the grant financing available from the first phase of the One Health Programme in Central Asia being implemented by the World Bank which will plan an animal identification system. AMAL will include activities to put in place a pilot system for animal identification and tracking building on the World Bank Plans for animal identification. The project will also build on the work of the Platform for Remittances, Investment and Migrants' Entrepreneurship (PRIME), the World Food Programme's (WFP) support to schools and the Food and Agriculture Organization (FAO) in support of remittances, food security and technical assistance. AMAL expects to work closely with leading agencies in the country to help put in place a supportive environment for the livestock sector by helping to formulate a national livestock strategy.

ix. **Mainstreaming themes:** The project is youth-sensitive, and nutrition-sensitive, embedding gender equality, youth empowerment, and improved household nutrition across all components. Women will comprise around 47% and youth 27% of the target group. Inclusive community institutions will enable women and youth to shape Community Smallholder Climate Adaptation Plans (CsCAPs), with 20% of village budgets dedicated to women-led initiatives. Facilitative measures such as childcare, transport, and flexible training will enhance participation. Women's economic empowerment will be advanced through access to assets, finance, enterprise development, and labour-saving technologies that reduce workloads and increase productivity. A cadre of women leaders will amplify voice and participation. Youth inclusion will focus on local governance, livestock management, and entrepreneurship, supporting youth-led enterprises, MSMEs, and veterinary graduates to establish practices, thereby reducing migration. Nutrition actions will include village-level education, kitchen gardening, and livestock packages, complemented by support to the national School Feeding Programme. Gender- and age-disaggregated M&E, alongside documentation of women's and youth success stories, will highlight the project's transformative and inclusive outcomes.

C. Targeting Area and Strategy

x. The AMAL project will be implemented in 15 districts in the Oblasts of Khatlon, Sughd and the Districts of Republican Subordination (DRS). The selection of the districts and villages is based on district area, population size, levels of climate vulnerability and poverty, numbers and livestock population (Annex 13). Districts with a predominantly rural population, strong reliance on animal husbandry, and heightened exposure to climate-related risks were prioritized. Where data was available, poverty incidence and the presence and extent of pastureland were also factored into the targeting process to sharpen its focus. AMAL will undertake village level investments in 100-150 villages whereas district level investments and services will be provided to villages in all 15 districts. A phased approach will be adopted given that Adaptation Fund resources will come almost 12 to 18 months after IFAD approval.

xi. The targeting strategy will combine a strong focus on community participation and social inclusion with geographic targeting, direct targeting and self-targeting, tailoring interventions based on the agroecological, demographic, livestock-related indicators and economic characteristics of each district and the needs of sub-target groups. The project will have a village focus for enhanced livestock and primary processing, and an eco-system approach for natural resource management, given that use rights and location do not always follow village or district boundaries. Provision of services for animal health, breeding and feed and fodder, as well as value-chain strengthening, and enterprise development activities will be available district wide. This approach ensures investments are both focused (deepening impact in priority areas) and scaled-up (expanding geographically). AMAL balances equity and efficiency by targeting the poorest, most climate-vulnerable zones for livestock productivity enhancement and natural resource management while capitalizing on market linkages in better-connected areas. The strategy reduces fragmentation and aligns support with each district's comparative advantages—whether in livestock, natural resource management (NRM), or enterprise development.

D. Project Components

xii. AMAL will have three main inter-related components which will focus on productivity and building resilience, marketing and developing a supportive policy environment. The components are strongly interlinked and capitalise on synergies.

xiii. **Component 1: Improving Livestock Productivity and Climate Resilience:** This component will focus on three outputs; (i) Output 1.1: Community Action Plans Developed; (ii) Output 1.2: Community Action Plans Implemented; (iii) Output 1.3: Climate-smart animal health, breeding and feed services delivered. This component will focus on enhancing livestock and pasture productivity through access to improved services, inputs and technologies, small infrastructure investments and assist smallholders in aggregating and undertaking primary processing activities. The participation of women and youth (47% women and 27% youth) will be pursued by including activities which enhance their productivity, incomes and employment. Special activities to support nutrition such as awareness training will be integrated in all production activities and kitchen gardening for enhancing dietary diversity.

xiv. **Component 2: Market Access, Enterprise Development, and Improved Nutrition:** This component is designed to enhance value addition in the livestock sector through improvements in infrastructure, access to finance and business development services and enhancing market This component will have three outputs. Output 2.1: Improved public livestock infrastructure, (ii) Output 2.2: Entrepreneurs and MSMEs are supported and strengthened through facilitated access to finance and tailored technical assistance. (iii) Output 2.3: Enhanced links with enterprises for procurement of food for the school feeding programme and nutrition support.

xv. **Component 3: Enabling policy environment and project management**: This component will provide support to an enabling policy environment at national level through support to the GoT in developing a comprehensive National Livestock Strategy through an inclusive, evidence-based process.

E. Project Costs and Financing Framework

xvi. The project will be implemented over a seven-year period (2027 to 2033) at a total project cost of USD 39.47 million. From among this, 50% will be provided by development partners. IFAD will provide grant resources of USD 19.721 million of which USD 800,000 is a climate top up. IFAD will also assist the Government in securing financing of USD 9.217 million from the Adaptation Fund.

Table 1: Total Project Costs ('000 USD)

Component	IFAD PBAS	Adaptation Fund (AF)	PFIs	Beneficiaries	Districts	CEP	PIU	Borrower	Total
1. Improving Livestock Productivity and Climate Resilience	9,810	8,341	-	1,210	-	-	-	1,102	20,462
2. Market Access, Enterprise Development, and Improved Nutrition	7,802	-	4,533	979	337	-	-	885	14,536
3. Enabling Policy Environment and Project Management	2,109	876	-	-	-	302	849	336	4,471
3.1. Enabling Policy Environment	273	-	-	-	-	-	-	44	317
3.2 Project Management	1,837	876	-	-	-	302	849	292	4,155
Total	**19,721**	**9,217**	**4,533**	**2,188**	**337**	**302**	**849**	**2,323**	**39,469**

F. Project Organisation and Management

xvii. Dedicated Programme Management Units within The Ministry of Finance and the Committee on Environmental Protection (CEP) will be in charge of implementing the project. Within the MOF, a Project Implementation Unit (PIU) will be responsible for implementation of the project activities with PFIs and specialized agencies for grant management and the Center for Implementation of Investment Projects (CIIP) in CEP will implement the village level activities. A range of public livestock agencies, private sector partners, Partner Financial Institutions and technical specialists will assist in the implementation of the project. More specifically, CIIP under CEP will implement Component 1 (C1): Livestock productivity and climate resilience. PIU under MoF will implement Component 2 (C2): Market access, value chain and nutrition and will have the lead role for implementing the project. MoA will act as Lead Project Agency (LPA) and chair the Project Steering Committee (PSC). This structure allows clear division of responsibilities, full alignment with OSC recommendations, and strict separation of IFAD and AF-funded activities.

Chapter 1: Context

1.1 Project in brief

1. The project goal is to improve livelihoods and conditions of livestock small holders and pastoral communities in rural Tajikistan in alignment with the overarching objectives of the National Development Strategy. The development objective of the project will be to increase incomes, nutrition and resilience through more productive livestock-related, climate-adapted, and inclusive livestock value chains. AMAL will target women and be nutrition sensitive, youth sensitive and will be geared towards climate adaptation and mitigation.

2. The key outcomes expected from the project are: (i) Livestock agroecosystems are more resilient, productive and inclusive; (ii) Rural incomes, employment and nutrition are enhanced; (iii)A national livestock strategy guides the sustainable development of the sector. The AMAL project is expected to directly benefit approximately 54,000 households while also generating indirect benefits through the creation of backward and forward linkages and its impact on fostering an enabling policy environment for livestock development (Annex 2 Log-Frame). The project will be implemented over a seven-year period (2027 to 2033) at a total project cost of USD 44.40 From which 56% will be provided by development partners. IFAD will provide grant resources of USD 19.721 million under the Debt Sustainability Framework (DSF) and will also assist the Government in securing financing of USD 9.217 million from the Adaptation Fund.

1.2 National or Regional Context

3. Tajikistan is a landlocked Central Asian country, with over 90 per cent of its territory covered by mountainous ecosystems.[1] Its strategic location, hydropower potential, and cultural distinctiveness shape both its development opportunities and constraints. Since the collapse of the Soviet Union in 1991, Tajikistan has undergone a difficult post-conflict transition to a market-oriented economy. It maintains strong ties with Russia and relies heavily on remittances from migrant workers. The economy depends on remittances from Russia, infrastructure investment from China, and raw material exports, with limited diversification. Economic growth and remittances have helped reduce poverty from 55.8% in 2010 to 19.9% in 2025,[2] though Tajikistan still ranked 70th of 110 in the Multidimensional Poverty Index in 2023.[3] The economy remains vulnerable due to high remittance dependency, lack of diversification, debt risks, and mounting environmental challenges[4]—including disasters, land degradation, and unsustainable resource use.

4. As of 2024, Tajikistan's population was estimated at 10.28 million, with 72 per cent living in rural areas[5]—a share that continues to grow amid limited urban employment. Food security and nutrition remain substantively dependant on imports, which cover about 20% of domestic needs, but over 50% of wheat needs,[6] Imports of inputs such as seeds, animal genetic resources

and fertilizers are also substantive, with 38% of women and 52% of children suffering from iron deficiency.[7] Annex 1 (Key File 1) outline the key rural sector issues and challenges.

5. Tajikistan's livestock sector is one of the pillars of the country's socio-economic development. Its importance within the broader agriculture sector has been growing to reach 41% of Tajikistan's agricultural GDP and 15% of the country's total GDP in 2021 (Annex 14 Technical Annex on Livestock Value Chains). Cattle are found in about 55% of rural households in the country, and small ruminants in 14%[8]. They are central to food security and poverty reduction. However, weak financial intermediation in rural areas has limited investments in productivity, processing, and market integration. The government's 2021–2030 Agrarian Reform Program explicitly calls for improved access to agricultural finance, with a strong emphasis on integrating women and youth into profitable value chains — areas directly targeted by AMAL.

6. Over the last decade, Tajikistan experienced strong economic performance, with growth rate averaging above 7.1%. This was driven by export of aluminium, cotton and remittances. With a GNI per capita of $1,210 in 2023,[9]the country has just crossed the threshold of achieving a lower middle-income country status (LMIC).[10] Tajikistan's economic growth is projected to remain robust in 2025 and 2026, supported by investment in energy and industry, strong consumer demand, and private sector development.[11] Tajikistan's growth engines are evolving. While remittances have historically been a major driver, they are projected to decline, and the country is actively pursuing other growth avenues. These include diversifying its economy through agriculture, industry, and services, promoting urbanization, and investing in infrastructures, especially hydro-power and human capital.[12]

7. The country plans to transform its present growth model and offer the private sector increased opportunities to invest, create jobs and contribute to innovation and growth. Agriculture has been a main driver of Tajikistan's economic growth during the last 20 years and accounted for 22 percent of the gross domestic product (GDP) in 2021[13] employs 60% of the population. Tajikistan's agriculture is characteristic of a mountain environment, with only about 28% of land considered as agricultural land.[14] Pastures and rangelands account for 72% of this.[14] The agricultural GDP is based mainly on cotton, wheat and livestock. The livestock sector is of critical importance for smallholders, with 37% to 44%[15] of their incomes derived from the sector and 55% of households owning cattle. The ability of livestock farmers[16] to optimize the use of pastures is constrained by poor governance arrangements and limited access to remote areas, inefficient management practices, poor breeds, shortage of fodder and feed. In addition, productivity is low and there are high rates of animal morbidity and mortality.

8. Financial inclusion has become a national priority in Tajikistan, as outlined in the country's overarching development agenda, the National Strategy for the Development of the Republic of Tajikistan.[17] A significant step forward was the launch of the first National Financial Inclusion Strategy (NFIS) for 2022–2026,[18] aimed at expanding access to financial services for individuals and small businesses. Progress has been notable over the past decade: according to the Global Findex, in 2024 55% of adults in Tajikistan had an account with a financial institution, a substantial increase from just 2.5% in 2011. Similarly, formal savings rose from 0.3% to 10%, and formal borrowing climbed from 4.8% to 17% over the same period – demonstrating a broader adoption of financial products and services across the population.[19]

9. Tajikistan's financial landscape is rather diversified, with 67 credit financial institutions operating as of mid-2025, including 17 banks (one of which is Islamic) and 49 microfinance institutions (MFIs). These MFIs, particularly active in rural areas, have played a crucial role in improving access to credit, especially for agricultural purposes. In fact, 12% of total loans in 2025 – approximately TJS 1.99 billion (USD 199 million) – were allocated to agriculture, with microcredits comprising a significant portion (about 95% of all agricultural loans). Some MFIs invest as much as 30-40% of their portfolios in agriculture. However, challenges remain; access to credit is still lower in rural areas (16% of adults in 2024, per Global Findex) compared to urban areas (21%), and barriers such as high interest rates (ranging from 22–34% annually) and limited collateral due to informality continue to restrict capital investment. These structural issues are recognized and will be addressed through targeted interventions under the project.

1.3 Strategic Alignment

10. The proposed project is closely aligned with Tajikistan's overarching vision as set out in the National Development Strategy (NDS) up to 2030, supported by the Agricultural Reform Programme, the National Food Security Programme, and the National Climate Change Adaptation Strategy. The livestock sector in Tajikistan is recognized across key national strategies as a critical component of rural livelihoods and agricultural development. The Agricultural Reform Programme emphasizes improving veterinary services, feed supply, and pasture management to boost productivity. The Food Security Programme highlights livestock's role in enhancing dietary diversity, household income, and resilience to food insecurity. The Climate Change Adaptation Strategy identifies livestock systems as both vulnerable to climate stress and central to community-level adaptation through improved breeds, sustainable rangeland use, and better water access. Together, these policies frame the livestock sector as a key entry point for achieving rural resilience, economic diversification, and sustainable agricultural growth in Tajikistan.

11. AMAL is strategically aligned with IFAD's corporate strategic framework and the new COSOP (2026-2030) which places particular focus on building climate resilience and rural livelihoods in areas of high potential for increasing rural incomes and employment for smallholders, pastoralists, women and youth. AMAL is designed to meet the strategic objectives of the COSOP. The project is designed to address the cross-cutting thematic areas regarding improved nutrition, empowerment of women and youth, natural resource management and climate change. It is aligned with the Government of Tajikistan's and the UN's Sustainable Development Co-operation Framework DCF (2023-2026) and will assist in achieving some of its key outcomes.[20]

12. AMAL contributes directly to the Sustainable Development Goals (SDGs), in particular SDG 1 (No Poverty), SDG 2 (Zero

Hunger), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth) and SDG 13 (Climate Action), where the project's results framework demonstrates direct and measurable contributions.

13. The AMAL project's activities in facilitating access to finance for enterprise development strongly align with the National Financial Inclusion Strategy of Tajikistan (2022–2026),[21] which emphasizes the diversification of financial products and the inclusion of underserved populations. In addition to investment grants, the project will support PFIs to develop livestock-adapted financial products for working capital and seasonal needs, while strengthening their capacity in cash-flow-based lending and agricultural risk assessment. By offering tailored financing packages and actively linking livestock enterprises and smallholders with formal financial institutions, the project directly supports the Strategy's goal of expanding access to a wider range of financial services. Additionally, AMAL's focus on enterprise development through technical assistance and financial literacy for businesses will empower beneficiaries to make informed financial decisions, while its capacity-building support for financial institutions will enhance their ability to lend to agricultural enterprises and extend services to remote and underserved areas.

14. The project also aligns with Tajikistan's Agrarian Reform Programme (2021–2030) and National Development Strategy 2030, which emphasize strengthening rural finance, private sector–led agribusiness development, and integration of women and youth into value chains. At the same time, it reflects IFAD's COSOP priorities for Tajikistan (2023–2027) and contributes directly to the Sustainable Development Goals (SDGs).

15. During its implementation the project will build on the experience of the on-going CASP+ and TERRA projects and build synergies with them where possible. The IFAD team has been working with the ADB's design team to ensure that AMAL closely aligns with ADB's Digital Agriculture Management for Improved Food Security Project also focused on the livestock sector. The project will also assess how to capitalise on the grant financing available from the first phase of the One Health Programme in Centra Asia being implemented by the World Bank, which also covers priority health risks in humans as well as animals.[22] AMAL will also build synergies with the World Bank's Socio-Economic Resilience Strengthening Project (SERSP), which supports entrepreneurship and business development training.[23] The project will also build on the Platform for Remittances, Investment and Migrants Entrepreneurship (PRIME), WFP and FAO in support of remittances, food security and technical assistance (Annex 1 Key File 3).

1.4 Portfolio and Lessons Learned

16. The on-going IFAD portfolio consists of two sovereign operations namely the Community-based Agricultural Support Project Plus (CASP+) financed jointly by the Green Climate Fund (GCF) and IFAD and the Tajikistan Ecosystem Restoration and Resilient Agriculture (TERRA) Project financed by the Global Environment Facility (GEF). The project design builds on the experience of its innovative grants such as the School Feeding Support Programme (SFSP) with financing from Russian Supplementary Financing and the China-supported South-South Triangular Co-operation (SSTC) Facility for upgrading the Cashgora Value Chain. The project will capitalise on the work of Platform for Remittances, Investment and Migrants Entrepreneurship (PRIME) project designed to strengthen the remittance ecosystem in Central Asia.

17. The AMAL design draws on pertinent lessons that have emerged from IFAD's 17-year experience in Tajikistan.

- **Empowering local communities and engaging them is key for success:** IFAD's experience in Tajikistan highlights the effectiveness of community-driven development approaches in identifying local priorities and implementing projects. Involving beneficiaries in all phases of project design and implementation through community organizations such as Village Organizations, Pasture User Unions, Production Groups, women's production groups help to ensure ownership, commitment, and long-term sustainability.
- **Focus on the Livestock sector has proven to be an effective approach for reducing poverty and raising incomes of smallholder farmers and pastoralists**. Such an approach enables smallholders to take advantage of the integration between the crop and livestock sectors in the mixed farming systems, maximises use of crop residue as fodder, absorption of surplus labour, adapt to seasonal variability and climate change and use of the vast rangelands to enhance productivity cost-effectively. The impact assessment from the LMDP II project recommended to promote income diversification. Encouraging participation of target households in livestock value chains such as in processing, storage, transportation, and marketing to help diversify incomes while strengthening the value chain linkages.
- **Pasture and rangelands productivity can be improved through better governance and grazing management led by community-based institutions such as PUUs,** including investment in community infrastructure (water supply systems, water troughs, sheds, dipping ponds, innovative technologies such as water-boxes, etc).
- **Climate Change Resilience:** The livestock sector can be made more resilient to climate risks by prioritizing adaptation measures such as breeding for disease and heat-resistant animals and fodder varieties as well as investments in pasture improvement through climate risk mapping, climate resilient infrastructure such as small-scale irrigation, eco-system restoration, and plantation of drought resistant plant species and investment in feed especially winter feed, etc.
- **Social inclusion**: Women's inclusion demands tailored approaches, quotas, and budget allocations to ensure participation in value chains and leadership roles while maintaining balanced workloads and wellbeing. Youth can be best attracted by ancillary opportunities that avoid the drudgery of labour and add value such as operating mechanical equipment, processing, transport and IT technologies, and meaningful engagement in planning and decision making.
- **Nutrition**: Productivity gains alone do not ensure better nutrition—additional efforts such as awareness raising and targeted programme, including establishing kitchen gardens and school feeding, are also needed.
- **Strengthen Veterinary Services**: Sustainable rural livelihoods depend on access to easily accessible animal health services to lower the high animal morbidity and mortality rates. Given the limited access to animal health services, strengthening veterinary services and investment in infrastructure facilities for disease prevention, breed improvement, and testing services are effective in improving the resilience of the livestock sector.
- **Animal Tracking and Traceability:** The key lesson from Tajikistan's experience with animal traceability is that effective disease surveillance and control, as well as meeting quality and health standards for improved access to local and export

markets, depend on establishing a practical, phased traceability system adapted to local realities, supported by community engagement, and clear economic incentives and regulation. This lessons also uses the experience from the IFAD livestock portfolio, including Mongolia's livestock tagging and Georgia's veterinary reforms.

- **Enterprise Development & aggregation are foundational for market access:** Small, fragmented production volumes from individual rural households are unattractive to larger, higher-value markets. Developing producer enterprises (cooperatives, associations) and establishing effective product aggregation mechanisms are essential to achieve the scale, consistency, and bargaining power needed for viable market linkages. Significant investment and capacity building are needed to form, strengthen, and professionally manage producer organizations focused on collective marketing and input procurement.
- **Market Infrastructure can be a key catalyst for change:** Physical infrastructure (milk collection centres, abattoirs, cold storage, marketplaces) is crucial, but its impact depends on integrated development: effective management, fair fee structures, embedded quality control, and clear linkages to input suppliers and buyers. Infrastructure projects must include robust business models, management training, and clear connections to the broader value chain actors for effective use.
- **Blended finance is essential in transitioning economies:** Relying solely on grants, debt, or equity is insufficient. Pure grants lack sustainability and scale. Pure commercial finance is often unavailable or prohibitively expensive due to perceived high risks (e.g., limited credit history, market volatility, weak collateral). A strategic blend of these instruments is critical to de-risk investments, attract private capital, and scale viable rural enterprises. Such approach uses grants for high-risk activities and uses debt for establishedenterprises needing working capital or expansion loans.
- **Remittances are a strategic national resource and should be used effectively:** Tajikistan's massive remittance flows (historically >30% of GDP) represent an untapped reservoir for productive rural investment and financial inclusion. PRIME demonstrated that strengthening the remittance ecosystem (lower costs, increased access points, digitalization) is foundational. Financial models should actively integrate remittances to channel funds into productive uses (livestock, inputs, micro-enterprises).
- **Policy linkage for scale-up and uptake**: Project pilots have greater and more sustainable impact when embedded within national policy frameworks. Lessons from previous IFAD operations show that close alignment with the Agrarian Reform Programme (2021–2030), the National Financial Inclusion Strategy (2022–2026), and upcoming national livestock strategies ensures that tested models (e.g., financial products, value chain support, or animal health systems) are institutionalized and scaled beyond the project lifespan.
- **A national livestock strategy can provide clear guidance for the development of the sector.** Despite its importance for food security and poverty eradication in the country, the sector remains under-prioritised, with only 3% of the total budget of the Food Security Program 2026-2030. Experience from IFAD and other IFIs in other countries show that a clear and joint vision for the future of the sector among various stakeholders, including government ministries, private sector actors and investors, can enhance the impact of investments and ensure coordinated action.
- **Project Management:** First-year disbursements are always slow and should be budgeted accordingly with a gradual scale up of expenditures. Establishing framework agreements with multiple service providers can facilitate procurement of goods and services and expedite implementation. Projects with multiple implementation agencies require regular meetings to enhance coordination and synergy.

1.5 Rationale and IFAD's comparative advantage

18. Livestock is vital to Tajikistan’s rural agrarian economy, contributing 40% of agricultural GDP and smallholder incomes. AMAL will boost productivity, value addition, and rural incomes and build resilience to climate risks and enhance natural resource management and strengthen vulnerable eco-systems. The project will prioritize the empowerment of women, whose role is key in production and processing critical to household food security and nutrition, while creating opportunities for youth along the value chains (e.g. fodder production, animal health services, transport, trade). Combining livestock, natural resource management, climate resilience, and nutrition in one project allows for a holistic and integrated strategy that can address multiple challenges simultaneously, leading to more sustainable and impactful outcomes.[24]

19. AMAL is designed to address the following specific challenges that the country faces (Annex 1 key File 1 and Key File 4).

- **Livestock Sector Challenges**: Smallholders face low productivity due to suboptimal animal genetic resources, insufficient access to animal health services and high exposure to diseases and inadequate feed and fodder. The project prioritizes remote areas, enhancing livestock outputs (cattle, small ruminants and poultry) and improving input/services access via public-private and producer partnerships.
- **Addressing the roots causes of Malnutrition:** This is due to thelow level of household income for a significant portion of the population, subsistence nature of farming, poor dietary diversity with high content of carbohydrates in the typical diet with limited access to animal-source foods, lack of nutritional knowledge and awareness and inadequate child feeding practices. Farming communities have very small plots of land with low levels of soil fertility which limits the quantity and variety of the food they can produce and inefficient livestock systems with low productivity and poor animal health.
- **Natural Resource Management:** Natural pastures (75% of livestock feed in dry matter) are strained by inadequate grazing management leading to overgrazing in village pastures and under grazing in remote pastures with subsequent bush encroachment. IFAD’s prior support strengthened pasture governance, but further institutional and investments in planning and infrastructure are critical to boost productivity, sequester carbon and preserve biodiversity.
- **Climate Challenges:** Tajikistan, highly vulnerable to climate change, faces reduced livestock productivity due to heat stress, disease spread, and declining winter/spring pasture yields. Extreme weather, glacial melt, and degraded soil threaten ecosystems and water supplies. AMAL addresses these issues through investments in livestock, pasture and natural resource management, human capital investment and climate resilient infrastructure.
- **Value Chain Development**: Underdeveloped value chains (dairy and meat, quality feed and fodder) suffer from fragmented processing, weak cold chains and market linkages, and limited access to finance. The project will foster rural enterprises, mentorship, market linkages, and explore tailored financial products to bridge gaps in food safety and value addition and provide employment opportunities to women and youth.

20. **The shift from state-controlled to market-driven economy** since the 1990s has led to privatization and deregulation enabling small businesses to engage in trade, agriculture, and services. SMEs contribute 40% of GDP and employ 50% of the workforce.[25] The SME sector expands at around 5% annually, outpacing larger industries. [26] There are some key opportunities to build the capacity of the smallholders who own over 90% of the national herd and partner with the private sector and develop some opportunities for rural growth and development (Annex 14). There is growing demand for agro-processing and investment in food processing through investment in small-scale processing, cold storage, transport facilities for value addition and enhancing incomes and employment. There are also opportunities for investment and value addition in dairy and meat production to meet the growing domestic demand.

21. **IFAD** has a **comparative advantage** in focusing on livestock and pasture management based on several decades of experience in this sector. IFAD has also broadened the scope of its experience in the country by investing in the CASP+, which has a particular focus on building climate resilience and includes some innovative initiatives in joint forestry and natural resource management. IFAD is currently implementing the TERRA project financed by GEF which includes an eco-system approach to the rehabilitation of land. Synergies with these initiatives have been incorporated into the design and implementation approach of AMAL. IFAD has also built experience in the provision of financial services and has been working to improve the financial eco-system for remittance flows through the PRIME project. IFAD's integrated approach — combining livestock productivity, climate resilience, financial inclusion, and grassroots institution-building — allows AMAL to deliver transformative, sustainable outcomes at scale.

Chapter 2: Project/Programme Description

2.1 Theory of Change

22. **Problem Statement**: Rural poverty, youth under employment, malnutrition, and a growing dependence on food imports are pervasive in the country, driven by the direct and compounding impacts of climate change, intensifying land degradation and reducing the productivity of pastures. These challenges are further exacerbated by low livestock breeds and poor management practices, limited access to improved inputs, infrastructure, technical services and access to finance and technology, limited capacity for value addition and market participation. Young women and men face particular barriers to accessing productive resources, land, credit, and training, which limits their participation in the livestock sector. Malnutrition, especially among children and women of reproductive age, remains widespread due to low consumption of diverse and nutrient-rich foods, including animal-source foods.

23. **Project Approach:** AMAL's approach to addressing these challenges concentrate on supporting primary production and livestock-related value chain development while improving the sustainable management of natural resources. This will encompass community management plans that include fodder production, water harvesting, pastoral infrastructure, and capacity development. Special attention will be given to engaging youth and women in these processes, ensuring their representation in community institutions and access to productive assets, skills, and leadership roles. Additionally, the AMAL project will enhance access to livestock services such as breeding and animal health, and provide dedicated support for natural resource management, which includes rangelands, forests, and water sources. The project will also work on ensuring better access to markets for the target groups through strengthening public market infrastructure such as livestock markets and transhumance facilities like vet posts; developing MSMEs for livestock products, inputs and services through capacity development for business development and access to dedicated finance and promoting youth-led enterprises and digital innovations in livestock value chains.

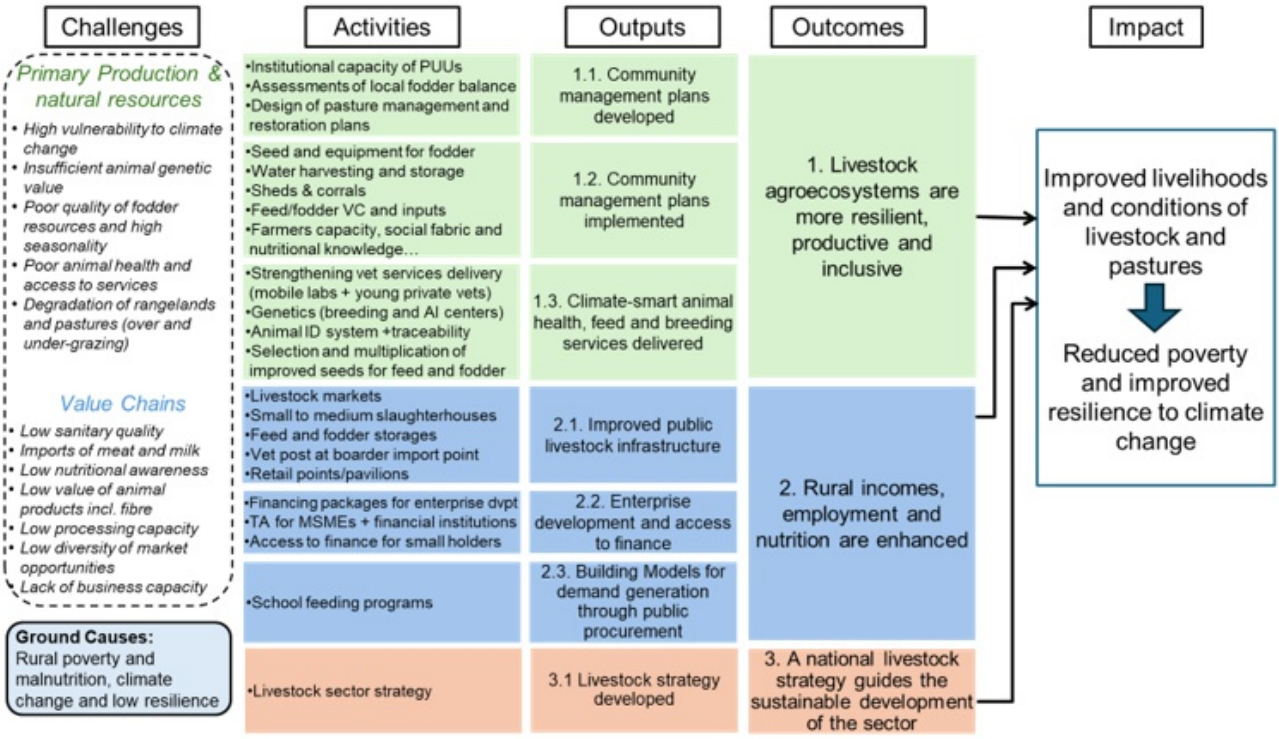
24. A nutrition-sensitive approach will be integrated e.g. nutrition education and behaviour change communication activities—particularly for women and young caregivers—will promote healthy and diverse diets. The school feeding programme will link local dairy processors and smallholder producers to school procurement systems, improving children's nutrition while generating stable market demand for local livestock products. By strengthening domestic livestock value chains, AMAL will contribute to reducing reliance on meat imports and address emerging gaps in milk supply, while leveraging existing and future demand as a market opportunity to promote local enterprise growth and better nutrition outcomes for rural communities.

25. The main pathways underlying the project's theory of change will be as follows:

IF the target group (rural poor, women, youth) actively participate in inclusive community management plans, that promote sustainable natural resource use and gain improved access to essential livestock services such as breeding and animal health, and targeted training, start-up support, and mentorship opportunities, **THEN** livestock productivity will increase, and natural resources will be sustainably managed; and **IF** the target groups have access to public and climate-resilient market infrastructure, receive business and financial training and are supported in developing livestock-related micro, small, and medium enterprises (MSMEs), with special incentives and tailored financial products for youth and women entrepreneurs, and nutrition awareness training for households - especially women and young people - is delivered together with school feeding programmes, **THEN** they will add value to livestock products and services, increase sales, , improve income, and generate employment opportunities—particularly for women and youth - while also enhancing access to diverse, nutritious animal-source foods and promoting improved nutrition outcomes; and **IF** grassroots institutions representing the AMAL target groups are strengthened, and a conducive policy and regulatory environment is established—including enforcement of livestock health and food safety standards and implementation of an animal traceability system, **THEN** the enabling environment for sustainable livestock development will be enhanced, ensuring long-term impact and institutional sustainability. Improved food safety standards and stronger regulatory oversight will directly contribute to better nutrition outcomes by reducing the prevalence of foodborne diseases, improving the quality and safety of animal-source foods, and increasing consumer confidence and demand for locally produced, nutritious livestock products.

26. The theory of change (TOC) is graphically illustrated below with a fuller elaboration given in Appendix 1 of Annex 9 in the Project Implementation Manual.

Figure 1: Theory of Change



27. Key assumptions underlying the impact pathways to be realised include i) relative political, economic and regional stability; ii) growing demand for meat and dairy products, and iii) high adoption rates of the practices and technologies that are introduced, (iv) inputs required to increase production and productivity are available, v) private sector has sufficient incentives to participate in the project activities; (vi) enterprise growth (dairies, meat processing) create significant on and off-farm jobs, especially for young people and women;. (vii) Government policies (subsidies, trade rules) align with project goals and (viii)systems can withstand increasing droughts, extreme weather, and water stress while safeguarding food and nutrition security for rural households.

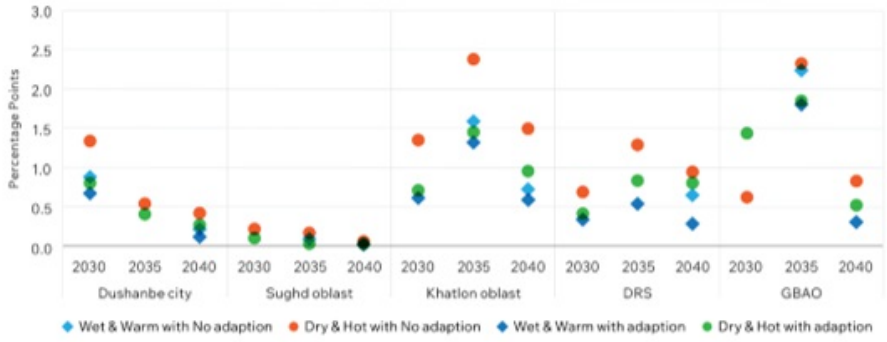
2.2 Targeting Strategy

28. AMAL will directly benefit 54,000 households with 356,400 members across 100 villages in 15 districts in three Oblasts: DRS, Khatlon, and Sughd. An integrated targeting approach, combining geographical targeting, self-targeting, and direct targeting for effective outreach to the target group, will be used. To ensure effective targeting and efficient resource allocation, the project will adopt a tiered approach to geographic coverage. This approach distinguishes between districts based on their levels of vulnerability and poverty, development potential, and readiness to implement integrated models of climate-resilient livestock development. The tiering also reflects varying levels of investment and intensity of interventions, allowing the project to balance demonstration effects with wider systemic impact across all target districts.

29. **Geographic Targeting:** The key variables for district selection included levels of climate vulnerability, the proportion of rural population, the density and composition of livestock holdings as well as the presence of functional market hubs that support aggregation, value addition, and market linkages for smallholder producers.

30. According to the World Bank Tajikistan Poverty and Equity Assessment 2025[27], poverty in Tajikistan is concentrated in Khatlon and the Districts of Republican Subordination (DRS), which together account for more than 85 per cent of the country's poor. Khatlon, with a poverty rate of about 31 per cent, is home to over half of all poor households, reflecting its high rural density and dependence on low-productivity, climate-sensitive agriculture. The DRS, with roughly 25 per cent poverty, includes districts that experience recurrent droughts and floods in the Vakhsh and Kofarnihon basins, alongside widespread land degradation and irrigation deficits. These findings are reinforced by the World Bank's spatial poverty and climate exposure maps and FAO's Agriculture Stress Index, which both highlight Khatlon and DRS as overlapping hotspots of poverty, drought risk and climate stress. Against this backdrop, nine of the ten districts selected for village-level interventions are drawn from the Oblasts of Khatlon and DRS

Figure 1 Impact of Climate on Poverty (national poverty line) - deviations from the reference scenario (percentage point change) by region from WB 2025[28]



Source: World Bank staff calculations using a macro-micro simulation framework using HBS 2021 data and MFMod projections.
Note: The comparison of poverty levels is with the contemporaneous reference scenario.

Figure 2 Agricultural Stress Index - 10% of Land impacted by Drought[29],

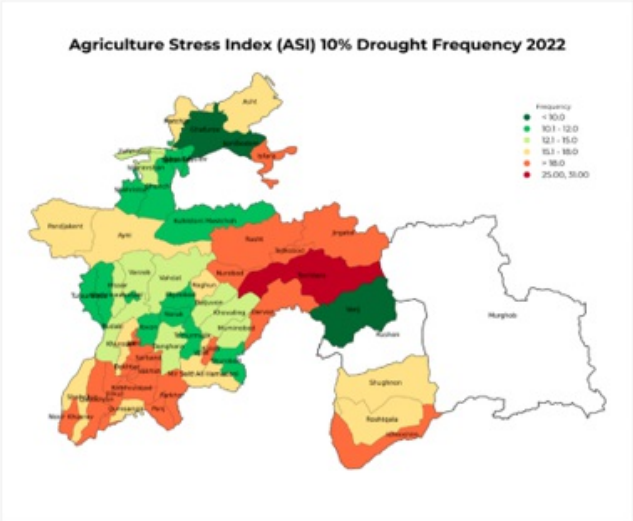


Table 1. Poverty distribution and population share

	Population share (%)	Poverty rate (%)	Share of the poor (%)
National - Rural	74.4	24.1	90.1
National - Urban	25.6	7.6	9.9
Dushanbe	9.3	1.1	0.5
Sughd	28.6	7.7	11.3
Khatlon	35.8	30.9	55.5
DRS	23.9	24.8	30.1

Source: World Bank, Core Analytics of Tajikistan Poverty and Equity Assessment, 2025.

31. While Sughd Oblast has the lowest poverty rate (7.7%) and accounts for only 11.3% of the national poor, the inclusion of six districts from Sughd reflects two distinct strategic rationales. First, Kuhistoni Mastchoh—with a fully rural population, extreme remoteness, and the highest poverty levels in Sughd—shares vulnerability characteristics more closely aligned with the mountain districts of DRS than with other parts of Sughd. It therefore qualifies for Tier 1 intensive interventions. The district faces high climate vulnerability due to mountain drought exposure and limited access to services, with more than 80% of households dependent on livestock. Reaching this isolated population—though small in absolute terms (3,818 households)—represents an essential equity consideration to ensure inclusion of Sughd's most marginalized communities. Second, the remaining five districts —Devashtich, Spitamen, Shahriston, Bobojon Gafurov, and Asht—are targeted for Tier 2 interventions focusing on animal health

services, infrastructure development, and value chain strengthening. These districts serve as strategic market hubs and aggregation points with the potential to catalyze systemic improvements across northern Tajikistan. Although their poverty levels are relatively lower, they exhibit moderate to high climate vulnerability, warranting targeted resilience-building investments. The Selection of regions ensures complementarity with CASP+ while targeting different districts from those under CASP+.

32. Livestock-specific indicators encompassed the number of cattle, milking cows, small ruminants (sheep and goats), and poultry, along with derived metrics such as Tropical Livestock Units (TLUs) per capita. Ratios such as cattle-to-population and total TLU per capita were used as proxies to identify districts with a high dependence on livestock-based livelihoods. Districts with a predominantly rural population, strong reliance on animal husbandry, and heightened exposure to climate-related risks were prioritized. Where data was available, poverty incidence and the presence and extent of pastureland were also factored into the targeting process to sharpen the focus on both need and potential (Annex 13. Basis for District Selection).

Table 2: Population of AMAL Target Districts

Districts	# of Jamoats	population	% of urban population	% of rural population	Rural Population	Households*
KHATLON	**20**	**526,600**	**6**	**94**	**487,093**	**73,802**
Nosiri Khusrav	3	48,500	-	100	48,500	7,348
Dusti	5	128,400	6	94	120,439	18,248
Qabodiyon	7	206,200	7	93	192,591	29,180
Shahrtus	5	143,500	13	88	125,563	19,025
SUGHD	**36**	**1,001,400**	**6**	**94**	**926,482**	**140,376**
Asht	8	182,100	10	90	164,618	24,942
Devashtich	7	189,900	9	92	173,759	26,327
Bobojon Ghafurov	11	400,100	5	95	380,095	57,590
Kuhistoni Mastchoh	2	25,200	-	100	25,200	3,818
Spitamen	6	155,400	14	86	134,110	20,320
Shahriston	2	48,700	-	100	48,700	7,379
RSS	**37**	**348,800**	**6**	**94**	**323,330**	**48,989**
Lakhsh	9	56,800	9	91	51,688	7,832
Nurobod	6	75,700	4	96	72,823	11,034
Rasht	12	136,600	11	89	121,847	18,462
Sangvor	5	26,200	-	100	26,200	3,970
Tojikobod	5	53,500	5	95	50,772	7,693
Total	93	1,876,800			1,736,905	267,216

Source: Population Data Taj Statistics Agency (2024)

33. **Tier 1 Districts**: These districts will demonstrate the effectiveness of a holistic, multi-component approach that integrates productivity, resilience, and nutrition outcomes. They will receive the full package of project interventions designed to enhance productivity, resilience, and market linkages. Interventions will include the following:(i) Village-level climate-resilient livestock productivity enhancement through participatory Community Action Plans (CAPs) with nutrition support for young women (component 1.1 and 1.2; (ii) Climate-smart animal health services, including preventive and curative outreach, breed improvement through enhanced genetic material and community-based breeding support, fodder and feed improvement services, promoting locally adapted and sustainable production systems (Component 1.3); (iii) Improved public livestock infrastructure (Component 2.1); (iv) Value-chain development and enterprise support, fostering inclusive and profitable engagement of smallholders (2.2) ; and (iv) nutrition-sensitive interventions targeting children through support for market demand generation & nutrition support through the School Feeding Programme (Component 2.3)

34. **Tier 2 Districts:** Tier 2 districts will benefit from targeted investments aimed at improving the enabling environment for livestock production and enterprise development (Component 1.3, 2.1 and 2.2). However, these districts will not receive the village-level productivity enhancement interventions implemented through Community Action Plans under Tier 1. This tiered approach ensures efficient resource allocation while extending the benefits of systemic and market-level improvements to a broader geographic area.

Table 3: Summary of Tiered Interventions

Intervention Area	Tier 1 Districts	Tier 2 Districts
Village-level climate-resilient livestock productivity enhancement (Component 1.1 and 1.2)	✓	—
Climate-smart animal health services	✓	✓
Breed improvement	✓	✓
Fodder and feed improvement services	✓	✓
Public infrastructure development	✓	✓
Value-chain development and enterprise support	✓	✓
Nutrition-sensitive interventions (including support to the school-feeding programme)	✓	—

Table 4: Distribution of Interventions Across AMAL Target Districts

Oblast	**Districts**	**Tier 1:** Component 1 and 2	**Tier 2:** Component 1.3, 2.1 and 2.2
Khatlon	Dushti	x	
	Nosiri Khusrav	x	
	Shahritus	x	
	Qubodiyon	x	x
Sughd	Devashtich		x
	Spitamen		x
	Shahriston		x
	Babojon Gafurov		x
	Kohistoni Mastchoh	X	
	Asht		
DRS	Lakhsh	X	
	Nurobod (DRS)	X	
	Rasht	X	
	Sangvor	X	
	Tojikobod	X	

35. **Self-targeting:** AMAL will ensure that interventions are tailored to the needs of the target group and any variation of needs by district and by community is factored in by conducting participatory community diagnostics in each district and developing Community Action Plans through inclusive village-level community institutions. The programme will focus on enhancing the productivity of smallholder livestock farmers through access to water, pasture management inputs, aggregation of produce for primary processing, technologies for more efficient harvesting, production, storage, and agribusiness opportunities, and linking them to agro-processors, wholesalers, and retailers. AMAL will facilitate linkages with selected banks and financial service providers to provide access to technical assistance, loans, matching grants and credit guarantee mechanisms. These enterprises will be linked with the target group in the selected areas identified for the production-focused activities. In addition, AMAL will support the nutrition of schoolchildren, and at the same time generate market demand from both the private sector (MSMEs) and local public procurement processes at selected schools. Interventions focused on subgroups are also planned: young graduates from veterinary school will receive training and equipment to establish their businesses, young village women will receive training in nutrition, and vulnerable households will receive support.

36. **Direct Targeting:** Overall, the project is expected to provide services promoted or supported by the project to 201,769 persons by the end of the project. It is expected that 47% of the beneficiaries will be women, and 27% will be youth (Annex 12 and Annex 2). The Adaptation Fund will support 38,610 direct beneficiaries of which 53% will be women and 28% will be youth (Annex 2). The number of women headed households and those in other vulnerable categories will be based on their demand for the services on offer by the project. Six thousand schoolchildren will also be directly targeted through support for the school feeding programme. Twenty percent of the village budget for project activities has been ring-fenced for women who will themselves decide how to use this budget for activities, within the scope of the project, that promotes their well-being: equipment for drudgery reduction, livelihood opportunities for women-headed vulnerable households, etc. The budget and number of households to be targeted under Components 1.1 and 1.2 have been allocated across the selected districts in proportion to each district's share of the total population within its respective oblast. Kuhistoni Mastchoh is an exception, receiving a dedicated allocation of USD 2 million in recognition of its remoteness, high climate vulnerability, and lack of investments.

Table 5: Potential Allocation Based on Population at Village level for Community Action Plans

	Estimated Households in AMAL Target Districts	% of Population of AMAL Target Districts in Oblast	Budget Allocation (USD)	Target Households (No)[30]
KHATLON	**73,802**		**5,322,510**	**13,306**
Nosiri Khusrav	7,348	0.10	529,964	1,325
Dusti	18,248	0.25	1,316,048	3,290
Qabodiyon	29,180	0.40	2,104,460	5,261
Shahrtus	19,025	0.26	1,372,038	3,430
RSS	**48,989**		**4,757,081**	**11,893**
Lakhsh	7,832	0.16	760,474	1,901
Nurobod	11,034	0.23	1,071,428	2,679
Rasht	18,462	0.38	1,792,707	4,482
Sangvor	3,970	0.08	385,475	964
Tojikobod	7,693	0.16	746,997	1,867
Sughd				
Kuhistoni Mastchoh*	**3,818**		2,000,000	1,000

37. **Phasing of Project Coverage:** A phased approach is being adopted for geographical targeting, given that there is expected to be a time lag of between 12 and 18 months between the Entry into Force of the IFAD-financed AMAL (Q3-4 2026) and AMAL-Adapt's Entry into Force (Q2 2027), financed by the AF. The Adaptation Fund has very clear guidelines for financing its activities independently. Therefore, the proposed phasing of the project would be as follows:

38. **Cluster 1 (IFAD-funded):** activities will launch immediately upon IFAD approval. Coverage will include:

- **Khatlon:** Dushti, Nosiri Khusrav, Shahritus, Qubodiyon (all components).
- **Sughd:** Devashtich, Spitamen, Shahriston, Bobojon Gafurov, Asht, Kohistoni Mastchoh (Activities under Components 1.3 and 2).
- **Districts of Republican Subordination (DRS):** Lakhsh, Nurobod, Rasht, Sangvor, Tojikobod (Activities under Components 1.3 and 2).

39. **Cluster 2 (AF-funded, from 2028):** Upon AF approval, activities under Components 1.1 and 1.2 will expand from Khatlon to:

- **DRS:** Lakhsh, Nurobod, Rasht, Sangvor, Tojikobod.
- **Sughd:** Kohistoni Mastchoh.

40. **Target Group Characteristics:** The target group for the AMAL Project includes poor livestock farmers, small-scale commercial livestock farmers, micro, small, and medium enterprises (MSMEs) engaged in livestock value chains (Key File Table 4), young village women, and schoolchildren. The project will target a diverse range of rural populations differentiated by poverty levels, livelihood systems, and socio-economic vulnerabilities. Across all target groups, vulnerability is compounded by climatic shocks, limited-service delivery, and social barriers, underscoring the need for an integrated approach linking livelihoods, resilience, and nutrition-sensitive interventions.

41. The **poorest smallholder women and men farmers** represent households living in extreme poverty, cultivating small land parcels (typically under 0.2 hectares) with few livestock. They experience high climate vulnerability, degraded pastures, and poor nutrition, relying on short-term coping strategies such as livestock sales, borrowing, or migration. These vulnerable target groups will be supported in improved livestock productivity through training in livestock management, access to veterinary care, provision of livestock (small ruminants, rabbit, poultry, with feed for first six months, etc) and kitchen gardening packages (seeds, fencing, water) and improved nutrition through training and organic kitchen gardens.

42. **Women farmers** (50%) Rural women farmers face extreme to high poverty levels due to restrictive gender norms, limited education, and poor access to land and financial services. They bear a double burden of unpaid domestic labour and productive work, often with minimal control over income or assets. Only about 12% of women own land titles, and most lack access to formal credit, extension services, and labour-saving technologies. Nutritional challenges—such as anaemia, limited dietary diversity, and micronutrient deficiencies—further compound their vulnerabilities. They play a critical, if unrecognized role in livestock rearing. Many engage in micro-trading, home-based poultry, and daily wage labour, with remittance dependence being common. Project support includes livestock livelihood packages, livestock management training, financial literacy, training and provision in kitchen gardening, and inclusion in decision-making forums and leadership training to facilitate gender equality and empowerment.

43. C**ommercial small livestock and crop–livestock farmers** experience moderate to high poverty but hold productive potential. They own more livestock or up to two hectares of land yet struggle with fodder shortages, market access constraints, and climate shocks. Despite better resource endowments, profitability remains low due to limited infrastructure, poor veterinary services, and exploitative value chains. Project support for this group includes improving breed productivity, rehabilitating pasturelands, improved fodder production expanding access to veterinary services, building financial literacy, access to affordable finance and market linkages. Institutional strengthening of community institutions for pasture management and the development of livestock policies sensitive to smallholders' needs are key to improving resilience and sustainability

44. **Micro, Small and Medium Enterprises (MSMEs):** MSMEs in Tajikistan's livestock sector are composed largely of subsistence-oriented household farms, a smaller segment of commercially oriented smallholders, and a nascent group of formal medium-sized enterprises engaged in production, processing, and trade. They play a critical role in rural employment, income generation, and food security, yet operate within a challenging environment marked by limited access to finance, weak infrastructure, and inadequate technical capacity. The project will provide targeted support to strengthen MSMEs' competitiveness and sustainability through improved veterinary care, enhanced feed and fodder production, business incubation and advisory services, technical and business training for value addition and market linkages and facilitated access to financial services. This integrated support aims to increase productivity, stimulate enterprise growth, and foster inclusive participation of women and youth in livestock-based value chains.

45. **Rural youth (15–30) (30%)** face a 38% unemployment rate, limited community participation in decision making and leadership capacity, and limited access to vocational and digital skills, prompting migration or precarious informal employment. The project will focus on youth inclusion in local governance, livestock management training, nutrition and support for youth-led rural enterprises to reduce migration and unemployment. Youth graduates will also be supported to set up their own practice.

46. **Primary school children (6–10 years)** from rural households are particularly affected by extreme poverty and food insecurity. Malnutrition, poor school infrastructure, and frequent absenteeism undermine learning and health outcomes. Support includes supporting school meal programs, infrastructure improvements, and nutrition-awareness campaigns. The project will strengthen school feeding through improved meal preparation facilities and by linking local livestock produce processors with schools. Hygiene and nutrition training will promote healthy development and reduce school dropout rates.

2.3 Project/Programme Objectives

47. The project goal is to improve livelihoods and conditions of livestock small holders and pastoral communities in rural Tajikistan in alignment with the overarching objectives of the National Development Strategy. The development objective of the project will be to increase incomes, nutrition and resilience through more productive livestock-related, climate-adapted, and inclusive livestock value chains. AMAL will target women and be nutrition sensitive, youth sensitive and will be geared towards climate adaptation and mitigation.

48. The key outcomes expected from the project are: (i) Livestock agroecosystems are more resilient, productive and inclusive; (ii) Rural incomes, employment and nutrition are enhanced ; (iii)A national livestock strategy guides the sustainable development of the sector. The AMAL project is expected to benefit approximately 54,000 households directly and also generate indirect benefits through the backward and forward linkages it creates and its impact on providing an enabling policy environment for livestock development (Annex 2 Log-Frame). The project will be implemented over a seven-year period (2027 to 2033).

2.4 Component, Sub-component and Activities

49. AMAL will have three main inter-related components which will focus on productivity and building resilience, marketing and developing a supportive policy environment. The components are strongly interlinked and capitalise on their synergies.

Component 1: Improving Livestock Productivity and Climate Resilience

50. This component adopts a decentralised and community driven approach to strengthen livestock productivity, improve dietary quality, and build climate resilience. At community level, these objectives will be pursued through participatory planning and investment in productive and climate resilient livestock systems. This component will have three sub-components. In Subcomponent 1.1 and 1.2, approximately 100 Climate Sensitive Community Action Plans (CsCAPs) will be developed and implemented to identify and finance local priorities such as pasture rehabilitation, feed and water infrastructure, livestock shelters, and small-scale processing. Women and youth will play key roles, with at least 20 percent of village budgets reserved for women led investments. At the district level, sub-component 1.3 will strengthen essential livestock services that support household and community level production. Together these interventions will link community-based planning with improved service delivery to enhance productivity, resilience, and nutrition outcomes in rural areas. At its core is the recognition that animal source foods are essential to reducing stunting and anaemia by addressing widespread deficiencies in calcium, iron, folate, and iodine. By increasing the availability and household consumption of these foods, the project will contribute to improved nutrition outcomes especially for women, children and vulnerable groups. A nutrition lens will guide training and extension activities. Beneficiaries, with priority given to young women, will receive nutrition awareness sessions to strengthen linkages between food production and household consumption.

Sub-component 1.1 Climate-sensitive Community Action Plans (CsCAPs) Developed

51. This sub-component aims to enable smallholder livestock farmers and pasture users to identify, prioritise and design investments that strengthen climate resilience, improve livestock productivity and promote inclusive natural-resource management. Approximately 100 Climate-sensitive Community Action Plans (CsCAPs) will be developed across target villages in Khatlon, the Districts of Republican Subordination (DRS) and Kuhistoni Mastchoh. Adaptation Fund resources will support activities in DRS and Sughd (Kuhistoni Mastchoh), while IFAD financing will cover Khatlon. Budget allocations are proportional to each district's share of the total target population, except for Kuhistoni Mastchoh, which receives a higher allocation in recognition of its remoteness and vulnerability. The implementing partner will recruit Community Facilitators (CFs) competitively through NGOs to lead participatory planning together with Jamoat authorities, pasture user groups and village organisations. Where such institutions are absent, CFs may support their establishment. The process will integrate participatory diagnostics and gender and youth sensitive consultations to produce plans that are technically sound, socially inclusive, and climate informed. Approximately 20 per cent of each village level budget will be ring-fenced for women-led initiatives such as milk processing, kitchen gardens, and small greenhouses.

52. *Activity 1.1.1 – Participatory Orientation and Village Diagnostics:* This activity introduces the project's participatory planning process at local level, ensuring that communities, local authorities, and facilitators share a clear understanding of objectives, roles, and the baseline conditions that will guide the development of each CsCAP. Village dialogues will identify key livestock and natural-resource management challenges. Community facilitators will facilitate analysis of climate hazards, pasture degradation and feed scarcity, drawing on district vulnerability data. Dedicated meetings will be organised for women and young farmers to identify their priorities in livestock production, processing, pasture use and related topics. This ensures that their perspectives inform the design of investments and training programmes.

53. *Activity 1.1.2 – Formation of CsCAP Committee and Village Organisation Capacity Building.* To ensure that all community members, including women and youth, are represented in the CsCAP process and have the necessary skills to participate effectively in decision-making, planning, and management of future investments. An explicit governance structure (village assembly + executive body / Pasture Committee), under the enabling legal framework (pasture law / PMT charter) will be used to mitigate the risk of elite capture.

54. *Activity 1.1.3 – Preparation and Validation of Community Action Plans.* To guide communities through the technical preparation, assessment, and validation of CsCAPs, translating identified priorities into detailed, climate-sensitive and feasible investment proposals aligned with local development framework

55. *Activity 1.1.4 – Formalisation and final agreement of CsCAPs.* To establish the agreements, governance structures, and accountability mechanisms needed to formalise the CsCAPs, ensure transparency, and prepare them for implementation under the next sub-component. Tripartite Agreements will be signed between implementing partners, village organisations and local authorities defining financial contributions, procurement modalities and O&M responsibilities. These agreements will serve as the basis for implementation under Component 1.2.

56. **Sub-component 1.2:Climate Sensitive Community Action Plans Implemented.** This subcomponent translates the validated Climate Sensitive Community Action Plans (CsCAPs) into financed and implemented investments that improve livestock productivity, strengthen natural resource management, and build community resilience to climate change. Investments will include small scale infrastructure, equipment, and institutional support responding to priorities identified through the CsCAPs. Typical investments may focus on pasture management and restoration, including grazing management plans and infrastructure, reseeding, erosion control, and light fencing to improve pasture rotation; feed and fodder resilience through the introduction of drought tolerant forage species, provision of small scale equipment such as fodder cutters and silage storage units; and livestock water infrastructure through the rainwater harvesting tanks, small reservoirs, and solar powered pumps for livestock and domestic use. Women focused investments may include milk processing equipment, small greenhouses, livestock packages, drudgery reduction equipment, and nutrition gardens, and will represent at least 20 percent of village level investment budgets. Nutrition awareness sessions will be run in villages through village women. A woman will be selected from each village to be a Village leader. She will be provided training in leadership, an in depth knowledge of the project especially its social inclusion objectives and targets. She will also be capacitated to facilitate nutrition sessions with village women.

57. *Activity 1.2.1 – Preparation of Designs, Capacity Building and Procurement.* To ensure that all CsCAP investments are translated into technically sound designs, supported by adequate institutional capacity and transparent procurement systems.

58. *Activity 1.2.2 – Implementation of Community Investments and Trainings*. To deliver investments on the ground, ensuring quality execution and adherence to technical and environmental standards. Approved investments will be implemented by local contractors or community groups under the supervision of the implementing partner and relevant authorities. Training needs as identified in the CsCAPs will be delivered to relevant local community members. Nutrition training of the target group, with priority given to young women, will strengthen linkages between food production and household consumption. Where necessary training-of-trainers sessions as needed regarding issues such as livestock health, artificial insemination, and heat detection will be delivered by technical specialists to Community Facilitators by trained experienced consultants. Training a woman village leader will provide women with increased voice and visibility as these village leaders will be able to facilitate and monitor the projects social inclusion targets through regular feedback to the CIIP-CEP and the target group, especially women.

59. *Activity 1.2.3 – Finalisation and Monitoring*. This activity focuses on the formal handover of completed schemes and the monitoring of outcomes to ensure that investments are fully operational, properly maintained, and delivering the intended benefits to target communities. Completed infrastructure and equipment will be formally transferred to village organisations and Jamoat authorities through signed handover agreements specifying maintenance responsibilities and O&M provisions. Monitoring will assess functionality, sustainability, and contribution to climate resilience, livestock productivity, and social inclusion.

60. **Sub-component 1.3 Climate-smart animal health, breeding and feed services delivered:** This sub-component aims to improve animal and herd productivity by ensuring availability and access of small holders to essential services. It will be based on strengthening institutional capacity and providing equipment and resources at district level to support decentralised availability of essential services. This sub-component will be implemented by public institutions with specific technical mandates and expertise on animal health, on animal genetic resources and on seeds selection and multiplication.

61. *Activity 1.3.1. Improved access to animal health services:* This activity will be implemented by the Committee on Food Security (CFS). The purpose is to improve access of smallholder farmers to last mile animal health services that increase productivity, control animal diseases, reduce One Health risks, strengthen climate resilience, and limit GHG emissions. In particular, this activity will strengthen the disease surveillance and response system in the country, for Transboundary Animal Diseases and zoonoses (e.g. brucellosis, anthrax, FMD and PPR) and parasitic diseases (e.g. helminths). Investments will include 8 mobile veterinary laboratories for disease diagnosis and surveillance, training and deployment of 40 young graduate veterinarians by the Association of organisations of veterinarians to extend last mile services, and the establishment of an animal identification system (including database) to improve traceability and animal disease surveillance.

62. *Activity 1.3.2. Improved access to animal genetic resources for productive and resilient breeds.* The aim of the activity is to make

cattle animal genetic resources and services more available to small holders to increase meat and milk production, conserve local resilience traits, improve natural resource use efficiency and reduce GHG emissions. Focus will be on local but high-quality genetic breeds, including local black and white dairy breed. Investments will target the State Enterprise for Animal Breeding and Artificial Insemination (SEABAI) and 3 Regional Breeding Centers will be rehabilitated/upgraded through provision of laboratory equipment for semen production, AI kits for technicians, liquid nitrogen production machine, start-up doses of semen), and reproductive bulls for natural mounting.

63. Activity 1.3.3. Improved access to feed and fodder for resilience to drought. This activity will contribute to improve the provision of seeds for drought-resilient feed and fodder varieties to small holders. The State Unitary Enterprise for Seed Production will be supported to identify relevant varieties and best practices in feed and fodder production, including crop pest management and soil conservation, and to carry out initial multiplication. Further multiplication, dissemination and certification will then be carried out by 40 private seed producers. In addition, feed and fodder balance assessments will be carried out at national and district level by a technical partner such as the Institute of Livestock and Pastures under the Tajik Academy of Agricultural Sciences.

Component 2: Market Access, Enterprise Development, and Improved Nutrition

64. This component is designed to enhance value addition in the livestock sector through improvements in infrastructure, access to finance and business development services and enhancing market linkages. Under this component public private partnerships will be established for upgrading livestock markets, storage and processing facilities for livestock products, slaughterhouses and feed and fodder. MSMEs will be supported with business incubation services, business planning and access to finance for agribusinesses (meat, dairy, feed) to enhance value chains and food safety. Access to finance, grants and capacity building will be key elements for also supporting youth to generate new employment opportunities. Under this component support will also be provided to enhance the technical capacity of PFIs for outreach to small holders and link them to entities that can help under write part of their credit risk. This component will have three sub-components.

65. **Sub-component 2.1: Improved public livestock infrastructure:** This sub-component will contribute to improving various types of infrastructure to support better access to markets for small livestock farmers and improve biosecurity levels throughout the value chains and increase resilience to climate change. Climate change is intensifying livestock disease risks through multiple pathways: rising temperatures expand the geographic range and seasonal activity of disease vectors (ticks, flies) that transmit diseases; warmer conditions enhance the survival and virulence of bacterial pathogens such as anthrax (*Bacillus anthracis*), with climate-induced flooding disturbing contaminated soil and releasing spores; and climate stressors (drought, heat, fodder scarcity) suppress animal immune function, increasing disease susceptibility. Brucellosis transmission is amplified as drought-driven pasture degradation forces livestock congregation around limited water sources, increasing herd density and animal-to-animal contact that facilitates disease spread.

66. The infrastructure will include the following types of facilities.

- 6 small-to medium scale slaughterhouses (two per AMAL region) will provide enhanced offtake of animals for farmers to avoid growth in animal numbers. Their capacity will allow the processing of 10 to 20 cattle per day. The facility will have tiled walls, running water, storage facility for blood and other remains, adequate and separate waiting pen for the animals and a vet post for inspection. They will be run by private operators charging butchers for a fee per head or by groups of organised butchers, who will also co-invest through financing of transport vehicles.
- 1 border veterinary post and quarantine facility, strategically located in Spitamen District at the border with Uzbekistan where high numbers of live animals are imported and directly linked to the project districts. This facility, run by the district veterinary authority, will enable systematic quarantine, health inspection, and certification of imported animals, reducing the risk of transboundary animal diseases which are enhanced with climate change (e.g. anthrax, brucellosis) and strengthening national biosecurity. The border facility provides a critical disease prevention firewall to protect AMAL's investments in animal health, productivity, and climate resilience across target districts.
- 8 improved public open-air markets for live animals, each equipped with sheds, water supply, veterinary inspection posts, and dip-tanks for disinfection. They will also provide improved offtake options for farmers and will be run improve resilience to drought and floods that strongly affect feed and fodder by district authorities, these facilities will safeguard animal health, improve market efficiency, and enhance transparency in livestock trade.
- 6 feed and fodder storage facilities, operated by district authorities, which will help stabilize local feed supply, improve resilience to drought and floods that strongly affect feed and fodder, improve availability of quality feed at affordable prices, and reduce seasonal shocks for smallholders. These facilities will also enhance the resilience of local markets to climate and production variability. Climate change is increasing the frequency and severity of droughts and floods in target districts, causing erratic fodder production with acute shortages during prolonged dry spells and quality degradation from excess moisture during floods. Storage facilities enable strategic reserves that buffer against climate-induced fodder gaps, prevent distress livestock sales during droughts when animals lose body condition, and reduce price volatility that disproportionately affects poor smallholders unable to afford inflated feed costs during scarcity periods.
- 12 retail points and pavilion with refrigeration and water supply, run by district authorities. These retail points will provide smallholders and local processors with safe, affordable, and accessible selling outlets, enabling them to capture higher value from their produce, improve household incomes, and expand consumer access to safe and quality food products.

67. **Subcomponent 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains.** The project will provide business incubation services to start-ups and existing enterprises to add value along the livestock value chain. It will extend grants and improve access to financial services for enterprise development in key areas such as meat, dairy, eggs, fibre, and feed and fodder. Technical assistance and training will be provided on business development, business and financial literacy for micro, small and medium enterprises (MSMEs), while Participating Financial Institutions (PFIs) will benefit from capacity-building support to enhance their ability to lend to the livestock sector. IFAD will also build on lessons learned from the Promotion of Rural Incomes through Market Enhancement (PRIME) project on leveraging remittance flows to establish credit histories and mobilize equity investments.

68. This sub-component will contribute significantly to the project's broader objective of inclusive rural transformation, enabling both enterprises and smallholders to participate more effectively and sustainably in the livestock value chain. The enterprise development intervention will also contribute to improved nutrition by proving incomes and employment and promoting food safety and hygiene in livestock-related agribusinesses. These activities are fully aligned with the National Financial Inclusion Strategy (2022–2026), which prioritizes outreach to underserved rural households and diversification of financial products. They also draw on lessons from IFAD's PRIME and CASP+ projects, ensuring continuity with proven models of remittance-based financial inclusion, blended finance, and enterprise incubation. The subcomponent is structured around three interlinked activities aimed at unlocking finance, strengthening enterprise capacity, and increasing smallholder participation in livestock value chains:

69. *Activity 2.2.1: Financing Packages for Enterprise Development.* This activity will support the growth of livestock enterprises through financing packages of up to USD 50,000, composed of a 50% grant from the project and a 50% commercial loan provided by PFIs, including banks and microfinance institutions. These blended finance packages are designed to make financing more attractive by softening current commercial loan rates, which range between 22–34% per annum – levels often prohibitive for investments in productive assets. Targeted beneficiaries will be aggregators and processors operating in the livestock sector including 30% women and 30% youth. By enabling these enterprises to expand, the financing packages will stimulate greater smallholder integration into the value chain, generating broader economic and social benefits through value addition, job creation and improved rural incomes. A dedicated Grant Management Company (GMC) will be contracted to oversee compliance with project eligibility and targeting criteria, while PFIs will be responsible for assessing the viability and sustainability of the proposed business plans. Approximately 128 enterprises are expected to benefit from this activity.

70. *Activity 2.2.2: Technical Assistance for MSMEs and Financial Institutions.* This activity will provide tailored technical assistance (TA) to both MSMEs and financial institutions to build the capacity required for sustainable engagement in the livestock sector. At least 40% of MSME trainees will be women and youth, with adapted modules (digital literacy, leadership skills, simplified bookkeeping) to address gender- and age-specific barriers.

71. *Activity 2.2.3: Facilitation of Access to Finance for Smallholders.*This activity aims to increase smallholder access to financial services by addressing two main constraints: lack of linkage to financial institutions and absence of acceptable collateral. First, the activity will connect smallholder beneficiaries from other project components with financial institutions. Second, for those smallholders lacking collateral, the project will provide partial loan guarantees covering up to 30% of loans up to USD 1,500.

72. Subcomponent 2.2 will be overseen by a dedicated Enterprise Development and Access to finance Specialist, who will be responsible for the overall coordination and implementation of activities across the three areas. This Specialist will work closely with PFIs and all implementing partners –provisionally identified at PDR stage as the Grant Management Company, the Business Incubator of Tajikistan, AFOT, and Zamonat[28] – to ensure effective planning, delivery, and monitoring of services. In addition to facilitating alignment between the technical assistance, financing packages, and guarantee mechanisms, the Specialist will also serve as the primary liaison with the project's M&E team to ensure timely data collection, performance tracking, and reporting on key results and outcomes related to enterprise development and financial inclusion. The Specialist will also be tasked with risk monitoring and compliance oversight, ensuring that activities meet fiduciary, gender, and climate safeguards. Furthermore, the Specialist will document lessons learned to inform national policy frameworks and provide technical backstopping to implementing partners, with emphasis on digital innovation and sustainability.

73. The guarantee mechanism will be implemented by the Public Organization "Zamonat" (see footnote 31), which has experience in providing such instruments in Tajikistan and has an authorization from the financial sector regulator – the National Bank of Tajikistan (NBT). Project funding of an interest-free loan of USD 200,000 will be provided to Zamonat, to be converted into local currency and placed in interest-bearing deposits at financial institutions to cover Zamonat's operational expenses while gradually increasing the size of the guarantee fund – thus ensuring financial sustainability and a viable exit strategy. Upon project completion, the original amount of the loan will be returned in local currency to a designated government agency (e.g., government guarantee fund). This activity is expected to benefit approximately 444 smallholders. Sustainability will be ensured by embedding services within national institutions: the Business Incubator of Tajikistan will continue enterprise support services beyond the project, AFOT will integrate livestock finance modules into its permanent training portfolio, and Zamonat will expand its guarantee fund capital base through retained earnings. The PIU-MoF's Enterprise Development & Access to Finance Specialist will coordinate across actors, ensuring that TA, financing, and guarantees reinforce each other and are fully integrated into national financial inclusion efforts.

74. **Sub-component 2.3 Building Models for demand generation through public procurement - School feeding**: Component 2 will also have a sub-component on School Feeding that builds on the experience of the School Feeding Support Programme (SFSP) implemented under IFAD's Livestock and Pasture Development Project (LPDP II) project. The model will pilot a school–local dairy processor linkage in 13 schools to improve children's nutrition while linking the school to dairy processors for public procurement of dairy products. The School Feeding programme will provide nutrient-dense foods to children but also stimulate the market for local livestock farmers through local public procurement from processors. Specifically, this sub-component will explore the opportunities for making the model sustainable through seeking budget support from the Government in year 4 onwards, as well as through corporate social responsibility and support from community philanthropy. The project will capitalize on IFAD's experience in the country of working with WFP in school feeding programmes, school kitchens and food safety standards.

75. The selected schools will be (i) equipped with hygienic kitchens (building extensions, equipment, furniture, minor refurbishment), storage, and organic kitchen gardens (quality inputs, small equipment and technical services) (ii) support strengthened management capacity of school staff and parent committees through development of school plans for nutrition that will include training and practical guidance on nutrition, hygiene, storage, and processing to procure and prepare nutritious meals, plan nutrition campaign to promote nutritious diverse diets among students; (iii) provision of nutrient dense foods through use of locally procured livestock products (class 1 to 4); (iv) design and implement nutrition campaigns (class 1 to 11).

76. *Activity 2.3.1 Preparatory Activities.* This activity initiates implementation by establishing the operational groundwork. It includes recruiting a School Feeding Coordinator to oversee planning, coordination, and supervision across districts for the project duration. Additionally, a service provider will be contracted to provide technical assistance in the development, management and monitoring of School Action Plans, provision of infrastructure, capacity building of stakeholders and design of the school nutrition awareness campaign.

77. *Activity 2.3.2 Development of School Plans*. Each school will develop a comprehensive School Feeding Action Plan outlining infrastructure, procurement mechanisms, and management arrangements. The School Action Plan Development Workshops will convene school administrators, teachers, Parent-Teacher Associations (PTAs), and local authorities to collaboratively design practical implementation schedules, define responsibilities, and ensure coherence with district-level planning. These School Action Plans will serve as the foundation for all subsequent investment, implementation, and capacity-building activities.

78. *Activity 2.3.3 Establishing School Nutrition Infrastructure*. This activity provides the physical and operational foundation for the intervention, including civil works for kitchens and storage, procurement of kitchen and furniture equipment, water and electricity connections and provision of seeds, manure, and garden tools for kitchen gardens. The infrastructure will enable schools to prepare, store, and serve nutritious meals safely while integrating kitchen gardening for learning and fresh produce supply.

79. *Activity 2.3.4 Capacity Building for SFSP.* This activity builds the capacity of school management, parent committees, and kitchen staff to ensure long-term sustainability. It includes training workshops on school management, budgeting, food safety, nutrition, and fund transfer piloting training to enable schools to manage direct procurement. Training for kitchen staff in the preparation of hygienic and nutritious food is also included.

80. *Activity: 2.3.5 Nutrition Support and Awareness.* This activity provides direct nutrition benefits and behavior change promotion. It includes provision of supplementary food for children in classes 1–4, sourced from dairy processors, fostering linkages between schools and local enterprises. Nutrition awareness campaigns will be organized quarterly for students and parents, emphasizing the importance of dietary diversity, safe dairy consumption, and hygiene. From year four, the financing of the supplementary item will transition to public funding through government budget lines.

81. *Activity 3.6 Monitoring and Evaluation*. This activity ensures that the School Feeding Initiative is effectively implemented and continuously improved through systematic data collection, analysis, and feedback mechanisms. Monitoring and evaluation (M&E) activities will track implementation progress, assess infrastructure quality, and evaluate outcomes related to school attendance, nutrition awareness, and community participation. Lessons learned will inform replication and scaling of the model.

Component 3 Enabling policy environment and project management

82. **Sub-component 3.1. National Livestock Strategy:** The project will support the development of a national livestock strategy to guide investments in the sector. The strategy will support national efforts related to the development of a regulatory framework on sanitary standards for animal products, animal traceability and identification systems (in synergy with existing efforts of World Bank under the One Health project) and also identify the role of key institutions at the national level in outlining and assisting in the formulation and implementation of the livestock strategy and its strategic impact. In particular, specific mandates for compliance as well as explicit roles, responsibilities and jurisdictional powers of various state bodies over standards, identification and traceability will be delineated to ensure effective enforcement. The PIU in the MOF will sign a MOU with MOA for the implementation of the activities related to 3.1. The strategy development will be led by the MOA which will be provided technical assistance for the purpose. The process will involve extensive stakeholder consultations and analysis of development scenarios. The process will benefit from collaboration with the Asian Development Bank and will draw lessons from the experience of FAO, ILRI and CIRAD in countries which have developed Livestock Master Plans.

83. **Sub-component 3.2 Project Management:** The activities under this sub-component are designed to facilitate overall implementation and coordination among key implementing partners. Oversee the preparation of AWP&B, project performance, procurement, financial management, progress of mainstreaming themes, recruitment of staff and technical specialists. Consolidation of project M&E reports, knowledge management, and coordination with IFAD, the Adaptation Fund and other development partners.

84. The project is **youth-sensitive, and nutrition-sensitive**, ensuring that gender equality, youth empowerment, and improved household nutrition are integrated across all components and levels of implementation. Women comprise 50 per cent youth will comprise 30 percent of the target group. Women and young farmers will play an active role in the design and implementation of Community Smallholder Climate Adaptation Plans (CsCAPs) through inclusive community institutions and participatory consultations that reflect their priorities and constraints. Village budgets will earmark at least 20% of funds for women-led initiatives, while facilitative measures—such as childcare support, transport assistance, and gender-responsive training schedules—will enhance women's participation in capacity-building and decision-making processes.

85. Women's economic empowerment will be promoted through greater access to productive assets, financial services, and enterprise development opportunities, with clear inclusion targets (minimum 30% women and 30% youth). The project will also introduce drudgery-reduction technologies and labour-saving equipment to reduce time burdens, balance workloads, and increase women's efficiency in livestock and agricultural production. A cadre of trained women leaders will strengthen collective voice and representation in community decision-making and support peer learning on inclusive livelihood and nutrition practices.

86. The project will place strong emphasis on youth inclusion, particularly in local governance, livestock management, nutrition, and entrepreneurship. It will support the development of youth-led rural enterprises to reduce migration and unemployment, while providing opportunities for young graduates from veterinary schools to establish their own practices. Additional jobs for youth will also be created through project-supported MSMEs, strengthening rural economies and promoting innovation in livestock and agri-value chains. The nutrition awareness campaign at the village level will have a strong focus on young women and addressing the nutrition challenges they face.

87. At the policy level, the project will contribute to the development of the national Livestock Strategy through gender- and youth-sensitive consultations, ensuring that women's and young people's roles in livestock value chains are recognized, valued, and strengthened.

88. The project's nutrition-sensitive design will further enhance household well-being through nutrition education at the village level, kitchen gardening and livestock packages, promoting dietary diversity and climate-resilient food systems. Children (Grades 1–4) will benefit through the projects support for the Government of Tajikistan's School Feeding Programme, which will provide supplementary food items, infrastructure for food preparation, capacity building of school administration and PTAs to manage the programme and complementary nutrition awareness activities.

89. The M&E system will be sex and age disaggregated. Knowledge products and communication materials will document and share women's and youth success stories, reinforcing the project's transformative and inclusive impact across gender, youth, and nutrition dimensions. The PIU-MoF will recruit a Gender, Nutrition and Social Inclusion officer. The responsibility for mainstreaming gender, youth and nutrition will be incorporated into the ToRs of all relevant staff.

2.5 Sustainability, Scaling Up and Exit Strategy

90. The project will ensure that investments are designed and implemented in a manner that is sustainable. At the start of each investment decision, AMAL procedures require an appraisal that covers all dimensions of sustainability namely, socio-economic, technical, institutional and environmental. This initial appraisal will be conducted by technical experts and approved only when all dimensions of sustainability are verified. At the village level, the *socio-economic* and technical aspects of the community plans will be assessed in close coordination with community members. This will cover how the project will impact different socio-economic groups and determine how any negative impacts are redressed. The social feasibility will also assess the extent to which the investments will continue to engage the community members through generating benefits that can secure their commitment over time. The social feasibility will assess the role of women, youth and the poor to ensure they participate in the project and benefit from it. Gender-and youth inclusive approaches will ensure their continued engagement in the plans. Commitments will be secured from community members to ensure their interest and contribution to the plans.

91. An *economic and financial analysis* of each investment will ensure that all infrastructure, production and value addition schemes and enterprises are economically and technically viable. No scheme will be approved until it is ascertained to have a certain threshold of viability based on the opportunity cost of capital and other economic metrics. Entrepreneurs and enterprises will be strengthened and provided business orientation and training and access to the range of services required to build sustainability. Each enterprise will be assisted with undertaking a sensitivity analysis to determine how any unanticipated risks may impact the investment. Economic sustainability will be strengthened through linking producers to input suppliers, sources of since and markets for their produce.

92. *Institutional sustainability* will be assessed by identifying the requirements for designing, implementing and operating the schemes after completion. The roles and responsivities of all implementing and operating agencies will be identified and agreed in a written term of partnership. The institutional capacity building needs of all implementing agencies will be identified at the outset and a training plan prepared to ensure the strengthening of local community members for their role in implementation and operation and maintenance. Village Organizations and Pasture Users Unions (PUUs) will be established or strengthened to lead the decentralized governance of restored pastures, water systems, and NRM plans. Capitalizing on the presence of the existing legal framework, Pasture Users Unions (PUUs) will be established as legal cooperatives with by-laws, bank accounts, and revenue streams (e.g., membership fees, pasture leasing), etc. Where feasible VO and PUU plans will be integrated into local government (*Jamoat*) development planning with contribution from government for financial and political support. VO and PUUs will also be assisted in developing opportunities to generate their own revenue stream such as through fodder seed production units and equipment rental services.

93. All investments in public or private infrastructure will be made only after a clear determination of the ownership and management and maintenance arrangements. Individual households will assume responsibility for equipment and assets they are granted individually. Community organizations will assume responsibility for community infrastructure such as vet posts/water troughs, animal shelters and shepherd cabins in the pastures. Local and district government will assume responsibility for public infrastructure such as water supply schemes, livestock markets, slaughterhouses, laboratories, vet mobile units, seed multiplication and dissemination facilities, feed storage, IT systems, etc. These arrangements will be specified for each type of investment made in the terms of partnership signed. Maintenance contracts will be established between communities and local governments and between the PMUs and public entities and for public private partnerships clarifying these arrangements. The persons responsible for operating and maintenance will be trained where required.

94. All production practices and technologies introduced will be made sustainable through ensuring that there is continued supply of inputs in the market and that these are affordable. Access to finance will be made sustainable through partnerships with local financial institutions and use of digital financial services that can reduce cost of financial transactions for both the lender and borrower. The adoption of the new practices and technologies will depend on the extent to which they increase production or prevent losses. Livestock production will be made more sustainable through improved access to animal feed, fodder and animal health services. A cadre of veterinarian and young veterinarian graduates will be trained and given refresher training during the project period. They will be made sustainable through a service fee and linked with technical institutions for continued support in building their technical capacity.

95. *Environmental sustainability* All investment decisions will be assessed in line with IFAD SECAP procedures and applicable national environmental regulations and safeguards. Each infrastructure investment will be screened for environmental and social risks, including biodiversity sensitivity, construction impacts, noise, dust, traffic safety, management of construction debris and hazardous materials, and community health and safety; where required, proportionate instruments such as ESMPs or ESIAs will be prepared and cleared. All investments will obtain the necessary permits and approvals from local authorities and will include

contractual environmental, social, health and safety clauses, stakeholder engagement with a functioning GRM, and supervision arrangements for compliance. Infrastructure designs and community management plans will incorporate climate resilience to local hazards, with slope stabilization, use of resilient materials, and operation and maintenance plans with emergency procedures; resource efficiency in materials and energy use will be pursued where feasible.

96. *Financial sustainability* of the project will be ensured by partnering with eligible and financially sound institutions, including banks and MFIs, that demonstrate the capacity for responsible lending and risk management. These institutions will be selected based on their financial and operational performance demonstrating their ability to conduct thorough loan assessments and evaluate the feasibility of proposed financing instruments (tailored loan/grant packages and loan guarantees). By leveraging the operational strengths and due diligence mechanisms of these sustainable financial providers, the project will promote prudent lending practices, reduce default risks, and enhance long-term viability of financial support for target beneficiaries in underserved and rural areas.

97. For TA activities, sustainability will be achieved by embedding training into national institutions such as the Business Incubator of Tajikistan and AFOT, applying a training-of-trainers model to build a cadre of local facilitators, and equipping MSMEs and smallholders with digital business tools and market linkages. This approach ensures that knowledge, skills, and networks continue to support rural enterprises and farmers well beyond the project's duration.

98. **Scaling Up Approach**: AMAL will use various approaches to *scaling-up* its successful initi*atives*. These will include the following;

(i) *Anchoring successful initiatives in the national policy framework;* AMAL will capitalise on its strong advantage of having sub-components that can strengthen the government's policy and regulatory framework on livestock development. Thus, the model of the climate sensitive community plans, the mobile veterinarian services, the placement of youth veterinarians, the animal traceability systems, the local feed multiplication and dissemination systems, etc., can be embedded into the National Livestock Development Strategy which AMAL will assist the government in formulating. Based on its success, the project will advocate for the inclusion of budget lines in the Ministry of Agriculture for scaling up community animal health workers. The sustainability of the school feeding programs will be explored through government budget support in the MoF as a part of its regular annual budget and national rollout of tested pilots such as on animal traceability systems, etc. The development of the National Livestock Strategy will systematically integrate lessons learned from IFAD's previous and ongoing livestock investments, including CASP+ and AMAL, to ensure that proven, scalable approaches are embedded within national policy frameworks and future public investment programmes.
(ii) *Identifying additional resources* from public sector and development partners and explore avenues of support from corporate sector interested in contributing to Corporate Social Responsibility and local community philanthropy. The school feeding programme could be scaled up by using these options and expanding coverage in partnership with WFP to additional schools. The investments in village level planning could be financed and scaled up through local government budgets.
(iii) *Demonstrating and disseminating successful approaches*: One of the most effective approaches for scaling up is peer to peer learning. It is expected that lead farmers will play a critical role in disseminating successful approaches for increase in production and productivity and uptake of climate adaptive practices, seed multiplication, etc. VOs, PUUs and lead farmers in pilot villages can also mentor new communities. These will be further facilitated through knowledge management activities which AMAL will encourage through field visits and case studies and KM products on social media.
(iv) *Paradigm shift in approach:* Some services can be scaled up only through a fundamental paradigm shift in the approach to service provision. For example, use of IT technology in combination with how credit risk is assessed through using historical remittance inflow data and developing alternative credit scoring mechanisms can transform the approach and perception of lending to the agriculture sector and help scale up financial services to rural areas in Tajikistan. AMAL will discuss this approach with its Participating Financial Institutions (PFI).
(v) *Leveraging finance and building capacity for scalable impact:* The project is designed with a strong scaling-up mechanism by strategically leveraging grant funding and financial sector engagement. Grants provided to processors will be complemented by 70% loan capital from participating financial institutions, significantly amplifying the investment impact. Similarly, smallholders will benefit from a loan guarantee instrument, loan amounts will be backed by just 30% of project-funded loan guarantees, thus enabling broader outreach with minimal public funding. To support this expansion, the project will also invest in capacity-building by training financial institutions' staff in agricultural lending practices, product development and risk management. Scaling up will also be supported by embedding approaches into existing national institutions, such as the Business Incubator of Tajikistan, AFOT, and Zamonat, ensuring that business incubation, financial literacy, and loan guarantee mechanisms become part of the regular service ecosystem. Furthermore, project-generated knowledge and evidence will be captured and disseminated through national platforms and policy dialogue with the MoA and CFS, creating pathways for replication in other districts and value chains. By combining financial leverage, institutional ownership, and knowledge sharing, AMAL will create a sustainable and scalable model for rural enterprise development in Tajikistan.

99. **Exit Strategy:** By embedding ownership, diversifying finance, and aligning with government systems, the project can sustain impact and scale beyond its lifespan. AMAL has designed exit strategies for each of its main areas of investment. The table below indicates the specific plans for all main investment areas. The exit strategy will be facilitated by a focus on capacity building of all local community institutions, institutional partners, individual service providers, entrepreneurs and enterprises. Each infrastructure investment will have a clear owner and will be handed over after completion such as markets, water supply schemes, vet posts, livestock input supply arrangements such as seed, feed, etc. Arrangements made for access to finance and school feeding will be structured in a manner that ensures their sustainability beyond project completion and ties them to local government systems, plans and policies. The exit plan for key interventions is outlined in the table below.

Table 6: Measures to Build Sustainability and Exit

Entity	Sustainability Aspects	Exit Plan
Climate Sensitive Community Action Plans	· Build community capacity for participatory planning and implementation · Collect from community contributions for small village level investments · Integrate plans into local government strategies and plans for on-going support	· The project will provide initial capacity building and financial support up to the quota assigned for each village · After completion of activities a village report will be updated in the AMAL records and the village file · The community facilitator and M&E staff will select a few villages to periodically monitor and report impact at village level
VO and PUUs	· Build VO and PUU capacity · Initiate investments that are socially, technically and environmentally sustainable · Develop models for revenue generation	· Register as legal entities · AMAL will provide initial capacity building and financial support up to the quota assigned for each VO and PUU · Link to district and Oblast level PUAs and PMT for advocacy and support · After completion of project activities the community facilitator and M&E staff will select a few PUUs to periodically monitor and report performance
MSMEs	· Capacity building and orientation in business skills · Establish revenue generation models that can sustain the business	· Shift grant focus to loans and reduce technical assistance · Transition business incubation to local agencies (e.g., State business incubator Tajikistan.) · Link with Participating Financial Institutions that can provide on-going access · Link with market opportunities · Facilitate long-term contracts
Public Infrastructure	· Determine ownership and construction/supervision arrangements · Define Terms of Partnerships (TOPs) for O&M · Build capacity for O&M · Testing and scheme commissioning	· Assess sustainability readiness before exit · Transfer infrastructure and assets to communities or government at completion · Periodic M&E to determine functionality and sustainability · Reserve 5% of project funds for post-exit emergency support

Entity	Sustainability Aspects	Exit Plan
Access to Finance	· Identify financial needs of beneficiaries · Facilitate linkages with financial institutions · Leverage commercial funding to scale investment · Provide capacity building for financial institutions · Expand the outreach and utilization of the guarantee instrument · Strengthen the guarantee fund for long-term viability · Introduce cost-sharing models for advanced training to gradually reduce dependency on project subsidies. · Integrate TA delivery into government-supported SME development programs to ensure continuity post-project	· Beneficiaries' enterprises supported with sustainable financial tools and linked to financial institutions · Financial institutions strengthened and continue lending independently · Training and technical assistance (TA) materials published and made available for continued use · Guarantee fund retains any surplus capital for future use · Principal amount of guarantees returns to the State Guarantee Fund · Knowledge and systems integrated into financial institutions' standard practices · Standardized TA modules published, digitized, and made available through online platforms and training centers · Business Incubator and AFOT continue to provide training independently, supported by modest participant fees and/or government SME support budgets
Natural Resource Management	· Establish pasture user committees for long-term management · Promote sustainable grazing and management practices Rehabilitate degraded pastures. · Invest in infrastructure to sustain natural resources	· Formalize community-based NRM agreements Integrate plans into local government policies · Support regulatory and governance policy measures
Veterinarians including youth veterinarians	· Provide basic diagnostic and treatment tool kits · Establish supply chains for medicines · Set-up fee-for-service models	· Ensure sustainable drug supply through private markets · Integrate vets into local livestock services
School Feeding Programme	· Assess nutritional needs · Establish local procurement from farmers · Train school staff on meal preparation	• Hand over management to local education authorities • Secure government budget commitments • Strengthen parent-teacher associations for oversight and local fund raising

2.6 Project financing

100. The total cost of the Project is estimated at US$39.47 million, to be disbursed over seven-year period. Of this amount, IFAD's contribution totals US$19.72 million, comprising US$18.92 million from IFAD13 Performance-based Allocation System (PBAS), and US$0.80 million from the IFAD ACC. An additional US$9.22 million will be co-financed by the Adaptation Fund (AF). The Participating Finance Institutions (PFIs) will contribute financing of US$4.53 million, while the Government of Tajikistan (GoT) will contribute an estimated at US$2.32 million in taxes. The districts will provide US$0.34 million, and the implementing agencies will also contribute, with CEP providing US$0.30 million, and PIU contributing US$0.85 million. Finally, the beneficiaries will contribute US$2.19 million to the Project.

Table 7: Programme/project costs by component (outcome) and sub-component (output) and financier (Thousands of United Stated Dollars)

Component	IFAD PBAS		Adaptation Fund (AF)		PFIs		Beneficiaries		Districts		CEP		PIU		Borrower		Total	
	Amount	%	Amount	%	Amount	%		%		%	Amount	%	Amount	%	Amount	%		%
1. Improving Livestock Productivity and Climate Resilience	**9,810**	**48%**	**8,341**	**41%**	-	**0%**	**1,210**	**6%**	-	**0%**	-	**0%**	-	**0%**	**1,102**	**5%**	**20,462**	**100%**
1.1 Community Action Plans Developed	424	35%	631	51%	-	0%	-	0%	-	0%	-	0%	-	0%	172	14%	1,227	100%
1.2. Community Action Plans Implemented	6,608	41%	7,710	48%	-	0%	1,210	8%	-	0%	-	0%	-	0%	478	3%	16,006	100%
1.3. Climate-smart animal health, breeding and feed services delivered	2,777	86%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	452	14%	3,230	100%
2. Market Access, Enterprise Development, and Improved Nutrition	**7,802**	**54%**	-	**0%**	**4,533**	**31%**	**979**	**7%**	**337**	**2%**	-	**0%**	-	**0%**	**885**	**6%**	**14,536**	**100%**
2.1. Improved public livestock infrastructure	2,420	77%	-	0%	-	0%	-	0%	337	11%	-	0%	-	0%	405	13%	3,162	100%
2.2 Enterprise Development and Access to Finance along the Livestock Value Chains	3,959	41%	-	0%	4,533	48%	960	10%	-	0%	-	0%	-	0%	91	1%	9,543	100%
2.3.Building Models for demand generation through public procurement - School feeding	1,423	78%	-	0%	-	0%	19	1%	-	0%	-	0%	-	0%	389	21%	1,831	100%
3. Enabling Policy Environment and Project Management	**2,109**	**47%**	**876**	**20%**	-	**0%**	-	**0%**	-	**0%**	**302**	**7%**	**849**	**19%**	**336**	**8%**	**4,471**	**100%**
3.1. Enabling Policy Environment	273	86%	0	0%	-	0%	-	0%	-	0%	-	0%	-	0%	44	14%	317	100%
3.2. Monitoring and Evaluation & Knowledge Management	221	86%	0	0%	-	0%	-	0%	-	0%	-	0%	-	0%	36	14%	257	100%
3.2. Project Management CEP	312	20%	876	56%	-	0%	-	0%	-	0%	302	19%	-	0%	76	5%	1,566	100%
3.2. Project Management PIU	1,303	56%	0	0%	-	0%	-	0%	-	0%	-	0%	849	36%	179	8%	2,331	100%
Total	**19,721**	**50%**	**9,217**	**23%**	**4,533**	**11%**	**2,188**	**6%**	**337**	**1%**	**302**	**1%**	**849**	**2%**	**2,323**	**6%**	**39,469**	**100%**

Table 8: Project/programme costs by expenditure category and financier (Thousands of United States Dollars)

Component	IFAD PBAS		Adaptation Fund (AF)		PFIs		Beneficiaries		Districts		CEP		PIU		Borrower		Total	
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%
I. Investment Costs																		
Goods, Equipment and Materials	4,125	78%	-	0%	-	0%	19	0%	337	6%	-	0%	-	0%	829	16%	5,310	100%
Vehicles	427	62%	-	0%	-	0%	-	0%	-	0%	41	6%	-	0%	216	32%	685	100%
Works	1,807	86%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	294	14%	2,101	100%
Technical Assistance and Studies	2,357	59%	1,082	27%	-	0%	-	0%	-	0%	-	0%	-	0%	560	14%	4,000	100%
Training and Workshops	345	57%	171	29%	-	0%	-	0%	-	0%	-	0%	-	0%	84	14%	599	100%
Grants and Subsidies	8,401	47%	7,095	39%	1,333	7%	1,210	7%	-	0%	-	0%	-	0%	-	0%	18,039	100%
Credit	-	0%	-	0%	3,200	77%	960	23%	-	0%	-	0%	-	0%	-	0%	4,160	100%
Total Investment Costs	**17,462**	**50%**	**8,348**	**24%**	**4,533**	**13%**	**2,188**	**6%**	**337**	**1%**	**41**	**0%**	-	**0%**	**1,983**	**6%**	**34,894**	**100%**
II. Recurrent Costs																		
Salaries and Allowances	939	55%	631	37%	-	0%	-	0%	-	0%	150	9%	-	0%	-	0%	1,720	100%
Social Fund	268	62%	162	38%	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	430	100%
Operating Expenses	1,051	43%	76	3%	-	0%	-	0%	-	0%	110	5%	849	35%	340	14%	2,426	100%
Total Recurrent Costs	**2,258**	**49%**	**869**	**19%**	-	**0%**	-	**0%**	-	**0%**	**261**	**6%**	**849**	**19%**	**340**	**7%**	**4,576**	**100%**
Total	**19,721**	**50%**	**9,217**	**23%**	**4,533**	**11%**	**2,188**	**6%**	**337**	**1%**	**302**	**1%**	**849**	**2%**	**2,323**	**6%**	**39,469**	**100%**

Table 9: Programme/project costs by component (outcome) and sub-component (output) and programme/project year (Thousands of United States Dollars)

Component[/subcomponent]	PY1		PY2		PY3		PY4		PY5		PY6		PY7		Total
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount
1. Improving Livestock Productivity and Climate Resilience	**2,004**	**10%**	**9,283**	**45%**	**7,631**	**37%**	**552**	**3%**	**382**	**2%**	**300**	**1%**	**310**	**2%**	**20,462**
1.1 Community Action Plans Developed	493	40%	734	60%	-	0%	-	0%	-	0%	-	0%	-	0%	1,227
1.2. Community Action Plans Implemented	791	5%	7,041	44%	7,040	44%	275	2%	277	2%	286	2%	295	2%	16,006
1.3. Climate-smart animal health, breeding and feed services delivered	720	22%	1,508	47%	591	18%	277	9%	105	3%	14	0%	15	0%	3,230
2. Market Access, Enterprise Development, and Improved Nutrition	**266**	**2%**	**2,834**	**19%**	**3,929**	**27%**	**2,701**	**19%**	**2,328**	**16%**	**2,118**	**15%**	**361**	**2%**	**14,536**
2.1. Improved public livestock infrastructure:	246	8%	800	25%	642	20%	590	19%	367	12%	254	8%	262	8%	3,162
2.2 Enterprise Development and Access to Finance along the Livestock Value Chains	14	0%	1,925	20%	1,989	21%	1,973	21%	1,841	19%	1,784	19%	17	0%	9,543
2.3.Building Models for demand generation through public procurement - School feeding	6	0%	108	6%	1,298	71%	137	8%	119	7%	80	4%	82	4%	1,831
3. Enabling Policy Environment and Project Management	**1,044**	**23%**	**556**	**12%**	**576**	**13%**	**541**	**12%**	**556**	**12%**	**574**	**13%**	**625**	**14%**	**4,471**
3.1. Enabling Policy Environment	274	87%	21	7%	22	7%	-	0%	-	0%	-	0%	-	0%	317
3.2. Monitoring and Evaluation & Knowledge Management	85	33%	33	13%	52	20%	6	2%	21	8%	5	2%	56	22%	257
3.2. Project Management CEP	326	21%	191	12%	197	13%	203	13%	210	13%	216	14%	223	14%	1,566
3.2. Project Management PiU	358	15%	311	13%	305	13%	331	14%	325	14%	353	15%	346	15%	2,331
Total	**3,313**	**8%**	**12,673**	**32%**	**12,136**	**31%**	**3,794**	**10%**	**3,265**	**8%**	**2,992**	**8%**	**1,296**	**3%**	**39,469**

The disbursement of AMAL funds is planned over a seven-year implementation period, from 2027 to 2033. In the first year (2027), disbursements are expected to be relatively modest at US$3.31 million, covering preparatory activities and initial rollout of the key components. Funding requirement then rise sharply in 2028 and 2029, reaching US$12.67 million and US$12.14 million respectively, reflecting the full-scale implementation of core programme activities. Disbursements peak in 2028 at US$12.67 million, as interventions expand and reach a larger number of beneficiaries. A gradual decline follows in 2030 (US$3.79 million) as activities begin to consolidate, tapering further in 2031 (US$3.27 million), in 2032 (US$2.99 million) and 2033 (US$1.30 million) in line with the programme's winding-down phase. The total programme cost over the seven years is estimated at US$39.47 million, including contingencies.

2.7 Economic and Financial Analysis

101. Nineteen financial models were initially developed to reflect the project's activities (see annex 4). Of these, ten models focus on Climate-Sensitive Community Action Plans (CsCAPs)—a demand-driven intervention designed to address community-level priorities. The main interventions identified at the village level fall under four thematic areas: (i) mechanization; (ii) water infrastructure; (iii) fodder production; and (iv) women's packages. In addition, nine models were developed for agribusinesses and Micro/Small-Scale Enterprises (MSMEs).

102. The financial analysis indicates that the targeted activities are financially viable, while the economic analysis confirms the overall feasibility of the project. The Economic Internal Rate of Return (EIRR) is estimated at 26.3 per cent, with a Net Present Value (NPV) of US$32.73 million. Sensitivity analysis shows that the project remains responsive to variations in key parameters—such as benefits, costs, timing of benefit realization, and adoption rates—emphasizing that sustainable value chain investments, particularly in the dairy sector, are critical for project success.

Chapter 3: Organisation and Management

3.1 Organisational set-up and Governance

103. Dedicated Programme Management Units within the Ministry of Finance and the Committee on Environmental Protection (CEP) will be implementing the project. Within the MOF, a Project Implementation Unit (PIU) will be responsible for implementation of the project activities with PFIs and specialized agencies for grant management and the Center for Implementation of Investment Projects (CIIP) in CEP will implement the village level activities. A range of public livestock agencies, private sector partners, Partner Financial Institutions and technical specialists will assist in the implementation of the project. More specifically, CIIP under CEP will implement Component 1 (C1): Livestock productivity and climate resilience. PIU under MoF will implement Component 2 (C2): Market access, value chain and nutrition and will have the lead role for implementing the project. MoA will act as Lead Project Agency (LPA) and chair the Project Steering Committee (PSC). This structure allows clear division of responsibilities, full alignment with OSC recommendations, and strict separation of IFAD and AF-funded activities.

104. The proposed arrangements visualise a partnership approach in the implementation of project activities between State, civil society, technical service providers, private sector, enterprises and community organizations. A Memorandum of Understanding (MoU) will be formulated between key implementing partners and signed prior to the starting of the project to codify roles, responsibilities, coordination mechanisms, and reporting lines. Coordination amongst all key stakeholders will be ensured through a Project Steering Committee (PSC).

105. **A Project Steering Committee (PSC)** will be established at the national level for oversight and strategic guidance. The PSC will have the overall responsibility for providing strategic and policy guidance to ensure that the Project objectives are achieved. The Project Steering Committee (PSC) will be chaired by the Ministry of Agriculture (MOA). Members of the PSC will include the Committee for Environmental Protection (CEP), the Ministry of Finance, the Ministry of Economic Development and Trade, the

State Committee on Investment and State Property Management, the Committee on Food Security (CFS), the Ministry of Energy and Water Resources (MoEWR), the Pasture Meliorative Trust, the State Forest Agency, the Committee on Land Management and Geodesy (CLMG), the Tajik Academy of Agricultural Sciences (TAAS), the Agency for Land Reclamation and Irrigation (ALRI), State Agency for Hydrometeorology, State Enterprise for Animal Breeding and Artificial Insemination, the Ministry of Education and Science, the State Committee on Land Management and Geodesy, the Tajik Academy of Agricultural Sciences, and Committee of the Emergency Situations and Civil Defence. The secretariat of the PSC will be provided by the MOA in partnership with CIIP from CEP.

106. The implementation responsibilities for AMAL and AMAL-Adapt will be shared with the Ministry of Finance and the Committee on Environmental Protection (CEP) and other agencies as agreed with the GOT. An overall Project Coordinator will be recruited for responsibility for consolidating the AWPB, financial management and procurement information, project performance, monitoring, knowledge management and preparation of physical and financial reports, etc. The implementation arrangements proposed ensures efficient execution while maintaining strategic oversight and policy alignment with the main mandates of the different partners in the country. The implementation arrangements will be fully in line with IFAD General Conditions for Agricultural Development Financing, whereby the LPA bears overall responsibility for project execution, including:

- Oversight of Annual Work Plans and Budgets (AWPBs).
- All implementing partners will provide their plans and budgets to LPA which will consolidate them for further approval from the PSC and IFAD.
- Ensuring due diligence, efficiency, and compliance with all technical, financial, environmental, and social standards.
- Overseeing coordination among all project parties.
- Monitoring and reporting on project implementation and results.

Table 10: Responsibilities by Implementing Entity

Entity	Assigned Responsibilities
CIIP (CEP)	Component 1 (C1.1 to C1.3) in both IFAD and AF-financed districts
PIU (MoF)	Component 2 (C2.1–2.3), part of Component 3, project management lead
MoA (LPA)	Strategic oversight, PSC chair, consolidation of AWPBs
PSC	Cross-agency coordination and policy guidance

Component Level Implementation

107. The project implementation structure is decentralised given that there are different agencies responsible for different sub-components which are targeted at different geographic regions. The structure builds on the comparative advantage at the district level and expects to use the synergies of the different sub-components where such coordination will enhance impact. Central project offices will be located in Dushanbe with three regional offices in each of the three selected Oblasts. The village level activities will be undertaken in close coordination with Jamoat governments. An NGO will be hired for implementation at the village level. The district level activities on enterprise development will be implemented in close coordination with technical financial specialists and PFIs

108. The Centre for Implementation of Investment Projects (CIIP) in CEP will implement the activities focused on sub-component 1.1 and sub-component 1.2 for enhancing livestock productivity, building climate resilience and natural resource management at the village level. Sub-Component 1.3 will be implemented through an MOUs with a host of technical service providers such as Committee on Food security (CFS), SEBAI and SUESP.

109. Component 2 will be implemented by the PIU of the Ministry of Finance in arrangements with private sector, District Governments, specialised partner financial institutions, grant management and business development service providers. The PIU will closely coordinate the activities in partnership through MOUs.

110. Sub-component 2.1 will be planned and implemented by private sector partners interested in managing some of the infrastructure such as public markets, slaughterhouses, seed production and multiplication facilities, private veterinarians and district government authorities.

111. Subcomponent 2.2 will be overseen by a dedicated Enterprise Development and Credit Specialist, who will be responsible for the overall coordination and implementation of activities. This Specialist will work closely with PFIs and all implementing partners – namely the Grant Management Company, the Business Incubator of Tajikistan, AFOT, and Zamonat – to ensure effective planning, delivery, and monitoring of services. In addition to facilitating alignment between the technical assistance, financing packages, and guarantee mechanisms, the Specialist will also serve as the primary liaison with the project's M&E team to ensure timely data collection, performance tracking, and reporting on key results and outcomes related to enterprise development and financial inclusion.

112. Sub-component 2.3 will be managed by a SFSP Coordinator who will be responsible for the overall coordination and implementation of activities in the thirteen schools. The SFSP Coordinator will work with district authorities (Jamoat head, education officer, health officer and agricultural officer) school principals and parent committees to ensure the effective planning, delivery, and monitoring of the school feeding programme. The coordinator will be assisted by the project's infrastructure

specialist in the technical assessment and provision of school infrastructure. The coordinator will take the lead in ensuring timely data collection, performance tracking, and reporting on key results and outcomes related to the SFP with support from the M&E specialist.

Table 11: Implementation Arrangements

Component	Outputs	Implementing Agency	Key Linkages
Component 1: Improving Livestock Productivity and Climate Resilience	1.1-1.2 Community plans developed and implemented	CIIP-CEP	Feeds into Component 2 via market-ready products
	1.3 Climate-smart animal health, breeding and feed services delivered	CIIP-CEP with CFS, SEBAI and SUESP (under specific MOUS .	Feeds into Component 2 via improved productivity and safety of livestock products.
Component 2: Market Access, Enterprise Development, and Improved Nutrition	2.1 Improved public livestock infrastructure	PIU-MOF in close collaboration with District Governments and the private sector.	Supports Component 1 for aggregating and access to finance and markets
	2.2 Enterprise Development and Access to Finance along the Livestock Value Chains	PIU-MOF through MOUs with PFIs and technical service providers (State Business Incubator and AFOT, the Credit Guarantee Fund (CGT). Grant Management Company	Links the enterprises with existing financial institutions and the supportive business incubation system.
	2.3. Market demand generation through the School Feeding Programme	PIU-MOF through the SFSP Coordinator	Directly links local production to demand
3. Enabling policy environment	3.1 Livestock Strategy Development	PIU-MOF through an MOU with MOA to provide oversight and guidance to the technical assistance team,	Links to Component 1 and 2 for supportive policy
	3.2 Project Management	PIU-MOF, CIIP-CEP and others through MOUs	

113. A list of key staff of the implementing partners together with their terms of reference is given in the PIM (Annex 9). The implementing agencies will hire community facilitators and technical specialists to assist with project implementation on the ground. Community Facilitators will be hired from local or international NGOs for community mobilization activities. A special technical assistance budget will be provided to the partners to assist with the delivery of extension training in livestock, institutional strengthening of PUUs, nutrition awareness, establishment of veterinary clinics, training of Government in pasture management, assessment of pasture resources and its rehabilitation, and ensuring the inclusion of women and youth, etc. Technical specialists will be provided to the CIIP-CEP with dedicated staff for implementation of sub-component 1.3 and MOUs signed with specialist agencies. Technical assistance will be provided to the government for developing the national livestock strategy. Performance based contracts will be established with all implementing partners recruited for the Project. Specialists in financial management and procurement will be recruited and for their guidance a Project Implementation Manual, a Financial Management Manual (PIM Appendix 8) is given as part of the design package.

114. Financing packages for MSMEs will be provided based on a balanced assessment process: A Grant Management Company will evaluate the eligibility of MSMEs for grant support, while Participating Financial Institutions (PFIs), selected via a competitive bidding process, will assess the sustainability and creditworthiness of the enterprises for loan financing. Technical assistance will be delivered by two implementing institutions identified during the project design. The State Enterprise "Business Incubator of Tajikistan" will support MSMEs with business development services, while the Association of Financial Organizations of Tajikistan (AFOT) will build the capacity of financial institutions. Both entities are well-established, with a strong track record and infrastructure in the target regions. For smallholders, the loan guarantee instrument will be implemented by the Public Organization “Zamonat,” a dedicated guarantee fund, with a focus on enabling access to finance for vulnerable and underserved microentrepreneurs, in particular women and youth. Coordination among the GMC, PFIs, Business Incubator, AFOT, and Zamonat will be overseen by the Enterprise Development and Access to Finance Specialist within the PIU, ensuring alignment across financing, technical assistance, and guarantee mechanisms.

115. There are several agencies at the national level which are also expected to play a supportive role in coordinating project activities and enhancing project impact. These include the *Ministry of Economic Development and Trade* (MEDT) which is responsible for state investment plans and coordination of the National Development Strategy. MEDT will be involved in the project in policy

dialogues and identifying entry points for national and subnational planning processes for climate change adaptation and introducing elements for the development of green economy investments.

116. District Governments and Jamoats at the village level are expected to play an important role in coordination and helping to raise awareness about the project among key stakeholders. The project will procure the services of local NGOs, service providers and partner agencies for effective implementation. The inclusion and engagement of the private sector input suppliers, equipment and machinery and off-take of produce will be encouraged to ensure that the Project puts in place market-based solutions. Micro Small and Medium Enterprises will be involved both as a target and as a mechanism to make the marketing arrangements sustainable over time by helping to aggregate, process and market the agriculture produce.

Table 12 Implementation Arrangements by Component and Geography

Component/Sub-component	Phase	Geographic Area	Implementing Entity
C1.1 & C1.2 – Community Plans	Phase 1	Area 1	CIIP-CEP
	Phase 2	Area 2	CIIP-CEP (AF-funded)
C1.3 – Animal Health, Breeding, Feed	All phases	All areas	CIIP-CEP
C2.1 – Livestock Infrastructure	All phases	All areas	PIU-MOF
C2.2 – Enterprise & Finance	All phases	All areas	PIU-MOF
C2.3 – School Feeding	All phases	All areas	PIU-MOF
C3 – Project Management & Policy	Shared	All areas	PIU-MOF + CIIP-CEP
LPA & PSC Secretariat	All	All	MoA

3.2 IFAD Supervision

117. IFAD designs its projects in close coordination with implementing partners, ensuring continuity between design and implementation. At the outset, IFAD will orient key project staff on its implementation and fiduciary procedures, including financial management, procurement, and monitoring and evaluation (M&E). IFAD will maintain oversight of the result-based Annual Work Plan and Budget (AWPB), physical and financial progress, and adherence to fiduciary, procurement, and safeguard standards. Strict compliance with the Social, Environmental and Climate Assessment Procedures (SECAP) will be ensured with alignment with national regulations and regular review of all investment decisions.

118. The project log frame will serve as the main tool for tracking progress and IFAD will monitor the quality of deliverables, conduct procurement reviews, manage fiduciary risks, and assess project performance and value for money. IFAD will also oversee the project's targeting strategy to ensure that intended beneficiaries, particularly women, youth, and marginalized groups, are effectively reached. It will review and approve the M&E framework, reporting formats, survey scope, and community feedback and grievance mechanisms.

119. IFAD will provide supervision and implementation support throughout the project period. Missions will be organized by IFAD's sub-regional hub based in Istanbul in coordination with the Lead Implementing Agency and with support from the PIU-MOF . One full supervision mission will take place every year and, when possible, will coincide with the review of the annual work plan and budget. It will focus on (1) assessing overall physical and financial performances against AWPB targets and log frame indicators; (2) ensuring fiduciary and safeguard compliance; and (3) addressing implementation bottlenecks. Mission teams will include relevant technical, fiduciary, environmental, gender, and M&E specialists, with composition tailored to the project's needs. In addition to supervision missions, IFAD will organize implementation support missions when necessary to provide targeted assistance to the project in areas requiring additional attention or improvement.

120. **Mid-term review**. A Mid-Term Review (MTR) will be carried out during the fourth year after project start-up. It will review implementation progress and likelihood of the achievement of the project development objectives through the evaluation of results against the log-frame indicators. It will also assess (i) the performance of implementing partners; (ii) the relevance of the project design and Theory of Change, and (iii) the extent to which the project can deliver sustainable results. The results of the mid-term COI survey are critical for the MTR to fulfil its objectives and should be made available before the mission. If required, the MTR will advise on corrective actions, including possible restructuring, to be put in place in the remaining implementation period before completion.

121. **Project completion process and report.** The project completion review will be undertaken by IFAD in close coordination with the Government of Tajikistan, at the end of the implementation cycle and after finalization of the completion survey. The main purpose of the review is to promote accountability, reflect on project performance, produce lessons learnt to inform new

programme/project designs, and define and strengthen an exit strategy for sustainability. The learning dimension of the completion process will be emphasized since it provides useful information for improvements in future programme/project designs and programming.

3.3 Planning, Monitoring and Evaluation

122. **Planning**. An AWPB will be prepared before the start of each project year under the coordination of the PIU-MOF who will coordinate the AWPBs of the PIU and CIIP-CEP. The process will follow a bottom-up approach, combining consultations with implementing partners, agencies, service providers, and staff, and reviewing lessons learned, challenges, and progress against key targets. The M&E, Procurement, and Financial Management teams of the PIU-MOF and CIIP-CEP, under their respective Coordinators, will lead the process and organize an annual planning workshop. CsCAPS developed in AMAL's target districts will provide critical inputs to ensure that the AWPB reflects local needs and priorities. Preparation of the AWPB will begin at least six months before commencement of next project year to allow timely submission to the Government in advance of its annual budgeting process, followed by IFAD's no-objection at least 60 days before the start of the forthcoming project year. The AWPB will detail financial plans, planned activities, and physical targets, and include lessons learned, an updated log frame, and, if relevant, a staff capacity development plan.To ensure an efficient and timely start-up, the first-year AWPB and the initial 18-month Procurement Plan are pre-defined in the Project Implementation Manual (PIM). The first-year AWPB will be finalized during project start-up, prior to final clearance from both the Government and IFAD.

123. **M&E Structure.** A monitoring and evaluation system, based on the log-frame, will measure key outcome, output and outreach indicators appropriately disaggregated. Two dedicated M&E Units will be created—one housed within the PIU-MOF and one within CIIP-CEP. Each unit will be headed by an M&E Specialist responsible for overseeing the monitoring of key components under their respective institutions and supported by an M&E Assistant. The two M&E Units will work in close collaboration with one another, with their respective Coordinators, the PIU-MOF Knowledge Management Specialist, the CIIP-CEP GIS Specialist, and all relevant technical experts. Sufficient resources have been allocated to the M&E and KM activities under the AMAL budget, accounting for about 2% of the total project costs (training, workshop, studies and development of knowledge products are budgeted under M&E and Knowledge Management; staff costs can be found under PIU-MOF and CIIP-CEP Project Management Units costs).

124. All executing agencies will be responsible for monitoring and reporting on the progress of the components under their mandate. They will ensure that all subordinate agencies, service providers, and implementing partners working under their supervision submit monthly statistical reports and quarterly narrative reports in a timely manner. Each executing agency will then consolidate these inputs—together with data and updates from its own staff—and submit the consolidated monthly statistical and quarterly narrative reports to the PIU-MOF M&E Specialist for review and finalization. To facilitate this process, the M&E Specialist will develop standardized templates for data collection and reporting and ensure that all contracts and MOUs clearly define data collection and reporting obligations. The PIU-MOF M&E Specialist will prepare an Annual Performance Report for submission to the PSC, IFAD, and the AF or other financiers, with IFAD responsible for submitting the consolidated report to the AF.

125. **Management Information System (MIS).** AMAL MIS will enable geo-referenced recording and management of project data. It will capture information on gender, age, economic and nutritional status, livestock and land ownership, and on the livelihood characteristics of beneficiaries. It will also store COI survey results, socio-economic and demographic data at village, jamoat, district, and provincial levels, together with information on pastures. In addition, the MIS will support the tracking of log-frame indicators and of both physical and financial progress, while providing user-friendly dashboards. The system will build on the custom-designed MIS developed under CASP+ (expected to be finalized by December 2025), with resources allocated for customization and upgrades. To ensure robust data collection and analysis, the MIS should be operational as early as possible, ideally within the first 18 months of implementation.

126. A baseline survey will be conducted by a qualified service provider during the first year of project implementation to establish reference data for comparisons with mid-term and completion surveys. These surveys will enable systematic tracking of AMAL's progress toward achieving its intended outcomes and impacts and will align with IFAD Guidelines for the measurement of the Core Outcome Indicators (COI). The mid-term and completion surveys should be finalized prior to the mid-term review and the project completion mission, respectively.

127. **Quality control and quality assurance measures**. Both PIU-MOF and CIIP-CEP will institute a verification system to fact-check 5-10 percent of reports submitted by their respective staff and implementing partners through unannounced field visits. These regular visits – to be mostly conducted by District Project Officers acting as local relays for project Monitoring and Evaluation - will follow a defined methodology that ensures the active participation of beneficiaries and systematic documentation of findings.

3.4 Knowledge Management and Country Level Policy Engagement (CLPE)

128. The project is expected to generate a wide range of knowledge relevant to the livestock and agriculture sectors. This will include technical knowledge related to beef and dairy production and management; institutional knowledge on governance arrangements and community-based pasture management models; entrepreneurial and market-oriented knowledge on value addition and commercialization in the livestock value chain; knowledge on lending practices of local financial institutions as well as the progress in implementing some of the innovative features of access to financial services and the partnership with PFIs and loan Guarantee mechanisms and incubation support services under AMAL. The project will commission case studies and success stories, policy briefs and strategy papers targeting Government and other key stakeholders.

129. AMAL will assist the Government in key areas of agriculture policy formulation, addressing existing gaps and integrating emerging knowledge to refine sector policies. In particular, the project will support the Government in formulating a national livestock strategy addressing aspects such as breed improvement, the approach to private veterinary services, an animal identification and traceability system, the regulatory framework on sanitary standards for animal products. Lessons learned and

knowledge generated during AMAL's implementation will directly inform the formulation process of this strategy. In addition, IFAD has been working with the Government to strengthen PUUs for the governance of pastures and has been able to support the evolution of Government policy in this area. The country has made progress in supporting local institutions and Village Organizations through its pasture laws and the Law on Local Self-Government Bodies (2009), respectively. However, there is need to assess what further refinements might be needed in the transition of the PUUs and Village Organizations from informal community organizations to formal legal entities and AMAL will help in closing this knowledge gap. This task will be undertaken by CIIP-CEP in close coordination with thePasture Ameliorative Trust (PMT) under the Ministry of Agriculture and include other development partners who have worked alongside IFAD on this issue such as the World Bank, GIZ, etc.

130. Similarly, further assessment is required to determine what progress has been made and what remains to be improved in areas where several development partners have invested in the past. These areas include animal identification and traceability, GHG emissions sequestration and reduction through improved livestock management, and natural resource investments monitoring and measurement. This will be led by MOA and CEP and will capitalise on the experience of AMAL from the field and involve implementing agencies such as the SE-PMU, CIIP. AMAL will contribute to this assessment and develop knowledge product(s) to capture and disseminate the findings. AMAL will also capitalize on the knowledge generated from the Platform for Remittances, Investment and Migrants Entrepreneurship (PRIME) project to assess how remittances can be used as a mechanism for collateral, for assessing credit risk and as equity in enhancing access to financial services in Tajikistan. There is limited understanding of these issues among local lending institutions and sharing this knowledge will enhance their confidence to expand lending to the agriculture sector. These knowledge areas are also closely aligned with the objectives of the COSOP.

131. The monitoring and evaluation of natural resources, particularly of the health and biodiversity of pastures, will benefit from the "Capitalising on Earth Observation to support Project Design, Implementation and Evaluation" (CAPEO) initiative, which use satellite data for this purpose. The utilization of - and training of key institutions on - carbon accounting tools (FAO EX-Ante Carbon-balance Tool and FAO GLEAM-i) will also enhance the knowledge on GHG accounting for livestock projects within the Government and reinforce its capacity to use internationally adopted tools and methods in this area. These experiences can also form the basis of knowledge products. AMAL will work in close coordination with other development partners who are working in the same area such as ADB, FAO and the World Bank.

132. A Knowledge Management and Communication Specialist, in close collaboration with the M&E Specialists of the PIU-MOF and CIIP-CEP, will play an active role in coordinating and implementing activities required for knowledge generation, dissemination and use. A Knowledge Management and Communication Plan will be prepared in the first year of the project implementation to identify the key objectives and deliverables. Given the technical nature of some of the areas, AMAL will rely on subject-matter specialists to document and capitalise the lessons learned. Workshops, a website and social media (in Tajik, Russian and English), and knowledge products developed during the project implementation will support the dissemination of progress, lessons learned, challenges and evidence-based solutions to AMAL implementation issues and, more broadly, to the challenges faced by stakeholders in the livestock sector. The M&E Specialists and the Knowledge Management Specialist are expected to work closely together to ensure that insights generated through M&E processes are systematically translated into knowledge products and communication materials. Knowledge will be shared with the PSC and presented through dedicated publications, during development partner working groups and dissemination workshops. These events will showcase how the project-generated knowledge can inform more effective rural development strategies and policies and support the replication and scaling up of good practices.

3.5 Target group engagement

133. Participatory engagement with the target group is the cornerstone of AMAL's project implementation approach. The project's approach to target group engagement aims to ensure responsiveness, accountability, and equitable participation throughout the project lifecycle. The strategy is designed to systematically capture the needs, preferences, and feedback of intended beneficiaries—particularly women, youth and the poorest households—and to integrate these insights into project design, implementation, and evaluation. The PMUs and implementing partners will be responsible for implementing the target group engagement strategy.

134. The following elements characterize AMAL's target group engagement strategy: (i) Transparent, objective criteria for selection of districts, jamoats and villages; (ii) District diagnostics to assess needs and priorities of beneficiaries with consultations disaggregated by gender and age to ensure the voice of women and youth is included (iii) Inclusive Community Action Plan development and implementation process with women and youth empowered to articulate their needs and priorities through separate consultations and ring-fencing of village budget for women (iv) Communication of project objectives, components, safeguard measures, targeting strategies and grievance mechanism to beneficiaries (v) Periodic beneficiary feedback (v) KPIs for timely beneficiary feedback incorporated into contracts for implementing partners and service providers.

135. **Beneficiary Engagement at Village Level:** At the village level relevant community institutions will be engaged (Village Organization/PUUs/Women's Groups etc). Community Facilitators will work with jamoat and village leaders to ensure maximum participation (especially of women and youth) in the village meeting to introduce the project. Inclusion of women and youth in village institutions will be ensured through quotas and will be a criterion for project engagement. Community Facilitators will convey project objectives, components, safeguard measures, targeting criteria and grievance mechanisms. Interventions at the village level will be selected by village men, women and youth, based on AMAL's objectives and menu of activities, with a view to ensuring that a majority of the target household benefit. Twenty percent of the investment made available to a village will be ring-fenced to address women's priorities with investment decisions made by women themselves. Investments will be approved only after technical, social, economic and environmental appraisal. Participatory wealth-ranking will be used to determine vulnerable households to be supported. Technical experts will outline the environmental and social safeguards and the SECAP procedures that need to be followed. These will be shared with contractors and service providers implementing the schemes and the community members who will be supervising and operating the schemes after completion.

136. Village institutions will receive training in record-keeping and administration. Each institution will have an elected Chairperson, Secretary, and Accountant. The Chairperson will convene regular meetings of the General Body to review progress. The Secretary will maintain attendance records, minutes, and a village file containing agreements and memoranda. These will be accessible to all community members and reviewed by project management to identify recurring issues and inform adaptations. The Secretary will also report back to communities in General Body meetings.

137. **Beneficiary Feedback:** Implementing partners and service providers will establish mechanisms for collecting and integrating beneficiary feedback into their approaches. A tiered system will be adopted: bi-annual consultations during the first two years, and annual consultations thereafter. Partners will prepare annual beneficiary feedback reports, included in their Annual Performance Reports (APR), with sex- and age-disaggregated perspectives. Local ownership will be fostered through bi-annual reviews with village representatives (women, men, and youth), jamoat leaders, and technical staff of progress, challenges, and solutions for implementation issues. A third-party will assess satisfaction and outcomes from the beneficiary perspective at mid-term and project completion.

138. **Grievance and redress:** The AMAL project will establish a multi-tiered grievance redress mechanism accessible to all project-affected persons and communities, operational within six months of project effectiveness. Complaints may be filed through Village Organizations, Pasture User Unions, Community Facilitators, district authorities (jamoat and hukumat levels), or directly with the Implementing Entities for Components 1 and 2. Contact information including postal addresses, phone numbers, and email addresses will be prominently displayed at all project sites, disclosed during community consultations, workshops, and training events, and disseminated through materials adapted for varying literacy levels in local languages (Tajik, Uzbek, Kyrgyz, Pamiri). Complainants may choose to remain anonymous, and confidentiality will be strictly maintained particularly for sensitive issues including gender-based violence, labour violations, or disputes within communities. The mechanism will document complainant details, nature of the grievance, date received, actions taken, resolution outcomes, and timeframes, with all complaints logged and reported to IFAD as part of safeguards monitoring. Community Facilitators and project staff will receive training on grievance handling, ensuring culturally appropriate and gender-sensitive approaches that prevent retaliation against complainants.

139. When project-level mechanisms cannot resolve grievances or when complainants fear retaliation, affected individuals and communities may access IFAD's Complaints Procedure directly. This corporate accountability mechanism provides an independent channel for raising concerns about IFAD-supported projects not complying with mandatory SECAP requirements. IFAD's Complaints Procedure operates through two complementary functions: a problem-solving function that uses neutral, collaborative approaches to resolve issues and improve environmental and social outcomes; and an impartial review function that assesses IFAD's compliance with SECAP, evaluates harm, and recommends remedial actions. Information about accessing IFAD's Complaints Procedure will be included in project capacity building programs and stakeholder engagement activities, ensuring that beneficiaries understand both project-level and corporate-level grievance options available to them throughout AMAL's implementation.

3.6 Strategic partnerships

140. The AMAL Project will establish strategic partnerships with several Government agencies, UN Agencies such as WFP and FAO, key development partners such as the Asian Development Bank, World Bank and public sector and commercial banks. Partnerships will be governed through clearly defined coordination and accountability arrangements aligned with IFAD operational requirements. The Ministry of Agriculture, as Lead Project Agency, will provide strategic oversight, while implementation and technical partnerships will be formalized through Memoranda of Understanding or arrangements as appropriate. Partners will be integrated into annual work planning, reporting and supervision processes, with roles, deliverables and risk-sharing arrangements specified during implementation to ensure accountability and effective coordination.

141. While IFAD has a long-standing partnership with the Ministry of Agriculture, it will in the context of the new project also forge a strategic partnership with the Ministry of Finance as an implementing partner for the first time. In addition, IFAD will further cement its growing partnership with the Committee for Environmental Protection for the implementation of climate funds. To ensure proper coordination and accountability between the MOF, MOA and CEP, the three will further discuss and refine their understanding when the PSC is established IFAD will further build its partnerships with local Bodies such as the Pasture Ameliorative Trust (PAT), State Enterprise for Animal Breeding & AI (SEBAI), National Veterinary Authority and the Tajik Agrarian University to build technical capacity and scale up the development of activities that will enhance livestock production.

142. The Food and Agriculture Organization of the United Nations (FAO) and the World Food Programme (WFP) are close IFAD partners in the country and AMAL will further cement their close partnership to scale up the school feeding programme and use FAO’s technical strength in the agriculture and food sector. IFAD will use these partnerships to scale up the initiatives in animal identification and traceability, digital agriculture, pasture management, remote sensing to assess pasture health, GHG emissions measurement and monitoring, school feeding, agriculture mechanization, etc.

143. AMAL will also develop synergies and partnerships with the World Bank’s One Health Programme and the ADB funded Digital Agriculture Management for Improved Food Security Project in terms of the use of ICT4D for improved animal disease management, food safety and enhancing animal traceability and trade. During the design of AMAL, IFAD has closely coordinated with the Asian Development Bank and the World Bank which are both in the process of designing new projects. The ADB project is investing in a new Digital Agriculture Management for Improved Food Security Project. The project will focus on strengthening the enabling environment for pasture management by focusing on updating key legislative frameworks and decrees such as drafting revisions and updates to the Law on Identification of Animals, and the Law on Licenses for Veterinarians and the establishment of a digital livestock management platform for enhancing animal health**.** A digital livestock management platform is being developed to enhance both livestock management and pasture restoration. AMAL will use the foundation that will be built by ADB and the World Bank and upscale some of its successful pilots through AMAL. IFAD and IsDB signed a memorandum of understanding in 2020 to strengthen collaboration between the two institutions, including on SSTC. This collaboration will be further explored to identify concrete areas of collaboration on the ground.

144. AMAL will establish links with financial institutions for provision of digital banking services to its target group. The experience from the PRIME project will be used to identify innovative ways in which remittances can be used to enhance access in rural areas using remittance history as part of cash flow assessment, to design loan products and loan tenors appropriate for the rural sector. Some of the key financial institutions that have been identified include the following:

- *Eskhata Bank* – a leading commercial bank in Tajikistan, recognized as systemically important since 2019. Ranked 1st in the market by loan portfolio size, with 20% allocated to micro and SME lending.
- Microdeposit organization (MDO) *IMON International* – operating in all regions except GBAO, with over 135,000 active borrowers, 33% of loan portfolio in agriculture (including 10% in livestock), over 40% female borrowers and 27% youth borrowers.
- *Bank Humo* – formerly an MDO, since August 2025 operating as a full-service bank with presence in over 40 regions of the country. Strong rural presence with 77% of its clients in rural areas; serves over 100,000 active borrowers, of whom 44% are women.
- *Bank Arvand* – also formerly an MDO, now operating as a full-service bank across all regions. Serves approximately 59,000 active borrowers, with 33% of loan portfolio in agriculture and over 40% of borrowers are women and youth.
- *MDO FINCA* – a leading MFI with nearly 33,000 active borrowers, of whom 72% are located in rural areas, and over 40% of female borrowers.

145. To strengthen enterprise development, AMAL will partner with the State Enterprise “Business Incubator of Tajikistan” to institutionalize MSME training and advisory services. A specialized Grant Management Company (e.g. Imkon Consulting, PW Irfar Consulting Devision) will be contracted to ensure transparent management and verification of enterprise grants, complementing the work of PFIs and financial partners.

146. AMAL will retain close contact with the Aga Khan Development Network (AKDN) with which it has partnered in the past to specifically focusing on the production and promotion of cashgora yarn which aimed to empower local communities by providing economic opportunities through the sale of hand-spun cashgora yarn. AMAL will also learn from the experience of AKDN’s Accelerate Prosperity (AP) which is a new global initiative of AKDN in Central and South Asia and provides technical expertise, creative financing solutions and market connections for small and growing businesses.

3.7 Financial Management

147. **Country Index and ranking.** The country inherent risk is high. The Republic of Tajikistan ranks 164 (out of 180 countries) according to 2024 Transparency International Corruption Perceptions Index (CPI) with a score of 19. The CPI score and the country ranking fell back compared to 2023 when the score was 20 and the ranking was 162.

148. **Institutional Arrangements.** The financial management (FM) arrangements for the AMAL Project build on the institutional capacities of the Project Implementation Unit (PIU) within the Ministry of Finance (MoF) and the Centre for Implementation of Investment Projects (CIIP) under the Committee for Environmental Protection (CEP). The Ministry of Agriculture (MoA) will act as the Lead Project Agency (LPA) and chair the Project Steering Committee (PSC). PIU-MoF has extensive experience in managing World Bank and ADB projects, while CEP will draw on its experience implementing the ongoing IFAD-financed CASP+ project. PIU will oversee IFAD-financed components focusing on value chain development, enterprise financing, and market access. Given the multi-entity implementation structure and the country’s broader governance environment, the overall FM risk for the project is assessed as Substantial. Mitigation measures include recruitment of qualified FM staff, regular financial monitoring and reporting, independent internal and external audits, and robust internal control arrangements to ensure fiduciary oversight, promote transparency, and effective management of both IFAD and AF resources.

149. **Organization and staffing.** Each PMU will maintain a dedicated finance unit with qualified and experienced personnel. Within the AMAL Project, both PMUs will each recruit a full-time Finance Specialist and a full-time Disbursement Officer with relevant backgrounds in accounting and finance, working under the supervision of their respective Chief Accountants, who oversee all donor-funded operations. Recruitment will follow a competitive process on terms acceptable to IFAD, with TORs included in the Project Implementation Manual (PIM). All finance staff will complete IFAD’s mandatory FM e-learning course within two months of project start-up, to ensure familiarity with IFAD policies and procedures. To strengthen fiduciary oversight and ensure adequate capacity at both PMUs, a private internal audit service provider will be engaged to perform periodic reviews and spot checks. This arrangement will complement existing internal controls and support compliance with IFAD’s financial management and reporting requirements.

150. **Budget and Flow of Funds.** AWPBs will include all project activities, dis-aggregated by financier, component, expenditure category, and quarter. The project will apply IFAD’s report-based disbursement mechanism with the PIU-MoF responsible for submitting Interim Financial Reports (IFRs) and Withdrawal Applications (WAs) on a quarterly basis to justify expenditures and request advances. Each PMU will open separate USD Designated Accounts – one for IFAD financing and one for AF resources at a commercial bank, subject to IFAD clearance. Transfers to local currency transit accounts will be made strictly based on actual cash flow needs, to minimize foreign exchange exposure and ensure efficient liquidity management.

151. **Accounting and Financial reporting.** The project will apply IPSAS Cash Basis accounting standards and use an integrated accounting system capable of generating reliable, real-time reports by financier, category, and component. Both PMUs will maintain a Fixed Asset Register, perform monthly reconciliations, and conduct regular asset verifications. Quarterly IFRs will be submitted within 45 days of each quarter-end, unaudited annual financial statements within four months of year-end, and externally audited financial statements within six months. Standardized templates and procedures will be applied across implementing entities to ensure consistency and accuracy.

152. **External audit.** Annual external audits will be conducted by a private audit firm with proven experience in donor-funded projects as per the practice of other IFIs in the country. The audit will be conducted in accordance with international standards and IFAD’s

guidelines. The audit scope will cover all financial operations of both PMUs and key implementing partners, with particular attention to the lines of credit and grants, and guarantee fund activities, including verification of fund utilization and end-use reviews of beneficiaries.

153. **Internal audit.** An internal audit group has been established within the CIIP-CEP, led by the Chief Accountant, to conduct semi-annual audits of CIIP operations and report findings to the Chairperson of the CEP. To complement these arrangements and ensure independent assurance over risk management, governance, and internal control systems, the PIU-MOF will engage a private audit service provider. This firm will carry out internal audits and spot checks on the use of project funds, including activities managed by PFIs, the Grant Management Company, and the Guarantee Fund. To preserve independence, the internal audit firm will report directly to the PSC, supporting timely corrective actions and enhanced fiduciary oversight.

154. **Anti-corruption measures.** The project will implement IFAD's zero-tolerance policy on fraud and corruption and adopt complementary provisions under the Government of Tajikistan's anti-corruption framework. Contractual clauses will define responsibilities and reporting obligations for all actors involved. IFAD's grievance and whistle-blowing mechanisms will be accessible to all stakeholders to ensure early detection, reporting, and mitigation of integrity risks.

3.8 Procurement

155. **Procurement Assessment**. The overall procurement risk has been assessed as Substantial. The evaluation of the regulatory and institutional framework identified structural challenges, including fragmented institutional responsibilities and limited strategic procurement capacity. There are several shortcomings like unclear guidelines, inadequate contract management directions, and insufficient emphasis on sustainability. Areas needing improvement include simplifying procedures, better contract management, greater transparency and accountability, and bolstering public authorities' roles.

156. At the project level, the assessment highlighted risks related to adopting new approaches to facilitate execution; coordination between the two PMU/PIUs; and SECAP integration in procurement; To avoid cost overruns and schedule overruns there will be a clear assignment of roles and responsibilities. Thus procurement for AMAL will adhere strictly to IFAD Procurement Guidelines and the IFAD Procurement Handbook. A consolidated Procurement Plan will be regularly maintained and updated, supported by the OPEN platform. Procurement capacity will be developed through targeted training programs and on-the-job support, including certification via BuildProc.

157. All procurement documentation, such as evaluation reports and contracts, will comply with IFAD's documentation requirements and be subject to prior or post review based on defined risks and thresholds. Sustainability clauses and IFAD's zero-tolerance policy towards fraud, corruption, and SEA/SH will be incorporated into all procurement and contractual documents. The Project Implementation Manual (PIM) will address previous shortcomings and consolidate procurement rules, templates, and workflows to promote compliance and accountability throughout the project cycle.

3.9 Risks and Risk Management

158. The risks associated with the implementation of AMAL project are identified in this section together with the risk mitigation and adaptation measures incorporated in the project design and any residual risks that may affect the project's implementation and success (PDR Annex 10). The broad inventory of potential risks also draws from the SECAP Review Note (PDR Annex 5) which examines risks more from the perspective of the social, environmental and climate perspective. The risk analysis is used to define the way the design is adapted to the critical risks and the mitigation measures that are incorporated in the project design.

159. **Risks external to the project.** These include country risks, sector strategies and policy risks and overall environment and climate risks. The project design will adapt to these risks as it cannot influence these risks significantly. The country is dependent on external support, food imports and remittances from Russia. In addition, the country supports a policy that favours cotton production despite its limited relevance to smallholders because of the capacity of the crop to earn foreign exchange. Tajikistan is also highly vulnerable to climate risks as a large part of its area is covered by mountains and rangelands the productivity of which depends on rainfall pattern. AMAL can help Tajikistan through a resilience-building approach. Given that Tajikistan is highly dependent on remittances, food imports, and external support, while also facing policy biases (e.g., cotton prioritization) and climate vulnerabilities, the project is designed to enhance adaptive The risks emanating from external factors that will include market volatility and climate risks.

160. **Project risks.** The inherent Risks of the project include climate and environmental risks emanating from droughts, erratic rainfall that can reduced pasture productivity, livestock mortality. Risks due to overgrazing and land degradation that can lead to long-term loss of pasture viability. Climate-induced disease outbreaks. A key set of risks are associated with economic and market risks that can be caused due to fluctuating livestock prices; the risk due to high dependence on Russian remittances leading to economic shocks if migration declines. Limited access to finance that limits MSME growth. Weak enforcement of pasture laws and social and institutional risks that could lead to gender disparities with limited access for women to resources. Traditional resistance to new practices which could lead to slow adoption of improved techniques. Land tenure conflicts leading to disputes over pasture access. Residual Risks at the project level which will remain include climate unpredictability that will lead to some losses that may still occur despite adaptation measures. Furthermore, despite awareness raising sessions and introduction of the new practices there might be limited adoption rates as some farmers may resist change due to resistance to change of traditional behaviours or lack of improved inputs in the market.

161. Concerns about reaching the targeted beneficiaries will be addressed by selecting project villages with clear criteria and a well specified targeting strategy. The 100 to 150 villages of AMAL will be finalised between project approval and implementation to ensure no delays occur on account of the selection. The PIM identifies a very clear approach for beneficiary selection and the

inclusion of women and youth. The project approach will put in place mechanisms for building transparency and effective communication with key stakeholders at all levels. The formalization of PUUs creates a risk that wealthier or politically connected households dominate decision-making and access to rehabilitated rangelands, marginalizing poorer or vulnerable pastoralists, which can lead to conflicts over pasture boundaries, grazing rights, and benefit distribution, undermining both social cohesion and equitable livelihood outcomes. Specific attention will be giver to explicit governance mechanisms relying on a village assembly and the inclusion of all households. This will help in dealing with risks of elite capture and ensuring that grievances are addressed and resolved.

162. In order to address risks regarding lack of coordination among the implementation agencies, the project has designed implementation arrangements that will entail frequent coordination and collaboration through the Office of the Project Coordinator in Dushanbe. The project envisages close coordination between Ministry of Finance and the State Committee on Environmental Protection and the MOA where required. The PIU-MOF and the CIIP-CEP have both accumulated considerable experience of implementing several World Bank, GCF, IFAD, etc projects in the country. They have good institutional memory and a sound technical understanding of the IFAD implementation approach strong capacity for procurement and financial management. Sustainability will be integrated into all key component by identifying a clear exit strategy and specification of operation and maintenance responsibility for all key investments. A Project Coordinator will ensure coordination and consolidated progress reports and collate the financial and physical performance.

163. Procurement and financial management risks have been assessed and will be managed by hiring qualified staff, proper staff training on IFAD procedures and routine assessment and prompt action. To address procurement concerns the project will develop a Project Implementation Manual to mitigate the inconsistency with country systems and development of a Project Procurement Strategy and emphasize proper procurement planning, building the capacity of project procurement staff, strengthening of the internal audit function and requiring accountability and transparency in procurement. The financial management systems will be strengthened by ensuring the recruitment and retention of qualified staff and setting up effective and reliable accounting practices and software. A Financial Management Manual has been developed and is included separately in the PDR. The project will establish mechanisms to ensure strong coordination between the two implementing units by adopting standardized accounting software and reporting templates, engaging an internal audit service provider and maintaining strong external audit oversight. While operational risks will be significantly reduced with the types of measures taken for mitigation and the adaptation strategies in place, some residual risks will remain and will continue to be monitored for mitigation and adaptation.

3.10 Implementation Readiness

164. In designing the project, care has been taken to ensure that the AWPB process and the Government's annual system of budget allocation and fund release are closely coordinated to ensure smooth financing of activities. The time frame of AMAL will be aligned with Tajikistan Government's financial year which coincides with the calendar year and runs from January 1st to December 31s.

Activities between end design and Start-Up:

165. The key activities that will be undertaken between design approval and start-up will include the following.

- A notification approving the management and coordination arrangements for the AMAL Project by the MoF including the establishment and composition of the Steering Committee for the project and appointing the PIU-MOF and CIIP-CEP for implementing specific components of the AMAL project informing each partner about their role and responsibilities under the Project as specified in the PIM.
- Provide office space with all requisite office equipment, furniture and required for well-functioning offices to each of the project implementation units.
- Open two designated bank accounts for use by the CIIP-CEP and PIU-MoF for the day-to-day operations and management of the AMAL project.

Start-up activities

166. To further expedite start-up, a withdrawal of up to USD 600 000 may be made under IFAD-approved start-up costs before fulfilment of the condition's precedent to disbursement as soon as the Financing Agreement has entered into force. The key activities could include the following:

- Setting up of the monitoring and reporting system of the project with mechanisms for coordination and consolidation of the reports by the two key implementation units as well as other partners with whom MOUs have been signed
- Setting up of the accounting and financial management system and the mechanisms for overall reporting of the physical and financial progress of the project.
- Appointment/recruitment for key project staff as defined in the financing agreement and according to the TORs specified in the PIM. Their salaries can be covered using the start-up advance until the first disbursement, but for no longer than nine (9) months in total.
- Start-up workshop involving all key staff from the two main implementing agencies and other partners and mini-workshops for the staff of the participating districts.
- Orientation training of all PIU and CIIP staff members on project implementation activities, including SECAP; and f) Setting up of MIS and M&E system and carrying out the baseline survey.
- Initiation of the procurement and implementation of initial activities as indicated in the AWPB and procurement plan for the first 18 months.

Footnotes

[1] Grid Arendal. A UNEP Partner. (%) of Mountain Area per country. 2016.
[2] Tajikistan Poverty and Equity Assessment, World Bank, 2025.
[3] UNDP Global MPI. 2023.
[4] The World Bank in Tajikistan. 2023.
[5] According to the World Bank collection of development indicators, compiled from officially recognized sources. 2025.
[6] FAOSTAT. 2025
[7] Nutritional status of Tajik children and women. 2019
[8] IFPRI. 2023. Agricultural production in Tajikistan
[9] Poverty and Equity Brief. Tajikistan. World Bank April, 2024.
[10] World Bank identifies Lower middle-income economies as those with a GNI per capita between $1,146 and $4,515.
[11] Asian Development Outlook. Tajikistan. April 2025. ADB
[12] Tajikistan Economic Update – Summer 2024, World Bank, July 2024,
[13] Trading Economics 2023.
[14] FAOSTAT. 2025.
[15] FAO. Tajikistan. 2018
[16] In the context of this PDR, the term 'livestock farmers' encompasses all types of livestock keepers, from transhumant pastoralists to mixed crop-livestock or zero grazing producers.
[17] National Strategy for the Development of the Republic of Tajikistan 2016-2030. https://andoz.tj/docs/strategy/1.%D0%9D%D0%B0%D1%86%D0%B8%D0%BE%D0%BD%D0%B0%D0%BB%D1%8C%D0%BD%D0%B0%D1%8F%20%D1%81%D1%82%D1%80%D0%B0%D1%82%D0%B5%D0%B3%D0%B8%D1%8F%202030.pdf
[18] National Financial Inclusion Strategy of the Republic of Tajikistan for 2022 – 2026. 2022. https://nbt.tj/files/program/national_srategy_en.pdf
[19] https://www.worldbank.org/en/publication/globalfindex
[20]The Government of Tajikistan & United Nations Sustainable Development Cooperation Framework (2023-2026)
[21] https://www.nbt.tj/files/program/national_srategy_ru.pdf
[22] World Bank. 2025.
[23] Socio-Economic Resilience Strengthening Project.(SERSP. World Bank. June 2025.
[24] As recommended in the recent IFAD livestock and climate position paper https://www.ifad.org/en/w/publications/investing-in-livestock-for-improved-and-resilient-livelihoods-nutrition-and-climate-action
[25] World Bank, 2022.
[26] World Bank, 2022.
[27] Tajikistan Poverty and Equity Assessment 2025 https://www.worldbank.org/en/country/tajikistan/publication/poverty-and-equity-assessment
[28] The implementing partners will be further confirmed at the inception phase in accordance with IFAD procurement procedures, to allow for participation of any newly emerged qualified service providers.

Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 1: Key Files

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

List of Annexes

1. Key Files
2. Log-frame
3. Project Cost and Financing
4. Economic and Financial Analysis
5. SECAP Review Note
6. First (Annual) Work Plan and Budgets
7. Financial management Assessment
8. 18-month Procurement Plan
9. Project Implementation Manual
10. Integrated Project Risk Matrix
11. Country Level Policy Engagement
12. Basis for District and Village Selection
13. Estimation of Outreach
14. Techncial Annex on Livetsock Value Chains

Annex 1: Key Files

Key File Table 1: Rural poverty and agricultural sector issues

Priority Areas	Affected Group	Major Issues	Actions Needed
Rural Poverty	Rural households, smallholder farmers, women and youth.	• Lack of assets, skills and opportunities.	• Provide access to training, assets grants and opportunities.
Food security	Smallholder and land-less rural population	• Production system remains vulnerable to shocks (climate and price). • Small scale production with limited access to improved inputs, technology and supporting services. • Low soil fertility.	• Foster production systems, through improve technology and organization. • Support rain-fed production under good agricultural practices, with small scale irrigation. • Increase access to supporting services.
Nutrition and food safety	Rural households, school-aged children, women of reproductive age	• Limited dietary diversity; weak awareness of nutrition practices; poor food safety and hygiene in local markets and slaughtering facilities	• Nutrition awareness campaigns, integration with school feeding programmes, training on food safety and hygiene standards (HACCP basics), and investments in small-scale processing and cold storage facilities
Lack of climate resilient agriculture	Smallholder farmers	• Droughts, floods, soil degradation, low adoption of modern techniques, crop failures.	• Promote drought-tolerant crops), invest in water efficient irrigation systems, train farmers in climate-smart practices, introduce climate adaptive practices.
Lack of rural road, irrigation and other productive infrastructure to climate events.	Rural population	• Roads and bridges damaged by severe weather events, rendering access to/from rural areas more difficult. • Irrigation schemes damaged by weather events and sedimentation. • Infrastructure in high mountain pastures damaged by extreme weather events	• Climate resilient Investments in and appropriate, cost-efficient maintenance of rural roads/bridge. • Investment in small/medium scale irrigation schemes. • Climate resilient infrastructure • User-based management and maintenance of infrastructure
Livestock Health & Productivity	Pastoralists, herders	• Disease outbreaks, lack of veterinary services, feed shortages.	• Strengthen veterinary networks and services through training of private veterinarians, establish community fodder banks, invest in pasture development and governance.
Pasture & Land Management	Livestock herders and highland communities	• Inadequate grazing management, soil erosion, shrinking pastures.	• Strengthen PUUs and PUAs, strengthen pasture governance, enforce rotational grazing, restore degraded lands, strengthen community-led pasture management systems.
Institutional and Governance Capacity	Local government bodies, PUUs, cooperatives	• Limited institutional capacity at district and jamoat level for project management, planning, and monitoring; weak enforcement of regulations	• Capacity building for district authorities, PUUs and cooperatives; establish clear governance frameworks; provide training in participatory planning, monitoring and accountability.
Sustainable extension services	Small livestock farmers and crop producers	• Lack of extension services and veterinarians.	• Train private sector veterinarians and extension agents. • Link with district animal health and extension services. • Link with private sector input suppliers for latest information on crops and livestock.

Priority Areas	Affected Group	Major Issues	Actions Needed
Access to inputs	Rural population	• Limited access to quality inputs at affordable rate.	• Improve extension services, advising on type and source of inputs. • Work with agro-dealers to tailor products and payments to meet target group's needs. • Support appropriate sector regulations.
Market Access & Value Chain development	Small farmers, cooperatives	• Poor road connectivity, exploitative middlemen, lack of storage/processing facilities.	• Build cold storage units, invest in agro-processing, invest in livestock markets, abattoirs, improve rural roads, support farmer cooperatives and rural enterprises.
Access to output markets for produce	Small producer	• Fragmentation of production, • Lack of farmer organization for aggregation and achieve economies of scale. • Absence of pro-active private sector • Coordination along the commodity value chains weak. • Weak quality control and standardization.	• Increase coordination along value chains. • Strengthen producers' organizations. • Partner with private sector. • Support appropriate sector regulations.
Access to finance	• MSMEs in need of capital investment • Smallholders lacking loan collateral	• Commercial interest rates are too high for capital investments preventing enterprise asset growth • High collateral requirements are a barrier for accessing loans for smallholders • Weak business planning and financial literacy limit bankability • Lack of formal credit history makes lending riskier for PFIs	• Interventions making financing capital investments more affordable for MSMEs: commercial loans will be matched with grants • Partial loan guarantees provided on loans to smallholders lacking sufficient collateral • Strengthen PFIs' capacity in agricultural lending • Technical assistance to strengthen business skills and financial literacy • Partial loan guarantees provided on loans to smallholders • Facilitate financial literacy training • Strengthen linkages with PFIs to extend outreach
Gender Equity	Rural women	• Limited mobility, access to assets, skills, finance and participation in decision-making.	• Provision of assets, skills training and productive employment opportunities. • Support in establishing enterprises through access to grants and finance and business development.
Youth Employment	Rural youth (18–30 years)	• High unemployment, out-migration, lack of vocational training and entrepreneurship opportunities, lack of productive assets, and finance.	• Provide business training, agri-tech training centres, fund youth-led startups, expand digital literacy programs.

Key File Table 2: Organisational capabilities matrix

Organization	Strengths	Weaknesses	Opportunities	Threats
Enablers				
Ministry of Finance	• Central role in fiscal policy and budget allocation. • Access to international financial institutions (e.g., IMF, World Bank). • Manages debt restructuring and foreign aid.	• Bureaucratic inefficiencies. • Limited transparency in public spending. • Over-reliance on remittances and external loans.	• Leverage climate finance (e.g., Green Climate Fund) for sustainable projects. • Improve public financial management systems with donor support.	• Economic instability (currency fluctuations, debt distress). • Reduced donor funding due to geopolitical shifts.
Ministry of Agriculture	• Direct oversight of rural development and food security programs. • Implements irrigation and livestock initiatives. • Collaborates with ADB/WB on agri-projects.	• Underfunded and outdated infrastructure. • Weak extension services for farmers. • Overemphasis on cotton monoculture.	• Promote climate-smart agriculture (drought-resistant crops). • Expand partnerships for agro-processing and value chains. • Access EU/GIZ programs for technical assistance.	• ASWAp recently reviewed • Start-up of SAPP under MoAIWD was delayed by almost 3 years
Ministry for Economic Development and Trade (MEDT)	• Develops macroeconomic policies promoting growth. • Negotiates regional trade agreements (e.g., CIS, BRI). • Oversees privatization reforms.	• Slow implementation of reforms due to bureaucracy. • Corruption risks in trade deals. • Limited private sector engagement.	• Diversify exports (e.g., textiles, aluminium). • Strengthen ties with Central Asian/EU markets. • Digitalize trade processes.	• Economic sanctions impacting trade. • Inflation and currency devaluation. • Competition from regional economies.
Committee for Environmental Protection	• Authority to enforce environmental regulations. • Leads climate adaptation initiatives (e.g., National Adaptation Plan). • Engages in international climate agreements (Paris Agreement).	• Limited enforcement capacity. • Insufficient funding for conservation. • Weak public awareness of environmental issues.	• Access global climate funds (e.g., Adaptation Fund). • Promote renewable energy (solar, hydropower). • Strengthen partnerships with UNDP/UNEP.	• Leading on RLEEP
Committee on Food Security (CFS)	• Coordinates national food reserves and distribution. • Implements agricultural subsidy programs. • Collaborates with FAO/WFP on food aid	• - Fragile supply chains in remote regions. • Climate-vulnerable agriculture sector. • Dependence on imported staples (e.g., wheat).	• Promote climate-resilient crops (e.g., drought-tolerant wheat). • Expand irrigation modernization. • Partner with NGOs for rural outreach.	• - Climate disasters (droughts, floods). • Pest outbreaks (e.g., locusts). • Geopolitical disruptions to food imports.
State Committee on Investment and State Property Management (SCI)	• Manages strategic state assets (e.g., hydropower, mining). • Facilitates FDI through streamlined processes. • Aligns with national development priorities.	• - Bureaucratic delays in approval processes. • Limited transparency in asset management. • Over-reliance on extractive industries.	• - Attract FDI in renewable energy and infrastructure. • Leverage BRI projects for asset development. • Expand public-private partnerships.	• Geopolitical tensions affecting FDI. • Global commodity price volatility. • Corruption undermining investor confidence.

Organization	Strengths	Weaknesses	Opportunities	Threats
Ministry of Education and Sciences	• Strong Government Commitment to Education • Partnerships with International Agencies • Nationwide Institutional Structure • Progress in Policy Frameworks and Strategies • Experience with Programme Implementation and Monitoring	• Limited Domestic Funding Capacity • Infrastructure Deficiencies • Human Resource Constraints • Inequities Between Urban and Rural Areas • Administrative Fragmentation •	• Nationalization of the School Feeding Programme • Digital Transformation in Education • Regional and Global Partnerships • Decentralization and Community Engagement • Focus on Human Capital Development and SDGs •	• Economic Vulnerability and External Dependence • Climate and Environmental Risks • Population Dynamics and Migration • Geographical Barriers • Global and Regional Instability
Service Providers				
National Veterinary Authority	• - Disease surveillance and control. • Regulatory oversight of livestock.	• - Understaffed in remote areas. • Limited lab facilities.	• - Introduce mobile vaccination units. • Partner with OIE for capacity building.	• - Cross-border disease outbreaks (e.g., foot-and-mouth). • Antibiotic misuse.
State Enterprise for Animal Breeding & AI	• - Improves livestock genetics. • Government support for breeding programs.	• - High costs of artificial insemination. • Low adoption by smallholders.	• - Promote hybrid breeds for climate resilience. • Subsidize AI services for farmers.	• Cultural resistance to new breeding methods. • Genetic diversity loss.
Tajik Agrarian University	• - Trains future agronomists/veterinarians. • Research on crop varieties.	• - Outdated curricula. - Insufficient practical training.	• - Partner with EU/FAO for modern agricultural training. - Develop online courses.	• Brain drain of skilled graduates. - Budget cuts affecting research.
Tajik Academy of Agricultural Sciences (TAAS)	• - Leading R&D institution. • Focus on climate-smart agriculture.	• - Limited adoption of research by farmers. • Aging infrastructure.	• - Collaborate with CGIAR centres for innovation. • Secure grants for tech transfer.	• - Climate shocks disrupting field trials. • Funding dependency on donors.
Association of Veterinary Organizations	• Founded by professors of Tajik Agrarian University and experienced veterinarians with strong technical expertise. • Clear mission: capacity building, training modules, knowledge upgrades for young and existing veterinarians. • Umbrella structure provides formal recognition and potential national coverage for veterinarians. • Sectoral relevance: responds to critical gaps in animal health and One Health priorities.	• Newly established, limited track record and institutional experience. • Funding base dependent on membership fees (currently small, as membership still being activated). • Limited advocacy presence compared to established institutions (MoA, CFS). •	• High demand for animal health services and shortage of trained veterinarians in rural Tajikistan. • IFAD, World Bank, FAO, and other donor projects prioritize strengthening veterinary services (synergies with AMAL, One Health, Livestock Strategy). • Already partnered with Committee on Food Security to standardize and certify veterinary services. • Can become the national hub for continuing education (CPD) of veterinarians and private vet licensing.	• Competition from other training providers (private, NGO, or international actors) for donor funding. • Risk of low membership activation if benefits are not quickly visible to veterinarians. • Policy/regulatory barriers: delays in licensing or insufficient government recognition may limit ability to deliver formal training.

Organization	Strengths	Weaknesses	Opportunities	Threats
	• Existing connections with donor projects and local agencies through founding members.		• Possibility to access donor funds and public-private partnerships for training and service delivery.	• Financial sustainability risk if donor funding is not secured early, given limited self-financing options.
Credit financial institutions (banks and MFIs)	• Nationwide presence, including rural areas • Ability to conduct thorough agricultural loan assessments1 • Diversified financial products, including agricultural loans • Strong rural outreach and specialization in microcredit among leading MFIs • Some MFIs allocate up to 30–40% of their portfolio to agriculture	• High interest rates due to cost of funds and inflation • Limited experience in agricultural lending among some institutions • Limited access to affordable long-term financing	• Capacity building and training under the project • Leverage project guarantees and grants to expand outreach	• High informality and lack of collateral among borrowers • High cost of funds limiting affordability for borrowers
Association of Financial Organizations of Tajikistan (AFOT)	• Central coordination and representation of member financial institutions • Platform for policy dialogue and capacity building	• Dependence on external support for technical assistance activities	• Platform for conducting training and TA for financial institutions • Lead dissemination of training and TA materials post-project • Facilitate knowledge sharing and scaling best practices	• Sustainability of initiatives post-project without dedicated funding
Public organization “Zamonat” (guarantee fund)	• Risk mitigation through microloan guarantees • Strong focus and mechanism to support lending to underserved segments • Agency Agreement signed with MOF to act a guarantee facility for a World Bank project2	• Limited outreach and scale of operations • Requires strengthening of operational systems and capital base (will be addressed through the WB project)	• Expand utilization of guarantees across financial institutions • Retain surplus capital and build long-term sustainability	• Risk of fund depletion without careful risk management • Relies on effective coordination with partner financial institutions
Accelerate Prosperity	• Regional presence through AKDN and Aga Khan Foundation network • Proven track record in SME incubation, mentoring, and blended finance (grants + equity) • Experience with digital entrepreneurship and youth/women-led businesses	• Focus mostly on growth-stage SMEs, less on rural micro-enterprises • Limited coverage outside GBAO and Sughd regions	• Potential to extend incubation to livestock and agri-food value chains under AMAL • Partnership opportunities with IFAD to leverage blended finance instruments	• Dependence on donor/partner funding for scaling • Risk of limited outreach to poorest/most remote households • High cost per beneficiary

[1] E.g., using the Cash-flow linked Agriculture Risk Assessment (CLARA) Tool – an instrument that enables the assessment of risks associated with lending to agricultural borrowers by accurately modeling the projected cash flow of farms. See: https://www.crif.tj/uslugi/finansovym-institutam/produkty/

[2] https://documents1.worldbank.org/curated/en/099060125165022180/pdf/P177722-9e67727b-b063-43c1-a922-9dfb74d69af6.pdf

Organization	Strengths	Weaknesses	Opportunities	Threats
State Enterprise “Business Incubator of Tajikistan”	• Nationwide mandate and legitimacy as a state institution • Existing infrastructure and network of incubator offices in regions • Experience in training MSMEs, youth, and women entrepreneurs • Ability to mobilize state resources and link with government strategies • Have successful experience of working with Small Business Incubation Project (SBIP) funded by JICA and similar projects with UNDP and USAID	• Bureaucratic processes may slow responsiveness • Limited international exposure and innovation compared to private incubators	• Opportunity to expand into livestock-specific incubation and TA for rural MSMEs • Alignment with NFIS 2022–2026 and AMAL objectives strengthens mandate	• Institutional turnover and political changes may affect performance • Risk of overlap with other state programs without clear coordination
State Institution "Adult Education Center of Tajikistan" under the Ministry of Labor, Migration and Employment of the Republic of Tajikistan	• Wide reach: 34 branches and 24 representative offices take measures to train 110 professions) across regions. • Strong government institution, legal basis, stable funding sources (state budget) for many courses. • Capacity to respond to labor market needs; adapts specialties over time; works with employers. • Provides both free and paid training; some flexibility; includes remittances, skills for migrants; certified skills. • Practical labs and facilities (e.g., cooking, welding, etc.), collaboration with foreign partners (e.g. GIZ, UNDP, WB).	• Quality / relevance may vary between branches; remote areas often less well-equipped • Short-term trainings (often 1 month or few weeks) may not always build deeper business or technical capacity • Funding for staff, equipment maintenance may be inconsistent • Dependence on government budget, limited capacity to innovate or expand quickly • Trainers often part-time; variable practical exposure; possibly limited digital training or modern agribusiness-relevant skills in rural livestock value chains	• Could be a channel for TA for MSMEs / smallholders via AMAL project; can integrate livestock value chain courses • Expand digital/hybrid learning, mobile training labs to remote areas • Offer certification programs for livestock-related skills (veterinary assistants, animal health, fodder management) • Partnerships with private sector for workplace or market linkages; use adult education system to reduce informal skill gaps	• Changing market demands might outpace their ability to update curricula • If funding or political priorities shift, support may shrink • Private sector providers or NGOs might outcompete in innovation • Infrastructure decay or lack of upkeep in remote branches threatens program quality
(other potential grant managing company /service providers Imkon Consulting	• Strong reputation in corporate governance, transparency work; has worked with IFC, USAID. • Experience verifying projects, assessing suppliers, chain of supply quality; possible capacity in export-oriented verification • Has submitted in tenders and is familiar with legal/compliance, methodology of verification • Understanding of gender components and real potential of emerging agribusiness /	• Scale may be limited; not always large infrastructure or capital investment capability • Likely constrained human / technical resources for large rollout • May depend heavily on project-by-project funding • Might have less direct reach in very remote rural areas if infrastructure or local networks are weak	• Could serve as Grant Manager or verification partner in AMAL for enterprise / MSME grants • Expand into providing technical assistance or business incubation services (or overseeing them) • Potential to strengthen supply chains and export production in Tajikistan • Leverage gender/youth components to access special funds / donors	• Competition from other consulting/grant-management companies or international NGOs • Risks in donor funding cuts or delays • Regulatory / compliance burdens; changing laws / procedures may increase cost

Organization	Strengths	Weaknesses	Opportunities	Threats
	processing sectors assessing capacity etc.)			
PW IRFAR Consulting Division	• Proven track record: Have completed grant verification for EU-funded projects (e.g. ECTAP) involving both grants and loans through EBRD. This shows their competence in dealing with mixed financing mechanisms and international standards. • Experience not only in Tajikistan but also across CIS countries, giving them regional knowledge and exposure. • Technical capacity in verification, monitoring & reporting, supply chain assessment, and quality standards (assuming as verification requires this). • Strong knowledge in Agriculture lending and rural finance	• Dependence on donor-funded projects: their current income and operational scale may depend on continuous contracts; less likely to have steady self-funded services. • Might have weaker capacities in downstream TA or business incubation, since their specialization is verification rather than enterprise development.	• Good opportunity to act as the Grant Management Company (GMC) in AMAL for the ~213 grants, bringing in their verification and compliance strength. • Could expand services: beyond verification to include monitoring, data management, possibly parts of M&E or compliance training. • Demand for traceability, quality, export standards is rising in livestock/dairy/meat sectors; IRFAR can offer verification and standards services as part of value-chain upgrades.	• Competition from larger international firms or NGOs who also do grant verification and audit work. • If regulations or donor rules change (e.g. procurement / financial verification standards), need to keep up (training, capacity) which costs.
Client Organizations				
Pasture Ameliorative Trust	• Expertise in sustainable pasture management. • Government-backed authority.	• Limited funding and resources. • Slow implementation of projects.	• Partner with international NGOs for climate-resilient practices. • Access global climate funds.	• Climate change degrading pastures. • Land-use conflicts with farmers.
Pasture User Unions (PUUs)	• Community-driven decision-making. • Local knowledge of pasture conditions.	• Fragmented governance. • Limited technical capacity.	• Training programs on rotational grazing. • Collaborate with research institutions.	• Inadequate grazing management leading to soil erosion and bush encroachment • Lack of legal enforcement.
Pasture User Associations (PUAs)	• Grassroots mobilization for pasture conservation. • Cost-sharing models.	• Dependency on donor funding. • Weak coordination with government bodies.	• Expand membership to include women/youth.\Integrate digital monitoring tools.	• Political interference in resource allocation. • Migration reducing labor.
Agriculture Cooperatives	• Collective bargaining power. • Shared resources (equipment, storage).	• Poor management skills. • Limited access to credit.	• Link with export markets (e.g., dried fruits). • Adopt cooperative banking models.	• Market competition from large agribusinesses. • Price volatility.

Key File Table 3: Complementary donor initiatives / partnership potential

Partnering objective	Partner	Nature of project or justification for partnering	Project/Programme Coverage	Status	Expected results from the partnership
Developing Synergies	World Bank (WB)	• Strengthen climate-resilient livestock systems and pasture management. • The **Resilient Landscape Restoration (RESILAND) project** in Tajikistan, , aims to increase the adoption of landscape restoration practices and pilot nature-based solutions to improve environmental and social conditions. Implemented by Tajikistan's. The project focuses on restoring degraded lands, forests, and pastures through community engagement and integrated management. Key activities include developing policy and planning, implementing investments in various economic sectors, creating infrastructure for pastures, improving pasture quality, and promoting regional cooperation on transboundary landscape issues. • Improve rural livelihoods through sustainable practices, improve grazing management, and enhance fodder supply.	Khatlon, Sughd, and Districts of Republican Subordination (DRS).	Ongoing (2021–2025)	• 120% increase in pasture productivity. • 15% reduction in livestock mortality.
Developing Synergies	Asian Development Bank (ADB)	• Develop infrastructure for livestock value chains and regional trade. • Address rural poverty by linking farmers to markets and improving cross-border livestock trade.	Sughd Province (Fergana Valley), Dushanbe.	Ongoing (CAREC Program)	• 130% increase in livestock exports. • 500 km of rehabilitated rural roads.
Promote sustainable pasture management and animal health.	FAO	• Combat land degradation, improve fodder production, and reduce disease risks.	Gorno-Badakhshan (GBAO), Khatlon, and Sughd.	Active (2020–2024)	• 25% reduction in pasture degradation. • 50+ veterinary clinics upgraded.
Enhance food security and resilience of agropastoral communities.	WFP	• Support vulnerable households through climate adaptation and livelihood diversification.	Remote mountain districts (e.g., Murghob, Tavildara).	Ongoing (2022–2026)	• 10,000+ households with improved food security. • 50% fewer livestock losses.
Strengthen community-based pasture governance and livestock productivity.	GIZ	• Empower local institutions (Pasture User Unions) and introduce climate-smart practices.	Sughd, Khatlon, and GBAO.	Ongoing (2023–2027)	• 200+ pasture management plans adopted. • 30% rise in milk/meat yields.

Partnering objective	Partner	Nature of project or justification for partnering	Project/Programme Coverage	Status	Expected results from the partnership
Strengthen pandemic preparedness and response capacities	Pandemic Fund World Bank, WHO, and FAO.	• Address systemic gaps in zoonotic disease surveillance, lab diagnostics, and cross-sector coordination.	Nationwide, prioritizing high-risk zones (e.g., livestock-dense areas).	Active (2023–2026)	• Enhanced early warning systems for zoonoses. • 50% faster outbreak detection and response times. • Reduce economic losses from outbreaks by 40% by 2030.
Integrate human, animal, and environmental health to mitigate zoonotic disease risks.	One Health Programme Ministry of Health, Ministry of Agriculture, and international bodies like FAO, OIE, and WHO.	• Reduce spillover of pathogens (e.g., avian flu, anthrax) through multisectoral collaboration. Combat anthrax, brucellosis, and rabies through vaccination campaigns.	Khatlon, Sughd, and Districts of Republican Subordination (DRS).	Ongoing (2022–2025)	• 30% reduction in zoonotic disease transmission. • Improved inter-ministerial coordination. • Cut human cases of priority zoonoses (e.g., brucellosis) by 50% in targeted districts.
Developing Synergies	UNDP & JICA – LITACA III	• Promote rural entrepreneurship, vocational training, and market linkages in Khatlon border districts including Qabodiyon, Shahritus, Dusti, and Nosiri Khusrav.	Qabodiyon, Shahritus, Dusti, Nosiri Khusrav (Khatlon)	Ongoing (2022–2025)	• 2,000 youth/women trained; 150 rural businesses launched.
Developing Synergies	USAID – Feed the Future Family Farming Program (FFP)	• Strengthen irrigation systems and Water User Associations to increase farm resilience and productivity in Khatlon districts.	Qabodiyon, Shahritus, Dusti, Nosiri Khusrav	Completed (2013–2018)	• 67,000 ha under improved irrigation; 56 WUAs formed.
Developing Synergies	World Bank – REDP & SRASP	• Boost rural agribusiness and climate-resilient production with grants, storage infrastructure, and inputs.	Khatlon & Sughd (incl. Qabodiyon, Isfara, Ghafurov)	(2020–2024)	• 1,500 rural jobs; 13,000 farmers supported with adaptive inputs.
Developing Synergies	UNDP/Russia – Ferghana Valley Livelihoods Recovery	• Support youth employment, MSMEs, and cross-border market linkages in Sughd.	Asht, Isfara, Ghafurov (Sughd)	Completed (2021–2023)	• >300 youth trained; 50 MSMEs supported; trade ties strengthened.

Partnering objective	Partner	Nature of project or justification for partnering	Project/Programme Coverage	Status	Expected results from the partnership
Leveraging Infrastructure	ITC/STDF & EU – SPS Capacity in Apricot and Honey Value Chains	• Enhance apricot and honey value chains through SPS compliance, farmer training, and market/export facilitation.	Asht, Isfara (Sughd)	Completed (2018–2022)	• Export-ready apricot/honey producers; new buyer linkages established.
Co-Financing Potential	ADB – Climate Resilient Irrigation & Resilient Livelihoods Projects	• Upgrade irrigation and support women-led farms with climate-smart practices, improving productivity and resource access.	Qabodiyon, Shahritus (Khatlon)	Ongoing (2023–2026)	• Improved water access; 30% increase in women's farm productivity.
Developing Synergies	Government of Tajikistan–Pasture Development Program (2023–2027)	• Restore degraded pastures and increase fodder availability using modern technologies; establish pasture management committees.	Nationwide (all pastoral regions)	Ongoing (2023–2027)	• 15–20% increase in pasture productivity; community pasture associations formalized
Developing Synergies	Ministry of Agriculture – National Livestock Sector Strategy (2023–2030)	• Diversify livestock value chains, expand animal health services, and promote feed/fodder innovations to boost resilience	National (focus on Khatlon, Sughd, DRS)	Ongoing (2023–)	• 40% increase in domestic meat and dairy output by 2030; 70% animal health coverage.
Leveraging Infrastructure	UNIDO – Agro-Processing and Value Chain Development	• Build agri-processing centres and cold chains to reduce post-harvest losses and strengthen market linkages for rural producers.	Pilot: Khatlon and Sughd	Ongoing (2023–2026)	• 10 new rural processing hubs; 20% reduction in perishable produce losses.
Developing Synergies	EU & MoA – Rural Advisory Services Programme II	• Train national cadre of extension agents; deliver targeted livestock and climate-smart farming support to smallholders	National (focus on underserved districts)	Ongoing (2023–2025)	• 400+ extension staff trained; 50,000 farmers reached with tailored advisory support.

Partnering objective	Partner	Nature of project or justification for partnering	Project/Programme Coverage	Status	Expected results from the partnership
Coordinating and developing synergies	WFP – Support to School Feeding Programme 2023-2027	• *WFP supports the Government of Tajikistan's School Feeding Programme. WFP provides basic food commodities including fortified wheat flour, fortified vegetable oil, and pulses, while the parent-teacher association (PTA), schools, and local government contribute with complementary food items, cooking fuel/electricity, cooks' salary, and other expenses.*	National	Ongoing	• Identifying 13 schools for upgrading the infrastructure for food preparation, developing linkages with livestock food processors and increasing capacity for school administration and Parent Teacher's Association to manage the programme.

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Key File Table 4: Target group typology, priority needs and potential response

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programmes	Potential response
Poorest smallholder women and men farmers	**Poverty Level: Extreme to High** • Low levels of education • Around 0.2 ha of land around the house • Lack of resources for quality inputs • Climate vulnerability • Few livestock- 1-2 cattle, 5-10 small ruminants and 10-20 poultry) • Nutrition and healthy diet challenges. • Water scarcity • Extreme weather • Degraded pasture lands	• Grow some vegetables and fruits for home consumption and keep some livestock • Reduce meals to 1-2/day in lean seasons • Sell livestock/assets • Borrow from relatives • Daily wage labour • Seasonal labour migration (Russia) • Use of low-quality inputs • Use of pasture lands for livestock	• Access to and ownership of productive assets • Higher productivity of land and livestock • Sustainable diversified livelihoods • Access to skills, inputs, assets equipment to improve productivity of livestock and agriculture • Employment opportunities • Access to finance	• Targeted Social Assistance programme provides cash transfers to the poorest (Government of Tajikistan and World Bank) • WFP, UNICEF, and Aga Khan Foundation provide food aid, nutrition support, and cash transfers in crises.	• Training in livestock management • Support for micro-enterprises especially primary processing of livestock produce • Livestock and kitchen gardening packages to support nutrition • Community Action Plans for improves productivity of livestock and land for fodder • Access to improved pastureland • Nutrition enhancement through training and establishment of organic kitchen gardens • Inclusion and voice in rural institutions
Commercial small livestock women and men farmers	**Poverty Level: Moderate to High** • Landless or up to 2 ha • Own from 5 to 50 cows, 20-100 goats, 50 hens • Shrinking pastures • Fodder scarcity • High mortality rates (20-30% of young stock can die in harsh winters). • Middlemen take high share of profits from milk/ milk products/meat/wool sales. • Limited market access for dairy products	• Over-grazing of pastures • Illegal grazing in protected areas • Distress sales of female animals • Shift to drought-resistant breeds • Labour migration in-country and abroad	• Improved productivity of breeds • Rehabilitation of pasturelands • Improved access to and quality of veterinary services- • Access to quality pasture lands • Production of marketable dairy products (women especially)	• Currently there are no projects specifically targeting livestock farmers. • The “One Health’ program funded by multiple donors, WHO, FAO, WOAH, USAID, EU and the World Bank, is strengthening zoonotic disease surveillance, improve inter-sectoral coordination (human-animal-environment health), build capacity, and raising public awareness.	• Development of comprehensive and integrated community management plans for natural resource management, livestock productivity and infrastructure requirements • Training technical assistance for animal feeding and breeding. • Improved management of pasture lands • Institutional strengthening of Pasture User

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programmes	Potential response
	• Lack of access to chilling or processing facilities • Limited ownership of land for growing fodder • Vulnerability of livestock to extreme temperatures and climate events			• WHO, FAO, WOAH, USAID, EU, and other global health partners.	Unions/Village Organizations • Improved access to quality veterinary services • Training and support for increased productivity of livestock • Provision of equipment and livestock • Inclusion and voice in PUU/VOs • Livestock policy sensitive to the needs of small-holder farmers • Access to financial literacy, grants, and business development for micro-enterprises.
Commercial smallholder crop and livestock women and men farmers	**Poverty Level: Moderate to High** • Rely primarily on agricultural income and remittance • Own up to 2 hectares of land • Low profitability and productivity of land • High post-harvest losses • Limited access to affordable finance • Climate vulnerability of crops • Own some livestock (2-5 cows, 10-15 goats) • Poor roads, storage facilities and irrigation	• Contract farming with processors • Input credit from traders • Crop switching to export fruits • Off-farm investments • Loans at high interest rates • Labour migration	**Increased productivity and profitability of land and livestock** • Access to affordable finance • Access to markets • Modern agricultural equipment • Access to storage and cooling facilities	• EU, GIZ and UNDP project “Towards Rural Inclusive Growth and Economic Resilience (TRIGGER)” supports farmers by strengthening use of the integrated water resource management approach, and addressing issues of planning, water sector risk management, finance and gender	This group will benefit from the same interventions listed for commercial smallholder farmers.

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programmes	Potential response
Micro-Small & Medium Enterprises	Have irregular income with little to no surplus for investment and high degree of vulnerability to shocks (disease, drought, price drop), etc. Limited Limited access to quality inputs and feed sources and veterinary services. Limited access to finance and capacity for value addition and access to markets.	Selling Assets: Forced sale of livestock ("distress sales") during emergencies, undermining their future productive base. • Reducing Consumption: Cutting back on food, healthcare, and education expenses. • Diversifying Income: Taking on low-paid, informal labor (often by migrating seasonally). • Informal Credit: Relying on family networks or high-interest loans from local money lenders. • Reducing Inputs: Cutting back on animal feed, leading to lower productivity and higher disease susceptibility.	Immediate/Survival: • Affordable and reliable access to animal feed and veterinary care. • Emergency cash or feed support to prevent distress sales. Medium-Term/Productivity: • Training in modern animal husbandry, feed conservation (silage, haymaking), and basic business skills. • Improved access to water for irrigation of fodder crops. - Support for forming producer groups to bulk produce and negotiate better prices. Long-Term/Growth: • Access to tailored financial products (e.g., livestock insurance, seasonal loans). • Investment in small-scale infrastructure for value addition (e.g., milk chillers, abattoirs). • Improved access to breeding services and higher-yield animal breeds.	Asian Development Bank, World Bank, FAO have made some key investments in rural areas that can help in the promotion of MSME operating in the livetsock sector. • **USAID, GIZ, SDC, Aga Khan Foundation:** Active in value chain development (e.g., dairy, meat), forming cooperatives, providing business training, and facilitating links to markets. • **Government of Tajikistan:** Provides limited subsidized veterinary services and, occasionally, seed/feed subsidies, though often not reaching the most vulnerable MSMEs effectively.	Enhance Market Linkages & Finance: • **Facilitate Producer Groups:** Strengthen collective bargaining power for input purchase and product sales. • **Develop Financial Products:** Partner with local Microfinance Institutions (MFIs) to design livestock-specific loan and insurance products. • **Support Value Addition**: Provide grants or in-kind support for small-scale processing equipment (e.g., yogurt makers, cheese vats).
Rural Women	**Poverty Level: Extreme to High** • Restrictive gender norms • Early marriages • Limited access to education	• Daily wage labour • Home-based poultry/beekeeping • Child labour in fields • Micro-trading (bazaars) • Remittance dependence	• Gender equality though changing restrictive norms • Access to/Ownership of productive assets • Access to affordable finance	ADB's project "Resilient Livelihoods and Empowerment of Rural Women Project (RRP)" improves rural women's agricultural productivity by providing training on innovative and climate-smart agricultural technologies with	• Voice and inclusion in rural institutions and decision-making forums • Inclusion of women in decision-making forums • Active consultation and support for decision-

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programmes	Potential response
	• Limited access to resources -own only 12% of land titles • Double burden of productive and domestic work with unpaid family labour • Limited access to formal credit • Limited access to extension services • Time poverty • Nutrition challenges such as limited dietary diversity, anaemia and micro-nutrient deficiency.		• Training in climate resilient agriculture • Training to prevent post-harvest losses • Training and equipment for processing and adding value to agricultural produce • Diversification of livelihood through off-farm enterprises • Role in decision-making and planning at the community level	necessary equipment and facilities, business incubation and processing centres for women farmers. It also addresses rural women's vulnerability to gender-based violence.	making in community plans • Training in primary processing (cheese making, chaka production etc.) • Training in livestock management • Training in organic kitchen gardening • Small grants for micro-agribusiness, livestock productivity and drudgery reduction • Access to financial literacy, grants, and business development • Training in primary processing • Nutrition-Awareness Training
Women-headed Households	**Poverty Level: Extreme to High** • Low incomes with limited access to stable employment due to gender discrimination and cultural norms • Food insecurity due to high food prices and low agricultural productivity • Women often lack property rights resulting in limited land ownership • Social exclusion	• Seasonal labour migration • Women or their children migrate for low-wage work. • Reducing meals or skipping them • Home remedies instead of professional care • Dependence on relatives/community • Borrowing money or food from neighbours. • Child labour • Selling assets • Relying on informal networks for economic help • Safety nets	• Gender equality though changing restrictive norms • Ownership of productive assets • Access to affordable finance • Training in climate resilient agriculture • Training to prevent post-harvest losses • Training and equipment for processing and adding value to agricultural produce • Diversification of livelihood through off-farm enterprises		• Grants to improve productivity of livestock and land • Grants for establishment of agribusinesses • Access to improved pastureland • Diversified livelihood opportunities • Nutrition awareness Livestock and kitchen gardening packages for livelihood and nutrition support • Financial Literacy

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programmes	Potential response
			• Role in decision-making and planning at the community level		
Rural Youth (14-30)	**Poverty Level: Moderate to High** • 38% youth unemployment • Low level of education/skills • Skills mismatch (70% no agri-tech training) • Limited economic opportunities in rural areas • Young women's education levels and opportunities more limited than that of young men	• Daily wage labour in agriculture and construction • Migration to urban centres or abroad (principally Russia) • Illegal gold mining/logging	• Engagement in agri-business and off-farm business • Engagement in profitable agricultural activities • Engagement in off-farm trades (solar panel repair, mobile phone servicing) • E-commerce platforms to sell handicrafts/agricultural products. • Training in digital farming tools (weather apps, online markets). • Role in decision-making and planning at the community level •		• Capacity building of youth in climate resilient and agri-tech skills • Support for micro and small Youth inclusive rural institutions • Active consultation and support for decision-making in community plans
Primary School Children In Rural Areas (6-10)	**Poverty Levels: Extreme to High** • One in three children in Tajikistan lives in severe food poverty (UNICEF 2024) • Rural economies rely heavily on subsistence farming and migrant remittances (about 30% of GDP comes from labour migration, mostly to Russia). • Few stable jobs lead to low household incomes, affecting children's access to	• Child labour • Behaviour problems • Absenteeism from School • Poor performance at school • Dropping out of school	• Basic Nutrition and Health • Quality Education • Psychosocial Support • Safe and Supportive Environments	• UNICEF supports early learning programmes, improves school infrastructure, nutrition and health programmes. • Free school meals are supported by WFP & Government of Tajikistan	The project will dduce support the government's school feeding programme in target areas with improved infrastructure for meal preparation and distribution and through creating linkages between producers of dairy and livestock produce and the school authorities. School-wide Nutrition Awareness Campaign will be conducted to promote hygiene and nutrition.

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programmes	Potential response
	education, food, and healthcare. • Dependence on Agriculture & Climate Vulnerability • Many families depend on small-scale farming, but land scarcity, water shortages, and climate shocks (droughts, floods) reduce crop yields. • Food insecurity leads to malnutrition, affecting children's growth and learning • Limited access to clean water and healthcare increases vulnerability to diseases • Rural schools often lack proper facilities, heating, and trained teachers, leading to high dropout rates (especially among girls). • Child labour • Parental migration (often to Russia for work) leaves kids emotionally vulnerable				
Persons with Disabilities	**Poverty Levels: Severe to High** • PWDs experience higher poverty rates due to discrimination, unemployment, and lack of social protection.	• Reliance on Family Support • Informal Work & Self-Employment: • Charity & NGO Assistance: • Reducing Basic Needs: Many PWDs skip meals, avoid medical care, or live in poor housing to save money.	• Job Creation & Vocational Training • Increasing disability pensions and expanding cash assistance programs. • Better enforcement of disability rights under the UN Convention on the Rights of Persons	• Organizations like the Red Crescent, Handicap International, and local NGOs provide aid, but coverage is limited. • Government provides disability pension, but coverage is limited.	An effort will be made to involve PWDs where possible in project interventions.

Typology	Poverty level and causes	Coping strategies	Priority needs	Support from other programmes	Potential response
	• Government disability benefits, which are often insufficient. • PWDs in rural areas face higher deprivation, with limited access to healthcare, education, and employment. • High unemployment as employers discriminate against PWDs. • Low Wages & Informal Work • Disability pensions are too low to cover basic needs. • Negative societal attitudes limit opportunities for education and employment. • Lack of Accessibility: Public transport, buildings, and services are often not wheelchair-friendly. • Limited Education & Skills Training: Many PWDs lack access to inclusive education or vocational training.		with Disabilities (CRPD). • Improved Infrastructure: Wheelchair ramps, accessible transport, and sign language interpreters in public services. • Affordable Assistive Devices • Community-Based Rehabilitation (CBR) Programs - expanding therapy and support services in rural areas.		

Key File Table 5 Project actors and roles

Outcome / Component	Activity	Principal institution(s) involved	Supporting institution(s)	Other Possible Partners in Execution
Component 1: Improving Livestock Productivity and Climate Resilience				
1.1 Community Acton Plans Developed	• Mobilise communities. • Build capacity of Pasture Users Unions (PUUs), VOs, CIGs. • Assess pasture resources and fodder balances. • Create tailored CSCAPs with seasonal livestock distribution mapping. • Integrate nutrition enhancement, production, and processing activities into plans.	CIIP-CEP	NGOs for Community Facilitators Jamoat Governments Village Organizations PUUs Community Interest Groups Service providers Contractors	Supporting NGOs in the field Community Leaders Women Leaders Pasture Ameliorative Trust
1.2 Community Acton Plans Implemented	• Implement CSCAPs • Procure inputs (seeds, machinery, livestock assets for vulnerable households). • Construct water infrastructure (e.g., troughs, wells, piped schemes, ag machinery, etc). • Promote food safety/nutrition activities (e.g., kitchen gardens, primary processing equipment).	CIIP-CEP	Jamoat Governments Village Organizations PUUs Community Interest Groups Service providers Contractors	Supporting NGOs in the field Community Leaders Women Leaders PMT
1.3 Climate-smart animal health, breeding and feed services delivered:	Train producers on animal care, and disease management. Expand community animal health services (e.g., veterinarians and youth vet apprentices, Promote cross-breeding and artificial insemination programs. Improve fodder seeds multiplication, dissemination and feed production techniques.	Committee for Food Security (CFS). State Unitary Enterprise for Seed Production (SUESP). Institute of Livestock and Pastures under the Tajik Academy of Agricultural Sciences.	Local Veterinarians National Veterinary Authority Association of organization of veterinarians.	Tajik Agrarian University Tajik Academy of Agricultural Sciences Vocational Agricultural Colleges Veterinary Services and Clinics. NGOs Community Facilitators
Component 2: Market Access, Enterprise Development, and Improved Nutrition				
2.21Public Livestock Infrastructure	Rehabilitate livestock markets and transhumance infrastructure (vet posts, water troughs). Upgrade labs for disease/fodder analysis.	PIU-MoF	Service providers Contractors	

Outcome / Component	Activity	Principal institution(s) involved	Supporting institution(s)	Other Possible Partners in Execution
2.3 MSME Development	Provide financing packages to livestock enterprises through blended grants and loans. Deliver technical assistance to MSMEs and financial institutions. Support MSMEs in business planning and livestock management. Train financial institutions in livestock lending and risk management. Facilitate smallholder access to finance through PFIs and loan guarantees.	PIU-MoF	Grant Management Company Financial institutions Business Incubator Association of Financial Organizations of Tajikistan Guarantee Fund Zamonat	Local infrastructure (e.g., mobile offices established under previous IFAD projects such as CASP+ and supported under PRIME project)
2.4 School Feeding as a Market for	Link livestock producers to school meal programs via public procurement. Develop sustainable funding models (government/CSR partnerships).	PIU-MOF School Principals	SFSP Coordinators Local philanthropists Community production Groups Parent Teacher Committees	
Component 3: Enabling Policy Environment & Project Management				
3.1 Policy Support	Develop a national livestock strategy. Establish regulatory frameworks for sanitary standards and animal traceability.	Technical Specialists	National Veterinary Authority State Enterprise for Animal Breeding & AI Pasture Ameliorative Trust Tajik Agrarian University Tajik Academy of Agricultural Sciences Vocational Agricultural Colleges Veterinary Services and Clinics	FAO ADB World Bank
3.2 Project Management	Implement monitoring & evaluation (M&E) systems. Coordinate with stakeholders (government, NGOs, communities). Manage knowledge dissemination and reporting.	Project coordinator CIIP-CEP PIU-MOF	MOA CEP MOF	

IFAD
Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 2: Logframe

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

Access to Markets and Adaptation for Livestock (AMAL)

Logical Framework

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outreach	1 Persons reached by project-supported activities				Project M&E system	Quarterly	PIU	Inter-Ministerial Coordination: Effective collaboration exists between the Ministry of Agriculture, Committee for Environmental Protection, and Ministry of Finance, with clear roles and shared objectives.
	Males (number)	0	50590	107472				
	Females (number)	0	47295	94297				
	Young (number)	0	25896	54768				
	Not Young (number)							
	Non-Indigenous people (number)							
	Total number of persons receiving services (number)	0	97885	201769				
	1.a Corresponding number of households reached				Project M&E system	Quarterly	PIU	
	Households (number)	0	22690	54000				
	1.b Estimated corresponding total number of households members				Project M&E system	Quarterly	PIU	
	Household members (number)	0	149756	356400				
Project Goal Livelihoods and conditions of livestock small holders and pastoral communities in rural Tajikistan are improved	HHs reporting an increase in resilience measured through the ability to recover from shocks (economic and climate related)				Surveys	Baseline/MTR/Completion	PIU	Overall political and economic situation remains stable. Stability of prices in agricultural commodities.
	Households (number)		6807	37800				
	Households (%)		30	70				

Results Hierarchy	Indicators					Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Development Objective Incomes, nutrition and resilience are increased through more productive livestock-related, climate-adapted, and inclusive livestock value chains	Households reporting increased income from rural livelihoods				Surveys	Baseline, MTR, Completion	PIU	Livestock farming continues to be seen as an attractive livelihood choice by smallholders and remains economically attractive in the face of exports. The Government has a continued commitment to the development of the livestock sector. Collaboration is effective between the government agencies implementing the project. Timely flow of counterpart funding and donor disbursements.
	Households (number)		6807	37800				
	Households (%)		30	70				
	HH members (number)		44927	249480				
	Median Income Increase (%)		5	10				
	3.2.1 Tons of Greenhouse gas emissions (tCO2e) avoided and/or sequestered				FAO's GLEAM-i Tool	Baseline, MTR, Completion	IFAD ECG Team	
	Hectares of land (ha)		23152	115762				
	tCO2e/20 years (number)		659269.8	3296349				
	tCO2e/ha (number)		5.7	28.5				
	tCO2e/ha/year (number)		0.28	1.4				
	SF.2.1 Households satisfied with project-supported services				Surveys	Baseline, MTR, Completion	PIU	
	Household members (number)		59903	267300				
	Non-indigenous households (number)							
	Non-women-headed households (number)							
	Households (%)		40	75				
	Households (number)		9076	40500				
	Adaptation Fund - Number of beneficiaries				Project M&E system	Quarterly	PIU	
	Direct Beneficiaries supported by the project (number)	0		38610				
	Female direct beneficiaries (number)	0		20487				
	Youth direct beneficiaries (number)	0		10737				
	Indirect beneficiaries supported by the project (number)	0		46531				
	Female indirect beneficiaries (number)	0		21502				
	Youth indirect beneficiaries (number)	0		12940				

Results Hierarchy	Indicators					Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Outcome 1. Livestock agroecosystems are more resilient, productive and inclusive	3.2.2 Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices				Surveys	Baseline, MTR, Completion	PIU	Project area is not impacted by natural or man-made shocks/disasters. Adoption incentives (inputs, markets, advisory services) remain adequate for farmers to adopt climate-resilient technologies.
	Total number of household members (number)		56076	175036				
	Households (%)		60	80				
	Households (number)		8496	26521				
	1.2.4 Households reporting an increase in production				Surveys	Baseline, MTR, Completion	PIU	
	Total number of household members (number)		23365	131277				
	Households (%)		25	60				
	Households (number)		3540	19890				
	1.2.9 Households with improved nutrition Knowledge Attitudes and Practices (KAP)				Surveys	Baseline, MTR, Completion	PIU	
	Non-indigenous households (number)							
	Non-women-headed households (number)							
	Households (number) (number)		819	3749				
	Households (%) (%)		30	70				
	Household members (number)		5405	24740				
	Decrease in livestock emission				FAO's GLEAM-i	Baseline, MTR, Completion	IFAD ECG Team	
	Decrease in livestock emission intensity (%)	0	8	20				
	Decrease in livestock absolute emissions (%)	0	2	5				
	SF.2.2 Households reporting they can influence decision-making of local authorities and project-supported service providers				Surveys	Baseline, MTR, Completion	PIU	
	Household members (number)		46200	103136				
	Households (%)		70	80				

Results Hierarchy	Indicators					Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Households (number)		7000	15627				
Output 1.1. Community management plans developed	3.1.1 Groups supported to sustainably manage natural resources and climate-related risks				Project M&E system	Quarterly	PIU	Suitable service providers for community plan development can be engaged. Collaboration with local authorities enables identification of target villages.
	Total size of groups (number)	0	79110	79110				
	Groups supported (number)	0	105	105				
	Males (number)	0	37129	37129				
	Females (number)	0	41981	41981				
	Young (number)	0	23733	23733				
Output 1.2. Community management plans implemented	1.1.3 Rural producers accessing production inputs and/or technological packages				Project M&E system	Quarterly	PIU	Availability of service providers for agriculture improvement and related infrastructure. Legal environment remains supportive of pasture management and of village organisations. Prices of agricultural inputs remain stable.
	Males (number)	0	19061	37129				
	Females (number)	0	21439	41981				
	Young (number)	0	12150	23733				
	Total rural producers (number)	0	40500	79110				
	Kitchen garden established				Project M&E system	Quarterly	PIU	
	Number of gardens (number)	0	1500	2930				
	1.1.8 Persons provided with targeted support to improve their nutrition				Project M&E system	Quarterly	PIU	
	Total persons participating (number)	0	2730	5355				
	Males (number)	0	0	0				
	Females (number)	0	2730	5355				
	Households (number)	0	2730	5355				
	Household members benefitted (number)	0	0	0				
	Non-Indigenous people (number)							
	Young (number)	0	2709	5334				
	Not Young (number)							

Results Hierarchy	Indicators					Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Non-women-headed households (number)							
Output 1.3. Animal and herd productivity improved	Animal health services and breed improvements supported				Project M&E system	Quarterly	PIU	Animal health actors are willing to work in the project areas. Entrepreneurs are willing to enter the seed production business. Suitable resources can be found to develop the national system for cattle identification.
	Number of mobile veterinary units established (number)	0	8	8				
	Number of young veterinarians supported (number)	0	50	50				
	Number of AI conducted (number)	0	810	2700				
	Number of reproductive bulls alive (number)	0	95	90				
	Feed and fodder balance mechanisms established				Project M&E system	Annually	PIU	
	Number of feed and fodder balances at national level (number)	0	1	1				
	Number of feed and fodder balances at district level (at least 1/Jamoat) (number)	0	106	106				
	Seed producers operating				Project M&E system	Annually	PIU	
	Number of seed producers (number)	0	40	40				
	Total quantity of seed sold (tons) (number)	0	864	2880				
	National cattle identification system piloted				Project M&E system	Semi-annually	PIU	
	Number of animals tagged (number)	0	0	50000				
Outcome 2. Rural incomes, employment and nutrition are enhanced	2.2.6 Households reporting improved physical access to markets, processing and storage facilities				Surveys	Baseline, MTR, Completion	PIU	Private sector actors are willing to engage in doing business with smallholders and MSMEs. Market demand for livestock products remains high.
	Households reporting improved physical access to markets (%)		30	80				
	Size of households (number)		6052	110111				
	Households reporting improved physical access to processing facilities (%)		80	90				
	Size of households (number)		475	535				

Results Hierarchy	Indicators					Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Households reporting improved physical access to storage facilities (%)		30	80				
	Size of households (number)		143	1267				
	Households reporting improved physical access to markets (number)		917	16683				
	Households reporting improved physical access to processing facilities (number)		72	81				
	Households reporting improved physical access to storage facilities (number)		22	192				
	Total households reporting improved physical access (number)		1011	16956				
	1.2.5 Households reporting using rural financial services				Surveys	Baseline, MTR, Completion	PIU	
	Total number of household members (number)		2051	5275				
	Households (%)		70	90				
	Households (number)		311	799				
	2.2.1 Persons with new jobs/employment opportunities				Surveys	Baseline, MTR, Completion	PIU	
	Males (number)	0	48	160				
	Females (number)	0	48	160				
	Young (number)	0	48	160				
	Total number of persons with new jobs/employment opportunities (number)	0	96	320				
	2.2.2 Supported rural enterprises reporting an increase in profit				Surveys	Baseline, MTR, Completion	PIU	
	Number of enterprises (number)		36	694				
	Percentage of enterprises (%)		10	80				

Results Hierarchy	Indicators					Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
Output 2.1. Improved public livestock infrastructure	2.1.6 Market, processing or storage facilities constructed or rehabilitated				Project M&E system	Semi-annually	PIU	District authorities facilitate the identification of suitable sites for infrastructure development and the obtention of necessary permits.
	Total number of facilities (number)	0	32	32				
	Market facilities constructed/rehabilitated (number)	0	20	20				
	Processing facilities constructed/rehabilitated (number)	0	6	6				
	Storage facilities constructed/rehabilitated (number)	0	6	6				
	Total expected users (number)	0	3330	21556				
Output 2.2. Entrepreneurship and MSMEs development	Financial packages disbursed by PFIs				Project M&E system	Quarterly	PIU	PFI lending capacity remains high and micro-economic environment is supportive of business development.
	Amount disbursed ('000 USD) (number)	0	1333	3200				
	Number of packages (number)	0	53	128				
	1.1.6 Financial service providers supported in delivering outreach strategies, financial products and services to rural areas				Project M&E system	Semi-annually	PIU	
	Service providers (number)	0	10	10				
	Total clients (number)	0	240	240				
	2.1.1 Rural enterprises accessing business development services				Project M&E system	Semi-annually	PIU	
	Rural enterprises (number)	0	308	740				
	Employees (number)	0	617	1480				
	1.1.5 Persons in rural areas accessing financial services				Project M&E system	Quarterly	PIU	
	Total number of accesses to financial services (number)	0	444	888				
	Men in rural areas accessing financial services - credit (number)	0	225	450				
	Women in rural areas accessing financial services - credit (number)	0	219	438				
	Young people in rural areas accessing financial services - credit (number)	0	123	247				

Results Hierarchy	Indicators					Means of Verification		Assumptions
	Name	Baseline	Mid-Term	End Target	Source	Frequency	Responsibility	
	Total persons accessing financial services - credit (number)	0	444	888				
Output 2.3. Building Models for demand generation through public procurement - School feeding	School meal distribution supported				Project M&E system	Annually	PIU	Political momentum for school feeding is sustained and financial resources are available beyond project funding. A suitable service provider can be found.
	Number of schools benefiting from equipment and/or kitchen garden (number)	0	13	13				
	Number of children benefiting from meals (number)	0	2886	3367				
Outcome 3. A national livestock strategy guides the sustainable development of the sector	Policy 3: Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment				Qualitative assessment	Annually	PIU	Commitment of policy stakeholders to an inclusive and constructive dialogue.
	Number (number)	0	0	4				
	National Livestock Strategy approved (number)	0	0	1				
	Number of laws, regulations, policies or strategies referring the National Livestock Strategy (number)	0	0	3				
Output 3.1. National Livestock Strategy Developed	Policy 1: Policy-relevant knowledge products completed (National Livestock Strategy developed)				Qualitative Assessment	Annually	PIU	The livestock sector remains a priority of the Government, donors and civil society actors. Availability of a suitable service provider.
	Number (number)	0	0	1				

Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 3: Project Cost and Financing

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

Annex 3: Project cost and financing: Detailed costs tables

Introduction

1. This annex focuses on estimating the costs of the Project. It provides the main underpinning assumptions as well as the summary and detailed cost tables. The costing exercise has been carried out using the COSTAB software[1].

2. The total cost of the Project is estimated at US$39.47 million, to be disbursed over a seven-year period. Of this amount, IFAD's contribution totals US$19.72 million, comprising US$18.92 million from the IFAD13 Performance-based Allocation System (PBAS), and US$0.80 million from the IFAD Additional Climate Contributions (ACC). An additional US$9.22 million will be co-financed by the Adaptation Fund (AF). The Participating Finance Institutions (PFIs) will contribute US$4.53 million as loans to enterprises, while the Government of Tajikistan (GoT) will contribute an estimated US$2.32 million in taxes. The districts will provide US$0.34 million in kind through use of staff and facilities, and the implementing agencies are also expected to contribute, with CEP providing US$0.30 million, and PIU contributing US$0.85 million. The beneficiaries are expected to contribute approximately US$2.19 million as their in-kind contributions to the Project.

Methods and assumptions

3. The Project costs estimate include investment costs and incremental operating costs within the three components: (i) *Improving Livestock Productivity and Climate Resilience*; (ii) *Market Access, Enterprise Development and Improved Nutrition*; and (iii) *Enabling Policy Environment and Project Management*.

4. Costs have been calculated on the following basis:

- The Project is to some extent flexible, as based on the participatory approach and the principle of intervention at request. The estimated costs should thus be considered as indicative and mostly presented in terms of financial allocations by component, subcomponent or activity. Even when quantities and unit costs are indicated in the detailed tables, it is above all the overall allocation that should be considered. The detailed planning of activities and their implementation will be in response to requests from target groups and/or after needs assessment.
- Base costs for goods and services purchased locally are derived from local sales prices (market prices), including all taxes as they are real costs for the Project. All prices of locally purchased goods and services, as well as salaries and allowances, are expressed in foreign currency, albeit payable in Somoni (TJS). To account for expected local price increases, an annual inflation rate of 7 per cent has been applied, based on projections from The Economist Intelligence Unit (EIU) and Tajikistan's Central Bank. Foreign inflation has been set at 3.2 per cent annually for the duration of project implementation.
- The exchange rate is assumed at TJS9.34 per US$1, based on the latest data from the Economist Intelligence Unit 2025.
- Foreign exchange represents the direct and indirect imported inputs embodied in the cost. The expenditure accounts and the percentages of foreign exchange used are derived from the other IFAD projects, as shown in the table below.

5. Assumptions for physical contingencies, foreign exchange, and taxes' proportions in total costs, by category of expenditures, are summarized in the Table below.

[1] COSTAB is a software originally designed by the World Bank and FAO and used by several International Financing Institutions in preparing, organizing and analysing project costs.

Table 1 Expenditure categories

Expenditure category	Physical Cont.	Tax (% of total)	For. ex.
Investment Costs			
Civil works	5%	14%	50%
Equipment, Goods and Vehicles			
Goods, Equipment and Materials	5%	14%	30%
Vehicles	5%	32%	50%
Technical assistance, studies, training and workshops			
Training and Workshops	0%	14%	20%
International TA	0%	14%	70%
Studies	0%	14%	20%
National TA	0%	14%	20%
Financing			
Grant and Subsidies	0%	0%	0%
Credit	0%	0%	0%
Recurrent Costs			
Salaries and Allowances	0%	0%	0%
Operational costs	5%	14%	30%

C. Project costs

6. Total Project costs, including physical and price contingencies, are estimated at US$39.47 million, of which US$37.64 million represent the base cost and US$1.83 million the contingency allowances. Taxes and foreign exchange represent respectively 5 per cent and 9 per cent of total Project cost. The largest part is for Component 1 "Improving Livestock Productivity and Climate Resilience" (US$19.84 million, base costs), followed by Component 2 "Market Access, Enterprise Development and Improved Nutrition" (US$13.83 million, base costs) and finally Component 3 "Enabling Policy Environment and Project Management" (US$3.98 million, base costs).

7. The summary tables below provide the costs by component and sub-component and by year.

Table 2 Component Project Cost Summary

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)

Components Project Cost Summary	**(Somoni Million)**			**(USD '000)**			**% Foreign Exchange**	**% Total Base Costs**
	Local	**Foreign**	**Total**	**Local**	**Foreign**	**Total**		
A. Improving Livestock Productivity and Climate Resilience								
Community Action Plans Developed	8.9	2.2	11.1	948.0	237.0	1,185.0	20	3
Community Action Plans Implemented	140.2	6.6	146.8	15,011.2	710.6	15,721.8	5	42
Climate-smart animal health, breeding and feed services delivered	19.6	7.8	27.4	2,095.1	835.9	2,931.0	29	8
Subtotal Improving Livestock Productivity and Climate Resilience	168.6	16.7	185.3	18,054.3	1,783.5	19,837.8	9	53
B. Market Access, Enterprise Development, and Improved Nutrition								
Improved public livestock infrastructure:	15.8	9.8	25.6	1,690.0	1,052.4	2,742.4	38	7
Enterprise Development and Access to Finance along the Livestock Value Chains	87.5	1.1	88.6	9,368.6	118.8	9,487.5	1	25
Building Models for demand generation through public procurement - School feeding	9.3	5.6	14.9	998.0	598.0	1,596.1	37	4
Subtotal Market Access, Enterprise Development, and Improved Nutrition	112.6	16.5	129.1	12,056.7	1,769.3	13,826.0	13	37
C. Enabling Policy Environment and Project Management								
Enabling Policy Environment	2.3	0.6	2.9	248.0	62.0	310.0	20	1
Monitoring and Evaluation & Knowledge Management	1.7	0.5	2.2	186.0	49.0	235.0	21	1
Project Management CEP	11.8	1.2	13.0	1,267.7	128.0	1,395.7	9	4
Project Management PiU	16.0	3.0	19.0	1,711.3	325.5	2,036.8	16	5
Subtotal Enabling Policy Environment and Project Management	31.9	5.3	37.1	3,413.0	564.5	3,977.4	14	11
Total BASELINE COSTS	313.1	38.5	351.6	33,524.0	4,117.3	37,641.2	11	100
Physical Contingencies	2.8	1.5	4.3	298.5	162.9	461.4	35	1
Price Contingencies	21.9	7.6	29.5	1,013.4	353.3	1,366.7	26	4
Total PROJECT COSTS	337.8	47.6	385.4	34,835.8	4,633.5	39,469.3	12	105

Table 3 Component Project Cost by year – Totals including contingencies

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Project Components by Year -- Totals Including Contingencies
(USD '000)

	Totals Including Contingencies							
	2027	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
A. Improving Livestock Productivity and Climate Resilience								
Community Action Plans Developed	492.8	734.0	-	-	-	-	-	1,226.7
Community Action Plans Implemented	791.5	7,041.1	7,039.7	275.3	277.2	286.0	295.2	16,005.8
Climate-smart animal health, breeding and feed services delivered	719.7	1,508.2	590.9	277.2	104.6	14.3	14.7	3,229.6
Subtotal Improving Livestock Productivity and Climate Resilience	2,004.0	9,283.2	7,630.5	552.5	381.7	300.3	309.9	20,462.1
B. Market Access, Enterprise Development, and Improved Nutrition								
Improved public livestock infrastructure:	246.0	799.9	642.0	590.4	367.3	254.2	262.3	3,162.2
Enterprise Development and Access to Finance along the Livestock Value Chains	13.7	1,925.3	1,989.4	1,973.2	1,840.9	1,783.7	16.6	9,542.8
Building Models for demand generation through public procurement - School feeding	6.1	108.3	1,297.6	137.3	119.3	79.8	82.3	1,830.8
Subtotal Market Access, Enterprise Development, and Improved Nutrition	265.8	2,833.5	3,929.0	2,700.9	2,327.5	2,117.7	361.2	14,535.8
C. Enabling Policy Environment and Project Management								
Enabling Policy Environment	274.3	21.0	21.6	-	-	-	-	316.9
Monitoring and Evaluation & Knowledge Management	84.6	32.9	52.2	6.1	21.0	4.8	55.8	257.3
Project Management CEP	326.3	190.7	196.8	203.1	209.6	216.3	223.3	1,566.2
Project Management PiU	358.4	311.3	305.3	331.5	325.2	353.0	346.3	2,331.0
Subtotal Enabling Policy Environment and Project Management	1,043.6	555.9	576.0	540.7	555.8	574.2	625.3	4,471.5
Total PROJECT COSTS	3,313.4	12,672.6	12,135.5	3,794.1	3,265.0	2,992.1	1,296.4	39,469.3

D. Project financing

8. The cost of the Project is estimated at US$39.47 million, which will be disbursed over seven years. Of this amount, IFAD's contribution totals US$19.72 million, comprising US$18.92 million from IFAD13 Performance-based Allocation System (PBAS), and US$0.80 million from the IFAD ACC. An additional US$9.22 million will be co-financed by the Adaptation Fund (AF). The Participating Finance Institutions (PFIs) will participate by financing US$4.53 million, while the Government of Tajikistan (GoT) will contribute an estimated at US$2.32 million in taxes. The districts will provide US$0.34 million[2], and the implementing agencies will also contribute, with CEP providing US$0.30 million[3], and PIU contributing US$0.85 million[4]. Finally, the beneficiaries will contribute US$2.19 million to the Project.

9. The proposed financing plan is presented in detail in the summary tables below.

[2] Contribution of land, staff and salaries

[3] Office rental, 3 vehicles, and M&E and Procurement assistants

[4] Office rental

Table 4 Component by financier

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Components by Financiers
(USD '000)

	IFAD GRANT		Adaptation Fund (AF)		Participating Finance Institutions (PFIs)		Beneficiaries		Districts		CEP		PIU		GoT		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%			
A. Improving Livestock Productivity and Climate Resilience																					
Community Action Plans Developed	424	34.5	631	51.5	-	-	-	-	-	-	-	-	-	-	172	14.0	1,227	3.1	245	810	172
Community Action Plans Implemented	6,608	41.3	7,710	48.2	-	-	1,210	7.6	-	-	-	-	-	-	478	3.0	16,006	40.6	790	14,738	478
Climate-smart animal health, breeding and feed services delivered	2,777	86.0	-	-	-	-	-	-	-	-	-	-	-	-	452	14.0	3,230	8.2	923	1,855	452
Subtotal Improving Livestock Productivity and Climate Resilience	9,810	47.9	8,341	40.8	-	-	1,210	5.9	-	-	-	-	-	-	1,102	5.4	20,462	51.8	1,959	17,402	1,102
B. Market Access, Enterprise Development, and Improved Nutrition																					
Improved public livestock infrastructure:	2,420	76.5	-	-	-	-	-	-	337	10.6	-	-	-	-	405	12.8	3,162	8.0	1,218	1,491	452
Enterprise Development and Access to Finance along the Livestock Value Chains	3,959	41.5	-	-	4,533	47.5	960	10.1	-	-	-	-	-	-	91	1.0	9,543	24.2	130	9,322	91
Building Models for demand generation through public procurement - School feeding	1,423	77.7	-	-	-	-	19	1.0	-	-	-	-	-	-	389	21.3	1,831	4.6	685	889	256
Subtotal Market Access, Enterprise Development, and Improved Nutrition	7,802	53.7	-	-	4,533	31.2	979	6.7	337	2.3	-	-	-	-	885	6.1	14,536	36.8	2,033	11,703	800
C. Enabling Policy Environment and Project Management																					
Enabling Policy Environment	273	86.0	-	-	-	-	-	-	-	-	-	-	-	-	44	14.0	317	0.8	63	209	44
Monitoring and Evaluation & Knowledge Management	221	86.0	-	-	-	-	-	-	-	-	-	-	-	-	36	14.0	257	0.7	54	167	36
Project Management CEP	312	19.9	876	55.9	-	-	-	-	-	-	302	19.3	-	-	76	4.9	1,566	4.0	144	1,346	76
Project Management PiU	1,303	55.9	-	-	-	-	-	-	-	-	-	-	849	36.4	179	7.7	2,331	5.9	380	1,772	179
Subtotal Enabling Policy Environment and Project Management	2,109	47.2	876	19.6	-	-	-	-	-	-	302	6.8	849	19.0	336	7.5	4,471	11.3	641	3,494	336
Total PROJECT COSTS	19,721	50.0	9,217	23.4	4,533	11.5	2,188	5.5	337	0.9	302	0.8	849	2.2	2,323	5.9	39,469	100.0	4,633	32,598	2,237

Table 5 Expenditure Accounts by financiers

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Expenditure Accounts by Financiers
(USD '000)

	IFAD GRANT		Adaptation Fund (AF)		Participating Finance Institutions (PFIs)		Beneficiaries		Districts		CEP		PIU		GoT		Total		For. Exch.	Local (Excl. Taxes)	Duties & Taxes
	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%	Amount	%			
I. Investment Costs																					
A. Goods, Equipment and Materials																					
Goods, Equipment and Materials	4,125	77.7	-	-	-	-	19	0.4	337	6.3	-	-	-	-	829	15.6	5,310	13.5	1,593	2,973	743
B. Vehicles	427	62.4	-	-	-	-	-	-	-	-	41	6.0	-	-	216	31.6	685	1.7	342	126	216
C. Works	1,807	86.0	-	-	-	-	-	-	-	-	-	-	-	-	294	14.0	2,101	5.3	1,051	756	294
D. Technical Assistance and Studies																					
National TA	2,328	58.7	1,082	27.3	-	-	-	-	-	-	-	-	-	-	555	14.0	3,965	10.0	793	2,617	555
Studies	30	86.0	-	-	-	-	-	-	-	-	-	-	-	-	5	14.0	35	0.1	7	23	5
Subtotal Technical Assistance and Studies	2,357	58.9	1,082	27.1	-	-	-	-	-	-	-	-	-	-	560	14.0	4,000	10.1	800	2,640	560
E. Training and Workshops																					
Training and workshops	345	57.5	171	28.5	-	-	-	-	-	-	-	-	-	-	84	14.0	599	1.5	120	396	84
F. Grants and Subsidies	8,401	46.6	7,095	39.3	1,333	7.4	1,210	6.7	-	-	-	-	-	-	-	-	18,039	45.7	-	18,039	-
G. Credit	-	-	-	-	3,200	76.9	960	23.1	-	-	-	-	-	-	-	-	4,160	10.5	-	4,160	-
Total Investment Costs	17,462	50.0	8,348	23.9	4,533	13.0	2,188	6.3	337	1.0	41	0.1	-	-	1,983	5.7	34,894	88.4	3,906	29,090	1,898
II. Recurrent Costs																					
A. Salaries and Allowances	939	54.6	631	36.7	-	-	-	-	-	-	150	8.7	-	-	-0	-	1,720	4.4	-	1,720	-
B. Social Fund	268	62.4	162	37.6	-	-	-	-	-	-	-	-	-	-	-	-	430	1.1	-	430	-
C. Operating Expenses																					
Vehicles	786	86.0	-	-	-	-	-	-	-	-	-	-	-	-	128	14.0	914	2.3	274	512	128
Office	178	12.6	76	5.4	-	-	-	-	-	-	110	7.8	849	60.1	198	14.0	1,411	3.6	423	790	198
Other	86	86.0	-	-	-	-	-	-	-	-	-	-	-	-	14	14.0	100	0.3	30	56	14
Subtotal Operating Expenses	1,051	43.3	76	3.1	-	-	-	-	-	-	110	4.5	849	35.0	340	14.0	2,426	6.1	728	1,358	340
Total Recurrent Costs	2,258	49.3	869	19.0	-	-	-	-	-	-	261	5.7	849	18.5	340	7.4	4,576	11.6	728	3,508	340
Total PROJECT COSTS	19,721	50.0	9,217	23.4	4,533	11.5	2,188	5.5	337	0.9	302	0.8	849	2.2	2,323	5.9	39,469	100.0	4,633	32,598	2,237

Table 6 DT 1

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 1. 1.1.Community Management Plans Developed

Detailed Costs		**Quantities**								**Unit Cost**	**Base Cost (USD '000)**								**Totals Including Contingencies (USD '000)**							
	Unit	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**(USD)**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
I. Investment Costs																										
A. Community Mobilization /a																										
1. Feasability study for village selection/ diagnostic	study	1	-	-	-	-	-	-	1	85.000	85	-	-	-	-	-	-	85	86	-	-	-	-	-	-	86
2. Contract with an NGO - community facilitators /b	contract	4	-	-	-	-	-	-	4	100.000	400	-	-	-	-	-	-	400	406	-	-	-	-	-	-	406
3. Contract with an NGO - community facilitators /c	contract	-	7	-	-	-	-	-	7	100.000	-	700	-	-	-	-	-	700	-	734	-	-	-	-	-	734
Total											485	700	-	-	-	-	-	1,185	493	734	-	-	-	-	-	1,227

\a National NGOs are contracted to carry out community mobilization and capacity development (including mandatory governance, technical training, etc)
\b contract for community facilitators
\c contract for community facilitators

Table 7 DT 2

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 2. 1.2.Community Management Plans Implemented

Detailed Costs		**Quantities**								**Unit Cost**	**Base Cost (USD '000)**								**Totals Including Contingencies (USD '000)**							
	Unit	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**(USD)**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
I. Investment Costs																										
A. Community action plans /a																										
1. Community action plans for Khatlon -implemented by IFAD /b	village	-	25	25	-	-	-	-	50	100.020	-	2,501	2,501	-	-	-	-	5,001	-	2,501	2,501	-	-	-	-	5,001
2. Community action plans for Khatlon -beneficiary contribution /c	village	-	25	25	-	-	-	-	50	10.000	-	250	250	-	-	-	-	500	-	250	250	-	-	-	-	500
3. Community action plans for DRS/RRS-implemented by AF /d	village	-	22	22	-	-	-	-	44	114.000	-	2,508	2,508	-	-	-	-	5,016	-	2,508	2,508	-	-	-	-	5,016
4. Community action plans for DRS/RRS-beneficiary contribution /e	village	-	22	22	-	-	-	-	44	11.400	-	251	251	-	-	-	-	502	-	251	251	-	-	-	-	502
5. Community action plans for Sughd-implemented by AF /f	village	-	5	6	-	-	-	-	11	189.000	-	945	1,134	-	-	-	-	2,079	-	945	1,134	-	-	-	-	2,079
6. Community action plans for Sughd- beneficiary contribution /g	village	-	5	6	-	-	-	-	11	18.900	-	95	113	-	-	-	-	208	-	95	113	-	-	-	-	208
7. Civil work engineer part time	month	-	4	6	6	6	6	6	34	1.000	-	4	6	6	6	6	6	34	-	4	6	7	7	7	7	39
8. SECAP specialist /h	month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
9. Community specialist	month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
10. DPOs (8 total) /i	month	96	96	96	96	96	96	96	672	800	77	77	77	77	77	77	77	538	78	81	83	86	89	91	94	602
11. GIS specialist part-time	month	6	6	6	6	6	6	6	42	800	5	5	5	5	5	5	5	34	5	5	5	5	6	6	6	38
12. Social fund (25%)	per annum										25	26	27	27	27	27	27	185	26	27	29	30	31	32	33	207
13. Vehicles (8)	unit	8	-	-	-	-	-	-	8	65.000	520	-	-	-	-	-	-	520	555	-	-	-	-	-	-	555
14. Nutrition Awareness and Leadership Training for Young Women (18 -30)																										
a. Design of Nutrition Sessions and Delivery of ToTs (5-day training) /j	lumpsum	-	1	-	-	-	-	-	1	50.000	-	50	-	-	-	-	-	50	-	52	-	-	-	-	-	52
b. Training of Trainers for Village Facilitators	lumpsum	-	10	-	-	-	-	-	10	10.000	-	100	-	-	-	-	-	100	-	105	-	-	-	-	-	105
c. Nutrition Awareness Training	training	-	60	140	40	-	-	-	240	150	-	9	21	6	-	-	-	36	-	9	23	7	-	-	-	39
Subtotal Nutrition Awareness and Leadership Training for Young Women (18 -30)											-	159	21	6	-	-	-	186	-	167	23	7	-	-	-	196
15. Training of Trainers (ToT) for Artificial Insemination (AI)																										
a. ToT on AI /k	lumpsum	-	1	-	-	-	-	-	1	20.000	-	20	-	-	-	-	-	20	-	21	-	-	-	-	-	21
b. Delivering of training on AI /l	lumpsum	-	105	-	-	-	-	-	105	500	-	53	-	-	-	-	-	53	-	55	-	-	-	-	-	55
Subtotal Training of Trainers (ToT) for Artificial Insemination (AI)											-	73	-	-	-	-	-	73	-	76	-	-	-	-	-	76
Total Investment Costs											646	6,911	6,911	140	134	134	134	15,009	683	6,929	6,924	156	154	159	164	15,168
II. Recurrent Costs																										
A. Operational costs for vehicles /m	per annum	132	132	132	132	132	132	132	924	772	102	102	102	102	102	102	102	713	109	112	116	119	123	127	131	838
Total Recurrent Costs											102	102	102	102	102	102	102	713	109	112	116	119	123	127	131	838
Total											748	7,013	7,013	241	235	235	235	15,722	791	7,041	7,040	275	277	286	295	16,006

\a 20% will be ring-fenced for women
\b 15 percent of the plans are related to climate activities - ACC and 20% will be ring-fenced for women
\c 10 percent beneficiary contribution
\d 20% will be ring-fenced for women
\e 10 percent beneficiary contribution
\f 20% will be ring-fenced for women
\g 10 percent beneficiary contribution
\h SECAP/Gender and social inclusion specialist
\i 3 DPOs for Sughd + 3 DPOs for DRS +2 DPOs for Khatlon
\j 2 hour sessions in each target village
\k Consultant costs 500 USD/day for 2 weeks plus trips+ DSA
\l About 400/500 USS per village
\m It includes petrol, repairs and maintenance (8+3) 11vehicles

Table 8 DT 3

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 3. 1.3.Climate-smart animal health, breeding and feed services delivered

Detailed Costs		**Quantities**								**Unit Cost**	**Base Cost (USD '000)**								**Totals Including Contingencies (USD '000)**							
	Unit	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**(USD)**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
I. Investment Costs																										
A. Animal health																										
1. Provison 8 mobile vet labs- equipment /a	lab	4	4	-	-	-	-	-	8	80.000	320	320	-	-	-	-	-	640	341	352	-	-	-	-	-	694
2. Training for 50 young vets	participant	20	20	10	-	-	-	-	50	5.000	100	100	50	-	-	-	-	250	102	105	54	-	-	-	-	261
3. Animal identification system including capacity development	lumpsum	-	1	-	-	-	-	-	1	350.000	-	350	-	-	-	-	-	350	-	385	-	-	-	-	-	385
4. Procure sub-cutaneous e-tags /b	unit	-	-	20,000	20,000	10,000	-	-	50,000	1	-	-	20	20	10	-	-	50	-	-	23	23	12	-	-	58
5. Procure aplicator for e-tags	e-tag	-	-	50	-	-	-	-	50	50	-	-	3	-	-	-	-	3	-	-	3	-	-	-	-	3
6. Procure reader for e-tags	unit	-	-	50	-	-	-	-	50	250	-	-	13	-	-	-	-	13	-	-	14	-	-	-	-	14
7. Provisionf of motorbikes for the young veterianiarians	unit	20	20	10	-	-	-	-	50	2.500	50	50	25	-	-	-	-	125	53	55	28	-	-	-	-	137
Subtotal Animal health											470	820	110	20	10	-	-	1,430	496	898	122	23	12	-	-	1,552
B. Animal genetics																										
1. Rehabilitation of Regional Breeding Center (3 centers) -lab equipment																										
a. Lab equipment	lab	1	1	1	-	-	-	-	3	39.000	39	39	39	-	-	-	-	117	42	43	44	-	-	-	-	129
b. 50 AI kits	lab	20	20	10	-	-	-	-	50	200	4	4	2	-	-	-	-	10	4	4	2	-	-	-	-	11
c. Liquid Nitrogen machine	lab	1	1	1	-	-	-	-	3	150.000	150	150	150	-	-	-	-	450	160	165	170	-	-	-	-	496
d. AI doses	lab	1,000	1,000	1,000	-	-	-	-	3,000	5	5	5	5	-	-	-	-	15	5	6	6	-	-	-	-	17
Subtotal Rehabilitation of Regional Breeding Center (3 centers) -lab equipment											198	198	196	-	-	-	-	592	211	218	223	-	-	-	-	652
2. Placement of dairy bulls + initial fodder at village level	unit	-	25	25	25	25	-	-	100	2.000	-	50	50	50	50	-	-	200	-	55	57	59	61	-	-	231
Subtotal Animal genetics											198	248	246	50	50	-	-	792	211	273	279	59	61	-	-	883
C. Feed and fodder																										
1. Study and work for selection and technical guidance	lumpsum	-	1	-	-	-	-	-	1	100.000	-	100	-	-	-	-	-	100	-	105	-	-	-	-	-	105
2. Seeds 50 hectares planted /c	unit	-	-	1,000	1,000	1,000	-	-	3,000	15	-	-	15	15	15	-	-	45	-	-	17	18	18	-	-	53
3. Equipment, including seeder and tractor	e-tag	-	1	-	-	-	-	-	1	50.000	-	50	-	-	-	-	-	50	-	55	-	-	-	-	-	55
4. Package for private seed disseminator	lumpsum	-	-	20	20	-	-	-	40	7.000	-	-	140	140	-	-	-	280	-	-	159	164	-	-	-	323
5. Feed and fodder balance	lumpsum	-	1	-	-	-	-	-	1	150.000	-	150	-	-	-	-	-	150	-	165	-	-	-	-	-	165
Subtotal Feed and fodder											-	300	155	155	15	-	-	625	-	325	176	182	18	-	-	701
D. Livestock specialist																										
1. Livestock specialist /d	month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
2. Social fund - Livestock specialist /e	year										2	2	2	2	2	2	2	17	2	3	3	3	3	3	3	19
Subtotal Livestock specialist											12	12	12	12	12	12	12	84	12	13	13	13	14	14	15	94
Total											680	1,380	523	237	87	12	12	2,931	720	1,508	591	277	105	14	15	3,230

\a lumpsum per mobile vet lab
\b for 50,000 animals including 20,000 in larger farms and 30,000 in small family farms
\c 20kg per 50 ha at 15$/kg = 15K x3 = 45K
\d 25 per cent
\e 25 per cent

Table 9 DT 4

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 4. 2.1.Improved Public Livestock Infrastructure
Detailed Costs

		Quantities								Unit Cost	Base Cost (USD '000)								Totals Including Contingencies (USD '000)							
	Unit	2027	2028	2029	2030	2031	2032	2033	Total	(USD)	2027	2028	2029	2030	2031	2032	2033	Total	2027	2028	2029	2030	2031	2032	2033	Total
I. Investment Costs																										
A. Feasibility study for mapping infrastructure need	study	1	-	-	-	-	-	-	1	20.000	20	-	-	-	-	-	-	20	20	-	-	-	-	-	-	20
B. Small-scale slaughterhouses (6 units)																										
1. Works for small scale slaughterhouses	unit	-	1	1	1	1	1	1	6	144.000	-	144	144	144	144	144	144	864	-	159	164	169	174	180	186	1,031
2. Equipment for small scale slaughterhouses	unit	-	1	1	1	1	1	1	6	36.000	-	36	36	36	36	36	36	216	-	40	41	42	44	45	46	258
Subtotal Small-scale slaughterhouses (6 units)											-	180	180	180	180	180	180	1,080	-	198	205	211	218	225	232	1,288
C. One vet post and quarentine facility in Spitamen																										
1. Works for one vet post and quarentine facility in Spitamen	unit	-	1	-	-	-	-	-	1	90.000	-	90	-	-	-	-	-	90	-	99	-	-	-	-	-	99
2. Equipment for for one vet post and quarentine facility in Spitamen	unit	-	1	-	-	-	-	-	1	10.000	-	10	-	-	-	-	-	10	-	11	-	-	-	-	-	11
Subtotal One vet post and quarentine facility in Spitamen											-	100	-	-	-	-	-	100	-	110	-	-	-	-	-	110
D. Livestock markets	lumpsum	-	2	2	2	2	-	-	8	50.000	-	100	100	100	100	-	-	400	-	110	114	117	121	-	-	462
E. Feed and fodder storage facilities (6)																										
1. Works for feed and fodder storage facilities (6)	unit	-	2	2	2	-	-	-	6	32.000	-	64	64	64	-	-	-	192	-	70	73	75	-	-	-	218
2. Equipment for feed and fodder storage facilities (6)	unit	-	2	2	2	-	-	-	6	8.000	-	16	16	16	-	-	-	48	-	18	18	19	-	-	-	55
Subtotal Feed and fodder storage facilities (6)											-	80	80	80	-	-	-	240	-	88	91	94	-	-	-	273
F. Retail points/ pavilion	lumpsum	-	4	4	4	-	-	-	12	30.000	-	120	120	120	-	-	-	360	-	132	136	141	-	-	-	409
G. District contribution: land, staff and salaries /a	lumpsum	0.4	0.4	0.2	-	-	-	-	1	307.560	123	123	62	-	-	-	-	308	131	135	70	-	-	-	-	337
H. Engineer for market infrastructure c2.1																										
1. Engineer for market infrastructure c2.1	month	12	12	12	12	12	12	12	84	1.000	12	12	12	12	12	12	12	84	12	13	13	13	14	14	15	94
2. Social fund - Engineer for market infrastructure c2.1	month										3	3	3	3	3	3	3	21	3	3	3	3	3	4	4	23
Subtotal Engineer for market infrastructure c2.1											15	15	15	15	15	15	15	105	15	16	16	17	17	18	18	117
I. Vehicles																										
Vehicle off road	number	1	-	-	-	-	-	-	1	65.000	65	-	-	-	-	-	-	65	69	-	-	-	-	-	-	69
Total Investment Costs											223	718	557	495	295	195	195	2,678	236	790	631	580	356	243	250	3,086
II. Recurrent Costs																										
A. Vehicles O&M /b	month	12	12	12	12	12	12	12	84	772	9	9	9	9	9	9	9	65	10	10	11	11	11	12	12	76
Total Recurrent Costs											9	9	9	9	9	9	9	65	10	10	11	11	11	12	12	76
Total											232	727	566	504	304	204	204	2,742	246	800	642	590	367	254	262	3,162

\a about 12 percent of the total investment costs USD 2.563mill is district contribution
\b It includes petrol, repairs and maintenance

Table 10 DT 5

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 5. 2.2.Enterprise Development and Access to Finance along th

Detailed Costs		**Quantities**								**Unit Cost**	**Base Cost (USD '000)**							**Totals Including Contingencies (USD '000)**						
	Unit	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**(USD)**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
I. Investment Costs																										
A. Financial packages																										
1. Grant Manager Committee (GMC)	lumpsum	-	25	26	26	26	25	-	128	790	-	20	21	21	21	20	-	101	-	21	22	23	24	23	-	113
2. Grant	grant	-	25	26	26	26	25	-	128	25.000	-	625	650	650	650	625	-	3,200	-	625	650	650	650	625	-	3,200
3. Loans	loan	-	25	26	26	26	25	-	128	25.000	-	625	650	650	650	625	-	3,200	-	625	650	650	650	625	-	3,200
4. Beneficiary contribution /a	loan	-	25	26	26	26	25	-	128	7.500	-	188	195	195	195	188	-	960	-	188	195	195	195	188	-	960
Subtotal Financial packages											-	1,457	1,516	1,516	1,516	1,457	-	7,461	-	1,458	1,517	1,518	1,519	1,461	-	7,473
B. Technical Assistance (TA)																										
1. Technical Assitance for the PFIs	lumpsum	-	0.35	0.35	0.3	-	-	-	1	250.000	-	88	88	75	-	-	-	250	-	92	95	84	-	-	-	270
2. Technical Assitance for the MSMEs	lumpsum	-	0.35	0.35	0.3	-	-	-	1	148.500	-	52	52	45	-	-	-	149	-	54	56	50	-	-	-	160
3. Entreprise development and credit specialist	ers-mont	12	12	12	12	12	12	12	84	900	11	11	11	11	11	11	11	76	11	11	12	12	12	13	13	85
4. Social fund -Entreprise development and credit specialist	ers-month										3	3	3	3	3	3	3	19	3	3	3	3	3	3	3	21
Subtotal Technical Assistance (TA)											14	153	153	133	14	14	14	493	14	160	166	149	16	16	17	536
C. Facilitation of A2F																										
1. Guarantee fund	grant	-	0.2	0.2	0.2	0.2	0.2	-	1	200.000	-	40	40	40	40	40	-	200	-	40	40	40	40	40	-	200
2. Guarantee fund - PFIs contribution	grant	-	0.2	0.2	0.2	0.2	0.2	-	1	333.333	-	267	267	267	267	267	-	1,333	-	267	267	267	267	267	-	1,333
Subtotal Facilitation of A2F											-	307	307	307	307	307	-	1,533	-	307	307	307	307	307	-	1,533
Total											14	1,917	1,975	1,955	1,836	1,777	14	9,487	14	1,925	1,989	1,973	1,841	1,784	17	9,543

\a about 15 percent is beneficiary contribution

Table 11 DT 6

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 6. 2.3.Building Models for demand generation through public procurement - School feeding

Detailed Costs		**Quantities**								**Unit Cost**	**Base Cost (USD '000)**								**Totals Including Contingencies (USD '000)**							
	Unit	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**(USD)**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
I. Investment Costs																										
A. Preparatory Activities for School Feeding Programme (SFP)																										
1. SFP Coordinator	pers-month	6	12	12	12	12	-	-	54	800	5	10	10	10	10	-	-	43	5	10	10	11	11	-	-	47
2. Social fund -SFP Coordinator	pers-month										1	2	2	2	2	-	-	11	1	3	3	3	3	-	-	12
3. Contracting Service Provider for School Feeding Programme Support /a	lumpsum	-	0.2	0.4	0.4	-	-	-	1	55.000	-	11	22	22	-	-	-	55	-	12	24	25	-	-	-	60
Subtotal Preparatory Activities for School Feeding Programme (SFP)											6	23	34	34	12	-	-	109	6	24	37	38	14	-	-	119
B. Development of School Plans																										
1. School Plan Development & Peer Learning Workshop	workshop	-	2	-	2	-	-	-	4	800	-	2	-	2	-	-	-	3	-	2	-	2	-	-	-	3
C. Establishing School Nutrition Infrastructure																										
1. Procurement of Civil Works Kitchen & Storage (Civil Works,Renovation, Water & Electiricity Connections)	ls/school	-	-	13	-	-	-	-	13	51.000	-	-	663	-	-	-	-	663	-	-	753	-	-	-	-	753
2. Procurement of Equipment and Furniture for Kitchen	ls/school	-	-	13	-	-	-	-	13	25.000	-	-	325	-	-	-	-	325	-	-	369	-	-	-	-	369
3. Procurement of Printed material for Nutrition Campaign	ls/school	-	-	1	-	-	-	-	1	5.000	-	-	5	-	-	-	-	5	-	-	6	-	-	-	-	6
4. Procurement of seeds and manure for Kitchen Garden	ls/school	-	-	26	26	26	-	-	78	200	-	-	5	5	5	-	-	16	-	-	6	6	6	-	-	18
5. Procurement of Organic Kitchen garden equipment (tools & small equipment)	ls/school	-	-	13	-	-	-	-	13	2.000	-	-	26	-	-	-	-	26	-	-	30	-	-	-	-	30
Subtotal Establishing School Nutrition Infrastructure											-	-	1,024	5	5	-	-	1,035	-	-	1,164	6	6	-	-	1,176
D. Capacity building for School Feeding Programme (SFP)																										
1. Training in Management for School Staff and Parent Teacher Association	training	-	-	-	4	-	-	-	4	800	-	-	-	3	-	-	-	3	-	-	-	4	-	-	-	4
2. Training for Fund Transfer Piloting (FTP)	training	-	-	4	-	-	-	-	4	800	-	-	3	-	-	-	-	3	-	-	3	-	-	-	-	3
3. Training for kitchen staff in food preparation, processing and storage	training	-	-	4	-	-	-	-	4	800	-	-	3	-	-	-	-	3	-	-	3	-	-	-	-	3
Subtotal Capacity building for School Feeding Programme (SFP)											-	-	6	3	-	-	-	10	-	-	7	4	-	-	-	10
E. Nutrition Support and Awareness																										
1. Purchase of for supplementary food (livestock produce) for school programme	unit	-	117,000	117,000	117,000	117,000	-	-	468,000	1	-	61	61	61	61	-	-	243	-	67	69	71	74	-	-	281
2. Purchase of for supplementary food (livestock produce) for school programme - GoT	unit	-	-	-	-	-	117,000	117,000	234,000	1	-	-	-	-	-	61	61	122	-	-	-	-	-	76	78	154
3. Purchase of for supplementary food (livestock produce) for school programme from philanthropic organization /	unit	-	5,850	5,850	5,850	5,850	5,850	5,850	35,100	1	-	3	3	3	3	3	3	18	-	3	3	4	4	4	4	22
Subtotal Nutrition Support and Awareness											-	64	64	64	64	64	64	383	-	70	73	75	77	80	82	457
F. Monitoring and Evaluation																										
1. Impact assessment	lumpsum	-	-	-	-	1	-	-	1	12.000	-	-	-	-	12	-	-	12	-	-	-	-	14	-	-	14
Total Investment Costs											6	88	1,128	108	93	64	64	1,552	6	96	1,280	124	111	80	82	1,780
II. Recurrent Costs																										
A. Monitoring and Evaluation																										
1. Travel	lumpsum	-	0.25	0.35	0.25	0.15	-	-	1	44.400	-	11	16	11	7	-	-	44	-	12	18	13	8	-	-	51
Total Recurrent Costs											-	11	16	11	7	-	-	44	-	12	18	13	8	-	-	51
Total											6	100	1,144	119	100	64	64	1,596	6	108	1,298	137	119	80	82	1,831

\a service provider fee includes the budget for the baseline
\b about 5 percent is philanthropic organization contribution

Table 12 DT 7

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 7. Enabling Policy Environment

Detailed Costs		**Quantities**								**Unit Cost**	**Base Cost (USD '000)**								**Totals Including Contingencies (USD '000)**							
	Unit	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**(USD)**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
I. Investment Costs																										
A. Contract with a consultancy firm	pers-month	1	-	-	-	-	-	-	1	250.000	250	-	-	-	-	-	-	250	254	-	-	-	-	-	-	254
B. Workshop for stakeholder engagement																										
Workshop (3) for stakeholder engagement	workshop	1	1	1	-	-	-	-	3	20.000	20	20	20	-	-	-	-	60	20	21	22	-	-	-	-	63
Total											270	20	20	-	-	-	-	310	274	21	22	-	-	-	-	317

Table 13 DT 8

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 8. Monitoring and Evaluation & Knowledge Managemet

Detailed Costs		**Quantities**								**Unit Cost**	**Base Cost (USD '000)**								**Totals Including Contingencies (USD '000)**							
	Unit	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**(USD)**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
I. Investment Costs																										
A. Training and Workshops																										
Project inception (start-up) workshop	workshop	1	-	-	-	-	-	-	1	20.000	20	-	-	-	-	-	-	20	20	-	-	-	-	-	-	20
Training of M&E Units on GIS basics /a	workshop	-	1	-	-	-	-	-	1	1.000	-	1	-	-	-	-	-	1	-	1	-	-	-	-	-	1
Advanced M&E training for M&E Units (CEP and PCO) /b	workshop	-	1	-	-	-	-	-	1	25.000	-	25	-	-	-	-	-	25	-	26	-	-	-	-	-	26
Workshop at province level plus refresher /c	workshop	-	1	2	1	2	-	-	6	1.400	-	1	3	1	3	-	-	8	-	1	3	2	3	-	-	9
Subtotal Training and Workshops											20	27	3	1	3	-	-	54	20	29	3	2	3	-	-	57
B. Studies and Impact Assessment																										
Baseline study /d	study										30	-	-	-	-	-	-	30	30	-	-	-	-	-	-	30
Mid-term review	study										-	-	30	-	-	-	-	30	-	-	32	-	-	-	-	32
Project Completion Report	study										-	-	-	-	-	-	30	30	-	-	-	-	-	-	37	37
MIS system set up and maintenance	system	0.85	0.025	0.025	0.025	0.025	0.025	0.025	1	35.000	30	1	1	1	1	1	1	35	30	1	1	1	1	1	1	36
Subtotal Studies and Impact Assessment											60	1	31	1	1	1	31	125	61	1	33	1	1	1	38	136
C. Project Knowledge Management																										
Development of Knowledge products	lumpsum	0.1	0.15	0.15	0.15	0.15	0.15	0.15	1	20.000	2	3	3	3	3	3	3	20	2	3	3	4	4	4	4	24
KM Dissemination Events /Workshops for KM (donor workshop) about 40 people /e	lumpsum	1	-	1	-	1	-	1	4	1.400	1	-	1	-	1	-	1	6	1	-	2	-	2	-	2	6
Lessons learning studies	contract	-	-	1	-	1	-	1	3	10.000	-	-	10	-	10	-	10	30	-	-	11	-	12	-	12	35
Subtotal Project Knowledge Management											3	3	14	3	14	3	14	56	4	3	16	4	17	4	18	64
Total											83	31	48	5	18	4	45	235	85	33	52	6	21	5	56	257

\a 2 day-training
\b trip to Rome plus expenses - DSA let´s say 4k for trip and the cost of training - about 25K
\c Venue USD600+food 400USD for 40 people at USD20 - About 5-6 districts / workshop. Per districts: 7 px including 1 DPO and 1 service providers/community facilitators M&E staff and 4 selected district authorities (CFS, SEBAI, ...) and relevant national staff
\d A comprehensive baseline including IFAD's RIMS
\e Venue USD600+food 400USD for 40 people at USD20

Table 14 DT 9

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 9. Project Management Unit CEP

Detailed Costs	Unit	Quantities								Unit Cost	Base Cost (USD '000)								Totals Including Contingencies (USD '000)							
		2027	2028	2029	2030	2031	2032	2033	Total	(USD)	2027	2028	2029	2030	2031	2032	2033	Total	2027	2028	2029	2030	2031	2032	2033	Total
I. Investment Costs																										
A. Office Equipment																										
1. Central Office CEP																										
Office and equipment	lumpsum	1	-	-	-	-	-	-	1	45.500	46	-	-	-	-	-	-	46	49	-	-	-	-	-	-	49
B. Vehicles																										
Vehicles (3) from CEP /a	number	3	-	-	-	-	-	-	3	19.000	57	-	-	-	-	-	-	57	61	-	-	-	-	-	-	61
C. Technical Assistance																										
Training on FM and procurement, etc.	pers-year	1	1	1	1	1	1	1	7	3.000	3	3	3	3	3	3	3	21	3	3	3	3	3	4	4	23
FM software installation and support /b	pers-year										35	3	3	3	3	3	3	55	36	4	4	4	4	4	4	59
Subtotal Technical Assistance											38	6	6	6	6	6	6	76	39	7	7	7	7	8	8	82
Total Investment Costs											141	6	6	6	6	6	6	179	148	7	7	7	7	8	8	191
II. Recurrent Costs																										
A. Salaries																										
CEP Project Coordinator	pers-month	12	12	12	12	12	12	12	84	1.200	14	14	14	14	14	14	14	101	15	15	16	16	17	17	18	113
M&E specialist	pers-month	12	12	12	12	12	12	12	84	1.000	12	12	12	12	12	12	12	84	12	13	13	13	14	14	15	94
M&E assistant	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
Financial management specialist	pers-month	12	12	12	12	12	12	12	84	1.000	12	12	12	12	12	12	12	84	12	13	13	13	14	14	15	94
Disbursement assistant	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
Procurement specialist	pers-month	12	12	12	12	12	12	12	84	1.000	12	12	12	12	12	12	12	84	12	13	13	13	14	14	15	94
Procurement assistant	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
Gender specialist	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
Assistant/translator	pers-month	12	12	12	12	12	12	12	84	700	8	8	8	8	8	8	8	59	9	9	9	9	10	10	10	66
Drivers (3) /c	pers-month	36	36	36	36	36	36	36	252	350	13	13	13	13	13	13	13	88	13	13	14	14	15	15	15	99
Office Cleaner	pers-month	12	12	12	12	12	12	12	84	200	2	2	2	2	2	2	2	17	2	3	3	3	3	3	3	19
Social Fund (PMU Staff) /d	per annum										28	28	28	28	28	28	28	196	28	29	30	31	32	33	34	220
Subtotal Salaries											140	140	140	140	140	140	140	982	142	147	152	157	162	167	172	1,098
B. Office Running Costs																										
1. Operarional costs - O&M	lumpsum	12	12	12	12	12	12	12	84	1.500	18	18	18	18	18	18	18	126	19	20	20	21	22	22	23	148
2. Office rent /e	month	12	12	12	12	12	12	12	84	1.300	16	16	16	16	16	16	16	109	17	17	18	18	19	19	20	128
Subtotal Office Running Costs											34	34	34	34	34	34	34	235	36	37	38	39	41	42	43	276
Total Recurrent Costs											174	174	174	174	174	174	174	1,217	178	184	190	196	202	209	215	1,375
Total											314	180	180	180	180	180	180	1,396	326	191	197	203	210	216	223	1,566

\a CEP contribution
\b including annual support
\c 3 drivers
\d 25% of staff cost
\e co financing from CEP

Table 15 DT 10

Tajikistan
Access to Markets and Adaptation for Livestock (AMAL)
Table 10. Project Management Unit PIU

Detailed Costs		**Quantities**								**Unit Cost**	**Base Cost (USD '000)**								**Totals Including Contingencies (USD '000)**							
	Unit	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**(USD)**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
I. Investment Costs																										
A. Office Equipment																										
1. Central Office PIU																										
Office furnitute	lumpsum	1	-	-	-	-	-	-	1	25.000	25	-	-	-	-	-	-	25	27	-	-	-	-	-	-	27
Office and equipment	lumpsum	1	-	-	-	-	-	-	1	28.000	28	-	-	-	-	-	-	28	30	-	-	-	-	-	-	30
Subtotal Central Office PIU											53	-	-	-	-	-	-	53	57	-	-	-	-	-	-	57
B. Technical Assistance																										
Training on FM and procurement, etc.	pers-year	1	1	1	1	1	1	1	7	3.000	3	3	3	3	3	3	3	21	3	3	3	3	3	4	4	23
FM software installation and support /a	pers-year	1	-	-	-	-	-	-	1	15.000	15	-	-	-	-	-	-	15	15	-	-	-	-	-	-	15
Subtotal Technical Assistance											18	3	3	3	3	3	3	36	18	3	3	3	3	4	4	39
Total Investment Costs											71	3	3	3	3	3	3	89	75	3	3	3	3	4	4	95
II. Recurrent Costs																										
A. Salaries																										
AMAL Project Coordinator	pers-month	12	12	12	12	12	12	12	84	1.200	14	14	14	14	14	14	14	101	15	15	16	16	17	17	18	113
Senior M&E specialist	pers-month	12	12	12	12	12	12	12	84	900	11	11	11	11	11	11	11	76	11	11	12	12	12	13	13	85
M&E assistant	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
Procurement specialist	pers-month	12	12	12	12	12	12	12	84	1.000	12	12	12	12	12	12	12	84	12	13	13	13	14	14	15	94
Procurement assistant	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
Financial management specialist	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
Disbursement assistant	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
K&M and Communication Specialist	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
SECAP/Gender and social inclusion specialist	pers-month	12	12	12	12	12	12	12	84	800	10	10	10	10	10	10	10	67	10	10	10	11	11	11	12	75
Assistant/translator	pers-month	12	12	12	12	12	12	12	84	700	8	8	8	8	8	8	8	59	9	9	9	9	10	10	10	66
Drivers (1 person)	pers-month	12	12	12	12	12	12	12	84	350	4	4	4	4	4	4	4	29	4	4	5	5	5	5	5	33
Social Fund (PMU Staff) /b	per annum										27	27	27	27	27	27	27	188	27	28	29	30	31	32	33	210
Subtotal Salaries											134	134	134	134	134	134	134	940	136	141	145	150	155	160	165	1,051
B. Allowances for trips																										
International travels	lumpsum	-	1	-	1	-	1	-	3	14.000	-	14	-	14	-	14	-	42	-	15	-	16	-	17	-	49
C. Office Running Costs																										
1. Operarional costs - O&M	lumpsum	12	12	12	12	12	12	12	84	1.500	18	18	18	18	18	18	18	126	19	20	20	21	22	22	23	148
2. Office rent /c	month	12	12	12	12	12	12	12	84	10.000	120	120	120	120	120	120	120	840	128	132	136	141	145	150	155	987
Subtotal Office Running Costs											138	138	138	138	138	138	138	966	147	152	157	162	167	172	178	1,135
Total Recurrent Costs											272	286	272	286	272	286	272	1,948	284	308	302	328	322	349	343	2,236
Total											343	289	275	289	275	289	275	2,037	358	311	305	331	325	353	346	2,331

\a including annual support
\b 25% of staff cost
\c co financing from PIU

IFAD
Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 4: Economic and Financial Analysis

Mission Dates:	15/09/2025 - 01/10/2025
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Near East, North Africa and Europe Division
Programme Management Department

Annex 4: Economic and Financial Analysis (EFA)

a. Methodology

1. This annex presents the Economic and Financial Analysis (EFA) of Access to Market and Adaptation for Livestock (AMAL). The methodological approach of the Economic and Financial Analysis (EFA) of the AMAL follows that of Gittinger (1982)[1], Belli et al. (2001)[2] and is in line with recent guidelines published on economic and financial analysis[3]. The financial analysis was performed from the perspective of beneficiaries. The economic analysis also differed from the financial analysis due to a shadow price that was assumed for the main project inputs and outputs.

2. Nineteen financial models were initially developed to reflect the project's activities. Of these, ten models focus on Climate-Sensitive Community Action Plans (CsCAPs)—a demand-driven intervention designed to address community-level priorities. The main interventions identified at the village level fall under four thematic areas: (i) mechanization; (ii) water infrastructure; (iii) fodder production; and (iv) women's packages. In addition, nine models were developed for agribusinesses and Micro/Small-Scale Enterprises (MSMEs).

3. The financial analysis indicates that the targeted activities are financially viable, while the economic analysis confirms the overall feasibility of the project. The Economic Internal Rate of Return (EIRR) is estimated at 26.34 per cent, with a Net Present Value (NPV) of US$32.73 million at 10% social discount rate Sensitivity analysis shows that the project remains responsive to variations in key parameters—such as benefits, costs, timing of benefit realization, and adoption rates—emphasizing that sustainable value chain investments, particularly in the dairy sector, are critical for project success.

b. Beneficiaries

4. The primary beneficiaries of the Project include: (i) villagers benefiting from the Climate-Sensitive Community Action Plans (CsCAPs); (ii) Micro, Small, and Medium Enterprises (MSMEs), such as processing units, butcheries, animal feed shops, and similar ventures; (iii) farmers and livestock producers who will access climate-smart animal health, breeding, and feed services, as well as improved livestock market infrastructure; and (iv) schoolchildren benefiting from the Project-supported school feeding program. In total, the Project is expected to directly support approximately 54,000 households through a combination of targeted grants, matching grants, and loans, with an estimated cost of US$731 per household.

5. The following table represents the phasing of beneficiaries used for the aggregation.

[1] Gittinger, P., 1982. *Economic analysis of agricultural projects*

[2] Belli, P., J.R. Anderson, H.N. Barnum, J.A. Dixon, and J-P. Tan (2001). *Economic Analysis of Investment Operations: Analytical Tools and Practical Applications*. WBI Development Studies, World Bank Institute, World Bank, Washington, D.C.

[3] IFAD, 2015. *Economic and Financial analysis of rural investment projects, basic concepts and rationale.*

Table 1 Phasing

#	Component		Unit	Y1	Y2	Y3	Y4	Y5	Y6	Y7	TOTAL
		EFA models									
		Climate sensitive Community Action Plans (CsCAPs)									
		Mechanization (fodder choppers)									
	1.2	*fodder chopper*	unit	0	42	75	50	0	0	0	166
	1.2	*tractor*	unit	0	26.25	47.25	31.5	0	0	0	105
	1.2	**Water infrastructure (solar pumps, tanks)**	unit	0	29	52	35	0	0	0	116
		Fodder production (alfalfa, wheat, barley)									
	1.2	*alfalfa*	ha	0	57	102	68	0	0	0	227
	1.2	*wheat*	ha	0	142	255	170	0	0	0	567
	1.2	*barley*	ha	0	142	255	170	0	0	0	567
		Women's package (dairy or horticulture micro-equipment)									
	1.2	*cow rearing*	units	0	55	99	66	0	0	0	221
	1.2	*greenhouse*	units	0	55	99	66	0	0	0	221
	1.2	*nutrition garden*	units	0	55	99	66	0	0	0	221
	1.2	*micro processor*	units	0	44	80	53	0	0	0	177
	1.2	***Sub-total of villagers benefiting from the CsCAPs***	**villages**	**-**	**26**	**47**	**32**	**-**	**-**	**-**	**105**
	1.2	***Sub-total of HHs benefited from CsCAPs***	**HHS**	**-**	**6,531**	**11,756**	**7,838**	**-**	**-**	**-**	**26,125**
		Agribusiness /Small-Medium Enterprises (SME) and Service Provider models									
	1.3	Livestock models - bull service provider for insemination	head	0	25	25	25	25	0	0	100
	1.3	***Sub-total of HHs benefited from bull services***	**HHS**	**-**	**367**	**367**	**367**	**367**	**-**	**-**	**1,468**
	1.3	Seed multiplicators	multiplicator	0	0	20	20	0	0	0	40
	1.3	***Sub-total of HHs benefited from Seed multiplication***	**HHS**	**-**	**-**	**885**	**885**	**-**	**-**	**-**	**1,770**
	1.3	Service provider - Young Veterinarians - Veterinary services	vets	20	20	10	0	0	0	0	50
	1.3	***Sub-total of HHs benefited from veterinarian services (mobile vet labs, border post)***	**HHS**	**5,054**	**5,054**	**2,527**	**-**	**-**	**-**	**-**	**12,634**
	1.3	***Sub-total of HHs benefited from other AMAL interventions (e.g. cattle tagging, cattle market, p***	**HHS**	**-**	**1,273**	**2,291**	**1,527**	**-**	**-**	**-**	**5,091**
	COMP 1	***Sub-total of HHs benefited from Component 1***	***HHS***	***5,054***	***13,225***	***17,826***	***10,617***	***367***	**-**	**-**	***47,088***
	2.1	Service provider - Slaughterhouses	units	0	1	1	1	1	1	1	6
	2.1	***Sub-total of HHs benefited from slaugtherhouse***	**HHS**	**-**	**15**	**15**	**15**	**15**	**15**	**15**	**90**
20%	2.2	MCC	units	0	5	5	5	5	5	0	26
30%	2.2	Dairy processing unit	units	0	8	8	8	8	8	0	38
30%	2.2	Burcher shop	units	0	8	8	8	8	8	0	38
20%	2.2	Feed shop	units	0	5	5	5	5	5	0	26
100%	***2.2***	***Sub-total of HHs benefited from enterprise development services & access to finance***	**HHS**	**-**	**498**	**518**	**518**	**518**	**498**	**-**	**2,551**
	2.3	School Feeding	units	0	13	0	0	0	0	0	13
	2.3	***Sub-total of HHs benefited from school feeding and nutrition campaigns***	**HHS**	**-**	**4,271**	**-**	**-**	**-**	**-**	**-**	**4,271**
	COMP 2	***Sub-total of HHs benefited from Component 2***	***HHS***	***-***	***4,784***	***533***	***533***	***533***	***513***	***15***	***6,912***
	TOTAL	**Sub-total number of HHs benefited by AMAL**	**HHS**	**5,054**	**18,009**	**18,359**	**11,150**	**900**	**513**	**15**	**54,000**

c. Financial analysis

Climate-Sensitive Community Action Plans (CsCAPs) models

6. Ten Climate-Sensitive Community Action Plans (CsCAPs) models were developed, encompassing a diverse ser of interventions. At the village level, the main interventions fall under four thematic areas: (i) mechanization including choppers and tractors; (ii) water infrastructure, such as solar pumps and tanks; (iii) fodder production, covering alfalfa, wheat, and barley; and (iv) women's packages, including cow rearing, greenhouses, and micro-processing). All interventions are implemented under sub-component 1.2.

Table 2 Financial performance of Climate-sensitive Community Action Plans (CsCAPs) models

Agribusiness / SME Models	FIRR (12.5%)	NPV (in TJS)	NPV (in US$)	B/C ratio
Mechanization (choppers)	35%	136,745	14,641	1.20
Mechanization (tractors)	32%	346,926	37,144	1.36
ter infrastructure (solar pumps, tanks)	20%	143,008	15,311	1.11
Fodder production (alfalfa)	41%	5,697	610	1.11
Fodder production (wheat)	31%	1,684	180	1.07
Fodder production (barley)	21%	631	68	1.02
Women's package (cow rearing)	34%	23,756	2,544	1.28
Women's package (greenhouse)	22%	6,682	715	1.56
Women's package (nutrition garden)	40%	3,824	409	1.65
Women's package (micro processor)	42%	51,450	5,509	1.50

2. Model 1 presents mechanization through the provision of choppers in village plans. The total investment is estimated at TJS158,780, covering the purchase of four choppers, small equipment, a shed, and feed mixers. The main benefits include direct cost savings for group members, resulting from the transition from manual to mechanical chopping, as well as additional revenue from service provision to non-member farmers, who pay a fee for chopping or feed processing. To ensure conservative estimates and avoid overstating returns, the model assumes a modest utilization rate of approximately 375 kg/day per chopper at the village level and a small group size of beneficiaries. Based on these assumptions, the model yields a Financial Internal Rate of Return (FIRR) of 35 per cent, a Net Present Value (NPV) of TJS136,745, and a benefit/cost (B/C) ratio of 1.20.

3. Model 2 represents mechanization through the provision of tractors. The total investment is estimated at TJS360,000, primarily for the purchase of one tractor, a trailer, and a shelter. Benefits include direct cost savings for group members through reduced labor requirements, as well as additional revenue from providing tractor services to non-member farmers. The model assumes a utilization rate of six hours per day and an average of 50 households per village, operating 250 days per year, for a total of 1,500 service hours annually. Based on these assumptions, the model yields a Financial Internal Rate of Return (FIRR) of 32 per cent, a Net Present Value (NPV) of TJS346,926, and a benefit/cost (B/C) ratio of 1.36.

4. Model 3 illustrates the second thematic area in the packages: water infrastructure. focusing on solar pumps and rainwater tanks. The total investment is estimated at TJS373,600 for the purchase of solar pump systems and water tanks. Benefits include labour saving from improved water access, diesel cost savings from the transition from diesel to solar pumps, and revenue from providing water services to non-member farmers. The model applies conservative time-saving assumptions per household, with an estimated 0.5 hours saved per day during the high-demand season (lasting 120 days) and additional savings during the rest of the year (around 80 days). Based on these assumptions, the model yields a FIRR of 20 per cent, an NPV of TJS143,008, and a B/C ratio of 1.11.

5. Model 4 represents fodder production with alfalfa on one hectare with operational activity increasing from 70 per cent in Year 1 to 100 per cent by Year 4. The total investment of TJS3,248 is primarily allocated to seed costs. This model yields a FIRR of 41 per cent, an NPV of TJS5,697 and a B/C ratio of 1.11.

6. Model 5 focuses on fodder production with wheat on one hectare, reaching full capacity in year 4. The total investment of TJS840 is primarily allocated to seed costs. This model yields a FIRR of 31 per cent, an NPV of TJS1,684, and a B/C ratio of 1.07.

7. Model 6 presents fodder production with barley on one hectare, reaching full capacity in year 4. The total investment of TJS564 is primarily allocated to seed costs. Based on these assumptions, this model yields a FIRR of 21 per cent, an NPV of TJS631, and a B/C ratio of 1.02.

8. Model 7 represents a women's package for cow rearing, consisting of two cows producing approximately 10 litres per day over 180 lactation days, reaching full capacity in year 2. The investment requirement is about TJS20,000. This unit achieves a FIRR of 34 per cent, an NPV of TJS23,756, and a B/C ratio of 1.28.

9. Model 8 shows a women's packages for greenhouse horticulture, producing tomatoes, cucumbers and green leaves for sale. The total investment of TJS15,000 covers the greenhouse frame and cover and the irrigation system and tools. The yield assumptions are conservative, estimated at 25 kg/m² for tomatoes, 18 kg/m² for cucumbers, and 30 kg/m²

for green leafy vegetables. Based on these assumptions, the unit yields a FIRR of 22 per cent, an NPV of TJS6,682, and a B/C ratio of 1.56.

10. Model 9 exhibits a women's packages for a 100m^2 open-field nutrition garden for horticulture production. The total investment of TJS3,300 covers a small pump, hand tools, compost pit and fencing. The yield assumptions are conservative for open-field production, estimated at 14 kg/m² for tomatoes, 12 kg/m² for cucumbers, and 11 kg/m² for green leafy vegetables. Based on these assumptions, the unit achieves a FIRR of 40 per cent, an NPV of TJS3,824, and a B/C ratio of 1.65.

11. Model 10 demonstrates a women's packages for dairy micro-processing, with an annual processing capacity of 3,600 litres, reaching full development by Year 2. The total investment of TJS25,000 covers the purchase of a milk churn/vat, small cooler, cheese kit, milk cans and other equipment. This unit achieves a FIRR of 42 per cent, an NPV of TJS51,450, and a B/C ratio of 1.50.

Agribusiness / MSME models

12. Nine financial models were developed to reflect the proposed project activities. These models are based on data gathered during field visits and from the ongoing IFAD-supported CASP+ project. The models cover a range of agribusiness and micro/small-scale enterprise (M/SME) activities, and are categorized to the type of project financial support and the relevant component and sub-component as follows:

13. For Sub-component 1.3, two models were developed: (i) young veterinarians service providers (ii) bull insemination services; (iii) seed multiplicators. For Sub-component 2.1, one model was designed: (iv) slaughterhouse. For sub-component 2.2: four models were built: (v) Milk Collection Centre (MCC); (vi) Dairy processing unit; (vii) butcher shop, and (viii) animal feed shop. For sub-component 2.3, one model was developed for school feeding programme.

14. The following table shows financial performance of the agricultural farm models and MSME models. The financial internal rate of return (FIRR), NPV, and benefit/cost ratio for the models are good, indicating the financial viability of the proposed activities.

Table 3 Financial performance of Agricultural farm models and MSME models

Agribusiness / SME Models	FIRR (12.5%)	NPV (in TJS)	NPV (in US$)	B/C ratio
Young veterinarian service	81%	195,798	20,963	1.18
Bull service	85%	3,784,044	405,144	1.44
Slaughterhouse	41%	3,203,778	343,017	1.02
Seed multiplicator	25%	37,653	4,031	1.17
MCC	60%	1,655,629	177,262	1.07
Dairy small scale processing unit	54%	5,554,768	594,729	1.46
Buther shop	91%	1,663,785	178,135	1.04
Animal Feed shop	95%	1,582,578	169,441	1.54
School feeding	16%	118,185	12,654	1.01

15. Model 11 represents a young veterinarian service provider. The model assumes a capacity of 5 service per year, reaching full operational capacity by Year 2. The total investment is estimated at TJS28,000 covers the purchase of a motorbike, applicator and reader for e-tags and start-up kit for Artificial Insemination (AI). The model generates a Financial Internal Rate of Return (FIRR) of 81 per cent, a Net Present Value (NPV) of TJS195,798, and a Benefit-Cost (B/C) ratio of 1.18.

16. Model 12 presents a breading centre with 100 bulls providing mounting services, capable of delivering 180 natural bull services per year and reaching full operational capacity by Year 2. The cost of the bulls is equal toTJS18,680. The model yields a FIRR of 85 per cent, an NPV of TJS3.78 million, and a Benefit-Cost (B/C) ratio of 1.44.

17. Model 13 illustrates a slaughterhouse with an annual processing capacity of 6,000 bulls and 60 sheep, reaching full development by Year 2. The total investment requirement is TJS1.84 million covers building rehabilitation, procurement of equipment, a cold room, and other necessary equipment. The financial analysis indicates a FIRR of 41 per cent, an NPV of TJS3.20 million, and a B/C ratio of 1.02.

18. One of the main barriers for the livestock development sector is the lack of quality feed and fodder. The project will support with the provision of package for private seed disseminators. The Model 14 shows one hectare of four different seed fodder: C*hloris (Rodhes Grass*); *Pennisetum (Elephant Grass*); *Leucaena*; and legumes (*Desmodium*). The initial investment is equal to TJS65,380 mainly to purchase quality fodder seeds and agricultural tools. The seed fodder multiplication model displays a FIRR of 25 per cent, an NPV of TJS37,650, and a B/C ratio of 1.17.

19. Model 15 depicts a Milk Collection Center (MCC), expanding capacity from 1,500 litres to 3,000 litres per year and reaching full capacity by Year 2. The total investment requirement is TJS535,500. The facility yields a FIRR of 60 per cent, an NPV of TJS1.65 million, and a B/C ratio of 1.07.

20. Model 16 represents a small-scale dairy processing unit, expanding production from 500 litres to 1,000 litres per year and reaching full development by Year 2. The total investment of TJS537,000 covers the purchase of a pasteurizer tank, fermentation tanks, cold room, small vehicle, and other essential equipment. The financial analysis indicates a FIRR of 54 per cent, an NPV of TJS5.55 million, and a B/C ratio of 1.46.

21. Model 17 describes a butcher shop with an annual processing capacity of 200 bulls and 200 sheep, reaching full operational capacity by Year 2. The initial investment of TJS532,400 covers the purchase of a cold room, tables, fridges, and a refrigerated truck. This model achieves a FIRR of 91 per cent, an NPV of TJS1.65 million, and a B/C ratio of 1.04.

22. Model 18 represents an Animal Feed Shop, reaching full operation by year 2. The total investment of TJS510,000 covers the purchase of a pellet machine, small miller, solar panels, and other necessary equipment. The shop´s main products include cottonseed cakes, corn, sunflower, and wheat pellets, as well as barley flour. The financial analysis indicates a FIRR of 95 per cent, an NPV of TJS1.58 million, and a B/C ratio of 1.54

23. Model 19 represents the School Feeding Programme, reaching 13 schools and 1,950 students. The investment of TJS710,000 covers the renovation of school buildings and kitchen equipment. This model has been developed following the methodology outlined in FAO & WFP (2022), The State of School Feeding Worldwide, which estimates economic returns from school feeding programs at US$15–30 per student per year, with additional health savings of US$5 per student per year. The analysis indicates a Financial Internal Rate of Return (FIRR) of 16 per cent, a Net Present Value (NPV) of TJS118,185, and a Benefit-Cost (B/C) ratio of 1.01.

Summary of the Performance of the Financial Models

24. The Project net cash flows are based on the incremental approach, which results from comparing the With Project Situation and Without Project situations[4]. The financial models have been calculated at 12.5 per cent discount rate. The below table summarizes the models as well as their financial performance.

[4] IFAD, 2015, Economic and Financial analysis of rural investment projects, basic concepts, and rationale.

Table 4 Financial model's cash flows

Table A: Models'financial cash flow (20 year-period)

FINANCIAL ANALYSIS	Models' net incremental benefits -NIB (in TJS)																		
	Climate sensitive Community Action Plans (CsCAPs)										Agri-business / small-medium enterprises (M/SME) / service provider models								
	Mechanization (choppers)	Mechanization (tractors)	Water infrastructure (solar pumps, tanks)	Fodder production (alfalfa)	Fodder production (wheat)	Fodder production (barley)	Women's package (cow rearing)	Women's package (greenhouse)	Women's package (nutrition garden)	Women's package (micro processor)	Young veterinarian service	Bull service	Slaughterhouse	Seed multiplicator	MCC	Dairy small scale processing unit	Buther shop	Animal Feed shop	School feeding
PY1	-112,576	-295,293	-316,768	-2,626	-1,232	-1,053	-18,481	-12,187	-2,340	-29,188	-47,796	-850,720	-1,535,491	-52,141	-485,992	-716,995	-345,570	-311,850	-606,385
PY2	43,869	97,921	66,837	1,138	73	-60	6,326	2,757	929	12,183	38,784	720,640	494,643	13,595	232,851	-46,038	319,135	299,150	103,455
PY3	43,869	97,921	66,837	1,608	350	182	6,326	2,757	929	12,183	38,784	720,640	601,195	13,391	299,988	185,916	319,135	299,150	103,455
PY4	43,869	97,921	66,837	-1,051	441	237	6,326	2,757	929	12,183	38,784	720,640	707,747	13,197	317,556	417,870	319,135	299,150	103,455
PY5	43,869	83,911	66,837	1,938	628	424	6,326	2,757	929	12,183	38,784	720,640	599,479	13,143	367,124	649,824	256,635	254,150	103,455
PY6	43,869	97,921	66,837	1,938	628	424	6,326	2,757	929	12,183	38,784	720,640	814,299	13,223	324,324	1,113,732	319,135	299,150	103,455
PY7	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	720,640	814,299	12,993	351,124	1,345,686	319,135	299,150	103,455
PY8	-63,541	97,921	66,837	-864	628	424	6,326	2,757	929	12,183	38,784	720,640	814,299	13,223	367,124	1,577,640	319,135	299,150	103,455
PY9	43,869	83,911	66,837	1,938	628	424	6,326	2,757	929	12,183	15,434	720,640	767,599	13,143	367,124	1,577,640	256,635	254,150	103,455
PY10	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY11	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY12	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY13	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY14	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY15	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY16	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY17	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY18	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY19	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
PY20	43,869	97,921	66,837	1,751	441	237	6,326	2,757	929	12,183	38,784	701,960	814,299	13,113	351,124	1,577,640	319,135	299,150	103,455
B/C	1.20	1.36	1.11	1.11	1.07	1.02	1.28	1.56	1.65	1.50	1.18	1.44	1.02	1.17	1.07	1.46	1.04	1.54	1.01
NPV (in TJS) @ 0.125	136,745	346,926	143,008	5,697	1,684	631	23,756	6,682	3,824	51,450	195,798	3,784,044	3,203,778	37,653	1,655,629	5,554,768	1,663,785	1,582,578	118,185
IRR	35%	32%	20%	41%	31%	21%	34%	22%	40%	42%	81%	85%	41%	25%	60%	54%	91%	95%	16%

d. Economic analysis

Assumptions

25. **Economic prices.** In line with estimates from the Economist Intelligence Unit (EIU), the official exchange rate is set at TJS 9.34 per US$1, based on the latest 2025 data. Financial prices have been converted to economic prices using the following factors. For non-tradable goods, a conversion factor of 1.0 was applied, reflecting their local procurement with minimal tax distortions. For labour, an opportunity cost conversion factor of 0.89[5] was used, based on the prevailing rural unemployment rate in Tajikistan. For tradable goods and equipment, the Standard Conversion Factor (SCF) of 0.99 was applied. Additionally, a conversion factor of 1.44 was calculated and applied for milk to reflect its economic valuation, consistent with the import parity effects—given the high market value of substitutes—and the nutritional externalities associated with improved household diets and food security.

26. All models are expressed in 2025 constant prices. The analysis is based on primary data collected by the preparation team during field visits conducted in September/October 2025 as part of the IFAD design mission in Tajikistan, as well as on interactions with the Government of Tajikistan, ongoing IFAD projects[6], and information from various organizations. Conservative assumptions and parameters have been applied to avoid overestimation of benefits and ensure realistic results.

Table 5 Standard Conversion and Social Discount Factors

Conversion factor	
CF for tradeable goods	0.99
CF for milk	1.44
CF for labour	0.89
CF for non-tradeable goods	1.00
Social discount rate	10%

27. **Social discount rate.** The economic discount rate has been set at 10 per cent, reflecting the country's prevailing market interest rates and the opportunity cost of capital in Tajikistan. This rate captures the social opportunity cost of capital and has been used to calculate the economic Net Present Value (NPV) and future net incremental benefits of the Project.

Results

28. The period of analysis is 20 years to account for the phasing and gestation of the proposed interventions. Economic benefits from the agricultural/livestock activities and agri-business /MSME/ models have been aggregated using average incremental net benefits and beneficiaries for each agricultural/livestock and agri-business activity under the Project interventions and assuming different adoption rates, extracted from the costing exercise. Economic benefits from enterprise models have been aggregated using an expected number of small enterprises to be supported by the Project. Benefits are phased-in progressively for all types of interventions. An adoption rate of 70 per cent has been applied, consistent with similar IFAD-financed projects and commonly used benchmarks for community-based and livelihoods interventions. This represents a realistic and conservative estimate based on uptake levels in comparable contexts.

5 Rate of rural unemployment in Tajikistan (2023) equal to 11.3 %, World Bank database.
6 CASP+ and TERRA IFAD projects

29. Economic costs associated with Climate-sensitive Community Action Plans (CsCAPs) activities and livestock, and agri-business activities were estimated at US$59.37 million. To ensure accuracy, the investment costs for the main project interventions (grants, matching grants, and loans) represented in the EFA and included in COSTAB were excluded to avoid double counting expenditures. Standard conversion factors were applied to adjust financial prices to their corresponding economic values, ensuring that traded and non-traded goods reflect their true opportunity costs to the economy. The economic costs have then been deducted from the overall economic benefit stream to obtain the Project's net incremental benefit stream. The economic analysis shows satisfactory results, with a NPV at US$32.73 million and an EIRR of 26.34 per cent, suggesting that the overall Project is economically profitable.

Table 6 Results of the economic analysis

Sensitivity Analysis	**Base case**
IRR (%)	**26.34**
NPV (in US$ million)	**32.73**

Sensitivity analysis

30. Results were tested for sensitivity to variations in benefits and costs and for various lags in the realization of benefits. A delay of 2 years in the generation of benefits or a decline of 30 per cent relative to the base scenario would reduce the EIRR to 19.77 per cent and 20.60 per cent respectively, substantially above the discount rate. Cost overruns would have very moderate impact, with EIRR falling to 22.19 per cent with a 30 per cent increase. All scenarios show robust results under all hypothetical scenarios.

Table 7 Results of the sensitivity analysis

Scenario	**EIRR (%)**	**NPV (million US$)**
base scenario	**26.34%**	**32,727,120**
costs +10%	24.88%	30,488,396
costs +20%	23.50%	28,249,671
costs +30%	22.19%	26,010,946
benefits +10%	27.76%	38,238,557
benefits +20%	29.01%	43,749,993
benefits -10%	24.72%	27,215,684
benefits -20%	22.84%	21,704,247
benefits -30%	20.60%	16,192,810
benefits delayed 1 year	22.86%	25,841,048
benefits delayed 2 years	19.77%	19,580,983
Adoption rate (-10%)	23.95%	24,853,639
Adoption rate (-20%)	20.95%	16,980,158
Adoption rate (+10%)	28.31%	40,600,601
Adoption rate (+20%)	29.97%	48,474,082

Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 5: SECAP Review Note

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

The SECAP Review note should build on the preliminary note mentioned above, draw on the results of the screening exercise and be informed by the issues raised during the design mission, the stakeholders interviews, publicly available tools and dataset, and environmental, social or climate-related studies that inform on the characteristics of the project location. The SECAP review note includes the revised ESMP and should be attached to the Project Design Report, integrated in Draft Project Implementation Manual (PIM) and COSTAB and shall be submitted to Design Review Meeting (DRM) or IRC (for NSOs).

1. Introduction

1. The SECAP Review Note guides the design of the Access to Market and Adaptation for Livestock (AMAL) project in Tajikistan, which aims to transform livestock systems and build climate resilience in vulnerable regions across fifteen districts in Khatlon, Districts of Republican Subordination (DRS), and Sughd oblasts. The project will reach approximately 54,000 households, targeting a minimum of 50% women and 20% youth, through climate-smart livestock management, community-based pasture restoration, infrastructure development, enterprise development, access to finance, and nutrition enhancement. AMAL is co-financed by IFAD (USD 19.721 million) and the Adaptation Fund (USD 10 million).
2. AMAL aligns with Tajikistan's National Development Strategy 2016-2030, Green Economy Development Strategy 2023-2037, National Strategy for Adaptation to Climate Change 2019-2030, and National Strategy for Food Security and Nutrition (2022-2030). The SECAP Review Note is based on desk reviews, consultations during the September-October 2025 design mission with government agencies (Ministry of Agriculture, Committee for Environmental Protection, Ministry of Finance, Committee on Food Security), development partners, financial institutions, field visits to project districts, and draws on experiences from previous IFAD interventions including LPDP and CASP+.

2. Potential Social, Environmental and Climate risks and impacts of the project

I. Potential Social, Environmental and Climate risks and impacts of the project are:

2.1 Biodiversity conservation

1. **Biodiversity conservation** (Low Risk)

    1. Tajikistan's biodiversity encompasses diverse ecosystems spanning mountains, valleys, and arid lowlands. The country is home to over 23,300 species of flora and fauna[1], with the Central Pamir-Alai region harboring approximately 4,300 plant species and 1,400 endemic plants[2]. Forest cover has been reduced by 85% over the past century, leaving only 3% of the country forested[4], with most land consisting of alpine meadows, grasslands, and agricultural areas. Terrestrial protected areas cover 22.28% of total land area[3], including significant conservation zones such as Tajik National Park and Tigrovaya Balka Nature Reserve. Within AMAL's target area, Tigrovaya Balka Nature Reserve (UNESCO Biosphere Reserve) is located in proximity to Khatlon target districts (Dusti, Qabodiyon, Shahrtus), while portions of Ramit Nature Reserve border DRS target districts (Nurobod, Rasht). Additionally, community forests and pasture conservation areas exist within several target jamoats.
    2. The project presents low biodiversity risks as interventions will focus on rehabilitating existing pastoral systems rather than converting natural habitats or expanding into new territories. All fifteen target districts in Khatlon, DRS, and Sughd contain landscapes already used for extensive livestock grazing, and project site selection explicitly excludes protected areas and their buffer zones. Rather than threatening biodiversity, the project offers significant conservation co-benefits through ecosystem-based adaptation approaches that align environmental restoration with livelihood improvements.
    3. Community-based pasture restoration implemented through Pasture User Unions will reduce grazing pressure on degraded rangelands, allowing recovery of native vegetation communities that provide habitat for endemic species. Rotational grazing systems promoted under Sub-components 1.1 and 1.2 will distribute livestock more evenly across pastoral landscapes, preventing the overuse of accessible areas near settlements while allowing degraded sites to regenerate. Diversification of fodder crops and improvement of feed resources will reduce dependence on natural pastures during critical periods, further alleviating pressure on wild plant communities. These interventions directly address the primary threats to Tajikistan's mountain biodiversity—habitat degradation from intensive grazing and agricultural expansion—while strengthening the resilience of both ecological and social systems.
    4. The project will implement comprehensive biodiversity safeguards including pre-site biodiversity assessments, mapping of livestock movement corridors in relation to protected areas, establishment of buffer zones between project activities and sensitive habitats, and integration of biodiversity-friendly practices into community action plans. Infrastructure development under Component 2 will require procurement of construction materials, presenting minor risks if sourcing is not sustainable. However, these risks are mitigated through Tajikistan's regulated resource extraction framework, supplier screening procedures, adherence to environmental regulations, and integration of environmental safeguards into procurement guidelines and Environmental, Social and Climate Management Plans (ESCMP).

2.2 Resource efficiency and pollution prevention

2. **Resource efficiency and pollution prevention** (Moderate Risk)

    1. The AMAL project faces moderate environmental risks related to resource efficiency and pollution prevention, stemming primarily from infrastructure development, livestock intensification, and expanded fodder production. While the project's emphasis on sustainable pasture management and climate-smart livestock practices will minimize many potential impacts, the

scale of interventions across fifteen districts necessitates comprehensive mitigation measures to prevent soil degradation, water contamination, and pollution from agricultural and processing activities.

2. Infrastructure development under Sub-component 2.1 presents the most direct pollution risks. Construction of small-scale slaughterhouses, public open-air livestock markets, feed and fodder storage facilities, veterinary posts, quarantine facilities, and small retail points will generate solid waste, disturb soil, and potentially contaminate water sources if improperly sited or managed. The project will address these risks through careful site selection based on feasibility studies that consider topography, drainage patterns, and proximity to water bodies. Slaughterhouses will be equipped with running water, proper storage facilities, and appropriate disposal systems for animal remains. All infrastructure will incorporate waste management systems, with wastewater treatment for processing facilities and dip-tanks for disinfection at livestock markets. Construction activities will implement erosion control measures and proper disposal of excavated materials.
3. Livestock intensification activities under Sub-components 1.1 and 1.2, while aimed at improving productivity through Climate-sensitive Community Action Plans, carry inherent risks of increased waste generation, methane emissions, and nutrient pollution if animal densities exceed local carrying capacity. The project will mitigate these risks through participatory planning processes that assess pasture and fodder balances and establish sustainable stocking rates. Improved manure management systems will be promoted to capture organic waste for composting and soil amendment, converting a potential pollutant into a valuable resource for fodder production while reducing methane emissions. Rotational grazing systems will distribute animal waste more evenly across landscapes, preventing nutrient concentration near settlements and water points.
4. Animal health interventions under Activity 1.3.1 require careful management to prevent pharmaceutical contamination. Community Animal Health Workers and young veterinary graduates establishing private practices will receive training on appropriate veterinary medicine dosing, storage, and disposal of expired products and medical waste through support from the Committee on Food Security and the Association of Veterinarians. Mobile veterinary laboratories will follow biosafety protocols to manage biological samples and prevent disease transmission, with waste disposal procedures aligned with national health and environmental regulations. The animal identification system pilot will include protocols for safe handling and disposal of identification materials.
5. Fodder production activities under Activity 1.3.3 present moderate risks related to agrochemical use and soil fertility management. The project will work with the State Unitary Enterprise for Seed Production to select and multiply drought-resilient feed and fodder varieties that reduce irrigation requirements and chemical inputs. Agricultural extension services will train farmers on optimal cultivation practices, integrated soil fertility management combining organic amendments with judicious use of mineral fertilizers, and sustainable principles to prevent soil and water pollution from agricultural activities. The emphasis on climate-smart fodder varieties will enhance soil health and reduce pest pressure, decreasing reliance on chemical inputs.
6. Value chain development under Sub-component 2.2 will incorporate resource efficiency from the outset. The Business Incubator of Tajikistan will provide technical assistance to MSMEs on clean production techniques, water conservation, energy efficiency, and waste minimization for meat, dairy, eggs, fiber, and feed processing enterprises. Processing facilities receiving financing packages (30% grant, 70% commercial loan) will be required to implement wastewater treatment and waste management systems appropriate to their scale, with specifications reviewed by Participating Financial Institutions and overseen by the Grant Management Company. The project will promote resource-efficient practices in value addition activities while maintaining food safety standards.
7. All mitigation measures will be operationalized through site-specific Environmental, Social and Climate Management Plans (ESCMP) that establish clear standards for contractors, enterprises, district authorities, and community groups implementing infrastructure and production activities. These plans will include monitoring protocols to track resource consumption, waste generation, and environmental quality indicators, enabling adaptive management if impacts exceed acceptable thresholds. Implementation will align with Tajikistan's Law on Environmental Protection and relevant regulations governing waste management, water quality, and agricultural practices, ensuring both national compliance and adherence to IFAD's SECAP standards

2.3 Cultural heritage

3. **Cultural heritage** (Moderate Risk)

1. 1. The project's target regions contain archaeological sites from the Greco-Bactrian and Kushan periods in Khatlon, and historical monuments and traditional settlements in DRS and Sughd. While Tajikistan's two UNESCO World Heritage sites—the Proto-urban Site of Sarazm in Sughd Province and Tajik National Park—lie outside project intervention areas, rural areas may contain undocumented archaeological remains that could be encountered during infrastructure construction under Sub-component 2.1.

   1. To prevent inadvertent disturbance, the project will conduct cultural heritage screening prior to infrastructure development, consulting existing surveys and engaging local communities to identify known sites. Site selection will establish buffer zones around identified heritage sites, and national chance find procedures will be incorporated into construction contracts requiring immediate work stoppage and notification of the Committee for Cultural Heritage if archaeological materials are discovered. National-level chance finds procedures for cultural heritage do exist in Tajikistan, and the country has established a legal framework to address this issue, and is actively working with international organizations like UNESCO to strengthen its national capacity in cultural heritage protection.

   1. Traditional livestock management practices and transhumance systems represent important intangible cultural heritage that will be integrated into Climate-sensitive Community Action Plans under Sub-components 1.1 and 1.2, ensuring modernization efforts complement rather than replace indigenous knowledge. Based on these measures, cultural heritage risks are assessed as moderate.

2.4 Indigenous peoples

Indigenous peoples (Low Risk)

4. **Indigenous peoples** (Low Risk)

1. Tajikistan does not officially recognize distinct "indigenous peoples" under international legal definitions, as all citizens are considered within the national identity framework. The country encompasses ethnic diversity including Tajiks (84.3%), Uzbeks (13.8%), Kyrgyz (0.8%), Russians (0.5%), and smaller populations of Pamiris, Yaghnobis, and other groups maintaining distinct cultural practices.
2. AMAL will adopt an inclusive approach ensuring all community members participate meaningfully regardless of ethnic background or linguistic group. Climate-sensitive Community Action Plans will employ participatory processes with community facilitators trained in culturally appropriate engagement. Consultations will be conducted in local languages to overcome linguistic barriers, with materials adapted for varying literacy levels. Grievance mechanisms will be accessible to all ethnic groups through multiple channels including Village Organizations, Pasture User Unions, and district authorities. Implementation will work through existing community institutions that reflect local ethnic composition while promoting inclusion of marginalized voices.

2.5 Labour and working conditions

5. **Labour and working conditions** (Moderate Risk)

1. Project activities present moderate labour risks given the limited scale of infrastructure construction and the project's focus on enhancing existing livestock production systems. Infrastructure development under Sub-component 2.1—including small-scale slaughterhouses, public livestock markets, feed and fodder storage facilities, veterinary posts with quarantine facilities, and small retail points—involves standard construction hazards that can be readily managed through established safety protocols. Livestock production activities under Sub-components 1.1 and 1.2 build on traditional practices familiar to rural communities, while enterprise development under Sub-component 2.2 supports micro and small-scale processing operations (meat, dairy, eggs, fiber, and feed) with manageable occupational health and safety requirements.
2. Employment conditions in Tajikistan are governed by the Labour Code of the Republic of Tajikistan, which establishes minimum standards for employment contracts, working hours, wages, and worker protections. The Ministry of Labour, Migration and Employment enforces labour regulations through its Labour Inspection Service. All project-related labour activities will adhere to national regulations and comply with IFAD SECAP Standard 5, ensuring safe and regulated working environments across all project-supported activities implemented by district authorities, implementing entities, enterprises, and community organizations.
3. Infrastructure construction contracts managed by district authorities under Sub-component 2.1 will include standard occupational health and safety provisions requiring contractors to provide personal protective equipment, implement basic site safety measures, and conduct worker safety orientation. Slaughterhouses will be equipped with running water and proper disposal systems, while public markets will include water, veterinary inspection posts, and dip-tanks for disinfection, all requiring adherence to hygiene and safety standards. The veterinary post and quarantine facility at the border with Uzbekistan in Spitamen District will follow biosafety protocols for handling live animals and controlling contamination risks.
4. Enterprises receiving financing packages under Activity 2.2.1 (30% grant and 70% commercial loan up to USD 50,000) and technical assistance under Activity 2.2.2 will be required to demonstrate compliance with labour regulations as a condition for accessing project support. The Business Incubator of Tajikistan will integrate occupational health and safety guidance into its technical assistance program for approximately 740 MSMEs, covering proper equipment operation, hygiene standards for food processing, and legal employment requirements. The Grant Management Company will verify compliance with labour standards as part of its oversight of eligibility criteria.
5. Child labour remains a concern in Tajikistan's agricultural sector, particularly during seasonal activities. The project will implement monitoring mechanisms to prevent child labour by establishing clear age verification procedures, conducting periodic inspections of enterprises and community investments, and ensuring that all project beneficiaries and implementing partners sign agreements prohibiting the use of child labour. Community awareness campaigns delivered through Community Facilitators will educate local stakeholders about the harmful effects of child labour and promote children's rights to education and protection from hazardous work.
6. The project will incorporate gender-sensitive approaches in all activities to ensure women's participation—particularly in dairy processing, animal care, and nutrition-related activities—does not increase their vulnerability or workload disproportionately. Labour-saving equipment for tasks like milk processing, feed preparation, and fodder cultivation will be provided under Sub-component 1.2 to reduce women's workloads. Measures will prevent gender-based violence and harassment in project-supported workplaces and community activities. Particular attention will be given to seasonal and informal workers in the livestock sector, including mobile veterinarians supported under Activity 1.3.1 and temporary workers in processing facilities, ensuring their rights and safety are protected in all project-supported activities.

2.6 Community health and safety

6. **Community health and safety** (Moderate Risk)

1. The Project activities present moderate community health and safety risks primarily related to zoonotic disease transmission, food safety in livestock processing, and infrastructure development. Livestock intensification under Sub-components 1.1 and 1.2, combined with improved animal health services and breed improvement programs, will increase human-animal contact across target communities, creating pathways for disease transmission if not properly managed.
2. Zoonotic disease transmission represents the primary community health risk. Activities under Activity 1.3.1 will mitigate these risks through mobile veterinary laboratories for early disease detection, support for young veterinary graduates establishing private practices to expand service delivery, and piloting an animal identification system for disease traceability building on the One Health World Bank project strategy. Community Animal Health Workers will receive training on recognizing and reporting zoonotic diseases, implementing biosecurity measures, and educating communities about safe livestock handling. The veterinary post and quarantine facility at the Uzbekistan border in Spitamen District will control contamination risks from imported live animals, preventing introduction of transboundary diseases.

3. Food safety concerns arise from expanded dairy and meat processing under Sub-component 2.2. The Business Incubator of Tajikistan will provide training under Activity 2.2.2 on food safety protocols, hygiene standards, proper storage, and waste management. Enterprises receiving financing packages under Activity 2.2.1 must demonstrate compliance with national food safety regulations through business plan assessments by Participating Financial Institutions and the Grant Management Company. Small-scale slaughterhouses under Sub-component 2.1 will be equipped with running water, proper storage, and appropriate disposal systems for safe meat processing.
4. Infrastructure construction poses temporary risks including accidents from equipment, dust exposure, and access disruption. Standard safety measures will include site fencing, warning signage, dust suppression, and restricted access zones. Community Facilitators will inform communities about construction hazards, with timing coordinated to minimize disruption. Water infrastructure under Sub-components 1.1 and 1.2 requires proper siting to prevent contamination from animal waste, adequate protection from runoff, and regular maintenance protocols managed by Village Organizations and Pasture User Unions. Rural road construction and rehabilitation activities in AMAL present specific moderate risks that require particular attention. These include potential slope instability and erosion from cut-and-fill operations in mountainous terrain, drainage issues that could lead to road washouts or flooding of adjacent agricultural land, and dust generation affecting nearby settlements and grazing areas. Safety risks are heightened due to the remote locations and challenging topography typical of rural roads in Tajikistan. To mitigate these risks, road designs will incorporate appropriate drainage structures and slope stabilization measures, construction will avoid peak agricultural and migration seasons where feasible, and contractors will be required to implement enhanced dust control measures in proximity to villages and sensitive areas.
5. The School Feeding Programme under Sub-component 2.3 requires stringent food safety protocols given child beneficiaries' vulnerability. Hygienic kitchens with proper storage and refrigeration will be established in thirteen schools, with staff and parent committees trained on food preparation, hygiene, and nutrition. Locally procured livestock products will be sourced from verified suppliers meeting food safety standards.
6. All mitigation measures are detailed in the ESCMP, with specific protocols for disease surveillance, food safety monitoring, construction safety, and emergency response, aligned with Tajikistan's public health regulations and veterinary service standards

2.7 Physical and economic resettlement

7. **Physical and economic resettlement** (Low Risk)

1. The AMAL project will not result in physical displacement, forced evictions, or changes to formal land tenure arrangements. All interventions under Sub-components 1.1 and 1.2 will occur within existing communal rangelands and household-managed agricultural land, with infrastructure development under Sub-component 2.1 sited on publicly-owned or district-managed land designated for livestock market facilities. The project presents low risks of temporary economic displacement related to pasture restoration activities and rotational grazing systems that may temporarily restrict access to specific grazing areas during regeneration periods.
2. Pasture restoration interventions developed through Climate-sensitive Community Action Plans may require temporary closure of degraded areas to allow vegetation recovery, potentially affecting households dependent on those specific grazing zones. These restrictions will be time-bound and area-specific, designed to enhance long-term productivity rather than permanently exclude users. Implementation will follow participatory planning processes led by Pasture User Unions under Sub-components 1.1 and 1.2, ensuring that closure decisions are made collectively with affected households and that alternative grazing areas are identified. Community Facilitators will support Village Organizations and Pasture User Unions to develop equitable rotation schedules that distribute temporary restrictions across user groups, preventing disproportionate impacts on vulnerable households with limited livestock mobility.
3. Any modifications to customary grazing arrangements will respect existing pasture management frameworks established under Tajikistan's land legislation and local governance structures. Jamoat governments will participate in village selection and planning processes to ensure alignment with district-level land use plans. The project will not introduce new exclusionary tenure arrangements or privatize communal resources, instead strengthening collective management through existing Pasture User Unions that already govern seasonal grazing rights and movement patterns. Affected households will be consulted throughout planning and implementation, with grievance mechanisms available through Village Organizations, district authorities, and project management structures.

2.8 Financial intermediaries and direct investments

8. **Financial intermediaries and direct investments** (Moderate Risk)

1. The AMAL's Sub-component 2.2 involves providing enterprise development and access to finance for livestock value chain actors through partnerships with Participating Financial Institutions (PFIs), including banks and microfinance institutions. The project will channel financing through three mechanisms: blended finance packages (30% grant, 70% commercial loan) for approximately 213 enterprises under Activity 2.2.1, technical assistance for 740 MSMEs and 240 financial institution staff under Activity 2.2.2, and partial loan guarantees through the Public Organization "Zamonat" for approximately 444 smallholders under Activity 2.2.3. These financial intermediation arrangements present moderate environmental and social risks related to PFIs' limited capacity to assess and manage safeguards compliance in their livestock-focused lending portfolios.
2. Most rural financial institutions in Tajikistan have limited experience implementing Environmental and Social Management Systems (ESMS) for agricultural investments, with environmental and social risk assessment typically confined to regulatory compliance rather than proactive risk management. While major institutions such as Amonatbank, Imon International, and HUMO have basic environmental policies, smaller microfinance institutions often lack structured approaches to screening borrowers for environmental and social impacts. Client-level risks include inadequate waste management in processing facilities, food safety violations, non-compliance with labour standards, and potential exclusion of vulnerable groups from accessing financial services.

3. The project will provide technical assistance through the Association of Financial Organizations of Tajikistan (AFOT) under Activity 2.2.2 to strengthen PFIs' capacity in environmental and social risk management. The project will support development of simplified screening tools tailored to livestock value chain activities that PFIs can integrate into their loan assessment processes, covering key risk areas such as waste management, food safety, and labour conditions.
4. The Grant Management Company contracted under Activity 2.2.1 will verify that enterprises receiving blended finance packages meet project eligibility criteria including environmental and social safeguards compliance. Partnership agreements between the project and PFIs will include environmental and social compliance requirements, with the Business Incubator of Tajikistan integrating safeguards considerations into its technical assistance program for MSMEs.
5. The project will support PFIs to establish accessible grievance mechanisms for clients, complementing project-level systems available through implementing entities and district authorities. Special attention will be given to ensuring that vulnerable groups—including women entrepreneurs, youth, and smallholders—can access financial services without facing discriminatory barriers, with the partial guarantee mechanism under Activity 2.2.3 designed to reduce collateral constraints.
6. Specific PFIs have not been selected yet. The project will conduct capacity assessments of potential partner institutions during implementation, evaluating their existing environmental and social risk management systems, stakeholder engagement procedures, and grievance mechanisms. Selection criteria will include demonstrated commitment to strengthening safeguards capacity and willingness to adopt project-developed screening tools. Environmental and social performance of financial intermediaries and their borrowers will be monitored throughout implementation, with corrective actions required if non-compliance is identified.

2.9 Climate change

1. Tajikistan is highly vulnerable to climate change despite contributing only 0.02 percent of global GHG emissions. Climate change-related damages to infrastructure, livestock productivity, and agriculture could reduce real GDP by 5-6% by 2050, with climate impacts potentially pushing an additional 100,000 people into poverty[5]. Between 1940 and 2020, average temperatures in Tajikistan increased by 1.3°C, with climate models predicting an increase of average temperature by 1.8°C in the Dry/Hot climate scenario by 2031-2050 relative to 1995-2020[6]. The average air temperature in the Pamir Mountain Range is expected to increase 2.0°C by 2050 compared to today, which could cause glaciers in the Pyanj and Vakhsh river basins to shrink by 75.5% and 53% respectively[7]. The project areas in Khatlon, DRS, and Sughd face different but significant climate risks.
2. Khatlon Province experiences severe and recurrent drought, extreme temperatures, and soil erosion, with climate change amplifying vulnerabilities and disproportionately affecting women, youth, children, and people with disabilities in these fragile subregions[5]. The Tebalay River watershed in Khatlon province has become dangerous terrain with loose soil and limited vegetation due to deforestation and overgrazing, with climate change impacts making extreme weather events more frequent and intense[8]. In DRS, highland districts face acute risks from glacial melt, flash floods, landslides, and prolonged droughts, with by 2050, up to one third of the glaciers across Central Asia predicted to disappear entirely, dramatically raising the risk of sudden floods from glacier lake outburst[9]. In Sughd, districts including Devashtich, Mastchoh, Panjakent and Ayni are affected by flash floods, landslides, and mudslides. In July 2021, flooding and mudslides swept through several districts of Sughd Region killing at least 12 people, and in August 2023, heavy rainfall caused severe flooding across Devashtich and other districts[10].
3. The livestock sector is directly impacted by these climate stresses. Heat stress reduces animal productivity, affecting growth rates, milk and egg production, and reproductive performance, while disease vectors expand with warmer temperatures. In areas like Khatlon that are already prone to high temperatures, more frequent and intense heat can hinder cattle production, affecting growth and milk yields. Pasture productivity is declining due to climate trends, with a projected 20 percent decrease in winter/spring pasture productivity by 2050 due to rising temperatures of 2-4°C in February and March[6]. Tajikistan has approximately 3.8 million hectares of natural pastureland supplying around 75% of the country's livestock feed, but productivity of natural pasture has severely declined. It is estimated that 98% of the highland areas are affected by severe degradation and erosion due to uncontrolled grazing[11]. Over 10% of grasslands are degraded in 15 of the 24 districts, and degradation ratios even exceed 30% in 10 of these districts[6]. Women and poorer households face heightened climate risks due to their greater dependence on livestock and limited adaptive capacity.
4. To enhance resilience, the AMAL project will implement climate-smart livestock management strategies, including rotational grazing, water-efficient fodder production, and improved animal health services to control disease outbreaks. The project will also support pasture restoration through techniques including rotational grazing, natural regeneration, overseeding and reseeding, and improved manure management to enhance carbon sequestration and biodiversity while improving feed availability for livestock. These approaches align with Tajikistan's NDC (2021) and National Strategy for Adaptation to Climate Change (2019-2030). Based on the SECAP climate risk screening, the climate risk is assessed as moderate in the project target areas.

3. Regulatory framework and institutional capacities

National policies and regulatory framework:

3.1 National policies and regulatory framework relevant to SECAP

Category	Policies & Strategies	Year
Food Security & Nutrition	National Food Systems Pathway for Tajikistan	2021-2030
	Multi-sectoral Nutrition Plan	2021-2025
	National Strategy for Food Security and Nutrition	(2022-2030)
Agriculture & Rural Development	Program of Agri-Food System Development and Sustainable Agriculture	2020-2030
	Pasture Law of the Republic of Tajikistan	2013
	Forest Sector Development Program	2022-2026
Climate & Environment	National Strategy for Adaptation to Climate Change	2019-2030
	Green Economy Development Strategy	2023-2037
	Nationally Determined Contribution (NDC)	2021
	National Disaster Risk Reduction Strategy	2019-2030
	National Biodiversity Strategy and Action Plan	2016-2020
	National Greening Program	2024-2040
	Law of the Republic of Tajikistan on Environmental Monitoring	2011
	Environmental Code of the Republic of Tajikistan	In development (2023-2024)
National Development Strategies	National Development Strategy	2016-2030
	Medium-Term Development Program	2021-2025
Water & Irrigation	National Water Strategy	2021-2040
	Program for Reforming the Water Sector	2016-2025
	Law on Water Users Associations	2006
	National Strategy on Enhancing the Role of Women	2021-2030
	Law on Social Protection of Persons with Disabilities	2010

Social Inclusion & Governance	State Youth Policy	2017-2022
	National Development Strategy for Youth	2016-2020
	Tajikistan 2030 National Development Strategy (Component on Youth	2025-2030

3.2 National capacities, challenges and lessons with respect to SECAP implementation and compliance

1. Tajikistan has demonstrated commitment to environmental and social sustainability through its National Development Strategy 2030 and sectoral policies addressing climate adaptation, natural resource management, and rural development. Previous IFAD-funded projects including the Community-based Agricultural Support Project (CASP) and the Livestock and Pasture Development Project (LPDP) have successfully integrated climate resilience approaches and community-based natural resource management into agricultural development, providing valuable lessons for AMAL's implementation.
2. The institutional framework for SECAP implementation involves oversight by the Ministry of Finance, with the Ministry of Agriculture serving as the executing agency coordinating activities across national, district (hukumat), and jamoat (sub-district) levels. The Committee for Environmental Protection provides additional oversight for environmental safeguards, ensuring alignment with national environmental legislation. The Ministry of Agriculture's accumulated experience with IFAD-funded projects positions it to lead SECAP implementation, though capacity varies significantly between national institutions and local implementing structures.
3. Significant challenges persist at district and jamoat levels where technical capacity for monitoring SECAP compliance remains limited. Local authorities often lack adequate resources and trained personnel to effectively monitor adherence to environmental and social standards, implement climate-smart agricultural practices at scale, or conduct environmental impact assessments and climate risk analyses. These capacity constraints are particularly acute in remote mountainous regions where many project activities will take place and where access to technical expertise is most restricted. Ensuring meaningful participation of vulnerable groups—including women-headed households, dehkan farmers with limited land access, and ethnic minorities—in planning and decision-making processes remains a persistent challenge requiring targeted facilitation and inclusive engagement mechanisms. Strengthening local capacity through training, technical assistance, and establishment of clear monitoring protocols will be essential for effective SECAP implementation throughout the project lifecycle

4. Environmental and social category

1. Many Rural communities across Tajikistan's target districts face interconnected environmental and social challenges. Approximately 87% of pastures exhibit degradation due to overgrazing, while soil erosion and declining agricultural biodiversity constrain productivity. These environmental pressures intersect with persistent social inequalities: women face barriers to land rights and resource ownership, seasonal agricultural workers operate under precarious conditions, and marginalized groups—including female-headed households and remote communities—remain excluded from decision-making and market access. Institutional capacity for environmental management remains concentrated at national levels, with district and jamoat authorities lacking adequate resources and technical expertise.
2. AMAL addresses these risks through integrated ecosystem restoration and inclusive governance strengthening. Community-based sustainable land management through Climate-sensitive Community Action Plans will restore degraded pastures through rotational grazing and vegetation recovery. Strengthened Pasture User Unions and Water User Associations will enable collective resource governance, while natural resource management plans for watersheds and rangelands will provide frameworks for sustainable use. Social inclusion is embedded throughout project design with minimum targeting thresholds of 50% women and 20% youth. Community Facilitators will employ culturally appropriate engagement to overcome barriers related to language, literacy, and social norms. Labour-saving equipment will reduce women's workloads, while enterprise development will create opportunities for youth and women entrepreneurs.
3. Based on the SECAP screening assessment, considering the project's scale across fifteen districts, its focus on degraded pastoral landscapes, and moderate institutional capacity constraints at local levels, the Environmental and Social Risk Category for the AMAL project is classified as**moderate**.

5. Climate risk category

1. Tajikistan ranks among Central Asia's most climate-vulnerable countries, with mountainous topography, agricultural dependence, and limited adaptive capacity creating acute exposure to climate hazards. Target beneficiaries—smallholder farmers, pastoralists, and rural households—face compounded vulnerabilities from limited financial resources and weak institutional support. Women comprise a substantial share of the agricultural workforce due to male outmigration yet encounter barriers accessing climate information and adaptation resources.
2. Climate projections indicate continued warming of 2.0-3.2°C by 2050, with increasingly erratic precipitation and intensified extreme weather events. Knowledge gaps remain regarding micro-climate variations in project areas and quantitative assessments of climate impacts on livestock value chains. National climate services are expected to show limited improvement during the project timeframe.

3. Based on SECAP climate risk screening, considering high vulnerability context, moderate projected changes, and the project's focus on building adaptive capacity through climate-smart livestock management and pasture restoration, the climate risk classification for AMAL is**moderate**.

6. Recommendations for project design and implementation

- **Climate Risk Management and Adaptation Monitoring:** Integrate climate vulnerability assessments into village selection criteria, prioritizing communities facing acute drought, flood, or landslide risks. For water infrastructure under Sub-components 1.1 and 1.2, conduct hydrological assessments accounting for projected precipitation changes and glacial melt patterns to ensure long-term viability. Design livestock shelters and storage facilities to withstand extreme weather events projected for specific districts. Establish participatory monitoring systems where Pasture User Unions track pasture productivity, water availability, and livestock health as climate indicators. Document adaptation outcomes—not just outputs—to demonstrate how rotational grazing, fodder banks, and breed improvement enhance resilience to climate shocks.
- **Social Inclusion and Vulnerable Group Targeting:** Move beyond numerical targets (50% women, 20% youth) to meaningful participation by conducting power analyses within Village Organizations and Pasture User Unions to identify exclusion mechanisms. In ethnically diverse areas of Khatlon and Sughd, ensure consultations occur in appropriate languages with culturally sensitive facilitators. For female-headed households, address mobility constraints by providing livestock packages and equipment that reduce labour burdens rather than requiring travel to distant pastures. Create safe spaces for women to voice priorities separately from male-dominated forums. Monitor benefit distribution disaggregated by gender, age, ethnicity, and landholding size to identify if marginalized groups are being systematically excluded.
- **Labour Standards and Worker Protection:** For infrastructure construction under Sub-component 2.1, require contractors to demonstrate compliance with occupational health and safety standards before contract award. Establish inspection protocols for slaughterhouse, market, and storage facility construction sites, with Community Facilitators trained to recognize child labour, unsafe working conditions, and wage violations. For enterprises receiving financing under Activity 2.2.1, make environmental and social compliance a loan disbursement condition, with the Grant Management Company conducting verification before releasing tranches. Address seasonal worker vulnerabilities by requiring written employment agreements specifying wages, working hours, and safety provisions even for short-term agricultural labou
- **Food Safety and Community Health:** For Sub-component 2.3 school feeding, establish stringent food safety protocols from procurement through preparation, with regular health inspections of school kitchens and supplier verification. Train parent committees and school staff on hygiene standards, food storage, and child nutrition. For dairy and meat processing enterprises under Sub-component 2.2, require Business Incubator technical assistance to include food safety training as a non-negotiable component. Mobile veterinary laboratories under Activity 1.3.1 should include biosafety protocols and medical waste disposal systems.
- **Financial Intermediary Environmental and Social Management:** Before finalizing partnerships with Participating Financial Institutions, conduct thorough assessments of their Environmental and Social Management Systems (ESMS) capacity. Develop simplified but mandatory environmental and social screening checklists that PFIs must complete for all livestock sector loans, covering waste management, labour conditions, food safety, and community impacts. The Association of Financial Organizations of Tajikistan training under Activity 2.2.2 should prioritize practical risk screening over theoretical compliance. Establish a red flag system where loans with high environmental or social risks require additional technical assistance before approval.
- **Grievance Mechanisms and Accountability:** Establish accessible, multi-channel grievance redress mechanisms from project inception, with clear pathways through Village Organizations, Pasture User Unions, Community Facilitators, district authorities, and implementing entities. Ensure mechanisms are culturally appropriate for women and ethnic minorities who may face barriers reporting through male-dominated community structures. Train all project staff and partners on grievance handling, confidentiality, and non-retaliation principles. Document and publicly report (in aggregated form) grievance types, resolution times, and outcomes to demonstrate accountability and enable systemic improvements.
- **Capacity Building for SECAP Compliance:** Prioritize SECAP training for district and jamoat authorities who will oversee implementation but currently lack environmental and social safeguards expertise. Community Facilitators require comprehensive training on inclusive facilitation, conflict-sensitive approaches, environmental screening, and recognizing gender-based violence risks.

7. Further studies needed

1. Based on the moderate E&S risk and climate risk categories and the different risks identified through the SECAP screening, the following studies/assessments are needed:

9. ***Studies prepared as part of the project design:***

- **Environmental, Social, and Climate Management Plan (ESCMP)**: This will inform the detailed design by providing specific mitigation measures, monitoring requirements, and institutional responsibilities for managing environmental, social, and climate risks.

- **Greenhouse Gas Emissions Assessment and Mitigation Strategy**: Baseline assessment of greenhouse gas emissions from livestock sector activities in target areas, covering methane from enteric fermentation and manure management, nitrous oxide from fertilizer use, and carbon dioxide from energy consumption. The assessment will establish project-level emission reduction targets aligned with Tajikistan's NDC commitments and quantify mitigation potential from improved feed formulations, integrated manure management systems, biogas demonstration sites, optimized herd composition, and renewable energy adoption in processing facilities.

- **Stakeholder Engagement Plan and project-level Grievance Redress Mechanism:** The AMAL project requires a Stakeholder Engagement Plan to ensure meaningful, inclusive participation of beneficiaries across 15 districts. A project-level Grievance Redress Mechanism is essential to provide accessible and confidential channels for beneficiaries to raise concerns about benefit distribution, construction impacts, labour conditions…, ensuring accountability, early problem identification, and recourse for vulnerable populations who may otherwise face exploitation or exclusion without means to seek redress.

10. ***Studies to be prepared during project implementation:***

- **Site-specific Environmental, Social, and Climate Management Plan (ESCMP)**: Site-specific ESCMPs must be developed for all infrastructure investments under Sub-component 2.1, including slaughterhouses, livestock markets, the Spitamen veterinary post and quarantine facility, feed storage, and retail points. Each ESCMP will address environmental impacts (waste management, water contamination, soil erosion), social impacts (occupational health and safety, community health, food safety), and climate considerations (extreme weather resilience, water availability under climate change). Plans will establish contractor obligations, monitoring protocols, and grievance mechanisms.

- **Targeted Environmental and Social Impact Assessments (ESIAs)**: ESIAs will be required for the Spitamen veterinary post (transboundary disease control, biological waste management), slaughterhouses exceeding national thresholds, and water infrastructure affecting >500 households. Assessments will evaluate impacts on water and air quality, biodiversity, community health, labour conditions, and cultural heritage, including stakeholder consultation, mitigation measures, and monitoring frameworks.

- **Solid/Liquid Waste Management Plan:** During implementation, the project requires the development of site-specific Solid/Liquid Waste Management Plans (SWMP) for waste-generating activities under Components 1.3 and 2.1, including slaughterhouses, livestock markets, milk collection centers, veterinary posts, and processing units. This should be integrated into Environmental and Social Impact Assessments (ESIAs) for specific sub-projects to ensure waste management considerations inform facility design, construction specifications, and operational procedures from the outset.

- **Environmental and Social Management System (ESAS) and Environment and Social Action Plans (ESAP) for Participating Financial Institutions:** Prior to onboarding any Participating Financial Institution (PFI), the Project Management Unit will conduct comprehensive assessments of each PFI's Environmental and Social Management System (ESMS) to evaluate their capacity to identify, assess, and manage E&S risks associated with sub-loans to project beneficiaries, benchmarked against IFAD SECAP and Adaptation Fund E&S Policy requirements. Where gaps are identified—such as absence of screening tools, insufficient staff capacity, lack of exclusion lists, or weak grievance mechanisms—the PMU will work with each PFI to develop a time-bound Environmental and Social Action Plan (ESAP) specifying corrective measures, capacity building activities, and implementation milestones to ensure compliance with project safeguard requirements, with ESAPs integrated into PFI partnership agreements and technical support provided by PMU E&S Officers.
- **Chance Find Procedures** consistent with the national law and regulations has been developed.

8. Monitoring and evaluation

1. The monitoring and evaluation (M&E) framework will be designed to ensure effective implementation of environmental, social, and climate risk management measures. The Project Management Unit (PMU) will be responsible for overseeing M&E activities, supported by relevant national agencies, local governments, and technical specialists. A robust Environmental, Social, and Climate Management Plan (ESCMP) will be integrated into the project's M&E system to track compliance and effectiveness of mitigation measures.
2. The procurement process will include environmental and social compliance clauses to ensure adherence to IFAD procurement guidelines. A Grievance Redress Mechanism (GRM) will be established to provide a transparent platform for addressing environmental and social concerns raised by stakeholders. Periodic stakeholder consultations will further ensure continuous feedback and adaptive improvements in project implementation.

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10. SECAP Matrix

Standard	**Environmental, social and climate Impacts**	**Actions and mitigation measures (including public consultations activities)**	**Means of Verification (Monitoring and reporting)**	**Responsible Institution in Implementation Phase**
Biodiversity conservation	Procurement of construction materials for infrastructure (Sub-component 2.1) potentially sourced from unsustainable extraction	Implement supplier screening procedures; require adherence to national environmental regulations; integrate biodiversity protection clauses in procurement and infrastructure contracts	Supplier compliance certificates; procurement documentation; contractor environmental reports	PMU; Contractors
	Potential encroachment into protected areas (Tajik National Park, Tigrovaya Balka Nature Reserve) through livestock movements or infrastructure siting	Conduct biodiversity baseline assessments before site selection for all infrastructure and community investments; map livestock movement corridors and seasonal grazing routes; establish buffer zones (minimum 5km) around protected areas; exclude protected zones from Climate-sensitive Community Action Plans.	Pre-construction biodiversity assessments; GIS maps showing infrastructure locations relative to protected areas; bi-annual livestock corridor monitoring reports	PMU; Protected Area Management Authorities; Service providers
	Loss of native plant species and habitat degradation in pastoral landscapes	Design rotational grazing plans under Sub-components 1.1 and 1.2 that protect native flora; restore degraded pastures with native grass species; integrate biodiversity-friendly practices in Pasture User Union management plans	Annual vegetation surveys in restoration areas; pasture condition assessments documenting native species recovery; photographic monitoring	Pasture User Unions; District Agricultural Departments
	Water and soil contamination from slaughterhouse, livestock market, and processing facility operations (Sub-component 2.1)	Site infrastructure using feasibility studies considering topography, drainage, and proximity to water sources; require wastewater treatment systems for slaughterhouses and processing facilities; mandate proper disposal systems for animal waste and byproducts	Feasibility study reports; infrastructure design documents; water quality testing results from downstream monitoring points; site inspection reports	PMU; District authorities; Contractors

Standard	Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means of Verification (Monitoring and reporting)	Responsible Institution in Implementation Phase
Resource efficiency and pollution prevention	Waste generation and pollution from dairy and meat processing enterprises (Activity 2.2.1)	Integrate clean production training into Business Incubator technical assistance (Activity 2.2.2); require waste management plans as condition for financing packages; promote water-efficient processing technologies	Waste management plans in business proposals; water and waste audit reports; Business Incubator training records	PMU; Business Incubator of Tajikistan; Grant Management Company
	Agrochemical use in fodder production (Activity 1.3.3)	Promote integrated soil fertility management combining organic amendments with judicious mineral fertilizer use; provide training on optimal application rates; prioritize drought-resilient fodder varieties reducing chemical input needs	Soil testing results; fertilizer purchase and application records; extension service training logs	State Unitary Enterprise for Seed Production; Community Facilitators
	Pharmaceutical contamination from veterinary medicines (Activity 1.3.1)	Train Community Animal Health Workers and young veterinary graduates on proper medicine dosing, storage, and disposal; establish collection systems for expired medicines and packaging; implement biosafety protocols for mobile veterinary laboratories	Training completion records; medical waste disposal logs; veterinary service delivery reports	Committee on Food Security; Association of Veterinarians
	Pasture degradation from overgrazing and inadequate management	Implement rotational grazing systems through Climate-sensitive Community Action Plans; conduct participatory carrying capacity assessments; strengthen Pasture User Union governance; restore native grasses in degraded areas	Bi-annual pasture condition assessments using standardized protocols; vegetation cover and species diversity surveys; grazing pressure distribution maps	Pasture User Unions; Community Facilitators
	Soil erosion around water harvesting infrastructure (Sub-components 1.1 and 1.2)	Implement soil conservation techniques including contour planting, terracing, and vegetative barriers; plant native vegetation for slope stabilization; design drainage systems preventing concentrated runoff	Annual soil erosion monitoring at infrastructure sites; vegetative cover assessments; post-rainfall erosion inspections; photographic documentation	Water User Associations; Community Facilitators
	Manure management affecting soil and water quality	Promote composting systems converting manure to organic fertilizer; support biogas demonstration sites under climate mitigation activities; train farmers on proper manure storage and application	Manure management practice adoption rates; biogas production monitoring; water quality testing near livestock concentration areas	Community Facilitators
	Disturbance to archaeological sites and culturally significant areas during infrastructure construction	Conduct cultural heritage screening before site selection; consult Committee for Cultural Heritage and local communities; establish buffer zones around identified sites; include chance find procedures in construction contracts	Pre-construction cultural heritage assessments; consultation records; contractor compliance reports; chance find incident logs	PMU; Service providers and Construction Contractors

Cultural Standard heritage	Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means of Verification (Monitoring and reporting)	Responsible Institution in Implementation Phase
	Loss of traditional livestock management knowledge and transhumance practices	Integrate indigenous ecological knowledge into Climate-sensitive Community Action Plans; document traditional practices through Community Facilitators; ensure modernization respects cultural traditions; consult elders in planning processes	Documentation of traditional practices; community consultation records; case studies of traditional knowledge integration	PMU; Service providers and Construction Contractors
Labour and working conditions	Unsafe working conditions during infrastructure construction and livestock handling	Require occupational health and safety plans in construction contracts; provide personal protective equipment; conduct worker safety training; establish accessible grievance mechanisms for labour violations	Construction site inspection reports; safety training attendance sheets; accident and incident logs; grievance mechanism records	PMU; District authorities; Contractors
	Rural road construction and rehabilitation (risks including slope instability, erosion, drainage issues, flooding of agricultural land, dust generation, and safety challenges in remote mountainous terrain)	Road designs to incorporate drainage structures and slope stabilization measures; construction scheduling toavoid peak agricultural and migration seasons where feasible; contractors to implement enhanced dust control measures near villages and sensitive areas; community consultations conducted prior to construction to inform residents of timing and safety protocols	Road design documentation with drainage and slope stabilization specifications; construction schedules and seasonal planning records; dust monitoring reports; community complaint logs; contractor compliance reports; photographic evidence of safety measures	MU; PIU; Contractors; Community Facilitators; Village Organizations
	Child labour in agriculture and construction	Establish age verification procedures; prohibit child labour in all project agreements and contracts; conduct awareness campaigns on child labour harms; implement surprise site inspections	Signed project agreements with child labour prohibition clauses; site inspection reports; awareness campaign documentation; grievance logs	PMU; Community Facilitators; Contractors
	Exploitative conditions for seasonal and informal workers	Promote compliance with Labour Code provisions on wages, hours, and protections; sensitize producers and enterprises receiving project support; make labour compliance a condition for financing packages	Enterprise labour practice assessments; worker interviews; PFI screening reports	PMU; Business Incubator of Tajikistan; Grant Management Company
	Women's excessive workload in livestock management	Provide labour-saving equipment (milk processing, feed preparation, fodder cultivation) under Sub-component 1.2; ensure women's time constraints considered in activity design; monitor women's workload impacts	Equipment distribution records; time-use studies; women's feedback surveys	PMU; Community Facilitators

Standard	Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means of Verification (Monitoring and reporting)	Responsible Institution in Implementation Phase
Community health and safety	Zoonotic disease transmission from livestock to humans	Strengthen animal health services through Activity 1.3.1; train Community Animal Health Workers on biosecurity; implement disease surveillance systems; establish veterinary post and quarantine facility at Spitamen border	Quarterly zoonotic disease surveillance reports; veterinary service delivery statistics; border quarantine facility inspection records	PMU; Committee on Food Security; District Public Health Departments
	Food safety risks in dairy and meat processing	Integrate food safety training into Business Incubator technical assistance; require hygiene standards compliance for enterprises receiving financing; equip slaughterhouses with proper waste disposal systems	Food safety training records; enterprise inspection reports; slaughterhouse design specifications	PMU; Business Incubator of Tajikistan; District health authorities
	Waterborne diseases from contaminated water infrastructure	Site water points away from contamination sources; implement water quality protection protocols; train communities on water source maintenance and hygiene	Water quality testing results; community training records; water point inspection reports	PMU; Water User Associations; Community Facilitators
	Food safety in School Feeding Programme (Sub-component 2.3)	Establish stringent procurement, storage, and preparation protocols; train school staff and parent committees on food safety and nutrition; conduct regular health inspections of thirteen school kitchens	School kitchen inspection reports; staff training records; food supplier verification documentation; health officer monitoring logs	PMU; School Feeding Programme Coordinator; District education and health authorities
	Construction accidents affecting nearby communities	Implement site fencing and warning signage; restrict community access to construction zones; coordinate construction timing to minimize disruption; conduct community safety awareness	Construction site safety assessments; community consultation records; accident logs	PMU; Contractors; District authorities
Physical and Economic resettlement	Temporary access restrictions from pasture restoration and rotational grazing closures.	Participatory pasture planning processes led by Pasture User Unions, ensuring that access decisions are agreed upon collectively and transparently. Any changes to grazing arrangements will be guided by local norms and existing pasture management frameworks, in line with national legislation on land use and customary rights	Pasture management plans with signed community agreements; alternative grazing area maps; grievance logs related to access restrictions	PMU; Local Governments; Service providers
Financial	Participating Financial Institutions lacking Environmental and Social Management Systems	Conduct ESMS capacity assessments of potential PFIs before partnerships; provide training to 240 financial institution staff (Activity 2.2.2) on environmental and social risk screening; develop simplified screening tools for livestock sector loans; include ESMS requirements in PFI partnership agreements	PFI capacity assessment reports; training completion records; environmental and social screening checklists in loan files; PFI monitoring reports	PMU; IFAD

Intermediaries Standard	Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means of Verification (Monitoring and reporting)	Responsible Institution in Implementation Phase
	Sub-borrower environmental and social non-compliance	Require Grant Management Company to verify environmental and social compliance for enterprises receiving financing packages (Activity 2.2.1); make compliance a loan disbursement condition; conduct periodic enterprise inspections	Enterprise compliance verification reports; loan disbursement documentation; enterprise inspection records	PMU ; Grant Management Company ; PFIs
Climate change	Increased livestock disease prevalence and mortality from climate extremes	Establish mobile veterinary services and support young veterinary graduates (Activity 1.3.1); strengthen disease surveillance systems; pilot animal identification for traceability; improve cold chain for medicines	Bi-annual disease surveillance reports; vaccination coverage statistics; animal identification system pilot reports; veterinary service delivery data	PMU; Committee on Food Security; Association of Veterinarians
	Water scarcity affecting livestock productivity and household welfare	Rehabilitate and construct water harvesting systems, micro-catchments, and retention ponds under Sub-components 1.1 and 1.2; install solar-powered pumps at communal watering points; prioritize drought-prone areas	Bi-annual water availability monitoring at project sites; community feedback surveys on water access; water infrastructure functionality assessments	PMU; Water User Associations; Community Facilitators
	Decreased fodder availability from climate impacts on pastures	Establish community fodder banks using drought-resilient varieties (Activity 1.3.3); improve local livestock breeds for climate resilience (Activity 1.3.2); promote rotational grazing reducing climate vulnerability	Fodder bank inventory records; adoption rates of drought-resilient varieties; livestock productivity data; pasture condition trends	PMU; State Enterprise for Seed Production; State Enterprise for Animal Breeding
	Extreme weather events damaging infrastructure and threatening livestock	Design climate-resilient infrastructure accounting for projected temperature and precipitation changes; construct strategically located livestock shelters; establish emergency fodder reserves	Infrastructure climate risk assessments; shelter utilization records during extreme events; emergency preparedness evaluations	PMU; District authorities
	Methane emissions from enteric fermentation and manure	Promote improved feed formulations with enhanced digestibility; implement integrated manure management systems converting waste to compost and biogas; optimize herd composition for productivity	Annual greenhouse gas emission calculations; biogas production monitoring; improved feed adoption rates; manure management practice assessments	PMU; Research institutions; Community Facilitators

Standard	Environmental, social and climate Impacts	Actions and mitigation measures (including public consultations activities)	Means of Verification (Monitoring and reporting)	Responsible Institution in Implementation Phase
Social inclusion	Exclusion of women from livestock management decisions	Ensure women's representation in pasture and water management committees; Target women for dairy processing and small ruminant interventions; Create women-specific training modules	Annual tracking of women's participation rates; Annual assessment of women's decision-making influence; Mid-term gender impact evaluation	PMU; Community Women's Groups
	Limited economic opportunities for women in livestock value chains	Target women for dairy processing support under Activity 2.2.1 (30% of enterprises); provide women-specific entrepreneurship training; ensure financing packages accessible to women	Women's enterprise participation rates; women entrepreneurs receiving financing; women's income change data	PMU; Business Incubator of Tajikistan; PFIs
	Limited opportunities for youth in pastoral livelihoods and value chains	Develop youth entrepreneurship programs in veterinary services; Train youth in climate monitoring and digital livestock management; Create youth-specific financial products for livestock enterprises.	Annual youth participation monitoring; Annual youth enterprise performance assessment; Mid-term youth retention rate in project areas	PMU Youth Specialist; Financial Institutions

Environmental and Social Safeguards Classification: Moderate

Environmental and Social Safeguards				
Biodiversity conservation	**Yes/No**	**Likelihood**	**Consequence**	**Risk Rating**
1.1 Could the project involve or lead to conversion or degradation of biodiversity, habitats (including modified habitat, natural habitat and critical natural habitat) and/or ecosystems and ecosystem services?	No			Low
1.2 Could the project involve or lead to activities negatively impacting habitats that are legally protected, officially proposed for protection, or recognized as protected by traditional local communities and/or authoritative sources (e.g. National Park, Nature Conservancy, Indigenous Community Conserved Area, (ICCA), etc.)?	Yes	Possible	Minor Project is close to a protected area, and associated facilities may have minor indirect negative impacts.	Low
1.3 Could the project involve or lead to an increase in the chance of human-wildlife encounters/conflict?	No			Low
1.4 Could the project involve or lead to risks to endangered species (e.g. reduction, encroachment on habitat)?	No			Low
1.5 Could the project involve or lead to negative impacts/risks to migratory wildlife?	No			Low
1.6 Could the project involve or lead to introduction or utilization of any invasive alien species of flora and fauna, whether accidental or intentional?	No			Low
1.7 Could the project involve or lead to the handling or utilization of genetically modified organisms?	No			Low
1.8 Will the project involve or lead to procurement through primary suppliers of natural resource materials (wood, gravel, sand, etc.)?	Yes		Minor Project will require procurement of natural resources through primary suppliers, and resource extraction is tightly regulated. Alternatives to procurement of natural resources through primary suppliers exists.	Low
Resource Efficiency and Pollution Prevention	**Yes/No**	**Likelihood**	**Consequence**	**Risk Rating**
2.1 Could the project involve or lead to the release of pollutants to the environment (on and off farm) due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Yes	Possible	Minor Pollutants may be released, either routinely or by accident, but treatment systems are proven, verified and affordable. Receiving environment has absorptive capacity.	Low
2.2 Could the project be located in an area which is being, or has been, polluted by an external source (e.g. a mine, smelter, industry)?	No			Low
2.3 Will the project involve or lead to significant consumption of raw materials and energy?	No			Low
2.4 Will the project develop or rehabilitate irrigation schemes and/or involve or lead to significant extraction, diversion or containment of surface or ground water? (For example, construction of dams, reservoirs, river basin developments, groundwater extraction)	No			Low

Environmental and Social Safeguards				
2.5 Will the project involve the use of agrochemicals (pesticides, fertilizers, and other modifying agents) which have potential to pollute soils and water bodies or cause other negative impacts?	Yes		Moderate The project will require use of fertilizers, pesticides and/or other modifying agents, but options are available to replace polluting fertilizers and/or pesticides with alternatives. The adaptive capacity of the environment is high, which should ameliorate most potential pollution problems.	Moderate
2.6 Will the project involve or lead to primary production of living natural resources through cultivation or rearing of plants, annual and perennial crop farming, etc.?	Yes		Minor Project will only be partly dependent on production of living natural resources, it does not require serious environmental or social controls.	Low
2.7 Will the project involve or lead to engagement in areas of forestry, including the harvesting of natural forests, plantation development, and/or reforestation?	No			Low
2.8 Will the project involve livestock and production of animal products (dairy, skins, meat, etc.)?	Yes		Moderate The project will involve extensive and/or intensive livestock systems. Pollution control, waste management and/or regenerative grazing management systems are in place.	Moderate
2.9 Will the project involve marine or freshwater fisheries, at industrial or artisanal scale?	No			Low
2.10 Will the project involve inland or marine aquaculture?	No			Low
Cultural Heritage	**Yes/No**	**Likelihood**	**Consequence**	**Risk Rating**
3.1 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Yes	Possible	Moderate The project will be close to an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage. The site has been surveyed, and so the presence of cultural heritage is well known.	Moderate

Environmental and Social Safeguards				
3.2 Could the project involve or lead to excavations, demolitions, movement of earth, flooding or other environmental changes in an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or intangible forms of culture (e.g. knowledge, innovations, practices) or contains features considered as critical cultural heritage? (See Annex 1 of the Cultural Heritage Guidance Note for further information)	Yes	Possible	Moderate The project will require some short-term earth moving and environmental changes. Rehabilitation to the site is straightforward.	Moderate
3.3 Could the project involve or lead to alterations to landscapes and natural features with cultural significance?	No			Low
3.4 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Yes	Possible	Minor The project could be located in an area that is considered to be of cultural heritage value, but the project does not use tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial purpose.	Low
Indigenous peoples	**Yes/No**	**Likelihood**	**Consequence**	**Risk Rating**
4.1. Is the project sited in areas where indigenous Peoples are present? (Indigenous peoples' traditionally owned or otherwise occupied and used lands, territories, waters and coastal seas and other resources).	No			Low
4.2 Could the project adversely affect indigenous people's rights to traditionally owned or otherwise occupied and used lands, territories, waters, coastal seas and other resources and/or livelihood systems?	No			Low
4.3 Could the project result in the utilization and/or commercial development of natural resources on lands and territories inhabited by indigenous peoples?	No			Low
Labour and Working Conditions	**Yes/No**	**Likelihood**	**Consequence**	**Risk Rating**
5.1 Could the project operate in sectors or value chains where there have been reports of discriminatory practices and the lack of equal opportunity (for disadvantaged and vulnerable workers, including women, children of working age, migrants and persons with disabilities), denial of freedom of association and collective bargaining, labour migrants?	Yes	Possible	Minor The project will operates in sectors or value chains that have, in the past, not met national labour laws, or international commitments, but is now adequately nationally regulated, and is part of international value chains that are subject to regular environmental and social auditing.	Low
5.2 Could the project operate in a value chain where there have been reports of forced labour? Note: Risks of forced labour may be increased for projects located in remote places or where the status of migrant workers is uncertain.	No			Low

Environmental and Social Safeguards				
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	Yes	Possible	Minor The project will not operate in sectors or value chains where child labour was evident in the past. The status of child labour regulation is clear.	Low
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: "OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.")	Yes	Possible	Moderate The project will operate in a sector, area, or value chain where workers are occasionally exposed to OSH risks, and where regulation is known to be weak or non-existent. However, there is no evidence of illness or death.	Moderate
Community Health, Safety and Security	**Yes/No**	**Likelihood**	**Consequence**	**Risk Rating**
6.1 Could the project lead to and or be at risk from water-borne, zoonotic or vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases?	Yes	Possible	Moderate The project will be situated in an area where there is past evidence of negative impacts from water-borne, zoonotic or vector-borne diseases, or communicable/non-communicable diseases, but where regulation or containment of these impacts has been shown to be effective. Project activities could lead to moderate risks of water-borne, zoonotic or vector-borne diseases (e.g. temporary breeding habitats), and/or communicable and non-communicable diseases.	Moderate
6.2 Could the project have unintended negative impacts on nutrition?	No			Low
6.3 Will the project involve the construction or rehabilitation of dams?	No			Low
6.4 Could the project involve or lead to transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No			Low
6.5 Could the project lead to the potential for gender-based violence, including sexual harassment, exploitation and abuse, as a result of labour influx, land redistribution, or other actions that alter community dynamics?	No			Low

Environmental and Social Safeguards				
6.6 Will the project construct, rehabilitate or upgrade rural roads and/or lead to increases in traffic or alteration in traffic flow?	Yes		Moderate Moderate changes to traffic volumes or alterations to traffic flow. Risk of injury or death is reduced by good design and implementation of safety protocols. New construction, rehabilitation or upgrade of rural roads, with Annual Average Daily Traffic (AADT) below 400.	Moderate
6.7 Could the project lead to an influx of project workers?	No			Low
6.8 Could the project involve or lead to the engagement of security personnel to protect facilities and property or to support project activities?	No			Low
Physical and economic resettlement	**Yes/No**	**Likelihood**	**Consequence**	**Risk Rating**
7.1 Will the project result in temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No			Low
7.2 Will the project result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No			Low
7.3 Could the project increase the risk of forced evictions? (The project cannot proceed unless forced evictions are avoided)	No			Low
7.4 Could the project result in adverse impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Yes	Possible	Minor The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse and other forms of arbitration/conflict resolution are available.	Low
Financial intermediaries and direct investments	**Yes/No**	**Likelihood**	**Consequence**	**Risk Rating**
8.1 Could the investment be granted to an institution that does not have an environmental and social policy and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	Yes	Possible	Moderate The institution does not have an ESMS in place, but several individual E&S policies. The policies are therefore not considered as transparent. The reporting on E&S is available upon request.	Moderate

Environmental and Social Safeguards				
8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	Yes	Possible	Moderate The institution does not employ an ES Officer, but has sufficiently trained field staff available to monitor the impact of the operations of the institution.	Moderate
8.3 Could the investment be granted to an institution that does not have an Exclusion List?	Yes	Possible	Moderate The institution has an Exclusion List that deviates somewhat from IFAD standards.	Moderate
8.4 According to the institution's portfolio classification: Could the institution have potential high-risk projects in their portfolio?	Yes	Possible	Moderate The portfolio classification is very broad, and detailed information is not available. The institution invests a small portion of funds in high-risk projects.	Moderate
8.5 Could the institution not be providing a stable communication channel with stakeholders and local communities (e.g. a Grievance Redress Mechanism)?	Yes	Possible	Moderate Stakeholders and local communities can contact the institution, and a communication process is in place, but staff is not qualified/trained to deal with grievances and bring claims to the attention of management.	Moderate
8.6 Could the institution not be providing auxiliary or capacity building support services?	Yes	Possible	Moderate The institution offers basic services for customers (directly or through third-party providers) to improve buisness and livelihood opportunities.	Moderate

Climate Risk Classification: Moderate

Step 1: Hazard identification	
What are the expected hazards in the project intervention area?	**No, Yes, TBD**
1.1 River flood	Yes
1.2 Costal Flood	No
1.3 Urban Flood	Yes
1.4 Landslide	Yes
1.5 Cyclone	No
1.6 Water Scarcity (agricultural droughts and/or dry spells)	Yes
1.7 Extreme Heat	Yes
1.8 Wildfires	Yes
Future climate scenarios foreseen (period 2040-2059) - Change in frequency and intensity	**No, Yes, TBD**
1.9 Change in temperature (increase or decrease)	Yes
1.10 Change in rainfall (increase or decrease)	Yes
1.11 Climate variability	Yes
1.12 Intensity and frequency of extreme events	Yes
Is the project expected to have an impact on climate change (i.e. contribute to greenhouse gas emissions)?	**No, Yes, TBD**
1.13 Is the project expected to be a significant emitter of greenhouse gas emissions?	Yes
Step 2: Exposure Assessment	
Is the project located in exposed areas to weather-related natural hazards?	**No, Yes, TBD**
2.1 Low-lying areas (valleys, coastal zones, and small islands)	Yes
2.2 Very warm areas (subtropical)	No
2.3 Tropical areas (rainforests)	No
2.4 Arid and semi-arid areas (deserts)	Yes
2.5 Mountains zones and permafrost areas (tundra)	Yes
2.6 River banks	No
Does the project target agricultural systems, ecosystems or livelihoods exposed to weather-related hazards?	**No, Yes, TBD**
2.7 Is crop production frequently affected by rainfall variability, prolonged droughts, changes in temperature or pests and diseases?	Yes
2.8 Is livestock productivity frequently affected by rainfall variability, prolonged droughts, changes in temperature or diseases?	Yes
2.9 Are fisheries frequently affected by ocean acidification, water salinity and changes in sea surface temperature due to ocean-atmospheric oscillations or climate change?	N/A
2.10 Is forest productivity frequently affected by wildfires, diseases, rainfall variability, prolonged droughts, or changes in temperature?	Yes
2.11 Is the biodiversity in the project area likely to be affected by changes in climate variables?	Yes
2.12 Is any stage of the agricultural value chain (production, storage, processing and marketing) exposed to climate related hazards?	Yes
2.13 Is any rural infrastructure likely to be affected by flooding, landslides, changes in temperatures, and extreme winds.	Yes
Step 3: Sensitivity Assessment	
What are key sensitivities for the populations in the project's areas of intervention?	**No, Yes, TBD**
3.1 Is conflict exacerbating the population´s sensitivity to weather related hazards?	No

3.2 Is population displacement being exacerbated by climate change impacts?	No
3.3 Are diseases (e.g. COVID-19, malaria, cholera) increasing the population´s vulnerability and affecting their capacity to address potential weather-related hazards?	No
3.4 Are social inequalities (e.g. based on gender, youth, indigenous persons and other marginalized groups) being exacerbated by climate change?	No
3.5 Human Development Index (HDI)	No
3.6 Multidimensional Poverty Index (MPI)	Yes
Step 4: Adaptive capacity	
What are key adaptive capacities in the areas of project intervention?	**No, Yes, TBD**
4.1 Is the country well ranked in the Disaster risk reduction progress score?	Yes
4.2 Are climate and weather information services (real-time weather data, seasonal forecasts etc.) effectively being delivered (through radio, TV, SMS, extension services etc.) to farmers, rural dwellers, and end users?	No
4.3 Does the project country have an early action plan (preparedness and emergency response) to mitigate the impacts of weather-related hazards once the shock occurs?	No
4.4 Does the government or other institutions support the target population/communities with the necessary social and economic resources to prepare for or respond to climate-related events?	No
4.5 Is the target community carrying out (using their own means) agricultural adaptation?	Yes
4.6 Does the target population have the economic means or support to adjust or adapt their activities in response to weather related shocks?	No
4.7 Do policies/mechanisms exist that make financial credit, loans, and agricultural insurance available?	Yes
4.8 Are rural infrastructures effectively delivering services to farmers and rural dwellers?	Yes

IFAD
Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Environmental, Social and Climate Management Plan (ESCMP)

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

SECAP: Environmental, Social and Climate Management Plan (ESCMP)

1. Introduction

1.1 Purpose and Background

1. This Environmental, Social, and Climate Management Plan (ESCMP) has been prepared for the Access to Market and Adaptation for Livestock (AMAL) Project in the Republic of Tajikistan. The ESCMP serves as the primary operational framework for managing environmental, social, and climate risks throughout project implementation, ensuring compliance with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) and Tajikistan's national environmental and social regulations.

2. The AMAL project is being implemented by the Government of the Republic of Tajikistan with the Ministry of Agriculture designated as the Lead Project Agency. Primary implementation responsibilities are shared between the Committee on Environmental Protection through its Center for Implementation of Investment Projects (CIIP) for Component 1 activities, and the Ministry of Finance for Component 2 activities. The project will be implemented over seven years from 2027 to 2033, including six months for administrative closure, with a total project cost of USD 44.53 million. IFAD is providing USD 19.721 million in grant financing, complemented by USD 10 million from the Adaptation Fund, USD 8.133 million from Participating Financial Institutions, USD 4.229 million from beneficiaries, and USD 2.448 million from the Government of Tajikistan.

3. Based on the SECAP screening conducted during project design, the AMAL project has been classified as Moderate Risk for both environmental and social impacts, and Moderate Risk for climate change impacts. This classification reflects the project's significant scale across fifteen districts, its focus on pastoral landscapes experiencing degradation, moderate institutional capacity constraints at district and jamoat levels, and the need for comprehensive climate adaptation measures.

4. The AMAL Project is strategically aligned with Tajikistan's National Development Strategy (2016-2030), the Agricultural Reform Programme (2021-2030), the National Food Security Programme, and the National Climate Change Adaptation Strategy (2019-2030). The project builds on IFAD's seventeen years of experience in Tajikistan, particularly the ongoing Community-based Agricultural Support Project Plus (CASP+) and the Tajikistan Ecosystem Restoration and Resilient Agriculture (TERRA) Project. AMAL addresses critical challenges in Tajikistan's livestock sector, including low productivity due to inadequate animal genetic resources and health services, degradation of natural pastures that supply 75% of livestock feed, vulnerability to climate change impacts, and underdeveloped value chains with limited access to finance and markets.

1.2 Methodology

5. This ESCMP was developed through a comprehensive methodology combining desk review, field assessments, and stakeholder consultations conducted during the project design mission from September 15 to October 1, 2025. The desk review drew upon extensive documentation including IFAD's SECAP Review Note for AMAL, national environmental legislation and strategies including the National Climate Change Adaptation

Strategy (2019-2030), Green Economy Development Strategy (2023-2037), and National Biodiversity Strategy and Action Plan, lessons learned from IFAD's portfolio in Tajikistan including CASP, CASP+, and LPDP, World Bank and Asian Development Bank environmental and social frameworks and ongoing project documentation, and climate vulnerability assessments and data from the Notre Dame Global Adaptation Initiative (ND-GAIN) and Climate Change Knowledge Portal.

6. Despite these constraints, the ESCMP provides a robust framework for environmental, social, and climate risk management, with provisions for adaptive management as additional information becomes available during implementation. Baseline assessments, capacity building programs, and participatory monitoring systems built into the project design will address identified data and capacity gaps systematically.

2. Project description

2.1 Project Overview

Project Goal: To improve livelihoods and conditions of livestock smallholders and pastoral communities in rural Tajikistan in alignment with the National Development Strategy.

Development Objective: To increase incomes, nutrition and resilience through more productive, climate-adapted, and inclusive livestock value chains.

Key Outcomes:

- Livestock agroecosystems are more resilient, productive and inclusive
- Rural incomes, employment and nutrition are enhanced
- A national livestock strategy guides the sustainable development of the sector

Project Location: The AMAL project will be implemented in fifteen districts across three regions:

- **Khatlon Oblast** (4 districts): Dushti, Nosiri Khusrav, Shahritus, Qubodiyon
- **Sughd Oblast** (6 districts): Devashtich, Spitamen, Shahriston, Kohistoni Mastchoh, Bobojon Gafurov, Asht
- **Districts of Republican Subordination/DRS** (5 districts): Lakhsh, Nurobod, Rasht, Sangvor, Tojikobod

The project employs a tiered delivery model with differentiated interventions:

- **Tier 1 (10 districts):** Village-level production support, climate-resilience measures, and nutrition awareness in approximately 100 villages (40-60 in Khatlon, 40-60 in DRS/Sughd including Kohistoni Mastchoh)
- **Tier 2 (All 15 districts):** Animal health, fodder and feed improvement, and animal identification services
- **Tier 3 (All 15 districts):** Enterprise development and value-chain upgrading on demand-driven basis

Phased Implementation: Due to a 12-18 month lag between IFAD financing entry into force (Q3-4 2026) and Adaptation Fund financing (Q2 2027), the project adopts a phased geographic approach:

- **Area 1 (IFAD-funded, from 2026):** All components in Khatlon districts; Tier 2 and 3 activities in Sughd and DRS
- **Area 2 (AF-funded, from 2028):** Tier 1 activities expanded to DRS and Kohistoni Mastchoh in Sughd

2.2 Project Components and Activities

7. The AMAL project comprises three interconnected components designed to address constraints across the livestock value chain while building climate resilience and improving natural resource management:

Table 1: AMAL Project Components, Sub-components, Activities and Key Environmental, Social & Climate Considerations

Components and sub-components	Activities	Key Environmental, Social & Climate Considerations
COMPONENT 1: IMPROVING LIVESTOCK PRODUCTIVITY AND CLIMATE RESILIENCE		
Sub-component 1.1: Climate-sensitive Community Action Plans Developed	○ Village selection in 80-120 villages across 10 Tier 1 districts ○ Community mobilization via Community Facilitators ○ Climate vulnerability assessments ○ Pasture and fodder balance analysis ○ Participatory planning with women, youth, vulnerable households ○ Seasonal livestock distribution mapping ○ Pasture development plan formulation	○ Biodiversity conservation in pasture planning ○ Water resource sustainability ○ Social inclusion across ethnic groups ○ Cultural heritage site protection ○ Climate adaptation planning ○ Equitable participation mechanisms
Sub-component 1.2: Climate-sensitive Community Action Plans Implemented	○ Investment appraisal (social, technical, economic, environmental) ○ Water infrastructure (wells, gravity schemes, water points) ○ Pasture improvement (rotational grazing, native grass restoration) ○ Livestock infrastructure (shelters, vet posts, water troughs) ○ Storage and processing facilities ○ Labour-saving equipment for women ○ Production packages (poultry, rabbits, small ruminants, kitchen gardens) ○ Nutrition awareness campaigns	○ Soil erosion prevention ○ Pasture carrying capacity management ○ Water quality protection ○ Women's workload reduction ○ Climate-resilient infrastructure design ○ Environmental screening for investments ○ Gender-responsive implementation
Sub-component 1.3: Climate-smart Animal Health, Breeding and Feed Services		

Components and sub-components	Activities	Key Environmental, Social & Climate Considerations
Activity 1.3.1: Improved Animal Health (Committee on Food Security)	○ 8 mobile veterinary laboratories for diagnostics and surveillance ○ 40 young veterinarians establishing private practices ○ National animal identification system pilot (50,000 cattle) ○ Disease surveillance for transboundary diseases and zoonoses	○ Zoonotic disease prevention ○ Biosafety for mobile labs ○ Veterinary pharmaceutical waste ○ One Health approach ○ Youth employment ○ Animal welfare standards
Activity 1.3.2: Improved Genetic Resources (SEABAI)	○ Rehabilitation of Regional Breeding Centers (DRS, Khatlon, Sughd) ○ Equipment for semen production, AI kits, liquid nitrogen ○ Provision of dairy bulls to selected households	○ Genetic diversity conservation ○ Climate-resilient breed selection ○ Animal welfare in breeding ○ Equitable access to services
Activity 1.3.3: Improved Feed and Fodder (State Seed Enterprise)	○ Drought-resistant seed selection and multiplication ○ District-level seed dissemination and certification ○ Best practice promotion (intercropping, agroforestry) ○ Feed and fodder balance mechanisms with GIS monitoring	○ Agrochemical management ○ Soil conservation ○ Biodiversity through intercropping ○ Climate-adaptive varieties ○ Water efficiency
COMPONENT 2: MARKET ACCESS, ENTERPRISE DEVELOPMENT, AND IMPROVED NUTRITION		
Sub-component 2.1: Improved Public Livestock Infrastructure	○ Small-scale slaughterhouses with water, storage, waste disposal ○ Veterinary post and quarantine facility at Spitamen border ○ Public livestock markets with sheds, water, inspection posts ○ Feed and fodder storage facilities ○ Small retail points with refrigeration ○ District co-financing and feasibility studies	○ Wastewater and solid waste management ○ Water source protection ○ Occupational health and food safety enforcement ○ Community health protection ○ Sustainable PPP arrangements ○ Site selection screening
Sub-component 2.2: Enterprise Development and Access to Finance		
Activity 2.2.1: Financing Packages (213 enterprises)	○ Blended finance: 30% grant targeting 30% women-owned, 30% youth-owned enterprises ○ Grant Management Company oversight	○ Environmental compliance requirements ○ Waste management in processing

Components and sub-components	Activities	Key Environmental, Social & Climate Considerations
	○ PFI business viability assessment	○ Food safety standards ○ Labour condition monitoring ○ Climate-smart practice adoption
Activity 2.2.2: MSME Technical Assistance (740 enterprises)	○ Business planning, financial literacy training ○ Livestock-specific management training ○ Quality/food safety, climate-smart practices ○ Digital marketing, value addition ○ Gender-responsive training modules ○ FI Capacity Building (240 staff)	○ Environmental best practices integration ○ Food safety capacity building ○ Climate adaptation in business ○ Youth and women prioritization
Activity 2.2.3: Smallholder Finance Access (444 beneficiaries)	○ Market intelligence to PFIs on eligible clients ○ Partial loan guarantees (30% for loans up to USD 1,500) ○ Zamonat guarantee fund capitalization ○ Priority for women and youth	○ Financial inclusion for vulnerable HHs ○ Collateral barrier reduction ○ Sustainable guarantee mechanism ○ Exit strategy planning
Sub-component 2.3: School Feeding Programme (13 schools)	○ Hygienic kitchen equipment and infrastructure ○ Organic kitchen gardens with inputs and training ○ School staff and parent committee capacity building ○ School nutrition plans ○ Local procurement from livestock producers ○ Nutrition campaigns for students (classes 1-11) ○ Sustainability strategy development	○ Food safety in meal preparation ○ Child nutrition and health ○ Water and sanitation standards ○ Local smallholder linkages ○ Waste management systems ○ Hygiene enforcement ○ Community engagement
COMPONENT 3: ENABLING POLICY ENVIRONMENT AND PROJECT MANAGEMENT		
Sub-component 3.1: Livestock Strategy Development	○ Technical assistance to Ministry of Agriculture ○ Sector scenario analysis and strategic vision ○ Stakeholder consultations ○ Investment and policy reform recommendations ○ Integration with ADB, FAO, ILRI, CIRAD experience ○ Animal traceability and sanitary standards framework	○ Climate commitment alignment (NDCs) ○ Natural resource policy integration ○ Environmental sustainability ○ Social inclusion in policy ○ Multi-stakeholder process ○ Gender-responsive frameworks

Components and sub-components	Activities	Key Environmental, Social & Climate Considerations
Sub-component 3.2: Project Management	○ Coordination between implementing entities ○ AWPB preparation and financial oversight ○ Staff recruitment and technical support ○ M&E and knowledge management ○ IFAD and Adaptation Fund coordination	○ SECAP compliance monitoring ○ Safeguards oversight ○ Climate risk management ○ Grievance mechanism operation ○ Capacity building delivery ○ Adaptive management

2.3 Target Groups and Expected Beneficiaries

8. The AMAL project will directly benefit approximately 40,000-45,000 households across the fifteen target districts, representing approximately 17% of households in these areas. Target groups are diverse, reflecting the integrated value chain approach.

9. Women-headed households face particular vulnerability due to limited access to resources, decision-making forums, and mobility constraints. The project targets a minimum of 50% women beneficiaries across all interventions, with dedicated measures including separate women's consultations, production packages for poultry, rabbits, small ruminants and kitchen gardens, labour-saving equipment, and 20% of village investment budgets ring-fenced for women's priorities.

10. Youth between 15-35 years represent a minimum of 20-25% of target beneficiaries to address rural youth unemployment and outmigration. Youth will be prioritized for opportunities in veterinary services with 40 young graduate veterinarians establishing private practices, value chain entrepreneurship, equipment operation, transport services, and ICT-enabled activities that avoid traditional agricultural drudgery.

11. Approximately 740 micro, small, and medium enterprises engaged in or planning to enter livestock value chains in meat processing, dairy, eggs, fiber, and feed/fodder supply will receive technical assistance under Activity 2.2.2.1, including business planning, financial literacy, and sector-specific management training. An additional 213 enterprises including aggregators and processors will receive blended financing packages composed of 30% grants and 70% loans up to USD 50,000 under Activity 2.2.1, with targeting ensuring 30% women-owned and 30% youth-owned enterprises.

12. Approximately 444 smallholders lacking collateral will access partial loan guarantees covering 30% of loans up to USD 1,500 under Activity 2.2.3 to invest in productive assets, with priority given to women and youth. School children numbering approximately 5,000 in 13 schools, with 50% girls, will directly benefit from improved nutrition through the School Feeding Programme under Sub-component 2.3, with indirect benefits reaching approximately 18,500 people through household-level nutrition awareness.

13. Between 80-120 Village Organizations and Pasture User Unions will be strengthened or newly established to lead climate-sensitive community action planning, natural resource management, and local governance, ensuring inclusive decision-making platforms where women, youth, and marginalized groups can participate meaningfully.

14. Districts were selected based on evidence of poverty incidence and household vulnerability, climate risk exposure including drought frequency and extreme weather events, reliance on livestock-based livelihoods measured through cattle population and Tropical Livestock Units per capita, presence and extent of pastureland requiring restoration, rural population concentration, and potential for livestock enterprise development. Within districts, villages are selected based on household numbers between 100-700, pasture availability exceeding 50 hectares, livestock units exceeding 1,000, youth population percentages, and absence of overlapping similar interventions.

15. The project employs multiple mechanisms to ensure vulnerable groups benefit equitably including participatory wealth ranking to identify poorest households, separate consultations with women, youth, and ethnic minorities including Uzbek, Kyrgyz, and Pamiri communities, quotas for women at 50% and youth at 20-25% in governance structures and beneficiary targeting, culturally appropriate engagement in local languages, timing of activities accommodating women's schedules and care responsibilities, and grievance mechanisms accessible to marginalized groups with confidentiality provisions.

16. Beyond direct beneficiaries, AMAL will generate indirect benefits through backward linkages to input suppliers, equipment providers and transport services, forward linkages to wholesalers, retailers and consumers accessing improved livestock products, employment creation estimated at 230 or more new jobs particularly for youth and women in processing and services, policy environment improvements benefiting the entire livestock sector nationally, and demonstration effects as successful practices are observed and adopted by non-participating households.

3. Institutional and legal framework

Category	National Laws, Regulations, Policies & Strategies	Year
Food Security & Nutrition	National Food Systems Pathway for Tajikistan	2021-2030
	Multi-sectoral Nutrition Plan	2021-2025
	National Strategy for Food Security and Nutrition	(2022-2030)
Agriculture & Rural Development	Program of Agri-Food System Development and Sustainable Agriculture	2020-2030
	Pasture Law of the Republic of Tajikistan	2013
	Forest Sector Development Program	2022-2026
Climate & Environment	National Strategy for Adaptation to Climate Change	2019-2030
	Green Economy Development Strategy	2023-2037
	Nationally Determined Contribution (NDC)	2021
	National Disaster Risk Reduction Strategy	2019-2030
	National Biodiversity Strategy and Action Plan	2016-2020
	National Greening Program	2024-2040
	Law of the Republic of Tajikistan on Environmental Monitoring	2011
	Environmental Code of the Republic of Tajikistan	In development (2023-2024)

National Development Strategies	National Development Strategy	2016-2030
	Medium-Term Development Program	2021-2025
Water & Irrigation	National Water Strategy	2021-2040
	Program for Reforming the Water Sector	2016-2025
	Law on Water Users Associations	2006
Social Inclusion & Governance	National Strategy on Enhancing the Role of Women	2021-2030
	Law on Social Protection of Persons with Disabilities	2010
	State Youth Policy	2017-2022
	National Development Strategy for Youth	2016-2020
	Tajikistan 2030 National Development Strategy (Component on Youth	2025-2030

4. Procedure for ESC Screening and Management for sub-projects

4.1 Screening Process

17. All sub-projects and activities under AMAL will undergo environmental, social, and climate screening before implementation to identify potential risks and determine appropriate management measures. The screening process will follow a tiered approach based on activity type and potential impact magnitude.

18. **Tier 1 screening** applies to community-level investments in Climate-sensitive Community Action Plans, conducted by Community Facilitators using simplified checklists covering environmental risks (water impacts, soil erosion, biodiversity, waste), social risks (benefit distribution, vulnerable groups, land access, cultural sites), and climate considerations (vulnerability, resilience measures). Safeguards specialists will review screening forms and determine if standard mitigation measures are sufficient or additional assessment is required.

19. **Tier 2 screening** applies to infrastructure investments under Sub-component 2.1 and enterprise financing packages exceeding USD 25,000. Safeguards specialists will conduct detailed screening assessing environmental impacts (pollution, resource use, protected areas), social impacts (employment, health and safety, cultural heritage), climate risks (hazard exposure, GHG emissions), and cumulative effects. Activities are classified as requiring an Environmental, Social and Climate Management Plan (ESCMP), full Environmental and Social Impact Assessment (ESIA), or standard mitigation measures.

20. **Tier 3 screening** applies to financial intermediary sub-lending. Participating Financial Institutions apply simplified screening tools to assess borrower compliance with environmental standards (waste management, resource efficiency), social standards (labour conditions), and food safety requirements. The Grant Management Company will verify screening completion for enterprises receiving grant components.

4.2 Sub-Project Specific Management Plans

21. Activities requiring additional management measures will develop sub-project specific plans proportionate to risk level.

22. **Environmental, Social and Climate Management Plans (ESCMPs)** will be prepared for infrastructure investments including slaughterhouses, livestock markets, veterinary posts, and water infrastructure. ESCMPs will specify environmental mitigation (waste management, wastewater treatment, erosion control), social mitigation (occupational health and safety, labour standards, stakeholder consultation), climate considerations (extreme weather resilience), implementation responsibilities, monitoring requirements, and budgets. ESCMPs will be prepared by qualified consultants, reviewed by PMU and approved before construction.

23. **Environmental and Social Impact Assessments (ESIAs)** will be conducted for major infrastructure including the Spitamen veterinary post, slaughterhouses and water infrastructure affecting over 500 households. ESIAs will include baseline conditions, stakeholder consultations, impact assessment, alternatives analysis, mitigation hierarchy application, management plans, and monitoring protocols. ESIAs will be prepared by licensed consultants, publicly disclosed, reviewed by Committee for Environmental Protection, and approved per national legislation.

24. **Biodiversity Management Plans** will be integrated into Community Action Plans for villages adjacent to protected areas, including baseline surveys, critical habitat mapping, buffer zones, livestock movement protocols, native vegetation restoration, and community monitoring.

25. **Climate Risk Management Plans** will be prepared for infrastructure in high climate-risk zones, specifying design standards for projected climate scenarios, hydrological assessments, structural specifications for extreme weather, emergency preparedness, and climate monitoring indicators.

4.3 Approval and Implementation

26. All screening forms and management plans require formal approval before implementation. Approved plans will be incorporated into contracts with compliance linked to payment milestones. Non-compliance will trigger corrective actions including work stoppages, disbursement suspension, or contract termination. All documentation will be maintained in project files for IFAD supervision and audit.

4.4 Incident Reporting

27. The Project Management Unit is required to inform IFAD no later than 48 hours after the occurrence of any incidents listed below and take immediate remedial measures:

- Violations of national laws, regulations, or international agreements related to environmental, social, or climate safeguards;
- Serious accidents or fatalities involving project workers, contractors, community members, or beneficiaries;
- Significant impacts causing losses to personal property including damages to local infrastructure and livestock losses;
- Serious surface or groundwater pollution from slaughterhouses, processing facilities, livestock markets, or veterinary operations;
- Waterborne or zoonotic disease outbreaks attributed to project activities;

- Food safety incidents including foodborne illness from processing enterprises or school feeding;
- Fire incidents at project infrastructure or facilities;
- Encroachment into protected areas or damage to cultural heritage sites;
- Conflicts over pasture access or water resources resulting in violence or property damage;
- Child labour incidents at project sites;
- Any other complaints about pollution, damages, or safeguards violations.

28. Upon identification of an incident, the responsible implementing entity must immediately notify the PMU, document the incident and implement emergency response measures. The PMU will notify IFAD within 48 hours providing incident description, location, parties involved, immediate actions taken, and proposed remedial measures. Follow-up reports will be submitted within two weeks documenting root cause analysis, corrective actions, prevention measures, and ongoing monitoring requirements. Serious incidents will be reviewed by the Project Steering Committee with recommendations for systemic improvements.

5. Environmental, Social and Climate Management Plan

5.1. Summary of impacts

29. The AMAL project will generate both positive and negative environmental, social, and climate impacts across its fifteen target districts in Khatlon, Sughd, and Districts of Republican Subordination. Impacts are assessed across nine SECAP standards, with consideration of their temporal, spatial, and cumulative dimensions.

5.1.1 Biodiversity Conservation (Low Risk)

30. **Positive Impacts:** The project offers significant biodiversity co-benefits through ecosystem-based adaptation approaches. Community-based pasture restoration implemented through Pasture User Unions will reduce grazing pressure on degraded rangelands, allowing recovery of native vegetation communities that provide habitat for endemic species. Rotational grazing systems promoted under Sub-components 1.1 and 1.2 will distribute livestock more evenly across pastoral landscapes, preventing overuse of accessible areas near settlements while allowing degraded sites to regenerate. Diversification of fodder crops and improvement of feed resources will reduce dependence on natural pastures during critical periods, alleviating pressure on wild plant communities. These interventions directly address the primary threats to Tajikistan's mountain biodiversity—habitat degradation from intensive grazing and agricultural expansion—while strengthening resilience of both ecological and social systems.

31. **Negative Impacts:** Infrastructure development under Component 2 presents minor risks if construction materials are sourced unsustainably. While all fifteen target districts contain landscapes already used for extensive livestock grazing with project site selection explicitly excluding protected areas and their buffer zones, inadvertent encroachment could occur if livestock movement corridors are not properly mapped relative to sensitive habitats including Tajik National Park and Tigrovaya Balka Nature Reserve.

5.1.2 Resource Efficiency and Pollution Prevention (Moderate Risk)

32. **Positive Impacts:** The project will promote resource-efficient practices in value chain development. Clean production techniques, water conservation, energy efficiency, and waste minimization will be integrated into MSME support under Sub-component 2.2. Improved manure management systems will capture organic waste for composting and soil amendment, converting a potential pollutant into valuable resources while reducing methane emissions.

33. **Negative Impacts:** Infrastructure development under Sub-component 2.1 presents the most direct pollution risks. Construction of small-scale slaughterhouses, public open-air livestock markets, feed and fodder storage facilities, veterinary posts, quarantine facilities, and small retail points will generate solid waste, disturb soil, and potentially contaminate water sources if improperly sited or managed. Wastewater from slaughterhouses and processing facilities requires treatment to prevent water pollution. Animal waste disposal from markets and dip-tank chemicals used for disinfection pose contamination risks.

34. Livestock intensification activities under Sub-components 1.1 and 1.2 carry inherent risks of increased waste generation, methane emissions, and nutrient pollution if animal densities exceed local carrying capacity. Concentrated animal waste near settlements and water points can lead to nutrient loading in water bodies and soil degradation.

35. Animal health interventions under Activity 1.3.1 require careful pharmaceutical waste management. Expired veterinary medicines, medical waste from mobile laboratories, and biological samples present contamination risks if not properly disposed. Fodder production activities under Activity 1.3.3 present moderate risks related to agrochemical use including fertilizers and pesticides if not managed sustainably.

5.1.3 Cultural Heritage (Moderate Risk)

36. **Positive Impacts:** Traditional livestock management practices and transhumance systems represent important intangible cultural heritage that will be documented and integrated into Climate-sensitive Community Action Plans under Sub-components 1.1 and 1.2, ensuring modernization efforts complement rather than replace indigenous knowledge.

37. **Negative Impacts:** The project's target regions contain archaeological sites from Greco-Bactrian and Kushan periods in Khatlon, and historical monuments and traditional settlements in DRS and Sughd. While Tajikistan's two UNESCO World Heritage sites lie outside project intervention areas, rural areas may contain undocumented archaeological remains that could be encountered during infrastructure construction under Sub-component 2.1, presenting risks of inadvertent disturbance. Sub-projects involving soil excavation (foundations, drainage, pasture works) may inadvertently disturb or destroy unidentified archaeological sites, burial grounds, or historical structures that have not been documented or protected. Without systematic cultural heritage screening prior to ground disturbance, construction activities could result in irreversible loss of archaeological materials, desecration of graves, and destruction of culturally significant structures or landscapes. Workers unfamiliar with cultural heritage protocols may fail to recognize artifacts during excavation, leading to unreported finds being discarded or removed. Inadequate buffer zones around known heritage sites could result in vibration damage from heavy machinery, erosion from altered drainage patterns, and encroachment by construction materials or

access roads. Delays in work stoppage and notification to relevant authorities (district hokumats, Ministry of Culture) following chance discoveries may allow continued disturbance before proper assessment and salvage can occur. The absence of enforcement mechanisms and worker awareness increases the likelihood that Tajikistan's national-level chance find procedures for cultural heritage will not be consistently applied across all sub-project sites, particularly in remote districts with limited oversight capacity.

5.1.4 Indigenous Peoples (Low Risk)

38. Tajikistan does not officially recognize distinct "indigenous peoples" under international legal definitions. The country encompasses ethnic diversity including Tajiks (84.3%), Uzbeks (13.8%), Kyrgyz (0.8%), Russians (0.5%), and smaller populations of Pamiris, Yaghnobis, and other groups maintaining distinct cultural practices.

39. **Positive Impacts:** The project's inclusive approach with consultations conducted in local languages, culturally appropriate engagement methods, and accessible grievance mechanisms will strengthen social cohesion and ensure all ethnic groups participate meaningfully in project benefits.

40. **Potential Negative Impacts:** Ethnic minorities, particularly Uzbek, Kyrgyz, and Pamiri communities in project areas, face risks of exclusion from participation and benefits if consultations are not conducted in appropriate languages or if community institutions do not reflect local ethnic composition.

5.1.5 Labour and Working Conditions (Moderate Risk)

41. **Positive Impacts:** The project will create employment opportunities estimated at 230 or more new jobs, particularly for youth and women in processing and veterinary services. Support for 40 young veterinary graduates establishing private practices will create sustainable livelihoods. Labour-saving equipment provided under Sub-component 1.2 for milk processing, feed preparation, and fodder cultivation will reduce women's workloads and improve working conditions.

42.Negative Impacts: Infrastructure construction presents standard occupational health and safety (OHS) risks including falls, equipment injuries, and exposure to dust and construction materials. Processing operations in slaughterhouses and dairy facilities present risks from equipment, sharp tools, and exposure to biological materials. The livestock and agro-processing sectors in Tajikistan could have discriminatory employment practices including unequal pay for women, exclusion of persons with disabilities and ethnic minorities, and denial of freedom of association in small enterprises. Child labour risks include: children engaged in livestock herding and fodder collection, or exposed to hazardous work in slaughterhouses (knife work, heavy lifting) and dairy processing (machinery, chemicals) prohibited under national law. Labour migrants could face exploitative conditions including lack of written contracts and unsafe accommodation. Women's increased participation in dairy processing and animal care could disproportionately increase workloads without labour-saving interventions, and women may experience sexual harassment in male-dominated workplaces with limited grievance mechanisms.

5.1.6 Community Health and Safety (Moderate Risk)

43. **Positive Impacts:** Strengthened animal health services through Activity 1.3.1 will reduce disease incidence in both animals and humans through improved surveillance, prevention, and control. The veterinary post and quarantine facility at Spitamen border will prevent disease introduction from imported animals. Improved food safety standards in processing facilities will reduce foodborne illness. The School Feeding Programme will improve nutritional status of 5,000 school children with indirect benefits to 18,500 people.

44. **Negative Impacts:** Livestock intensification under Sub-components 1.1 and 1.2, combined with improved animal health services and breed improvement programs, will increase human-animal contact across target communities, creating pathways for zoonotic disease transmission including brucellosis, anthrax, foot-and-mouth disease, and parasitic diseases if not properly managed. The Spitamen border area faces particular risks from imported live animals introducing transboundary diseases.

45. Expanded dairy and meat processing under Sub-component 2.2 presents food safety concerns from raw milk handling, meat processing without proper refrigeration, and inadequate waste disposal if enterprises lack adequate hygiene infrastructure and technical knowledge. Infrastructure construction poses temporary risks to nearby communities including accidents from construction equipment, dust exposure, noise pollution, and disruption of access routes. Water infrastructure development under Sub-components 1.1 and 1.2 could create waterborne disease transmission risks if water points are contaminated by animal waste or inadequately maintained.

5.1.7 Physical and Economic Resettlement (Low Risk)

46. The AMAL project will not result in physical displacement, forced evictions, or changes to formal land tenure arrangements.

47. **Positive Impacts:** Long-term productivity improvements from pasture restoration will enhance economic returns for all users once regeneration is complete. Strengthened collective management through Pasture User Unions will improve equitable access and benefit distribution.

48. **Negative Impacts:** Pasture restoration interventions developed through Climate-sensitive Community Action Plans may require temporary closure of degraded areas to allow vegetation recovery, potentially affecting households that are dependent on those specific grazing zones. These temporary access restrictions could create economic impacts for vulnerable households with limited livestock mobility if alternative grazing areas are not identified. Pasture rehabilitation activities—including fencing, reseeding, rotational grazing schemes, and water point development—may alter existing land tenure arrangements and customary resource access rights that have governed pasture use for generations. Formalization of pasture management through official user groups or committees could inadvertently exclude traditional users, particularly ethnic minorities, women herders, or transhumant pastoralists who lack formal land documents but hold customary use rights. Conflicts may arise between sedentary and mobile livestock keepers over rehabilitated pasture access, especially if improved pastures attract users from outside the traditional community. Women's customary grazing rights—often informal and undocumented—may be overlooked in new pasture management arrangements dominated by male household heads, reducing women's access to fodder resources for small ruminants and dairy animals they typically manage. Households with smaller herds or weaker social standing may be

marginalized in allocation decisions if pasture user groups are captured by wealthier, more influential community members, concentrating benefits among elites while restricting access for vulnerable households most dependent on common pasture resources.

5.1.8 Financial Intermediaries and Direct Investments (Moderate Risk)

49. **Positive Impacts:** Capacity building for 240 financial institution staff under Activity 2.2.2 will strengthen lending capacity to the livestock sector with improved environmental and social risk screening. Blended financing packages and partial loan guarantees will expand access to finance for 213 enterprises and 444 smallholders, with prioritization of women-owned (30%) and youth-owned (30%) businesses reducing financial exclusion.

50. **Negative Impacts:** Most rural financial institutions in Tajikistan have limited experience implementing Environmental and Social Management Systems for agricultural investments, with risk assessment typically confined to regulatory compliance rather than proactive management. Client-level risks include inadequate waste management in processing facilities, food safety violations, non-compliance with labour standards, and potential exclusion of vulnerable groups from accessing financial services due to collateral requirements or geographic remoteness.

5.1.9. Climate Change (Moderate Risk)

51. **Positive Impacts:** The project is explicitly designed to build climate resilience through climate-smart livestock management strategies including rotational grazing, water-efficient fodder production, improved animal health services, pasture restoration using native grass species, climate-resilient infrastructure design, drought-resistant fodder varieties, improved livestock breeds adapted to local conditions, water harvesting systems and micro-catchments, and livestock shelters protecting animals from extreme weather. These interventions align with Tajikistan's Nationally Determined Contribution (2021) and National Strategy for Adaptation to Climate Change (2019-2030). Improved manure management and biogas systems will reduce greenhouse gas emissions while creating renewable energy sources for rural households.

52. **Negative Impacts:** Climate change presents significant risks to project sustainability. Tajikistan's average temperatures increased by 1.3°C between 1940 and 2020, with projections indicating further warming of 2.0-3.2°C by 2050. Heat stress reduces animal productivity affecting growth rates, milk and egg production, and reproductive performance. Disease vectors expand with warmer temperatures. Pasture productivity is declining due to climate trends, with a projected 20% decrease in winter/spring pasture productivity by 2050. Approximately 87% of pastures exhibit degradation, with 98% of highland areas affected by severe degradation and erosion. Extreme weather events including floods, droughts, heatwaves, landslides, and glacial lake outburst floods are increasing in frequency and intensity. Women and poorer households face heightened climate risks due to greater dependence on livestock and limited adaptive capacity.

5.2 Proposed Mitigation and Enhancement Measures

5.2.1 Biodiversity Conservation

Mitigation Measures	Enhancement Measures
○ Conduct biodiversity baseline assessments before site selection documenting existing flora, fauna, and endemic species ○ Map livestock corridors and seasonal grazing routes relative to protected areas using GIS and participatory methods ○ Establish 5km buffer zones around protected area boundaries (Tajik National Park, Tigrovaya Balka) ○ Screen construction material suppliers for sustainable sourcing certification ○ Include biodiversity protection clauses in procurement and infrastructure contracts	○ Design rotational grazing plans that restore native vegetation with technical reseeding specifications ○ Promote agroforestry and intercropping to enhance habitat connectivity ○ Establish Pasture User Union monitoring protocols tracking native plant species recovery

5.2.2 Resource Efficiency and Pollution Prevention

Mitigation Measures	Enhancement Measures
○ Conduct feasibility studies for Sub-component 2.1 infrastructure considering topography, drainage, and water body proximity ○ Require wastewater treatment systems for slaughterhouses and processing facilities meeting national standards ○ Equip slaughterhouses with running water, refrigerated storage, and waste disposal systems ○ Install dip-tanks with proper chemical storage and disposal protocols ○ Implement construction erosion control (silt fencing, sediment basins, revegetation) ○ Promote integrated soil fertility management combining organic and mineral inputs ○ Train animal health workers on proper medicine storage and expired product disposal ○ Establish biosafety protocols for mobile veterinary laboratories ○ Integrate clean production training in Business Incubator assistance (water conservation, energy efficiency, waste minimization) ○ Require waste management plans as financing condition verified by PFIs and Grant Management Company	○ Promote composting systems converting manure to organic fertilizer ○ Support biogas demonstration sites capturing methane for household energy ○ Introduce water-efficient processing technologies in dairy and meat facilities

5.2.3 Cultural Heritage

Mitigation Measures	Enhancement Measures
○ Conduct cultural heritage screening before site selection consulting Committee for Cultural Heritage ○ Engage communities through participatory mapping to identify archaeological sites and sacred places ○ Establish buffer zones around heritage sites with minimum distances ○ Document traditional livestock practices and indigenous knowledge through Community Facilitators ○ Integrate traditional knowledge into Community Action Plans respecting cultural traditions	○ Document transhumance routes and seasonal patterns as protected cultural heritage

Mitigation Measures	Enhancement Measures
○ Incorporate chance find procedures (based on national framework) into construction contracts requiring immediate work stoppage and notification of the Committee for Cultural Heritage if archaeological materials are discovered.	

5.2.4 Indigenous Peoples / Ethnic Minorities

Mitigation Measures	Enhancement Measures
○ Conduct consultations in local languages ○ Hire Community Facilitators reflecting local ethnic composition with cultural competency ○ Develop multilingual information materials adapted for varying literacy levels ○ Ensure Village Organizations and Pasture User Unions reflect village ethnic composition ○ Establish accessible grievance mechanisms for all ethnic groups with confidentiality provisions	○ Explicitly include ethnic minority households in targeting and monitoring

5.2.5 Labour and Working Conditions

Mitigation Measures	Enhancement Measures
○ Require occupational health and safety plans in construction contracts ○ Mandate personal protective equipment for all workers ○ Conduct worker safety training before starting work ○ Equip facilities with hygiene infrastructure (water, handwashing, changing rooms) ○ Establish age verification requiring government ID confirming age to prohibit child labour in all agreements and contracts ○ Make labour compliance a financing condition verified by the Grant Management Company ○ Provide labour-saving equipment to women reducing workload	○ Create decent work opportunities for youth through veterinary practice support and enterprise development ○ Promote formal employment with written contracts replacing informal arrangements

5.2.6 Community Health and Safety

Mitigation Measures	Enhancement Measures
○ Train Community Animal Health Workers on biosecurity and safe livestock handling ○ Integrate food safety training into Business Incubator assistance ○ Equip slaughterhouses with water, refrigeration, and waste disposal ○ Establish hygienic kitchens in 13 schools with storage and refrigeration ○ Train school staff and parent committees on food safety and nutrition ○ Source school feeding products from verified suppliers with traceability	○ Strengthen One Health approach linking animal, human, and environmental health

5.2.7 Physical and Economic Resettlement

Mitigation Measures	Enhancement Measures
○ Implement participatory pasture planning led by Pasture User Unions with collective closure decisions ○ Identify alternative grazing areas before temporary closures with access and water mapping ○ Develop equitable rotation schedules preventing disproportionate impacts on vulnerable households ○ Make closures time-bound with clear regeneration indicators ○ Establish grievance mechanisms through Village Organizations and district authorities	○ Improve long-term productivity of restored pastures benefiting all users ○ Strengthen collective management capacity through Pasture User Unions

5.2.8 Financial Intermediaries

Mitigation Measures	Enhancement Measures
○ Train financial institution staff on environmental and social risk screening ○ Develop simplified screening tools for livestock value chains covering biosecurity, waste, food safety, labour, health ○ Include explicit compliance requirements in PFI partnership agreements ○ Support PFIs to establish accessible client grievance mechanisms	○ Expand financial inclusion for under-served populations

5.2.9 Climate Change

Mitigation and Adaptation Measures	Enhancement Measures
○ Integrate climate vulnerability assessments into village selection prioritizing drought, flood, landslide risk ○ Design shelters and storage to withstand extreme weather (floods, wind, heat ○ Establish community fodder banks with drought-resilient varieties ○ Improve local breeds for climate resilience through Activity 1.3.2 ○ Promote improved feed formulations reducing methane from enteric fermentation ○ Implement manure management systems for composting and biogas ○ Optimize herd composition improving output per animal ○ Establish Pasture User Union monitoring of climate indicators	○ Document adaptation outcomes demonstrating resilience improvements

5.3 Monitoring

53. A comprehensive monitoring system will track implementation of mitigation measures, compliance with environmental and social standards, and progress toward climate adaptation and mitigation objectives. Monitoring responsibilities are distributed across implementing entities, service providers, community organizations, and government agencies with consolidated reporting to the Project Management Unit.

54. The monitoring framework is organized around three levels: project-level oversight, component-level implementation tracking, and community-level participatory monitoring. At the project level, the PMU will consolidate quarterly reports from all implementing partners, conduct bi-annual compliance reviews, and coordinate annual environmental and social audits. Component-level monitoring will track day-to-day implementation of mitigation measures, verify contractor and enterprise compliance, and ensure timely corrective actions when issues are identified. Community-level monitoring will engage Pasture User Unions, Village Organizations, and Water User Associations in tracking local environmental conditions, social inclusion, and climate resilience indicators.

55. **Key Monitoring Parameters** include environmental indicators (biodiversity in restored areas, water quality near infrastructure, waste management compliance, agrochemical use, veterinary pharmaceutical disposal), social indicators (stakeholder participation disaggregated by gender and ethnicity, benefit distribution, labour conditions, community health and safety incidents, grievance types and resolution), and climate indicators (climate vulnerability, water infrastructure functionality, pasture productivity, livestock health and productivity, greenhouse gas emissions, adoption of climate-smart practices).

56. **Monitoring Methods** will combine quantitative and qualitative approaches including field observations and measurements (vegetation surveys, water quality testing, infrastructure inspections), document reviews (training records, procurement reports, permits, compliance certificates), stakeholder consultations and surveys (household surveys, focus group discussions, beneficiary feedback sessions), participatory monitoring (community-led assessments using simple tools and protocols), and third-party verification (independent audits, beneficiary satisfaction surveys at mid-term and completion).

57. **Adaptive Management** will be enabled through the monitoring system by establishing clear thresholds that trigger corrective actions, conducting quarterly review meetings to assess trends and identify emerging risks, implementing corrective action plans with assigned responsibilities and timelines when non-compliance is detected, and documenting lessons learned to improve implementation approaches. The monitoring system will feed directly into annual work planning processes, ensuring that budgets and activities are adjusted based on performance data and stakeholder feedback.

58. **Capacity Building for Monitoring** will be provided to all parties responsible for ESCMP implementation through orientation during project inception, specialized training for Community Facilitators on participatory monitoring techniques and simple field assessment methods, technical training for district authorities on water quality testing, infrastructure inspection, and food safety compliance, and training for implementing entity staff on SECAP compliance monitoring, grievance handling, and corrective action management.

5.4 Roles and responsibilities

59. Implementation of the Environmental, Social, and Climate Management Plan requires clear delineation of responsibilities across project stakeholders. The institutional arrangements leverage existing government structures while building capacity at all levels.

60. **Project Management Unit (PMU):** Overall coordination of ESCMP implementation; consolidation of monitoring reports from implementing entities; oversight of compliance with IFAD SECAP standards and national regulations; coordination of baseline and follow-up assessments; management of procurement ensuring environmental and social compliance; budget allocation for ESCMP activities; reporting to IFAD and Adaptation Fund on safeguards performance; coordination with Project Steering Committee on policy issues.

61. **Implementing Entities:** Implementation of mitigation measures; supervision of Community Facilitators and service providers on environmental and social compliance; review and approval of Climate-sensitive Community Action Plans for SECAP compliance;; monitoring of pasture restoration, water infrastructure, and animal health interventions; oversight of PFI environmental and social screening; supervision of School Feeding Programme food safety; grievance mechanism operation at component level; monthly reporting to PMU on safeguards performance.

62. **Committee for Environmental Protection (CEP):** Oversight of environmental compliance with national legislation; review of Environmental and Social Impact Assessments for major infrastructure; provision of technical guidance on environmental safeguards; monitoring of protected area buffer zones; coordination with Protected Area Management Authorities; participation in Project Steering Committee.

63. **Committee on Food Security (CFS):** Implementation of animal health interventions under Activity 1.3.1 ensuring biosafety and zoonotic disease prevention; disease surveillance system operation; veterinary pharmaceutical management and waste disposal oversight; border quarantine facility operation in Spitamen; coordination with District Public Health Departments on One Health approach; training of Community Animal Health Workers; monthly reporting on animal health and public health indicators.

64. **District Authorities (Hukumat and Jamoat):** Co-financing and management of public infrastructure under Sub-component 2.1; site inspections for construction safety and environmental compliance; water quality monitoring for community water infrastructure; participation in village selection and pasture planning; coordination of emergency response to health or environmental incidents; grievance mechanism operation at district level; quarterly reporting to implementing entities.

65. **Community Facilitators:** Social mobilization and participatory planning ensuring inclusive processes; environmental and social screening of community investments with technical support; monitoring of community compliance with pasture management plans; documentation of traditional knowledge and cultural heritage; delivery of awareness campaigns on child labour, nutrition, and environmental stewardship; grievance intake and preliminary resolution.

66. **Pasture User Unions and Village Organizations:** Implementation of pasture management plans and water infrastructure operation and maintenance; participatory monitoring of pasture condition, biodiversity, and climate indicators; enforcement of rotational grazing schedules and temporary closures; grievance intake from members.

67. **Grant Management Company:** Verification of environmental and social compliance for enterprises receiving financing packages under Activity 2.2.1; review of business plans

for waste management, food safety, and labour standards; monitoring of enterprise safeguards performance during implementation; suspension of grant disbursement for non-compliance.

68. **Business Incubator of Tajikistan:** Integration of environmental, social, and climate best practices into MSME technical assistance under Activity 2.2.2; training on food safety, occupational health and safety, waste management, and resource efficiency; monitoring of training effectiveness.

69. **Participating Financial Institutions (PFIs):** Application of environmental and social screening tools to all livestock sector loans; assessment of enterprise compliance with labour, environmental, and food safety standards; establishment and operation of client grievance mechanisms; monitoring of sub-borrower safeguards performance.

70. **Service Providers (Construction Contractors, NGOs, Technical Specialists):** Implementation of mitigation measures specified in contracts and terms of reference; compliance with occupational health and safety standards; cultural heritage chance find procedures; environmental monitoring during activities; immediate reporting of incidents or non-compliance; contract-specific reporting to supervising implementing entity.

71. **Project Steering Committee:** Review of ESCMP implementation performance at semi-annual meetings; resolution of grievances escalated from project level; policy guidance on safeguards issues; approval of corrective actions for significant non-compliance; coordination across government ministries on cross-cutting safeguards issues.

72. **IFAD:** Supervision of ESCMP implementation through supervision and implementation support missions; technical support for capacity building on SECAP; review and approval of baseline assessments and major studies; oversight of corrective actions for non-compliance; facilitation of knowledge sharing with other IFAD projects.

5.5 Capacity Building

73. Effective implementation of the ESCMP requires systematic capacity building across all project stakeholders. The Project Management Unit will assign dedicated Environmental, Social, and Climate Safeguards Specialists within each Implementing Entity during project inception to provide technical leadership and oversight. Initial orientation workshops will be conducted within the first three months for all implementing partners, district authorities, service providers, and community facilitators, covering IFAD SECAP standards, national regulations, ESCMP procedures, monitoring protocols, and grievance handling. Specialized training will target distinct groups: PMU and implementing entity staff will receive intensive training on supervision, inspection techniques, monitoring and coordination with stakeholders; Community Facilitators will be trained on participatory planning, environmental and social screening, gender-responsive facilitation, and cultural heritage protection; district authorities will receive technical training on water quality testing, infrastructure inspections, and food safety verification; and contractors will be trained on occupational health and safety, environmental protection, and chance find procedures.

74. Capacity building will be continuous throughout implementation with annual refresher workshops, on-the-job mentoring by safeguards specialists, peer learning exchanges among communities and partners, and technical assistance addressing specific gaps identified through monitoring. Budget allocations for ESCMP implementation will be integrated into project component costs and project management budgets, ensuring adequate financial resources for safeguards compliance. The budget will cover capacity building including training delivery, development of simplified tools (screening checklists, monitoring protocols, reporting templates), basic monitoring equipment (water test kits, GPS units), and technical assistance missions. Contracts with implementing partners will include SECAP compliance indicators. Knowledge products including case studies and guidance notes will be developed and disseminated to reinforce learning and enable scaling of best practices beyond the project.

5.6 Costs and budgetary considerations

75. The implementation of the Environmental, Social, and Climate Management Plan (ESCMP) under the AMAL project requires dedicated financial resources to ensure that all mitigation, monitoring, and stakeholder engagement activities are effectively carried out. ESCMP-related costs are integrated across project components rather than allocated as a separate budget line, reflecting the principle that environmental and social management is an integral component of project operations rather than an add-on.

76. **Component 1 ESCMP Costs** are embedded within Sub-components 1.1 and 1.2 budgets and include environmental and social screening of Climate-sensitive Community Action Plans conducted by Community Facilitators (costs to be determined based on number of communities and screening complexity), biodiversity baseline assessments and monitoring in restoration areas (to be costed based on restoration site extent and monitoring frequency), water quality testing for community water infrastructure (costs determined by number of infrastructure sites and testing protocols), participatory monitoring by Pasture User Unions including simple field equipment (to be budgeted based on number of active unions and equipment needs), and cultural heritage screening and documentation of traditional knowledge (costs determined during sub-project planning). Activity 1.3.1 includes biosafety protocols and veterinary pharmaceutical waste management systems for mobile laboratories (to be costed based on laboratory specifications and waste management requirements), while Activity 1.3.3 integrates soil testing and agrochemical use monitoring in fodder production areas.

77. **Component 2 ESCMP Costs** are integrated within Sub-component 2.1 infrastructure budgets and include site-specific ESCMP for slaughterhouses, livestock markets, and veterinary posts (costs to be determined during site-specific assessments), Environmental and Social Impact Assessments for major infrastructure including the Spitamen border facility (to be costed based on facility scope and assessment requirements), occupational health and safety equipment and training for construction workers (costs determined by workforce size and safety requirements), wastewater treatment systems and waste management infrastructure (costs embedded in facility design specifications), and construction phase environmental monitoring (to be budgeted based on construction duration and monitoring protocols). Sub-component 2.2 includes environmental and social screening tool development for Participating Financial Institutions, Grant Management Company verification of enterprise safeguards compliance (to be costed based

on number of enterprises and verification protocols), and integration of environmental and social best practices into Business Incubator technical assistance curricula (costs embedded in service contracts). Sub-component 2.3 includes food safety training and monitoring for the School Feeding Programme (costs to be determined based on number of schools and training requirements).

78. **Component 3 ESCMP Costs** under project management include recruitment of Environmental, Social, and Climate Safeguards Specialist (costs to be determined based on staffing levels and salary structures over project duration), capacity building and training programs for all stakeholders, development of screening checklists, monitoring protocols, and reporting templates, basic monitoring equipment including water quality test kits and GPS units (to be budgeted based on equipment specifications and quantities needed), annual environmental and social audits by independent consultants (costs to be determined through competitive procurement), grievance mechanism operation and documentation (to be costed based on system design and operational requirements), stakeholder consultations and disclosure activities (costs determined by consultation frequency and stakeholder reach), and IFAD supervision mission support for SECAP compliance (costs covered under IFAD supervision budget).

79. During implementation, detailed costing of ESCMP activities will be refined and finalized as part of sub-project-specific planning. Site-specific ESCMPs developed for infrastructure investments will include tailored cost estimates for environmental and social mitigation and monitoring measures. These costs will be integrated into overall sub-project budgets and clearly reflected in procurement and implementation plans. The PMU, in coordination with technical partners, will ensure adequate funds are allocated during sub-project appraisal and reflected in financing agreements with contractors, service providers, and community organizations.

80. To ensure sustainability and adequacy of financing for environmental and social safeguards, ESCMP-related costs will be reviewed and updated annually through the Annual Work Plan and Budget (AWPB) exercise. The PMU will coordinate this process, ensuring that updates to ESCMP implementation needs—such as additional training, new safeguard risks, or emerging mitigation requirements—are captured in the planning and budgeting cycle. This ensures that ESCMP implementation remains financially viable, responsive to on-the-ground realities, and aligned with IFAD's SECAP standards, reinforcing environmental and social management as a core element of project success rather than a compliance exercise.

SECAP APPENDIX III: ESCMP Matrix

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
BIODIVERSITY CONSERVATION						
Procurement of construction materials from unsustainable sources	○ Implement supplier screening procedures requiring sustainable sourcing certification ○ Require adherence to national environmental regulations ○ Integrate biodiversity protection clauses in procurement and infrastructure contracts	Consultation with suppliers and local communities on material sourcing practices	PMU; Contractors	Supplier compliance certificates; procurement documentation; contractor environmental reports	Each procurement contract	Recruiting a dedicated environmental and social specialist
Potential encroachment into protected areas through livestock movements or infrastructure siting	○ Conduct biodiversity baseline assessments before site selection ○ Map livestock movement corridors relative to protected areas using GIS ○ Establish 5km buffer zones around protected areas ○ Exclude protected zones from Community Action Plans	Village-level consultations on livestock movement patterns; engagement with Protected Area Management Authorities	PMU; Protected Area Management Authorities; Service providers	Pre-construction biodiversity assessments; GIS maps showing infrastructure relative to protected areas; bi-annual livestock corridor monitoring reports	Before construction; bi-annually	Recruiting a dedicated environmental and social specialist
Loss of native plant species and habitat degradation in pastoral landscapes	○ Design rotational grazing plans protecting native flora ○ Restore degraded pastures with native grass species ○ Integrate biodiversity-friendly practices in Pasture User Union management plans ○ Promote agroforestry and intercropping	Community consultations during pasture planning; participatory mapping with Pasture User Unions	Pasture User Unions; District Agricultural Departments	Annual vegetation surveys; pasture condition assessments documenting native species recovery; photographic monitoring	Annually during growing season	Recruiting a dedicated environmental and social specialist

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
RESOURCE EFFICIENCY AND POLLUTION PREVENTION						
Water and soil contamination from slaughterhouse, livestock market, and processing facility operations	○ Site infrastructure using feasibility studies considering topography, drainage, water proximity ○ Require wastewater treatment systems meeting national standards ○ Equip slaughterhouses with running water, refrigerated storage, waste disposal ○ Install dip-tanks with proper chemical storage and disposal	Community consultations on infrastructure siting; disclosure of facility designs	PMU; District authorities; Contractors	Feasibility study reports; infrastructure design documents; water quality testing from downstream monitoring points; site inspection reports	Quarterly for operational facilities	Recruiting a dedicated environmental and social specialist
Waste generation and pollution from dairy and meat processing enterprises	○ Integrate clean production training in Business Incubator assistance ○ Require waste management plans as financing condition ○ Promote water-efficient processing technologies ○ Support biogas demonstration sites	Enterprise consultations during business planning; community awareness on waste management	PMU; Business Incubator of Tajikistan; Grant Management Company	Waste management plans in business proposals; water and waste audit reports; Business Incubator training records	Annually for enterprises	Recruiting a dedicated environmental and social specialist
Agrochemical use in fodder production	○ Promote integrated soil fertility management ○ Provide training on optimal application rates ○ Prioritize drought-resilient varieties reducing chemical inputs	Farmer consultations on fodder production; training sessions on sustainable practices	State Enterprise for Seed Production; Community Facilitators	Soil testing results; fertilizer purchase and application records; extension service training logs	Bi-annually	Recruiting a dedicated environmental and social specialist
Pharmaceutical contamination from veterinary medicines	○ Train animal health workers on proper medicine dosing, storage, disposal	Training sessions with Community Animal	Committee on Food Security; Association of Veterinarians	Training completion records; medical waste	Quarterly	Recruiting a dedicated environmental

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
	○ Establish expired medicine collection systems ○ Implement biosafety protocols for mobile laboratories	Health Workers and veterinarians		disposal logs; veterinary service delivery reports		and social specialist
Pasture degradation from overgrazing and inadequate management	○ Implement rotational grazing through Community Action Plans ○ Conduct participatory carrying capacity assessments ○ Strengthen Pasture User Union governance ○ Restore native grasses in degraded areas	Community consultations on grazing management; Pasture User Union meetings	Pasture User Unions; Community Facilitators	Bi-annual pasture condition assessments; vegetation cover and species diversity surveys; grazing pressure distribution maps	Bi-annually	Recruiting a dedicated environmental and social specialist
Soil erosion around water harvesting infrastructure	○ Implement soil conservation techniques (contour planting, terracing, vegetative barriers ○ Plant native vegetation for slope stabilization ○ Design drainage systems preventing concentrated runoff	Community consultations during infrastructure design; site demonstrations	Water User Associations; Community Facilitators	Annual soil erosion monitoring; vegetative cover assessments; post-rainfall erosion inspections; photographic documentation	Annually; after major rainfall	Recruiting a dedicated environmental and social specialist
Manure management affecting soil and water quality	○ Promote composting systems converting manure to fertilizer ○ Support biogas demonstration sites ○ Train farmers on proper manure storage and application	Farmer training sessions; demonstration of composting and biogas techniques	Community Facilitators	Manure management practice adoption rates; biogas production monitoring; water quality testing near livestock areas	Bi-annually	Recruiting a dedicated environmental and social specialist
CULTURAL HERITAGE						

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
Disturbance to archaeological sites during infrastructure construction	○ Conduct cultural heritage screening before site selection< ○ Establish buffer zones around heritage sites ○ Include chance find procedures in construction contracts	Community consultations identifying known heritage sites; engagement with elders	PMU; Service providers; Construction contractors	Pre-construction cultural heritage assessments; consultation records; contractor compliance reports; chance find incident logs	Before construction; continuously during construction	Recruiting a dedicated environmental and social specialist
Loss of traditional livestock management knowledge and transhumance practices	○ Integrate indigenous knowledge into Community Action Plans ○ Document traditional practices through Community Facilitators	Community meetings on traditional practices; knowledge sharing events	PMU; Service providers; Community Facilitators	Documentation of traditional practices; case studies of traditional knowledge integration	Annually	Recruiting a dedicated environmental and social specialist
INDIGENOUS PEOPLES / ETHNIC MINORITIES						
Exclusion of ethnic minorities from participation and benefits	○ Conduct consultations in local languages ○ Hire Community Facilitators reflecting ethnic composition ○ Develop multilingual materials adapted for literacy levels ○ Ensure Village Organizations reflect ethnic composition ○ Establish accessible grievance mechanisms	Separate consultations with ethnic minority groups in appropriate languages; inclusive community meetings	PMU; Community Facilitators; Village Organizations	Languages documented in consultation records; ethnic composition of institutions; participation rates by ethnicity; grievance records	Each consultation; annually for institutions	Recruiting a dedicated environmental and social specialist
LABOUR AND WORKING CONDITIONS						
Unsafe working conditions during infrastructure	○ Require occupational health and safety plans in contracts ○ Mandate personal protective equipment	Worker orientation sessions; safety briefings; community	PMU; District authorities; Contractors	Construction site inspection reports; safety training attendance sheets; accident and incident logs;	Monthly during construction	Recruiting a dedicated environmental and social specialist

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
construction and livestock handling	○ Conduct worker safety training ○ Equip facilities with hygiene infrastructure ○ Establish accessible grievance mechanisms	awareness on labour rights		grievance mechanism records		
Child labour in agriculture and construction	○ Prohibit child labour in all agreements and contracts ○ Deliver awareness campaigns on child labour harms	Community awareness campaigns; consultations with parents and community leaders	PMU; Community Facilitators; Contractors	Signed project agreements with child labour prohibition clauses; site inspection reports; grievance logs	Quarterly inspections; ongoing awareness	Recruiting a dedicated environmental and social specialist
Exploitative conditions for seasonal and informal workers	○ Promote Labour Code compliance on wages, hours, protections ○ Make labour compliance a financing condition ○ Promote formal employment with written contracts	Worker consultations; enterprise training on labour standards	PMU; Business Incubator of Tajikistan; Grant Management Company	Enterprise labour practice assessments; worker interviews; PFI screening reports	Quarterly	Recruiting a dedicated environmental and social specialist
Women's excessive workload in livestock management	○ Provide labour-saving equipment (milk processing, feed preparation, fodder cultivation ○ Ensure women's time constraints considered in activity design ○ Monitor women's workload impacts	Women's focus groups; separate consultations on workload and needs	PMU; Community Facilitators	Equipment distribution records; time-use studies; women's feedback surveys	Baseline, mid-term, completion	Recruiting a dedicated environmental and social specialist
COMMUNITY HEALTH AND SAFETY						
Zoonotic disease transmission from livestock to humans	○ Strengthen animal health services	Community training on safe livestock handling;	PMU; Committee on Food Security;	Quarterly zoonotic disease surveillance reports; veterinary service delivery	Quarterly	Recruiting a dedicated environmental

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
	○ Train Community Animal Health Workers on biosecurity ○ Implement disease surveillance systems ○ Establish Spitamen border veterinary post and quarantine facility	awareness campaigns on zoonotic diseases	District Public Health Departments	statistics; border quarantine inspection records		and social specialist
Food safety risks in dairy and meat processing	○ Integrate food safety training in Business Incubator assistance ○ Require hygiene standards compliance for enterprises ○ Equip slaughterhouses with proper waste disposal	Enterprise training sessions; consultations on food safety standards	PMU; Business Incubator of Tajikistan; District health authorities	Food safety training records; enterprise inspection reports; slaughterhouse design specifications	Bi-annually	Recruiting a dedicated environmental and social specialist
Waterborne diseases from contaminated water infrastructure	○ Site water points away from contamination sources ○ Implement water quality protection protocols< ○ Train communities on water source maintenance and hygiene	Community consultations on water point siting; training on water hygiene	PMU; Water User Associations; Community Facilitators	Water quality testing results; community training records; water point inspection reports	Bi-annually	Recruiting a dedicated environmental and social specialist
Food safety in School Feeding Programme	○ Establish hygienic kitchens with storage and refrigeration ○ Train school staff and parent committees ○ Source from verified suppliers ○ Conduct regular health inspections	Parent committee meetings; school staff training; student awareness sessions	PMU; School Feeding Programme Coordinator; District education and health authorities	School kitchen inspection reports; staff training records; food supplier verification documentation; health officer monitoring logs	Quarterly	Recruiting a dedicated environmental and social specialist
Construction accidents affecting nearby communities	○ Implement site fencing and warning signage ○ Restrict community access to construction zones	Community meetings before construction;	PMU; Contractors; District authorities	Construction site safety assessments; community	Monthly during construction	Recruiting a dedicated environmental

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
	○ Coordinate construction timing to minimize disruption ○ Conduct community safety awareness	ongoing safety communication		consultation records; accident logs		and social specialist
PHYSICAL AND ECONOMIC RESETTLEMENT						
Temporary access restrictions from pasture restoration and rotational grazing	○ Implement participatory pasture planning led by Pasture User Unions ○ Identify alternative grazing areas before closures ○ Develop equitable rotation schedules ○ Make closures time-bound with clear regeneration indicators ○ Establish grievance mechanisms	Pasture User Union meetings; community consultations on rotation schedules; affected household consultations	PMU; Local Governments; Service providers; Pasture User Unions	Pasture management plans with signed community agreements; maps showing closed areas and alternatives; grievance logs related to access; household economic impact surveys	Before closures; quarterly during implementation	Recruiting a dedicated environmental and social specialist
FINANCIAL INTERMEDIARIES						
Participating Financial Institutions lacking Environmental and Social Management Systems	○ Train financial institution staff on risk screening ○ Develop simplified screening tools for livestock sector ○ Include compliance requirements in PFI agreements	Training workshops with PFI staff; consultations on screening tool design	PMU; IFAD	PFI capacity assessment reports; training completion records; screening checklists in loan files; PFI monitoring reports	Before partnerships; annually	Recruiting a dedicated environmental and social specialist
Sub-borrower environmental and social non-compliance	○ Require Grant Management Company to verify compliance ○ Make compliance a loan disbursement condition ○ Conduct periodic enterprise inspections	Enterprise consultations during business planning; awareness on compliance requirements	PMU; Grant Management Company; PFIs	Enterprise compliance verification reports; loan disbursement documentation; enterprise inspection records	Before each disbursement; quarterly	Recruiting a dedicated environmental and social specialist

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
	○ Support PFIs to establish client grievance mechanisms					
CLIMATE CHANGE						
Increased livestock disease prevalence and mortality from climate extremes	○ Establish mobile veterinary services ○ Support young veterinarians in remote areas ○ Strengthen disease surveillance ○ Improve cold chain for medicines	Community consultations on veterinary service needs; farmer awareness on climate-disease linkages	PMU; Committee on Food Security; Association of Veterinarians	Bi-annual disease surveillance reports; vaccination coverage statistics; animal identification system pilot reports; veterinary service delivery data	Bi-annually	Recruiting a dedicated environmental and social specialist
Water scarcity affecting livestock productivity and household welfare	○ Rehabilitate water harvesting, micro-catchments, retention ponds ○ Install solar-powered pumps at watering points ○ Prioritize drought-prone areas	Community consultations on water infrastructure priorities; participatory site selection	PMU; Water User Associations; Community Facilitators	Bi-annual water availability monitoring; community feedback surveys on water access; infrastructure functionality assessments	Bi-annually	Recruiting a dedicated environmental and social specialist
Decreased fodder availability from climate impacts on pastures	○ Establish community fodder banks with drought-resilient varieties ○ Improve local breeds for climate resilience ○ Promote rotational grazing reducing vulnerability	Community consultations on fodder needs; farmer training on drought-resilient varieties	PMU; State Enterprise for Seed Production; State Enterprise for Animal Breeding	Fodder bank inventory records; adoption rates of drought-resilient varieties; livestock productivity data; pasture condition trends	Bi-annually	Recruiting a dedicated environmental and social specialist
Extreme weather events damaging infrastructure and threatening livestock	○ Design climate-resilient infrastructure for projected scenarios ○ Conduct hydrological assessments	Community consultations on climate vulnerabilities; participatory climate risk mapping	PMU; District authorities	Infrastructure climate risk assessments; shelter utilization records during extreme events; emergency preparedness evaluations	Before construction; annually	Recruiting a dedicated environmental and social specialist

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
	○ Construct strategically located livestock shelters ○ Establish emergency fodder reserves					
Methane emissions from enteric fermentation and manure	○ Promote improved feed formulations ○ Implement manure management for composting and biogas ○ Optimize herd composition	Farmer training on improved feeding; biogas demonstration events	PMU; Research institutions; Community Facilitators	Annual GHG emission calculations; biogas production monitoring; improved feed adoption rates; manure management assessments	Annually	Recruiting a dedicated environmental and social specialist
SOCIAL INCLUSION						
Exclusion of women from livestock management decisions	○ Ensure women's representation in committees ○ Target women for dairy processing and small ruminant interventions ○ Create women-specific training modules	Separate women's consultations; women's focus groups; mixed-gender validation meetings	PMU; Community Women's Groups	Annual tracking of women's participation rates; assessment of women's decision-making influence; mid-term gender impact evaluation	Annually; mid-term	Recruiting a dedicated environmental and social specialist
Limited economic opportunities for women in livestock value chains	○ Target 30% women-owned enterprises for financing ○ Provide women-specific entrepreneurship training ○ Ensure financing accessible to women	Women entrepreneur consultations; business planning support sessions	PMU; Business Incubator of Tajikistan; PFIs	Women's enterprise participation rates; women entrepreneurs receiving financing; women's income change data	Quarterly; annually	Recruiting a dedicated environmental and social specialist
Limited opportunities for youth in pastoral livelihoods	○ Target 30% youth-owned enterprises ○ Develop youth entrepreneurship in veterinary services ○ Train youth in climate monitoring and digital livestock management	Youth consultations; youth entrepreneurship workshops	PMU; Youth Specialist; Financial Institutions	Annual youth participation monitoring; youth enterprise performance assessment; mid-term youth retention rate in project areas	Quarterly; mid-term	Recruiting a dedicated environmental and social specialist

Environmental, Social and Climate Impacts	Recommended Mitigation/Enhancement Measures	Public Consultation Activities	Institution Responsible for Implementation	Means of Verification	Verification Frequency	Estimated Cost
	○ Create youth-specific financial products					

SECAP APPENDIX VI: Stakeholder Engagement Plan (SEP)

1. Introduction and Purpose

The Stakeholder Engagement Plan (SEP) serves as the operational framework for the AMAL project to conduct meaningful consultations with all stakeholders throughout the project lifecycle. This plan ensures inclusive participation of women, youth, persons with disabilities, ethnic minorities, and vulnerable groups in project activities and decision-making processes.

The SEP is aligned with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) standards and Tajikistan's national legislation. As a living document, it will be reviewed and updated regularly during implementation to reflect evolving project needs and stakeholder dynamics.

Objectives

The SEP establishes the following key objectives:

Objective	Description
Comprehensive Stakeholder Identification	Identify all potential project stakeholders, including affected parties and interested parties across fifteen target districts
Stakeholder Consultation	Consult stakeholders to understand their concerns, development needs, and priorities, particularly those potentially adversely affected or disadvantaged/vulnerable
Feedback Integration Mechanisms	Establish concrete mechanisms ensuring stakeholder feedback is timely solicited, considered, and incorporated into project design and implementation
Information Disclosure	Identify strategies to notify and disclose project information to stakeholders, particularly negatively affected groups
Consultation Methodology	Specify methods for consulting stakeholders, collecting opinions, and incorporating feedback
Grievance Redress	Ensure grievance redress mechanisms are in place and accessible to all stakeholders
Resource Allocation	Arrange appropriate human and financial resources for timely and effective SEP implementation

Consultation Process During Project Design

During the AMAL design mission from September 15 to October 1, 2025, extensive consultations were conducted with government agencies (Ministry of Agriculture, Committee for Environmental Protection, Ministry of Finance, Committee on Food Security), development partners, financial institutions, district authorities, and potential beneficiaries

including smallholder farmers, pastoralists, women's groups, and youth across Khatlon, DRS, and Sughd oblasts. These consultations informed project design and established the foundation for systematic engagement throughout implementation.

2. Project Stakeholders

Stakeholders comprise groups, institutions, and individuals who are directly or indirectly impacted by project activities, have interest in project outcomes, or may influence the project positively or negatively.

2.1 Government Partners

Government partners provide leadership, coordination, oversight, and essential services throughout the project implementation period.

Partner Institution	Institutional Role
Ministry of Agriculture	Lead Project Agency responsible for coordination across all implementing entities
Committee for Environmental Protection	Environmental safeguards oversight and Environmental and Social Impact Assessment (ESIA) review
Ministry of Finance	Oversight of Implementing Entity for Component 2 and fiduciary management
Committee on Food Security	Animal health interventions, disease surveillance, and veterinary services coordination
National Bank of Tajikistan	Financial sector coordination and credit guarantee mechanisms
State Enterprise for Animal Breeding and Artificial Insemination	Breed improvement programs and semen production
State Unitary Enterprise for Seed Production	Fodder seed multiplication and distribution
District Authorities (Hukumat and Jamoat)	Infrastructure co-financing, local coordination, and site inspections
Protected Area Management Authorities	Biodiversity conservation and buffer zone compliance monitoring

2.2 Primary Beneficiaries

Primary beneficiaries represent individuals and organizations whose livelihoods and communities will be directly improved through project interventions.

Smallholder Livestock Farmers and Pastoralists
Approximately 35,000-40,000 households across 15 districts constitute the primary target group, receiving support through improved animal health services, enhanced breed

improvement, fodder production systems, and climate-smart pasture management practices.

Women-Headed Households and Women Farmers
The project targets women for at least 50% of project benefits through specific interventions addressing workload reduction and economic opportunity creation, including poultry and rabbit production, dairy processing, kitchen gardens, and labour-saving equipment.

Youth (Ages 15-35)
Youth will receive 20-25% of project benefits through veterinary service opportunities (40 positions for veterinary graduates), value chain entrepreneurship support, and access to youth-specific financing (30% of enterprise financing packages).

Community-Based Organizations

- **Pasture User Unions**: Community-based organizations responsible for natural resource management and rotational grazing implementation
- **Village Organizations**: Local governance structures conducting participatory planning and benefit distribution
- **Water User Associations**: Organizations responsible for water infrastructure operation and maintenance

2.3 Private Sector and Financial Intermediaries

Stakeholder Category	Examples	Institutional Role
Participating Financial Institutions	Amonatbank, Imon International, HUMO, microfinance institutions	Provision of blended financing and loan guarantee mechanisms
Micro, Small, and Medium Enterprises	740 MSMEs across meat, dairy, eggs, fiber, and feed value chains	Recipients of technical assistance and financing packages (213 enterprises)
Financial Sector Support Organizations	Association of Financial Organizations of Tajikistan (AFOT), Business Incubator of Tajikistan	Capacity building on business planning, food safety standards, resource efficiency, and Environmental and Social Management Systems (ESMS)
Implementation Support Entities	Grant Management Company, Public Organization "Zamonat"	Enterprise safeguards compliance verification and partial loan guarantee administration

2.4 Technical Partners and Service Providers

Technical partners and service providers bring specialized expertise supporting project implementation:

- **Association of Veterinarians**: Community Animal Health Worker training and veterinary graduate professional support
- **Community Facilitators**: Social mobilization, participatory planning, safeguards screening, and grievance intake
- **Construction Contractors**: Infrastructure development under Sub-component 2.1
- **Non-Governmental Organizations and Civil Society Organizations**: Vulnerable group outreach and capacity development

2.5 Development Partners

The International Fund for Agricultural Development (IFAD) provides project financing, technical supervision, and SECAP oversight. The Adaptation Fund supports climate adaptation financing for DRS and Kohistoni Mastchoh districts. The project coordinates with the World Bank, Asian Development Bank, United Nations Development Programme (UNDP), Food and Agriculture Organization (FAO), World Food Programme (WFP) and GIZ to ensure complementarity and facilitate knowledge exchange.

3. Vulnerable and Disadvantaged Groups

Disadvantaged individuals and households are defined as those who possess certain conditions that place them at risk of marginalization or disproportionate impacts from project activities. Under AMAL, vulnerable groups include:

Vulnerable Group Category	Defining Characteristics	Vulnerability Context
Households with Limited Land	Less than 0.5 hectares of productive land	Constrained agricultural production capacity
Labour-Constrained Households	Limited or no main labour due to outmigration or illness	Reduced capacity to participate in and benefit from project activities
Economically Marginalized Households	Key labour is jobless or has limited economic opportunities	Barriers to accessing financial services and markets
Households with Care Responsibilities	Family members with chronic illness or persons with disabilities requiring daily care	Time and resource constraints limiting participation
Elderly Persons Living Independently	Elderly persons living alone with limited support networks	Reduced information access and physical capacity for participation
Young Families with Multiple Dependents	Very young couples with more than two children	Acute economic pressures and resource constraints
Ethnic Minority Communities	Uzbek, Kyrgyz, and Pamiri communities	Potential language barriers, social exclusion, and limited representation
Remote Highland Communities	Highland DRS districts with geographic isolation	Limited access to services, markets, and infrastructure

4. Strategy for Incorporating Views of Disadvantaged Groups

Feedback from vulnerable individuals and groups is essential to designing appropriate mitigation measures and ensuring equitable benefit distribution. The following approaches will be employed to ensure vulnerable groups can participate fully and their perspectives are incorporated into project design and implementation:

4.1 Notification Strategy

Identified vulnerable individuals and households will receive personal home visits for consultation invitations. Home visits enable Community Facilitators to:

- Assess living conditions and livelihood circumstances
- Evaluate potential barriers to participation
- Identify appropriate times for engagement, including evening consultations where necessary
- Make repeat visits when household members are absent during initial attempts

4.2 Consultation Methodology

The project will employ differentiated consultation formats based on the issue under discussion and target audience:

General Project Consultations
Public meetings and community-wide consultations will be conducted for general project information dissemination and feedback collection.

Targeted Focus Group Discussions
For issues specific to vulnerable or disadvantaged groups, focus group discussions will be organized with participants of homogeneous characteristics:

- Women-only groups facilitated by female facilitators
- Youth-specific consultations
- Ethnic minority groups with consultations conducted in appropriate local languages

All consultations will be conducted in Tajik, Uzbek, Kyrgyz, or Pamiri dialects as appropriate, with materials adapted for varying literacy levels to ensure language and literacy are not barriers to meaningful participation.

4.3 Feedback Incorporation Mechanism

Feedback from vulnerable groups regarding project risks, impacts, mitigation measures, and grievance redress will be systematically incorporated across all relevant project documents:

- Site-specific Environmental, Social and Climate Management Plans (ESCMPs)
- Stakeholder Engagement Plan
- Grievance Redress Mechanism procedures
- Community Action Plans

Documentation will clearly assign implementation responsibilities to relevant stakeholders, ensuring that identified concerns are addressed systematically with transparent accountability mechanisms.

5. Information Disclosure

Disclosure of relevant project information enables affected persons and stakeholders to understand project risks, impacts, and opportunities. The AMAL project will provide stakeholders with access to the following information:

5.1 Information to be Disclosed

Information Category	Specific Content
Project Scope and Scale	Purpose, nature, and scale of project activities across all components
Implementation Timeline	Duration of proposed activities including phased geographic implementation (IFAD-financed Area 1 from 2026, Adaptation Fund-financed Area 2 from 2028)
Risk and Impact Assessment	Potential risks and impacts on communities, particularly environmental, social, and climate risks, as well as proposed mitigation measures
Stakeholder Engagement Process	Envisaged stakeholder engagement process throughout project lifecycle
Grievance Procedures	Grievance redress mechanism procedures and contact information

5.2 Disclosure Channels

Information will be disclosed through multiple channels to ensure maximum accessibility:

Community-Level Channels

- Public meetings in target villages
- Information displays at district hukumat and jamoat offices
- Direct communication through Village Organizations, Pasture User Unions, and Community Facilitators

Digital Platforms

- Project website with downloadable documents
- Social media platforms for project updates

Traditional Media

- Printed materials (brochures, posters) in local languages
- Radio announcements in project districts

5.3 Document Disclosure

Key project documents including the Project Design Report, Environmental, Social and Climate Management Plan (ESCMP), Stakeholder Engagement Plan, and Grievance Redress Mechanism will be disclosed publicly in accessible formats and languages. Site-specific ESCMPs and Community Action Plans will be disclosed at village level prior to implementation approval.

6. Timing and Methods of Stakeholder Engagement

Stakeholder engagement will occur throughout project implementation cycles, with particular emphasis on stages where stakeholder feedback is critical to informing intervention strategies and mitigation measures.

6.1 Project Design Phase (Completed September-October 2025)

The following consultation activities were completed during project design:

- Design mission consultations with government agencies and development partners
- Field visits to 11 potential project districts with community-level discussions
- Separate focus group discussions with women, youth, and ethnic minorities
- Validation workshops at national and oblast levels

6.2 Project Inception Phase (First 6 Months of Implementation)

During project inception, the following stakeholder engagement activities will be conducted:

- SEP review and update with detailed stakeholder mapping
- Inception workshops at national, oblast, and district levels introducing project objectives, components, targeting criteria, safeguards, and grievance mechanisms
- Village selection consultations in 80-120 target villages across 10 Tier 1 districts
- Establishment of grievance redress mechanisms at all administrative levels
- Recruitment and training of Community Facilitators on participatory methodologies and stakeholder engagement

6.3 Implementation Phase (Years 1-7)

Engagement Activity	Frequency	Key Stakeholders
Climate-sensitive Community Action Plan Development	Year 1-2 per village	Village Organizations, Pasture User Unions, women and youth groups
Annual Planning Workshops	Annually	Pasture User Unions, Village Organizations reviewing pasture condition, climate vulnerabilities, and investment plans
Multi-Stakeholder Platform Meetings	Quarterly at district level	Implementing entities, district authorities, service providers, beneficiary representatives

Engagement Activity	Frequency	Key Stakeholders
Oblast Review Meetings	Bi-annually	All stakeholders at regional level assessing progress, challenges, and adaptive management needs
Technical Training and Awareness Campaigns	Ongoing throughout implementation	Community Facilitators, service providers, beneficiaries on animal health, food safety, climate adaptation, nutrition, labour rights, environmental stewardship
Enterprise Consultations	During business plan development	MSMEs, Business Incubator, Grant Management Company for Activity 2.2.1 financing packages including safeguards compliance verification
Women's and Youth Consultations	Quarterly	Women's groups and youth representatives ensuring priorities inform activity design
School Feeding Programme Consultations	Quarterly (parent committees); Monthly (school staff); Bi-annually (students)	School staff, parent committees, students on nutrition, food safety, and local procurement
Infrastructure Site Disclosure	Prior to construction commencement	Affected communities and district authorities with opportunities for community feedback

6.4 Monitoring and Adaptive Management (Throughout Implementation)

Monitoring Activity	Frequency	Purpose
Beneficiary Satisfaction Surveys	Quarterly	Assessment of service delivery quality, inclusion effectiveness, and grievance resolution
Stakeholder Perception Studies	Annually	Evaluation of project performance and identification of emerging concerns
Mid-term Evaluation	Year 4	Documentation of progress, outcomes, and strategic adjustments
Project Completion Evaluation	Year 7	Documentation of final outcomes, lessons learned, and sustainability pathways

7. Roles and Responsibilities for Implementing the SEP

Effective SEP implementation requires coordinated efforts with clearly defined institutional roles across all implementation levels.

7.1 Project Management Unit (PMU)

Institutional Responsibilities:

- Overall coordination of stakeholder engagement at project and sub-project levels
- Finalization and periodic updating of SEP in consultation with implementing entities and IFAD
- Integration of stakeholder engagement activities into Annual Work Plans and Budgets
- Ensuring disclosure of project documents at all administrative levels
- Oversight of Grievance Redress Mechanism performance and effectiveness
- Timely documentation and reporting of stakeholder feedback to IFAD
- Consolidation of implementation reports into semi-annual progress reports

7.2 Implementing Entity for Component 1

Institutional Responsibilities:

- Organization and facilitation of stakeholder consultations for Sub-components 1.1, 1.2, and 1.3
- Identification and proactive engagement with vulnerable groups
- Supervision of Community Facilitators on participatory planning and inclusive engagement methodologies
- Collection and systematic documentation of stakeholder feedback during Community Action Plan development
- Support to grievance resolution at component level
- Quarterly stakeholder engagement reporting to PMU

7.3 Implementing Entity for Component 2

Institutional Responsibilities:

- Organization and facilitation of stakeholder consultations for Sub-components 2.1, 2.2, and 2.3
- Coordination with Grant Management Company, Business Incubator, AFOT, and Participating Financial Institutions on stakeholder engagement
- Infrastructure site disclosure and community consultations prior to construction
- Support to enterprise stakeholder engagement during business planning processes
- School Feeding Programme consultations with educational institutions and parent committees
- Quarterly stakeholder engagement reporting to PMU

7.4 District Authorities (Hukumat and Jamoat)

Institutional Responsibilities:

- Participation in village selection and infrastructure siting consultations
- Coordination of public meetings and information disclosure at district level
- Support to grievance resolution at local administrative level
- Quarterly reporting to implementing entities on stakeholder engagement activities and issues raised

7.5 Community Facilitators

Operational Responsibilities:

- Direct interface between project implementation structures and village-level stakeholders
- Organization of inclusive consultations with separate sessions for women, youth, and ethnic minorities
- Notification and home visits to vulnerable households
- Documentation of stakeholder feedback in consultation reports
- Grievance intake and preliminary resolution support
- Translation and interpretation services ensuring consultations in appropriate local languages
- Monthly reporting on engagement activities

7.6 Pasture User Unions and Village Organizations

Community-Level Responsibilities:

- Convening regular meetings with members regarding project activities, pasture management, and investment implementation
- Collection and documentation of member feedback and concerns
- Representation of community interests in district-level coordination forums
- Grievance intake from community members
- Quarterly reporting to Community Facilitators on engagement activities

7.7 Service Providers and Technical Partners

Technical Support Responsibilities:

- Development and delivery of information materials in appropriate formats and local languages
- Facilitation of technical consultations and thematic workshops
- Advisory support on participatory methodologies for meaningful consultation
- Documentation of consultation outcomes and recommendations
- Training and awareness-raising on stakeholder engagement and social inclusion

7.8 Coordination Mechanisms

Coordination mechanisms between PMU, implementing entities, district authorities, Community Facilitators, and service providers will be established to ensure:

- Alignment of communication messages across all implementation levels
- Efficiency in stakeholder outreach efforts
- Timely reporting of engagement results and grievance resolutions
- Adaptive management based on stakeholder feedback

8. Stakeholder Engagement Matrix

The following matrix provides detailed specifications for engagement with each stakeholder category throughout project implementation.

8.1 Smallholder Livestock Farmers and Pastoralists

Element	Details
Primary Concerns	Animal health service access, improved breeds, fodder availability, climate risks, pasture degradation, market access
Engagement Methods	Village consultations, Climate-sensitive Community Action Plan development, training sessions, Pasture User Union meetings
Information to be Disclosed	Project objectives and activities, village selection criteria, Community Action Plan process, animal health services, breed improvement opportunities, fodder support, pasture restoration techniques, GRM procedures
Engagement Frequency	Quarterly during planning phase; monthly during implementation
Responsible Entities	PMU, Implementing partners, Community Facilitators, Pasture User Unions
Implementation Timeline	Throughout project implementation

8.2 Women-Headed Households and Women Farmers

Element	Details
Primary Concerns	Excessive workload, limited decision-making authority, restricted mobility, lack of economic opportunities, land access barriers
Engagement Methods	Separate women's consultations, women's focus groups, women's committees in Village Organizations, Gender Action Learning System (GALS) methodologies
Information to be Disclosed	Women's targeting (50% minimum), labour-saving equipment, production packages (poultry, rabbits, small ruminants, kitchen gardens), dairy processing opportunities, women's enterprise financing, GRM accessibility
Engagement Frequency	Quarterly; as needed for specific issues
Responsible Entities	PMU, Implementing Entities, Community Facilitators, Women's Groups
Implementation Timeline	Throughout project implementation

8.3 Youth (Ages 15-35)

Element	Details
Primary Concerns	Limited employment opportunities, outmigration pressures, lack of start-up capital, traditional agriculture drudgery
Engagement Methods	Youth consultations, youth entrepreneurship workshops, youth participation in Village Organizations
Information to be Disclosed	Youth targeting (20-25% minimum), veterinary graduate support (40 positions), value chain entrepreneurship opportunities, youth-specific financing (30% of enterprise packages), ICT-enabled activities, GRM procedures
Engagement Frequency	Quarterly; as needed
Responsible Entities	PMU, Implementing entities, Youth Focal Point, Business Incubator of Tajikistan
Implementation Timeline	Throughout project implementation

8.4 Ethnic Minorities

Element	Details
Primary Concerns	Language barriers, social exclusion, limited representation in decision-making, potential discrimination
Engagement Methods	Consultations in local languages with interpretation, separate ethnic minority focus groups, inclusive Village Organization representation
Information to be Disclosed	Inclusive targeting and benefit distribution, multilingual materials, ethnic composition of community institutions, culturally appropriate engagement, accessible GRM
Engagement Frequency	Each consultation cycle; annually for representation review
Responsible Entities	PMU, Community Facilitators reflecting ethnic composition, Village Organizations
Implementation Timeline	Throughout project implementation

8.5 Pasture User Unions

Element	Details
Primary Concerns	Pasture degradation, overgrazing, water scarcity, unclear grazing rights, climate impacts, resource-related conflicts
Engagement Methods	Participatory pasture planning workshops, rotational grazing design, regular PUU meetings, field demonstrations
Information to be Disclosed	Pasture restoration techniques, rotational grazing schedules, carrying capacity assessments, climate-smart practices, water infrastructure support, conflict resolution mechanisms, GRM
Engagement Frequency	Quarterly; monthly during grazing season
Responsible Entities	Implementing Entities, Community Facilitators, District Agricultural Departments
Implementation Timeline	Throughout project implementation

8.6 Village Organizations

Element	Details
Primary Concerns	Benefit distribution equity, investment prioritization, vulnerable group inclusion, infrastructure operation and maintenance
Engagement Methods	Participatory wealth ranking, Community Action Plan development, investment appraisal, regular VO meetings
Information to be Disclosed	Village selection criteria, Community Action Plan process, investment eligibility and co-financing requirements, vulnerable group targeting, infrastructure maintenance responsibilities, GRM operation
Engagement Frequency	Quarterly during planning; monthly during implementation
Responsible Entities	Implementing Entity, Community Facilitators
Implementation Timeline	Throughout project implementation

8.7 District Authorities (Hukumat, Jamoat)

Element	Details
Primary Concerns	Infrastructure placement, resource allocation, coordination across implementing entities, ESCMP compliance, grievance management
Engagement Methods	Coordination meetings, joint planning workshops, infrastructure site consultations, quarterly review meetings
Information to be Disclosed	Infrastructure guidelines and prioritization criteria, co-financing arrangements, site inspection and ESCMP monitoring roles, grievance redress responsibilities, reporting requirements
Engagement Frequency	Quarterly; monthly during construction periods
Responsible Entities	PMU, Implementing entities
Implementation Timeline	Throughout project implementation

8.8 Participating Financial Institutions

Element	Details
Primary Concerns	Loan default risk, appraisal capacity for livestock sector, environmental and social risks, borrower creditworthiness
Engagement Methods	Technical working groups, Memoranda of Understanding, ESMS capacity training, credit product design workshops, quarterly coordination meetings
Information to be Disclosed	Blended financing terms (30% grant, 70% loan), partial guarantee mechanisms, pipeline of viable businesses, ESMS screening tools, Chance and Sensitive Materials (CSM) procedures, reporting requirements
Engagement Frequency	Bi-annually; as needed for product development
Responsible Entities	PMU, Implementing partners, Association of Financial Organizations of Tajikistan
Implementation Timeline	Years 1-7

8.9 Micro, Small, and Medium Enterprises

Element	Details
Primary Concerns	Market access, credit access, technical capacity gaps, food safety compliance, environmental standards, labour regulations
Engagement Methods	Business planning support, technical assistance workshops, business-to-business forums, compliance verification consultations
Information to be Disclosed	Financing package eligibility criteria (USD 50,000 maximum), 30% women and 30% youth targets, technical assistance availability, food safety and environmental compliance requirements, GRM for enterprises
Engagement Frequency	Quarterly during business planning; bi-annually during implementation
Responsible Entities	PMU, Implementing partners, Business Incubator of Tajikistan, Grant Management Company
Implementation Timeline	Years 1-7

8.10 Committee on Food Security

Element	Details
Primary Concerns	Disease surveillance coordination, veterinary service delivery, biosafety protocols, pharmaceutical management, border quarantine
Engagement Methods	Technical coordination meetings, joint planning for Activity 1.3.1, quarterly review of animal health indicators
Information to be Disclosed	Mobile veterinary laboratory specifications, young veterinarian support modality, animal identification system pilot, disease surveillance protocols, Spitamen border facility design
Engagement Frequency	Quarterly
Responsible Entities	PMU, Implementing partners, Committee on Food Security
Implementation Timeline	Throughout project implementation

8.11 Committee for Environmental Protection

Element	Details
Primary Concerns	Environmental compliance, ESIA review, protected area buffer zones, biodiversity monitoring

Element	Details
Engagement Methods	ESIA review meetings, Project Steering Committee participation, site inspection coordination, annual environmental audits
Information to be Disclosed	ESCMP framework, infrastructure environmental standards, protected area exclusions, biodiversity safeguards, monitoring requirements
Engagement Frequency	Bi-annually; as needed for ESIAs
Responsible Entities	PMU, Committee for Environmental Protection
Implementation Timeline	Throughout project implementation

8.12 School Children, Parents, and School Staff (Sub-component 2.3)

Element	Details
Primary Concerns	Nutritional quality and safety of meals, kitchen hygiene, local procurement linkages, nutrition awareness
Engagement Methods	Parent committee meetings, school staff training, student awareness sessions, procurement consultations with local suppliers
Information to be Disclosed	School selection criteria, hygienic kitchen specifications, food safety protocols, nutrition education curriculum, local supplier verification procedures, GRM for food safety concerns
Engagement Frequency	Quarterly (parent committees); Monthly (school staff); Bi-annually (students)
Responsible Entities	PMU, Implementing partners, School Feeding Coordinator, District education and health authorities
Implementation Timeline	Years 2-7

8.13 Protected Area Management Authorities

Element	Details
Primary Concerns	Biodiversity conservation, buffer zone compliance, livestock movement corridors, infrastructure encroachment risks
Engagement Methods	Consultations on infrastructure siting, biodiversity baseline assessments, bi-annual buffer zone monitoring coordination

Element	Details
Information to be Disclosed	Protected area boundaries, 5km buffer zone requirement, livestock corridor mapping, biodiversity safeguards in Community Action Plans
Engagement Frequency	Prior to infrastructure siting; bi-annually for monitoring
Responsible Entities	PMU, Implementing partners, Committee for Environmental Protection, Protected Area Management Authorities
Implementation Timeline	Throughout project implementation

8.14 Development Partners

Element	Details
Primary Concerns	Coordination and complementarity, knowledge sharing, duplication avoidance, joint approaches
Engagement Methods	Annual coordination meetings, thematic working groups, knowledge sharing workshops
Information to be Disclosed	Project geographic and thematic scope, implementation progress, safeguards approach, lessons learned, opportunities for collaboration
Engagement Frequency	Annually; as needed for specific coordination
Responsible Entities	PMU, IFAD
Implementation Timeline	Throughout project implementation

Note: This stakeholder engagement matrix will be reviewed and updated at least annually or when new sub-projects are identified, based on monitoring data, community feedback, and evolving stakeholder dynamics.

9. Grievance Redress Mechanism

9.1 Purpose and Principles

The Grievance Redress Mechanism (GRM) provides stakeholders with systematic channels to raise concerns, report problems, and seek solutions throughout the project lifecycle. An accessible, transparent, and responsive GRM is essential for building stakeholder trust, preventing conflict escalation, and enabling the project to address issues before they result in adverse impacts.

The AMAL GRM is designed according to the following principles:

Principle	Implementation Approach
Accessibility	Multiple entry points at village, district, and project levels ensuring all stakeholders can file grievances regardless of location, literacy level, or social status
Transparency	Clear procedures and timelines for grievance handling with regular communication to complainants regarding case progress
Confidentiality	Protection of complainant identity when requested, with particular safeguards for vulnerable groups
No Cost	Grievance filing is free of charge, removing financial barriers to access
Non-Retaliation	Explicit protections against retaliation for filing grievances, with enhanced safeguards for vulnerable groups
Cultural Sensitivity	Procedures adapted to local contexts, languages, and cultural norms
Gender Responsiveness	Dedicated channels for women to raise gender-sensitive concerns
Right to Legal Remedies	GRM does not prevent or delay access to judicial or administrative remedies available under national law

9.2 Scope of Grievances

The GRM accepts grievances related to any aspect of project implementation, including but not limited to:

Grievance Category	Examples of Issues
Social Issues	Exclusion from benefits, discrimination, labour rights violations, inadequate consultation, insufficient compensation, community tensions
Environmental Issues	Environmental damage, pollution, biodiversity impacts, water contamination, improper waste management, natural resource degradation
Economic Issues	Inequitable benefit distribution, problems with financing packages, market access barriers, business partnership disputes, unfair pricing
Infrastructure	Poor construction quality, safety hazards, inadequate maintenance, accessibility problems, site selection disputes
Service Delivery	Poor quality services, inappropriate service provider conduct, delays in service provision, inadequate technical assistance
Safeguards Compliance	Violations of environmental or social safeguards, inadequate mitigation measures, non-compliance with ESCMP requirements

Grievance Category	Examples of Issues
Governance	Corruption, fraud, misuse of funds, lack of transparency, conflicts of interest
Gender-Based Violence and Sexual Exploitation	Any form of gender-based violence, sexual harassment, sexual exploitation and abuse related to project activities

9.3 Grievance Entry Points

Stakeholders may file grievances through multiple channels to ensure accessibility:

Village-Level Entry Points

- Community Facilitators (verbal or written complaints during village visits or meetings)
- Village Organization leaders
- Pasture User Union representatives
- Suggestion boxes at village meeting points

District-Level Entry Points

- District Project Offices
- District hukumat and jamoat offices
- District grievance focal points

Project-Level Entry Points

- Project Management Unit grievance desk (in-person, telephone, email)
- Project website grievance submission form
- Project hotline (toll-free number)
- Written correspondence to PMU address

Anonymous Reporting Channels

- Anonymous suggestion boxes
- Anonymous online submission forms
- Third-party reporting through trusted community organizations or civil society organizations

Sensitive Issues For sensitive issues including gender-based violence, sexual exploitation and abuse, child protection concerns, or cases involving potential retaliation, complainants may:

- Contact female Community Facilitators or female staff members
- Use confidential reporting channels with enhanced protection protocols
- Seek support from civil society organizations specializing in protection issues

9.4 Grievance Filing Methods

Grievances may be submitted through the following methods:

- **Verbal Submission**: Through Community Facilitators, Village Organization meetings, grievance focal points, or telephone hotline
- **Written Submission**: Through complaint forms, letters, email, or online submissions
- **Anonymous Submission**: Through suggestion boxes or anonymous online forms

For stakeholders with limited literacy, Community Facilitators and grievance focal points will provide assistance in documenting complaints while maintaining complainant intent and content accuracy.

9.5 Grievance Documentation and Tracking

All grievances will be documented in Grievance Registers at village, district, and project levels with the following information:

Information Field	Description
Unique Grievance ID	Sequential numbering system ensuring tracking across levels
Date Received	Date grievance was initially submitted
Entry Point	Channel through which grievance was submitted
Complainant Information	Name and contact information (if provided; noted as "anonymous" if requested)
Complainant Demographics	Gender, age group, vulnerable group status (if disclosed and relevant)
Grievance Category	Primary category (social, environmental, economic, infrastructure, service delivery, safeguards, governance)
Grievance Description	Detailed description of issue, concern, or complaint
Location	Village, jamoat, district where issue occurred
Project Component	Relevant project component or activity
Resolution Level	Level at which grievance is being handled (village, district, project)
Actions Taken	Summary of investigation and resolution actions
Resolution Outcome	Description of final resolution or decision
Date Closed	Date case was closed

Information Field	Description
Complainant Satisfaction	Complainant feedback on resolution (if obtained)
Lessons Learned	Identified issues for systemic improvement

Appendix 1: Terms of Reference and outline for Solid and Liquid Waste Management Plans

The Project Management Unit (PMU) will require a Solid and Liquid Waste Management Plan (SWMP) for each infrastructure sub-project under Components 1.3 and 2.1 involving waste-generating activities, including slaughterhouses, livestock markets, milk collection centers, veterinary posts, animal health laboratories, and small-scale processing units. The SWMP will be prepared as part of the Targeted Environmental and Social Impact Assessment (ESIA) for each sub-project and integrated into site-specific Environmental and Social Management Plans (ESMPs) to ensure compliance with IFAD SECAP, Adaptation Fund Environmental and Social Policy, national laws and regulations of Tajikistan. The PMU will review each SWMP for technical adequacy and cost-effectiveness prior to sub-project approval, and supervise implementation during construction and operation.

1. Background and Rationale

AMAL will rehabilitate and construct livestock infrastructure across 15 target districts to improve animal health services, market access, and value chain efficiency. These facilities will generate organic solid waste (animal carcasses, offal, blood, manure), liquid effluents (wastewater from slaughtering, washing, milk processing), veterinary medical waste (expired vaccines, syringes, pharmaceuticals), and general solid waste (packaging, plastics). Given that most target districts lack formal municipal waste management systems and existing facilities operate with minimal environmental controls, site-specific waste management planning is critical to prevent water pollution, soil degradation, disease transmission (zoonotic diseases such as brucellosis, anthrax), vector attraction, occupational health hazards, and community nuisance. The SWMP must be practical, affordable, and verifiable for rural contexts with limited infrastructure and institutional capacity.

2. Objectives

The SWMP will define measures to:

1. Minimize waste generation through efficient resource use and cleaner production practices
2. Segregate waste streams at source (organic/inorganic; hazardous/non-hazardous; solid/liquid)
3. Safely handle, store, and transport waste to prevent contamination and health risks
4. Treat and dispose of liquid effluents in compliance with national discharge standards and international guidelines
5. Prevent odor, vectors, and community nuisance through proper containment and timely removal
6. Protect worker health and safety through PPE, training, and safe operational procedures
7. Establish institutional arrangements for roles, responsibilities, and cost recovery mechanisms
8. Explore waste-to-resource opportunities (composting, biogas production, rendering)
9. Monitor and continuously improve performance through inspections, record-keeping, and corrective actions

3. Scope of Work

The consultant preparing the SWMP will:

3.1 Baseline Assessment

- Describe facility type, capacity, operational schedule, workforce
- For rehabilitation projects: assess existing waste management practices and infrastructure condition
- Characterize site location, environmental sensitivity (proximity to water bodies, residences), soil/groundwater conditions
- Identify applicable regulations, standards, permits

3.2 Waste Characterization and Quantification

- Identify waste streams and sources
- Estimate waste generation rates (kg/day or m^3/day) based on facility capacity and industry benchmarks
- Characterize waste composition and properties (BOD, COD, suspended solids, pathogen load)
- Assess seasonal variations

3.3 Waste Management Options Analysis

- Review feasible technologies appropriate for rural Tajikistan context:
    - Solid waste: composting, burial, biogas digestion, rendering, off-site disposal
    - Liquid waste: septic tanks, anaerobic digesters, constructed wetlands, stabilization ponds
    - Medical waste: secure storage, off-site transport to licensed incinerator
- Compare options using multi-criteria assessment (technical effectiveness, cost, land requirements, operator capacity, climate suitability, community acceptance)
- Recommend preferred solution(s) with justification
- Assess waste-to-resource opportunities (compost sales, biogas for energy, rendering by-products)

3.4 Detailed Waste Management Plan

Prepare specifications for:

Infrastructure:

- Waste segregation and storage areas (covered bins, lockable containers for medical waste)
- Wastewater treatment system (sizing calculations, dimensions, materials, construction specifications)
- Drainage system (impermeable floors, collection channels, grease traps)
- Solid waste disposal/treatment area (composting site, biogas digester, burial area)
- Site layout plan and technical drawings

Operational Procedures:

- Standard Operating Procedures (SOPs) for waste segregation, collection, storage, treatment system operation, disposal, cleaning/disinfection, spill response
- PPE requirements and worker health/safety protocols
- Odor, vector, and nuisance control measures

Monitoring and Record-Keeping:

- Performance indicators (waste quantities, treatment efficiency, effluent quality)
- Monitoring plan (parameters, frequency, responsible persons)
- Record-keeping templates (daily logs, effluent monitoring, medical waste manifests, maintenance logs)
- Reporting requirements (monthly to district hokumats and PMU; annual to environmental authorities)

3.5 Institutional Arrangements

- Define roles and responsibilities (facility operator, district hokumats, jamoat councils, private contractors, oversight bodies)
- Specify facility management arrangements and community engagement mechanisms
- Link to project GRM for community complaints

3.6 Budget and Cost Recovery

- Itemize capital costs (treatment systems, storage facilities, equipment, PPE) included in facility construction budget
- Estimate annual operating costs (labor, consumables, maintenance, disposal fees, monitoring)
- Propose cost recovery mechanisms (user fees, by-product sales, government subsidies)
- Demonstrate financial sustainability with 5-year projection

3.7 Training and Capacity Building

- Identify training needs for facility operators, waste handlers, district officers, community committees
- Develop training program on waste handling, treatment system O&M, health/safety, monitoring, regulatory compliance
- Prepare training materials (SOPs, visual aids in Tajik/Russian)

3.8 Compliance and Contingency

- Demonstrate compliance with Tajikistan standards, IFAD SECAP, IFC EHS Guidelines
- If gaps exist, propose phased compliance plan with interim measures and timeline
- Specify contingency measures for treatment system failures, extreme weather, disease outbreaks, service interruptions

4. Deliverables

The consultant will prepare a Solid and Liquid Waste Management Plan for each sub-project, including:

1. Executive Summary (2-3 pages): Key waste streams, selected management approaches, institutional arrangements, budget
2. Main Report (20-30 pages) covering:
    - Introduction and regulatory framework
    - Sub-project and site description
    - Waste characterization and quantification
    - Options analysis and selected approach
    - Detailed waste management plan (infrastructure, operations, monitoring)
    - Institutional arrangements and responsibilities
    - Budget and cost recovery
    - Training and capacity building
    - Compliance and contingency measures
3. Technical Annexes:
    - Design drawings (site layout, treatment system schematics, drainage plans)
    - Standard Operating Procedures (SOPs)
    - Monitoring forms and templates
    - Cost estimates
    - Training materials
    - Relevant regulations and permits
4. Integration into ESMP: Summary incorporated into site-specific ESMP with clear linkages to construction and operational phases

Appendix 2: Terms of Reference and outline for site-specific ESIAs or ESCMP

The AMAL PMU will prepare site-specific Environmental and Social Impact Assessments (ESIAs) or Environmental, Social and Climate Management Plans (ESCMPs) for each infrastructure sub-project under Components 1.3 and 2.1. Assessment level will be determined through risk screening: ESIAs for higher-risk sub-projects (substantial/moderate risk; new construction, large scale, sensitive locations); ESCMPs for lower-risk sub-projects (minor rehabilitation, small scale, minimal impacts). All assessments must comply with IFAD SECAP, Adaptation Fund Environmental and Social Policy and Tajikistan national.

Scope of Work

1. Screening and Baseline

- Apply ESMF screening checklist to determine risk category and assessment type
- Establish environmental baseline (topography, soils, hydrology, air quality, biodiversity, land use, climate hazards)
- Establish social baseline (demographics, poverty, livelihoods, land tenure, vulnerable groups, cultural heritage, gender roles)
- Identify applicable regulations and required permits

2. Stakeholder Engagement

- Identify stakeholders (affected communities, vulnerable groups, authorities, CSOs)
- Conduct meaningful consultations (public meetings, FGDs with women/youth/ethnic minorities, key informant interviews)
- Disclose information in accessible formats and local languages
- Document consultation (attendance gender-disaggregated, issues raised, responses, influence on design)
- Establish grievance redress mechanism linked to project GRM

3. Impact Assessment

Identify and assess impacts during construction, operation, decommissioning:

- Environmental: soil erosion, water pollution, air quality/noise, waste, biodiversity, resource depletion
- Social: land acquisition/resettlement, livelihood impacts, community health/safety, labor conditions (OHS, child labor, SEA/SH/GBV risks), vulnerable group impacts, cultural heritage, gender impacts
- Climate: infrastructure vulnerability to climate hazards (floods, droughts, landslides, extreme temperatures), GHG emissions
- Cumulative impacts with other projects
- Assess significance (magnitude, sensitivity, likelihood, reversibility)

4. Mitigation Measures and Management Plans

Apply mitigation hierarchy (avoid > minimize > mitigate > compensate). For each impact specify: mitigation measure, responsible party, timeline, budget, monitoring indicator.

Develop:

- Construction ESCMP (C-ESCMP): contractor responsibilities, site management, waste/water/materials, worker health/safety, community liaison
- Operational ESCMP (O-ESCMP): operator responsibilities, routine monitoring, maintenance
- Integrated specialist plans: Solid/Liquid Waste Management Plan (separate TOR), Labor Management Procedures (local hiring, OHS, SEA/SH prevention), Chance Find Procedures (cultural heritage), Biodiversity Management (if needed), Traffic Safety (if needed), Emergency Response
- Climate resilience measures: elevated foundations, drainage, flood barriers, temperature control
- RAP (if land acquisition) following LARPF requirements
- IPP (if ethnic minorities/Indigenous Peoples affected) following IPPF with FPICon
- Gender/inclusion measures: women's participation, local hiring targets, SEA/SH/GBV prevention/response, inclusion of disadvantaged groups

5. Institutional Arrangements, Monitoring, Budget

- Roles/responsibilities: PMU (oversight), district hokumats/jamoats (coordination), contractors (C-ESCMP), operators (O-ESCMP), communities (monitoring, grievances)
- Capacity building: training for contractors, operators, district officers, communities
- Monitoring plan: compliance monitoring, environmental monitoring (air/water quality, noise, waste), social monitoring (stakeholder engagement, grievances, labor, health/safety, benefit distribution), KPIs
- Reporting: monthly (contractors/operators to PMU), quarterly (PMU to lenders), annual reports, immediate incident reporting
- Budget: capital costs (mitigation infrastructure in civil works), operational costs (monitoring, maintenance, training), contingency
- Permits: identify required permits (environmental, land use, water, sanitary, cultural heritage) and responsibility for obtaining

Deliverables

ESIA (Higher-Risk Sub-Projects):

1. ESIA Report (50-80 pages): Executive Summary, policy/legal framework, sub-project description, baseline, stakeholder engagement, impact assessment, mitigation/management plans, institutional arrangements, monitoring, budget, GRM, annexes
2. Non-Technical Summary (10-15 pages)
3. ESCMP Matrix: impacts, mitigation, responsibilities, timelines, budgets, monitoring
4. Annexes: maps, baseline data, consultations, specialist plans, permits, monitoring templates

ESCMP (Lower-Risk Sub-Projects):

1. ESCMP Document (20-30 pages): Sub-project description, screening, brief baseline/consultation, impacts checklist, C-ESCMP and O-ESCMP matrices, brief specialist plans, monitoring, institutional arrangements, budget, GRM
2. Annexes: site map, consultations, monitoring templates, contractor E&S clauses

Indicative Outline

ESIA Outline:

1. Executive Summary
2. Introduction (background, sub-project, ESIA purpose)
3. Policy/Legal Framework
4. Sub-Project Description
5. Baseline (environmental, social, climate)
6. Stakeholder Engagement
7. Impact Assessment (environmental, social, climate, vulnerable groups, gender, cumulative)
8. Mitigation and Management Plans (C-ESCMP, O-ESCMP, specialist plans, RAP/IPP if applicable, climate resilience, ESCMP matrix)
9. Institutional Arrangements (roles, capacity, training)
10. Monitoring and Reporting
11. Budget
12. Grievance Redress Mechanism
13. Conclusion
14. Annexes

ESCMP Outline:

1. Executive Summary
2. Introduction
3. Regulatory Framework (brief)
4. Baseline Summary (brief)
5. Stakeholder Consultation Summary
6. Impacts (checklist with significance)
7. Mitigation Measures (C-ESCMP matrix, O-ESCMP matrix, brief specialist plans, climate resilience)
8. Institutional Arrangements
9. Monitoring Plan
10. Budget
11. Grievance Redress Mechanism
12. Annexes

IFAD
Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Chance find procedures

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

SECAP APPENDIX VII: Chance Find Procedures

1. Introduction

Cultural heritage encompasses tangible and intangible heritage recognized and valued at local, regional, national, or global levels. Tangible cultural heritage includes movable or immovable objects, sites, structures, groups of structures, and natural features and landscapes that have archaeological, paleontological, historical, architectural, religious, aesthetic, or other cultural significance. Tangible cultural heritage may be located in urban or rural settings, above or below ground, or underwater. Intangible cultural heritage includes practices, representations, expressions, knowledge, and skills—as well as instruments, objects, artifacts, and cultural spaces associated therewith—that communities and groups recognize as part of their cultural heritage, transmitted from generation to generation and constantly recreated in response to their environment, interaction with nature, and history.

2. Legal Framework

These procedures comply with national legislation of the Republic of Tajikistan: the Law "On Culture"; the Law "On the Protection and Use of Historical and Cultural Heritage Sites" (30 May 2017, No. 1429); and the Code "On Administrative Offenses" which defines liability for offenses in protection and use of cultural heritage. The procedures also align with IFAD SECAP requirements regarding cultural heritage protection.

3. Chance Find Procedures During AMAL Implementation

In the event that during construction or infrastructure development under Components 1.3 and 2.1 (slaughterhouses, livestock markets, veterinary posts, feed storage facilities, pasture works, water points), sites, resources, or artifacts of cultural value are discovered, the following procedures shall be immediately implemented. These procedures must be included in all construction contracts and bidding documents.

Immediate Response Protocol

Table 1: Immediate Actions Upon Discovery

Step	Action Required	Responsible Party	Timeframe
1. Work Stoppage	Stop all construction activities in discovery area and within 50-meter radius; mark and secure area with barriers	Contractor site supervisor	Immediate
2. Site Protection	Do not move, remove, or disturb discovered materials; photograph discovery in situ; prohibit unauthorized access	Contractor	Within 1 hour
3. Security Measures	For movable antiquities or human remains, arrange 24-hour guard until authorities take over	Contractor	Within 2 hours
4. Initial Notification	Notify PMU and District Hokumats by phone and in writing	Contractor	Within 24 hours

Step	Action Required	Responsible Party	Timeframe
5. Official Notification	Inform Agency for Protection of Historical and Cultural Heritage, Ministry of Culture, Committee on Architecture and Construction, IFAD	PMU	Within 24 hours of contractor notification

Assessment and Decision Process

Once notification is complete, the Agency for the Protection of Historical and Cultural Heritage conduct a site inspection and inform the Ministry of Culture of the Republic of Tajikistan within 7 days. The Ministry of Culture serves as the ultimate authority responsible for evaluating the significance of the find, determining protection requirements, and advising on next steps. Based on the Ministry's assessment, one of three scenarios will apply:

Table 2: Decision Scenarios and Required Actions

Scenario	Ministry of Culture Determination	Required Actions	Timeline
A: Non-Heritage Find	Discovery is not of cultural heritage significance	Ministry issues written clearance; contractor resumes work in affected area	7-14 days
B: Isolated Heritage Find	Single artifact or small structural element; can be salvaged without extensive excavation	Ministry provides technical guidance; artifact documented, removed, transferred to museum; construction resumes after clearance	14-30 days
C: Significant Heritage Site	Major archaeological site, burial ground, or monument requiring extensive investigation	Ministry determines if construction must relocate permanently OR authorizes salvage excavation; buffer zones established; schedule adjusted	1-6 months (depending on site complexity)

Documentation and Reporting Requirements

All chance finds, regardless of significance, must be documented in the project's Chance Find Register maintained by the PMU. Documentation includes: date and GPS coordinates of discovery; description and photographs; notification timeline and parties contacted; Ministry of Culture assessment and decision; actions taken (work stoppage duration, salvage procedures, construction adjustments); and costs incurred. The PMU shall include a summary of all chance finds and resolution status in quarterly E&S monitoring reports submitted to IFAD.

Worker Awareness and Training

All construction contractors and facility operators shall receive cultural heritage awareness training before site mobilization as part of ESCMP implementation. Training covers types of cultural heritage encountered in Tajikistan (archaeological sites, burial mounds/kurgans, historical structures, Islamic architectural elements, petroglyphs, ancient irrigation

systems), legal obligations under national law, chance find procedures and immediate response actions, and penalties for theft or unreported finds.

4. Chance Find Procedures During AMAL Implementation

Pasture and Water Point Works

Pasture rehabilitation and water point construction may encounter burial mounds (kurgans), ancient irrigation channels (karez systems), or nomadic camp remains. To minimize risks, topographic surveys and community consultations shall identify known cultural sites before design finalization, and buffer zones of minimum 100 meters shall be maintained around identified heritage sites. Community elders shall be consulted during site selection to identify areas of cultural or spiritual significance.

Slaughterhouses and Market Facilities

Urban and peri-urban construction sites may encounter historical structures, Islamic architectural elements (tiles, decorative brickwork, inscriptions), or subsurface archaeological deposits from historical settlements. Pre-construction site assessments shall review historical maps, consult district archives, and engage local elders on site history before excavation begins.

Rural Farm Road Improvements

Farm road improvements under Component 1.4 involve rehabilitation and upgrading of existing rural access roads connecting villages to production areas, markets, and main road networks. While farm roads typically follow established routes with minimal deep excavation, earthworks for drainage improvements, culvert installation, and road widening may encounter cultural heritage features including historical structures, boundary markers (mazars), old bridge foundations, or burial sites traditionally located along travel routes. Pre-construction consultations with village elders shall identify any known cultural or religious sites along road alignments, and equipment operators shall be trained to recognize subsurface changes (unusual soil coloring, stones, bricks) during excavation that may indicate archaeological features requiring work stoppage and notification to authorities per the chance find protocol.

Sacred Sites

Some cultural heritage sites hold spiritual or religious significance, including sacred groves, ancestral burial sites, and ritual locations. These may not be formally documented but are recognized through oral tradition and customary practices. If intangible cultural heritage values are identified through community consultation, Ministry of Culture assessment shall include input from affected communities on appropriate treatment and protective measures. Decisions regarding site access, documentation methods, and protective measures shall respect community wishes and cultural protocols.

IFAD
Investing in rural people

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Project Design Report

Stakeholder Engagement Plan

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Near East, North Africa and Europe Division
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SECAP APPENDIX VI: Stakeholder Engagement Plan (SEP)

1. Introduction and Purpose

The Stakeholder Engagement Plan (SEP) serves as the operational framework for the AMAL project to conduct meaningful consultations with all stakeholders throughout the project lifecycle. This plan ensures inclusive participation of women, youth, persons with disabilities, ethnic minorities, and vulnerable groups in project activities and decision-making processes.

The SEP is aligned with IFAD's Social, Environmental and Climate Assessment Procedures (SECAP) standards and Tajikistan's national legislation. As a living document, it will be reviewed and updated regularly during implementation to reflect evolving project needs and stakeholder dynamics.

Objectives

The SEP establishes the following key objectives:

Objective	Description
Comprehensive Stakeholder Identification	Identify all potential project stakeholders, including affected parties and interested parties across fifteen target districts
Stakeholder Consultation	Consult stakeholders to understand their concerns, development needs, and priorities, particularly those potentially adversely affected or disadvantaged/vulnerable
Feedback Integration Mechanisms	Establish concrete mechanisms ensuring stakeholder feedback is timely solicited, considered, and incorporated into project design and implementation
Information Disclosure	Identify strategies to notify and disclose project information to stakeholders, particularly negatively affected groups
Consultation Methodology	Specify methods for consulting stakeholders, collecting opinions, and incorporating feedback
Grievance Redress	Ensure grievance redress mechanisms are in place and accessible to all stakeholders
Resource Allocation	Arrange appropriate human and financial resources for timely and effective SEP implementation

Consultation Process During Project Design

During the AMAL design mission from September 15 to October 1, 2025, extensive consultations were conducted with government agencies (Ministry of Agriculture, Committee for Environmental Protection, Ministry of Finance, Committee on Food Security), development partners, financial institutions, district authorities, and potential beneficiaries

including smallholder farmers, pastoralists, women's groups, and youth across Khatlon, DRS, and Sughd oblasts. These consultations informed project design and established the foundation for systematic engagement throughout implementation.

2. Project Stakeholders

Stakeholders comprise groups, institutions, and individuals who are directly or indirectly impacted by project activities, have interest in project outcomes, or may influence the project positively or negatively.

2.1 Government Partners

Government partners provide leadership, coordination, oversight, and essential services throughout the project implementation period.

Partner Institution	Institutional Role
Ministry of Agriculture	Lead Project Agency responsible for coordination across all implementing entities
Committee for Environmental Protection	Environmental safeguards oversight and Environmental and Social Impact Assessment (ESIA) review
Ministry of Finance	Oversight of Implementing Entity for Component 2 and fiduciary management
Committee on Food Security	Animal health interventions, disease surveillance, and veterinary services coordination
National Bank of Tajikistan	Financial sector coordination and credit guarantee mechanisms
State Enterprise for Animal Breeding and Artificial Insemination	Breed improvement programs and semen production
State Unitary Enterprise for Seed Production	Fodder seed multiplication and distribution
District Authorities (Hukumat and Jamoat)	Infrastructure co-financing, local coordination, and site inspections
Protected Area Management Authorities	Biodiversity conservation and buffer zone compliance monitoring

2.2 Primary Beneficiaries

Primary beneficiaries represent individuals and organizations whose livelihoods and communities will be directly improved through project interventions.

Smallholder Livestock Farmers and Pastoralists
Approximately 35,000-40,000 households across 15 districts constitute the primary target group, receiving support through improved animal health services, enhanced breed

improvement, fodder production systems, and climate-smart pasture management practices.

Women-Headed Households and Women Farmers
The project targets women for at least 50% of project benefits through specific interventions addressing workload reduction and economic opportunity creation, including poultry and rabbit production, dairy processing, kitchen gardens, and labour-saving equipment.

Youth (Ages 15-35)
Youth will receive 20-25% of project benefits through veterinary service opportunities (40 positions for veterinary graduates), value chain entrepreneurship support, and access to youth-specific financing (30% of enterprise financing packages).

Community-Based Organizations

- Pasture User Unions: Community-based organizations responsible for natural resource management and rotational grazing implementation
- Village Organizations: Local governance structures conducting participatory planning and benefit distribution
- Water User Associations: Organizations responsible for water infrastructure operation and maintenance

2.3 Private Sector and Financial Intermediaries

Stakeholder Category	Examples	Institutional Role
Participating Financial Institutions	Amonatbank, Imon International, HUMO, microfinance institutions	Provision of blended financing and loan guarantee mechanisms
Micro, Small, and Medium Enterprises	740 MSMEs across meat, dairy, eggs, fiber, and feed value chains	Recipients of technical assistance and financing packages (213 enterprises)
Financial Sector Support Organizations	Association of Financial Organizations of Tajikistan (AFOT), Business Incubator of Tajikistan	Capacity building on business planning, food safety standards, resource efficiency, and Environmental and Social Management Systems (ESMS)
Implementation Support Entities	Grant Management Company, Public Organization "Zamonat"	Enterprise safeguards compliance verification and partial loan guarantee administration

2.4 Technical Partners and Service Providers

Technical partners and service providers bring specialized expertise supporting project implementation:

- Association of Veterinarians: Community Animal Health Worker training and veterinary graduate professional support
- Community Facilitators: Social mobilization, participatory planning, safeguards screening, and grievance intake
- Construction Contractors: Infrastructure development under Sub-component 2.1
- Non-Governmental Organizations and Civil Society Organizations: Vulnerable group outreach and capacity development

2.5 Development Partners

The International Fund for Agricultural Development (IFAD) provides project financing, technical supervision, and SECAP oversight. The Adaptation Fund supports climate adaptation financing for DRS and Kohistoni Mastchoh districts. The project coordinates with the World Bank, Asian Development Bank, United Nations Development Programme (UNDP), Food and Agriculture Organization (FAO), World Food Programme (WFP) and GIZ to ensure complementarity and facilitate knowledge exchange.

3. Vulnerable and Disadvantaged Groups

Disadvantaged individuals and households are defined as those who possess certain conditions that place them at risk of marginalization or disproportionate impacts from project activities. Under AMAL, vulnerable groups include:

Vulnerable Group Category	Defining Characteristics	Vulnerability Context
Households with Limited Land	Less than 0.5 hectares of productive land	Constrained agricultural production capacity
Labour-Constrained Households	Limited or no main labour due to outmigration or illness	Reduced capacity to participate in and benefit from project activities
Economically Marginalized Households	Key labour is jobless or has limited economic opportunities	Barriers to accessing financial services and markets
Households with Care Responsibilities	Family members with chronic illness or persons with disabilities requiring daily care	Time and resource constraints limiting participation
Elderly Persons Living Independently	Elderly persons living alone with limited support networks	Reduced information access and physical capacity for participation
Young Families with Multiple Dependents	Very young couples with more than two children	Acute economic pressures and resource constraints
Ethnic Minority Communities	Uzbek, Kyrgyz, and Pamiri communities	Potential language barriers, social exclusion, and limited representation
Remote Highland Communities	Highland DRS districts with geographic isolation	Limited access to services, markets, and infrastructure

4. Strategy for Incorporating Views of Disadvantaged Groups

Feedback from vulnerable individuals and groups is essential to designing appropriate mitigation measures and ensuring equitable benefit distribution. The following approaches will be employed to ensure vulnerable groups can participate fully and their perspectives are incorporated into project design and implementation:

4.1 Notification Strategy

Identified vulnerable individuals and households will receive personal home visits for consultation invitations. Home visits enable Community Facilitators to:

- Assess living conditions and livelihood circumstances
- Evaluate potential barriers to participation
- Identify appropriate times for engagement, including evening consultations where necessary
- Make repeat visits when household members are absent during initial attempts

4.2 Consultation Methodology

The project will employ differentiated consultation formats based on the issue under discussion and target audience:

General Project Consultations
Public meetings and community-wide consultations will be conducted for general project information dissemination and feedback collection.

Targeted Focus Group Discussions
For issues specific to vulnerable or disadvantaged groups, focus group discussions will be organized with participants of homogeneous characteristics:

- Women-only groups facilitated by female facilitators
- Youth-specific consultations
- Ethnic minority groups with consultations conducted in appropriate local languages

All consultations will be conducted in Tajik, Uzbek, Kyrgyz, or Pamiri dialects as appropriate, with materials adapted for varying literacy levels to ensure language and literacy are not barriers to meaningful participation.

4.3 Feedback Incorporation Mechanism

Feedback from vulnerable groups regarding project risks, impacts, mitigation measures, and grievance redress will be systematically incorporated across all relevant project documents:

- Site-specific Environmental, Social and Climate Management Plans (ESCMPs)
- Stakeholder Engagement Plan
- Grievance Redress Mechanism procedures
- Community Action Plans

Documentation will clearly assign implementation responsibilities to relevant stakeholders, ensuring that identified concerns are addressed systematically with transparent accountability mechanisms.

5. Information Disclosure

Disclosure of relevant project information enables affected persons and stakeholders to understand project risks, impacts, and opportunities. The AMAL project will provide stakeholders with access to the following information:

5.1 Information to be Disclosed

Information Category	Specific Content
Project Scope and Scale	Purpose, nature, and scale of project activities across all components
Implementation Timeline	Duration of proposed activities including phased geographic implementation (IFAD-financed Area 1 from 2026, Adaptation Fund-financed Area 2 from 2028)
Risk and Impact Assessment	Potential risks and impacts on communities, particularly environmental, social, and climate risks, as well as proposed mitigation measures
Stakeholder Engagement Process	Envisaged stakeholder engagement process throughout project lifecycle
Grievance Procedures	Grievance redress mechanism procedures and contact information

5.2 Disclosure Channels

Information will be disclosed through multiple channels to ensure maximum accessibility:

Community-Level Channels

- Public meetings in target villages
- Information displays at district hukumat and jamoat offices
- Direct communication through Village Organizations, Pasture User Unions, and Community Facilitators

Digital Platforms

- Project website with downloadable documents
- Social media platforms for project updates

Traditional Media

- Printed materials (brochures, posters) in local languages
- Radio announcements in project districts

5.3 Document Disclosure

Key project documents including the Project Design Report, Environmental, Social and Climate Management Plan (ESCMP), Stakeholder Engagement Plan, and Grievance Redress Mechanism will be disclosed publicly in accessible formats and languages. Site-specific ESCMPs and Community Action Plans will be disclosed at village level prior to implementation approval.

6. Timing and Methods of Stakeholder Engagement

Stakeholder engagement will occur throughout project implementation cycles, with particular emphasis on stages where stakeholder feedback is critical to informing intervention strategies and mitigation measures.

6.1 Project Design Phase (Completed September-October 2025)

The following consultation activities were completed during project design:

- Design mission consultations with government agencies and development partners
- Field visits to 11 potential project districts with community-level discussions
- Separate focus group discussions with women, youth, and ethnic minorities
- Validation workshops at national and oblast levels

6.2 Project Inception Phase (First 6 Months of Implementation)

During project inception, the following stakeholder engagement activities will be conducted:

- SEP review and update with detailed stakeholder mapping
- Inception workshops at national, oblast, and district levels introducing project objectives, components, targeting criteria, safeguards, and grievance mechanisms
- Village selection consultations in 80-120 target villages across 10 Tier 1 districts
- Establishment of grievance redress mechanisms at all administrative levels
- Recruitment and training of Community Facilitators on participatory methodologies and stakeholder engagement

6.3 Implementation Phase (Years 1-7)

Engagement Activity	Frequency	Key Stakeholders
Climate-sensitive Community Action Plan Development	Year 1-2 per village	Village Organizations, Pasture User Unions, women and youth groups
Annual Planning Workshops	Annually	Pasture User Unions, Village Organizations reviewing pasture condition, climate vulnerabilities, and investment plans
Multi-Stakeholder Platform Meetings	Quarterly at district level	Implementing entities, district authorities, service providers, beneficiary representatives

Engagement Activity	Frequency	Key Stakeholders
Oblast Review Meetings	Bi-annually	All stakeholders at regional level assessing progress, challenges, and adaptive management needs
Technical Training and Awareness Campaigns	Ongoing throughout implementation	Community Facilitators, service providers, beneficiaries on animal health, food safety, climate adaptation, nutrition, labour rights, environmental stewardship
Enterprise Consultations	During business plan development	MSMEs, Business Incubator, Grant Management Company for Activity 2.2.1 financing packages including safeguards compliance verification
Women's and Youth Consultations	Quarterly	Women's groups and youth representatives ensuring priorities inform activity design
School Feeding Programme Consultations	Quarterly (parent committees); Monthly (school staff); Bi-annually (students)	School staff, parent committees, students on nutrition, food safety, and local procurement
Infrastructure Site Disclosure	Prior to construction commencement	Affected communities and district authorities with opportunities for community feedback

6.4 Monitoring and Adaptive Management (Throughout Implementation)

Monitoring Activity	Frequency	Purpose
Beneficiary Satisfaction Surveys	Quarterly	Assessment of service delivery quality, inclusion effectiveness, and grievance resolution
Stakeholder Perception Studies	Annually	Evaluation of project performance and identification of emerging concerns
Mid-term Evaluation	Year 4	Documentation of progress, outcomes, and strategic adjustments
Project Completion Evaluation	Year 7	Documentation of final outcomes, lessons learned, and sustainability pathways

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7. Roles and Responsibilities for Implementing the SEP

Effective SEP implementation requires coordinated efforts with clearly defined institutional roles across all implementation levels.

7.1 Project Management Unit (PMU)

Institutional Responsibilities:

- Overall coordination of stakeholder engagement at project and sub-project levels
- Finalization and periodic updating of SEP in consultation with implementing entities and IFAD
- Integration of stakeholder engagement activities into Annual Work Plans and Budgets
- Ensuring disclosure of project documents at all administrative levels
- Oversight of Grievance Redress Mechanism performance and effectiveness
- Timely documentation and reporting of stakeholder feedback to IFAD
- Consolidation of implementation reports into semi-annual progress reports

7.2 Implementing Entity for Component 1

Institutional Responsibilities:

- Organization and facilitation of stakeholder consultations for Sub-components 1.1, 1.2, and 1.3
- Identification and proactive engagement with vulnerable groups
- Supervision of Community Facilitators on participatory planning and inclusive engagement methodologies
- Collection and systematic documentation of stakeholder feedback during Community Action Plan development
- Support to grievance resolution at component level
- Quarterly stakeholder engagement reporting to PMU

7.3 Implementing Entity for Component 2

Institutional Responsibilities:

- Organization and facilitation of stakeholder consultations for Sub-components 2.1, 2.2, and 2.3
- Coordination with Grant Management Company, Business Incubator, AFOT, and Participating Financial Institutions on stakeholder engagement
- Infrastructure site disclosure and community consultations prior to construction
- Support to enterprise stakeholder engagement during business planning processes
- School Feeding Programme consultations with educational institutions and parent committees
- Quarterly stakeholder engagement reporting to PMU

7.4 District Authorities (Hukumat and Jamoat)

Institutional Responsibilities:

- Participation in village selection and infrastructure siting consultations
- Coordination of public meetings and information disclosure at district level
- Support to grievance resolution at local administrative level
- Quarterly reporting to implementing entities on stakeholder engagement activities and issues raised

7.5 Community Facilitators

Operational Responsibilities:

- Direct interface between project implementation structures and village-level stakeholders
- Organization of inclusive consultations with separate sessions for women, youth, and ethnic minorities
- Notification and home visits to vulnerable households
- Documentation of stakeholder feedback in consultation reports
- Grievance intake and preliminary resolution support
- Translation and interpretation services ensuring consultations in appropriate local languages
- Monthly reporting on engagement activities

7.6 Pasture User Unions and Village Organizations

Community-Level Responsibilities:

- Convening regular meetings with members regarding project activities, pasture management, and investment implementation
- Collection and documentation of member feedback and concerns
- Representation of community interests in district-level coordination forums
- Grievance intake from community members
- Quarterly reporting to Community Facilitators on engagement activities

7.7 Service Providers and Technical Partners

Technical Support Responsibilities:

- Development and delivery of information materials in appropriate formats and local languages
- Facilitation of technical consultations and thematic workshops
- Advisory support on participatory methodologies for meaningful consultation
- Documentation of consultation outcomes and recommendations
- Training and awareness-raising on stakeholder engagement and social inclusion

7.8 Coordination Mechanisms

Coordination mechanisms between PMU, implementing entities, district authorities, Community Facilitators, and service providers will be established to ensure:

- Alignment of communication messages across all implementation levels
- Efficiency in stakeholder outreach efforts
- Timely reporting of engagement results and grievance resolutions
- Adaptive management based on stakeholder feedback

8. Stakeholder Engagement Matrix

The following matrix provides detailed specifications for engagement with each stakeholder category throughout project implementation.

8.1 Smallholder Livestock Farmers and Pastoralists

Element	Details
Primary Concerns	Animal health service access, improved breeds, fodder availability, climate risks, pasture degradation, market access
Engagement Methods	Village consultations, Climate-sensitive Community Action Plan development, training sessions, Pasture User Union meetings
Information to be Disclosed	Project objectives and activities, village selection criteria, Community Action Plan process, animal health services, breed improvement opportunities, fodder support, pasture restoration techniques, GRM procedures
Engagement Frequency	Quarterly during planning phase; monthly during implementation
Responsible Entities	PMU, Implementing partners, Community Facilitators, Pasture User Unions
Implementation Timeline	Throughout project implementation

8.2 Women-Headed Households and Women Farmers

Element	Details
Primary Concerns	Excessive workload, limited decision-making authority, restricted mobility, lack of economic opportunities, land access barriers
Engagement Methods	Separate women's consultations, women's focus groups, women's committees in Village Organizations, Gender Action Learning System (GALS) methodologies
Information to be Disclosed	Women's targeting (50% minimum), labour-saving equipment, production packages (poultry, rabbits, small ruminants, kitchen gardens), dairy processing opportunities, women's enterprise financing, GRM accessibility
Engagement Frequency	Quarterly; as needed for specific issues
Responsible Entities	PMU, Implementing Entities, Community Facilitators, Women's Groups
Implementation Timeline	Throughout project implementation

8.3 Youth (Ages 15-35)

Element	Details
Primary Concerns	Limited employment opportunities, outmigration pressures, lack of start-up capital, traditional agriculture drudgery
Engagement Methods	Youth consultations, youth entrepreneurship workshops, youth participation in Village Organizations
Information to be Disclosed	Youth targeting (20-25% minimum), veterinary graduate support (40 positions), value chain entrepreneurship opportunities, youth-specific financing (30% of enterprise packages), ICT-enabled activities, GRM procedures
Engagement Frequency	Quarterly; as needed
Responsible Entities	PMU, Implementing entities, Youth Focal Point, Business Incubator of Tajikistan
Implementation Timeline	Throughout project implementation

8.4 Ethnic Minorities

Element	Details
Primary Concerns	Language barriers, social exclusion, limited representation in decision-making, potential discrimination
Engagement Methods	Consultations in local languages with interpretation, separate ethnic minority focus groups, inclusive Village Organization representation
Information to be Disclosed	Inclusive targeting and benefit distribution, multilingual materials, ethnic composition of community institutions, culturally appropriate engagement, accessible GRM
Engagement Frequency	Each consultation cycle; annually for representation review
Responsible Entities	PMU, Community Facilitators reflecting ethnic composition, Village Organizations
Implementation Timeline	Throughout project implementation

8.5 Pasture User Unions

Element	Details
Primary Concerns	Pasture degradation, overgrazing, water scarcity, unclear grazing rights, climate impacts, resource-related conflicts
Engagement Methods	Participatory pasture planning workshops, rotational grazing design, regular PUU meetings, field demonstrations
Information to be Disclosed	Pasture restoration techniques, rotational grazing schedules, carrying capacity assessments, climate-smart practices, water infrastructure support, conflict resolution mechanisms, GRM
Engagement Frequency	Quarterly; monthly during grazing season
Responsible Entities	Implementing Entities, Community Facilitators, District Agricultural Departments
Implementation Timeline	Throughout project implementation

8.6 Village Organizations

Element	Details
Primary Concerns	Benefit distribution equity, investment prioritization, vulnerable group inclusion, infrastructure operation and maintenance
Engagement Methods	Participatory wealth ranking, Community Action Plan development, investment appraisal, regular VO meetings
Information to be Disclosed	Village selection criteria, Community Action Plan process, investment eligibility and co-financing requirements, vulnerable group targeting, infrastructure maintenance responsibilities, GRM operation
Engagement Frequency	Quarterly during planning; monthly during implementation
Responsible Entities	Implementing Entity, Community Facilitators
Implementation Timeline	Throughout project implementation

8.7 District Authorities (Hukumat, Jamoat)

Element	Details
Primary Concerns	Infrastructure placement, resource allocation, coordination across implementing entities, ESCMP compliance, grievance management
Engagement Methods	Coordination meetings, joint planning workshops, infrastructure site consultations, quarterly review meetings
Information to be Disclosed	Infrastructure guidelines and prioritization criteria, co-financing arrangements, site inspection and ESCMP monitoring roles, grievance redress responsibilities, reporting requirements
Engagement Frequency	Quarterly; monthly during construction periods
Responsible Entities	PMU, Implementing entities
Implementation Timeline	Throughout project implementation

8.8 Participating Financial Institutions

Element	Details
Primary Concerns	Loan default risk, appraisal capacity for livestock sector, environmental and social risks, borrower creditworthiness
Engagement Methods	Technical working groups, Memoranda of Understanding, ESMS capacity training, credit product design workshops, quarterly coordination meetings
Information to be Disclosed	Blended financing terms (30% grant, 70% loan), partial guarantee mechanisms, pipeline of viable businesses, ESMS screening tools, Chance and Sensitive Materials (CSM) procedures, reporting requirements
Engagement Frequency	Bi-annually; as needed for product development
Responsible Entities	PMU, Implementing partners, Association of Financial Organizations of Tajikistan
Implementation Timeline	Years 1-7

8.9 Micro, Small, and Medium Enterprises

Element	Details
Primary Concerns	Market access, credit access, technical capacity gaps, food safety compliance, environmental standards, labour regulations
Engagement Methods	Business planning support, technical assistance workshops, business-to-business forums, compliance verification consultations
Information to be Disclosed	Financing package eligibility criteria (USD 50,000 maximum), 30% women and 30% youth targets, technical assistance availability, food safety and environmental compliance requirements, GRM for enterprises
Engagement Frequency	Quarterly during business planning; bi-annually during implementation
Responsible Entities	PMU, Implementing partners, Business Incubator of Tajikistan, Grant Management Company
Implementation Timeline	Years 1-7

8.10 Committee on Food Security

Element	Details
Primary Concerns	Disease surveillance coordination, veterinary service delivery, biosafety protocols, pharmaceutical management, border quarantine
Engagement Methods	Technical coordination meetings, joint planning for Activity 1.3.1, quarterly review of animal health indicators
Information to be Disclosed	Mobile veterinary laboratory specifications, young veterinarian support modality, animal identification system pilot, disease surveillance protocols, Spitamen border facility design
Engagement Frequency	Quarterly
Responsible Entities	PMU, Implementing partners, Committee on Food Security
Implementation Timeline	Throughout project implementation

8.11 Committee for Environmental Protection

Element	Details
Primary Concerns	Environmental compliance, ESIA review, protected area buffer zones, biodiversity monitoring

Element	Details
Engagement Methods	ESIA review meetings, Project Steering Committee participation, site inspection coordination, annual environmental audits
Information to be Disclosed	ESCMP framework, infrastructure environmental standards, protected area exclusions, biodiversity safeguards, monitoring requirements
Engagement Frequency	Bi-annually; as needed for ESIAs
Responsible Entities	PMU, Committee for Environmental Protection
Implementation Timeline	Throughout project implementation

8.12 School Children, Parents, and School Staff (Sub-component 2.3)

Element	Details
Primary Concerns	Nutritional quality and safety of meals, kitchen hygiene, local procurement linkages, nutrition awareness
Engagement Methods	Parent committee meetings, school staff training, student awareness sessions, procurement consultations with local suppliers
Information to be Disclosed	School selection criteria, hygienic kitchen specifications, food safety protocols, nutrition education curriculum, local supplier verification procedures, GRM for food safety concerns
Engagement Frequency	Quarterly (parent committees); Monthly (school staff); Bi-annually (students)
Responsible Entities	PMU, Implementing partners, School Feeding Coordinator, District education and health authorities
Implementation Timeline	Years 2-7

8.13 Protected Area Management Authorities

Element	Details
Primary Concerns	Biodiversity conservation, buffer zone compliance, livestock movement corridors, infrastructure encroachment risks
Engagement Methods	Consultations on infrastructure siting, biodiversity baseline assessments, bi-annual buffer zone monitoring coordination

Element	Details
Information to be Disclosed	Protected area boundaries, 5km buffer zone requirement, livestock corridor mapping, biodiversity safeguards in Community Action Plans
Engagement Frequency	Prior to infrastructure siting; bi-annually for monitoring
Responsible Entities	PMU, Implementing partners, Committee for Environmental Protection, Protected Area Management Authorities
Implementation Timeline	Throughout project implementation

8.14 Development Partners

Element	Details
Primary Concerns	Coordination and complementarity, knowledge sharing, duplication avoidance, joint approaches
Engagement Methods	Annual coordination meetings, thematic working groups, knowledge sharing workshops
Information to be Disclosed	Project geographic and thematic scope, implementation progress, safeguards approach, lessons learned, opportunities for collaboration
Engagement Frequency	Annually; as needed for specific coordination
Responsible Entities	PMU, IFAD
Implementation Timeline	Throughout project implementation

Note: This stakeholder engagement matrix will be reviewed and updated at least annually or when new sub-projects are identified, based on monitoring data, community feedback, and evolving stakeholder dynamics.

9. Grievance Redress Mechanism

9.1 Purpose and Principles

The Grievance Redress Mechanism (GRM) provides stakeholders with systematic channels to raise concerns, report problems, and seek solutions throughout the project lifecycle. An accessible, transparent, and responsive GRM is essential for building stakeholder trust, preventing conflict escalation, and enabling the project to address issues before they result in adverse impacts.

The AMAL GRM is designed according to the following principles:

Principle	Implementation Approach
Accessibility	Multiple entry points at village, district, and project levels ensuring all stakeholders can file grievances regardless of location, literacy level, or social status
Transparency	Clear procedures and timelines for grievance handling with regular communication to complainants regarding case progress
Confidentiality	Protection of complainant identity when requested, with particular safeguards for vulnerable groups
No Cost	Grievance filing is free of charge, removing financial barriers to access
Non-Retaliation	Explicit protections against retaliation for filing grievances, with enhanced safeguards for vulnerable groups
Cultural Sensitivity	Procedures adapted to local contexts, languages, and cultural norms
Gender Responsiveness	Dedicated channels for women to raise gender-sensitive concerns
Right to Legal Remedies	GRM does not prevent or delay access to judicial or administrative remedies available under national law

9.2 Scope of Grievances

The GRM accepts grievances related to any aspect of project implementation, including but not limited to:

Grievance Category	Examples of Issues
Social Issues	Exclusion from benefits, discrimination, labour rights violations, inadequate consultation, insufficient compensation, community tensions
Environmental Issues	Environmental damage, pollution, biodiversity impacts, water contamination, improper waste management, natural resource degradation
Economic Issues	Inequitable benefit distribution, problems with financing packages, market access barriers, business partnership disputes, unfair pricing
Infrastructure	Poor construction quality, safety hazards, inadequate maintenance, accessibility problems, site selection disputes
Service Delivery	Poor quality services, inappropriate service provider conduct, delays in service provision, inadequate technical assistance
Safeguards Compliance	Violations of environmental or social safeguards, inadequate mitigation measures, non-compliance with ESCMP requirements

Grievance Category	Examples of Issues
Governance	Corruption, fraud, misuse of funds, lack of transparency, conflicts of interest
Gender-Based Violence and Sexual Exploitation	Any form of gender-based violence, sexual harassment, sexual exploitation and abuse related to project activities

9.3 Grievance Entry Points

Stakeholders may file grievances through multiple channels to ensure accessibility:

Village-Level Entry Points

- Community Facilitators (verbal or written complaints during village visits or meetings)
- Village Organization leaders
- Pasture User Union representatives
- Suggestion boxes at village meeting points

District-Level Entry Points

- District Project Offices
- District hukumat and jamoat offices
- District grievance focal points

Project-Level Entry Points

- Project Management Unit grievance desk (in-person, telephone, email)
- Project website grievance submission form
- Project hotline (toll-free number)
- Written correspondence to PMU address

Anonymous Reporting Channels

- Anonymous suggestion boxes
- Anonymous online submission forms
- Third-party reporting through trusted community organizations or civil society organizations

Sensitive Issues For sensitive issues including gender-based violence, sexual exploitation and abuse, child protection concerns, or cases involving potential retaliation, complainants may:

- Contact female Community Facilitators or female staff members
- Use confidential reporting channels with enhanced protection protocols
- Seek support from civil society organizations specializing in protection issues

9.4 Grievance Filing Methods

Grievances may be submitted through the following methods:

- Verbal Submission: Through Community Facilitators, Village Organization meetings, grievance focal points, or telephone hotline
- Written Submission: Through complaint forms, letters, email, or online submissions
- Anonymous Submission: Through suggestion boxes or anonymous online forms

For stakeholders with limited literacy, Community Facilitators and grievance focal points will provide assistance in documenting complaints while maintaining complainant intent and content accuracy.

9.5 Grievance Documentation and Tracking

All grievances will be documented in Grievance Registers at village, district, and project levels with the following information:

Information Field	Description
Unique Grievance ID	Sequential numbering system ensuring tracking across levels
Date Received	Date grievance was initially submitted
Entry Point	Channel through which grievance was submitted
Complainant Information	Name and contact information (if provided; noted as "anonymous" if requested)
Complainant Demographics	Gender, age group, vulnerable group status (if disclosed and relevant)
Grievance Category	Primary category (social, environmental, economic, infrastructure, service delivery, safeguards, governance)
Grievance Description	Detailed description of issue, concern, or complaint
Location	Village, jamoat, district where issue occurred
Project Component	Relevant project component or activity
Resolution Level	Level at which grievance is being handled (village, district, project)
Actions Taken	Summary of investigation and resolution actions
Resolution Outcome	Description of final resolution or decision
Date Closed	Date case was closed

Information Field	Description
Complainant Satisfaction	Complainant feedback on resolution (if obtained)
Lessons Learned	Identified issues for systemic improvement

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Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

GHG Assessment

Mission Dates:	15/09/2025 - 01/10/2025
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Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

CATTLE (=76% of livestock emisisons in Tajikistan and AMAL activities focus more on cattle so small ruminants not included here)

		Baseline	WP	WoP
Total emissions	kgCO2-eq/year	718,048,442	932,807,692	1,033,040,884
Total emissions for milk	kgCO2-eq/year	417,094,321	505,971,912	583,932,169
Total emissions for meat	kgCO2-eq/year	300,938,267	426,814,845	449,086,751
Number of animals	#	381,829	445,344	553,009
Total Feed Intake	kg/year	907,463,400	1,144,006,990	1,305,704,780
Total meat production in carcass weight	kg/year	17,296,573	26,864,200	26,124,618
Total milk production	kg/year	91,427,333	109,712,800	127,998,267
Total protein production milk	kg/year	3,199,957	3,839,947	4,479,939
Total protein production meat	kg/year	2,741,074	4,257,304	4,140,099
CH4 enteric	kgCH4/year	19,827,770	24,842,934	28,529,210
CH4 manure	kgCH4/year	988,051	1,219,051	1,421,659
N2O manure	kgN2O/year	76,356	178,307	109,865
Emission intensity meat	CO2-eq/kg protein	109.79	100.25	108.47
Emissions intensity meat carcass weight	CO2-eq/kg CW	17.40	15.89	17.19
Emissions intensity milk	CO2-eq/kg	4.56	4.61	4.56
Tier 2 emission factor enteric CH4	kgCH4/head	51.93	55.78	51.59
Tier 2 emission factor manure CH4	kgCH4/head	2.59	2.74	2.57
Tier 2 emission factor manure N2O	kgN2O/head	0.20	0.40	0.20

Bone free meat yield = 70% of carcass weight

Protein content of the sheep meat = 21.13%

Total GHG livestock avoided over 20 years	tCO2-eq	1,002,332
Total area of pastures restored/under improved management	ha	115,762
Sequestration rate	tCO2e/ha/year	-0.99
Total sequetsration over 20 years	tCO2e/ha	2,294,017
Total emissions avoided and sequestered over 20 years	tCO2-eq	3,296,349

CASP+ results on sequestration:		**Area (ha) and other units**	**C balance (tCO_2-eq)**	**C Balance (tCO_2-eq.yr^{-1})**
Grassland	***Improved management of pastures***	**180000**	**-3567006**	**-178350**

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Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Solid/Liquid Waste Management Plan

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Near East, North Africa and Europe Division
Programme Management Department

Appendix 1: Terms of Reference and outline for Solid and Liquid Waste Management Plans

The Project Management Unit (PMU) will require a Solid and Liquid Waste Management Plan (SWMP) for each infrastructure sub-project under Components 1.3 and 2.1 involving waste-generating activities, including slaughterhouses, livestock markets, milk collection centers, veterinary posts, animal health laboratories, and small-scale processing units. The SWMP will be prepared as part of the Targeted Environmental and Social Impact Assessment (ESIA) for each sub-project and integrated into site-specific Environmental and Social Management Plans (ESMPs) to ensure compliance with IFAD SECAP, Adaptation Fund Environmental and Social Policy, national laws and regulations of Tajikistan. The PMU will review each SWMP for technical adequacy and cost-effectiveness prior to sub-project approval, and supervise implementation during construction and operation.

1. Background and Rationale

AMAL will rehabilitate and construct livestock infrastructure across 15 target districts to improve animal health services, market access, and value chain efficiency. These facilities will generate organic solid waste (animal carcasses, offal, blood, manure), liquid effluents (wastewater from slaughtering, washing, milk processing), veterinary medical waste (expired vaccines, syringes, pharmaceuticals), and general solid waste (packaging, plastics). Given that most target districts lack formal municipal waste management systems and existing facilities operate with minimal environmental controls, site-specific waste management planning is critical to prevent water pollution, soil degradation, disease transmission (zoonotic diseases such as brucellosis, anthrax), vector attraction, occupational health hazards, and community nuisance. The SWMP must be practical, affordable, and verifiable for rural contexts with limited infrastructure and institutional capacity.

2. Objectives

The SWMP will define measures to:

1. Minimize waste generation through efficient resource use and cleaner production practices
2. Segregate waste streams at source (organic/inorganic; hazardous/non-hazardous; solid/liquid)
3. Safely handle, store, and transport waste to prevent contamination and health risks
4. Treat and dispose of liquid effluents in compliance with national discharge standards and international guidelines
5. Prevent odor, vectors, and community nuisance through proper containment and timely removal
6. Protect worker health and safety through PPE, training, and safe operational procedures
7. Establish institutional arrangements for roles, responsibilities, and cost recovery mechanisms
8. Explore waste-to-resource opportunities (composting, biogas production, rendering)
9. Monitor and continuously improve performance through inspections, record-keeping, and corrective actions

3. Scope of Work

The consultant preparing the SWMP will:

3.1 Baseline Assessment

- Describe facility type, capacity, operational schedule, workforce
- For rehabilitation projects: assess existing waste management practices and infrastructure condition
- Characterize site location, environmental sensitivity (proximity to water bodies, residences), soil/groundwater conditions
- Identify applicable regulations, standards, permits

3.2 Waste Characterization and Quantification

- Identify waste streams and sources
- Estimate waste generation rates (kg/day or m^3/day) based on facility capacity and industry benchmarks
- Characterize waste composition and properties (BOD, COD, suspended solids, pathogen load)
- Assess seasonal variations

3.3 Waste Management Options Analysis

- Review feasible technologies appropriate for rural Tajikistan context:
    - Solid waste: composting, burial, biogas digestion, rendering, off-site disposal
    - Liquid waste: septic tanks, anaerobic digesters, constructed wetlands, stabilization ponds
    - Medical waste: secure storage, off-site transport to licensed incinerator
- Compare options using multi-criteria assessment (technical effectiveness, cost, land requirements, operator capacity, climate suitability, community acceptance)
- Recommend preferred solution(s) with justification
- Assess waste-to-resource opportunities (compost sales, biogas for energy, rendering by-products)

3.4 Detailed Waste Management Plan

Prepare specifications for:

Infrastructure:

- Waste segregation and storage areas (covered bins, lockable containers for medical waste)
- Wastewater treatment system (sizing calculations, dimensions, materials, construction specifications)
- Drainage system (impermeable floors, collection channels, grease traps)
- Solid waste disposal/treatment area (composting site, biogas digester, burial area)
- Site layout plan and technical drawings

Operational Procedures:

- Standard Operating Procedures (SOPs) for waste segregation, collection, storage, treatment system operation, disposal, cleaning/disinfection, spill response
- PPE requirements and worker health/safety protocols
- Odor, vector, and nuisance control measures

Monitoring and Record-Keeping:

- Performance indicators (waste quantities, treatment efficiency, effluent quality)
- Monitoring plan (parameters, frequency, responsible persons)
- Record-keeping templates (daily logs, effluent monitoring, medical waste manifests, maintenance logs)
- Reporting requirements (monthly to district hokumats and PMU; annual to environmental authorities)

3.5 Institutional Arrangements

- Define roles and responsibilities (facility operator, district hokumats, jamoat councils, private contractors, oversight bodies)
- Specify facility management arrangements and community engagement mechanisms
- Link to project GRM for community complaints

3.6 Budget and Cost Recovery

- Itemize capital costs (treatment systems, storage facilities, equipment, PPE) included in facility construction budget
- Estimate annual operating costs (labor, consumables, maintenance, disposal fees, monitoring)
- Propose cost recovery mechanisms (user fees, by-product sales, government subsidies)
- Demonstrate financial sustainability with 5-year projection

3.7 Training and Capacity Building

- Identify training needs for facility operators, waste handlers, district officers, community committees
- Develop training program on waste handling, treatment system O&M, health/safety, monitoring, regulatory compliance
- Prepare training materials (SOPs, visual aids in Tajik/Russian)

3.8 Compliance and Contingency

- Demonstrate compliance with Tajikistan standards, IFAD SECAP, IFC EHS Guidelines
- If gaps exist, propose phased compliance plan with interim measures and timeline
- Specify contingency measures for treatment system failures, extreme weather, disease outbreaks, service interruptions

4. Deliverables

The consultant will prepare a Solid and Liquid Waste Management Plan for each sub-project, including:

1. Executive Summary (2-3 pages): Key waste streams, selected management approaches, institutional arrangements, budget
2. Main Report (20-30 pages) covering:
    - Introduction and regulatory framework
    - Sub-project and site description
    - Waste characterization and quantification
    - Options analysis and selected approach
    - Detailed waste management plan (infrastructure, operations, monitoring)
    - Institutional arrangements and responsibilities
    - Budget and cost recovery
    - Training and capacity building
    - Compliance and contingency measures
3. Technical Annexes:
    - Design drawings (site layout, treatment system schematics, drainage plans)
    - Standard Operating Procedures (SOPs)
    - Monitoring forms and templates
    - Cost estimates
    - Training materials
    - Relevant regulations and permits
4. Integration into ESMP: Summary incorporated into site-specific ESMP with clear linkages to construction and operational phases

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Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 6: First (Annual) Work Plan and Budgets

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Annex 6: Annual Work Plan and Budget (AWPB) for the first 18 months

Table 1: Summary of costs by expenditure category and financier

AWPB 2027-28 Summary of costs by category and financier									
Catagory	IFAD PBAS	AF	PFIs	BEN	DISTRICTS	CEP	PIU	GOV	Total Incl. Taxes
I	282,148	-	-	-	-	-	-	45,931	328,079
II	2,473,774	-	-	2,880	266,684	41,349	-	550,030	3,334,718
III	1,571,690	839,952	-	-	-	-	-	393,298	2,804,940
IV	3,165,000	3,453,000	266,667	611,425	-	-	-	-	7,496,092
V	-	-	625,000	187,500	-	-	-	-	812,500
VI	645,209	63,461	-	-	-	51,270	166,902	82,053	1,008,896

Table 2: Summary of costs by expenditure category and financier

AWPB 2027-28 Summary of costs by category and financier									
Types of Costs	IFAD PBAS	AF	PFIs	BEN	DISTRICTS	CEP	PIU	-	Total Incl. Taxes
Investment	7,492,612	4,292,952	891,667	801,805	266,684	41,349	-	989,259	14,776,329
Operating	645,209	63,461	-	-	-	51,270	166,902	82,053	1,008,896
Total	8,137,821	4,356,413	891,667	801,805	266,684	92,619	166,902	1,071,313	15,785,224

Table 3: Summary of costs by component and financier

AWPB 2027-28 Summary of costs by component and financier									
Component	IFAD PBAS	AF	PFIs	BEN	DISTRICTS	CEP	PIU	-	Total Incl. Taxes
SC11	423,774	631,204	-	-	-	-	-	171,741	1,226,718
SC12	3,310,772	3,661,748	-	611,425	-	-	-	282,781	7,866,726
SC13	1,916,006	-	-	-	-	-	-	311,908	2,227,914
C1	5,650,552	4,292,952	-	611,425	-	-	-	766,429	11,321,358
SC21	663,315	-	-	-	266,684	-	-	119,270	1,049,269
SC22	832,545	-	891,667	187,500	-	-	-	27,275	1,938,987
SC23	95,538	-	-	2,880	-	-	-	16,022	114,440
C2	1,591,399	-	891,667	190,380	266,684	-	-	162,566	3,102,696
SC31	355,027	-	-	-	-	-	-	57,795	6,205,391
SC32	540,844	63,461	-	-	-	92,619	166,902	84,522	948,349
C3	895,871	63,461	-	-	-	92,619	166,902	142,317	1,361,171
Total	8,137,821	4,356,413	891,667	801,805	266,684	92,619	166,902	1,071,313	15,785,224

Table 4: Component 1

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025																		
	Annual Working Plan and Budget (AWPB) for the first 18 months									Total 2027 & 2028 (Incl.Tax)							excluding taxes		
Activity code	Description	Category Account	Expenditure Account	Fin. Rule	Unit	Q 2027	Q 2028	Total Quantities 2027 & 20	Unit Cost (US$)	2027	2028	Total 2027 & 2028 (Incl. Tax)	Physical contingency Rate	Foreign Exch.	Component	Tax Rate	Total cost excl. tax 2027	Total cost excl. contingencies and tax 202	Total cost excl. tax 2027&2028
									US$	US$	US$	US$	%	%		%	US$	US$	US$
	Component 1: Improving Livestock Productivity and Climate Resilience s																		
	Subcomponent 1.1. Community Action Plans Developed																		
	I. Investment Costs																		
	A. Community Mobilization /a																		
SC11	1. Feasability study for village selection/ diagnostic	III	National TA_EA	IFAD_GRANT (100%)	study	1	-	1	85,000	86,360		86,360	0.0	20.0	SC11	14.0	74,270	-	74,270
SC11	2. Contract with an NGO - community facilitators /b	III	National TA_EA	IFAD_GRANT (100%)	contract	4	-	4	100,000	406,400		406,400	0.0	20.0	SC11	14.0	349,504	-	349,504
SC11	3. Contract with an NGO - community facilitators /c	III	National TA_EA	ADAPTFUND (100%)	contract	-	7	7	100,000	-	733,958	733,958	0.0	20.0	SC11	14.0	-	631,204	631,204
	Subtotal Subcomponent 1.1. Community Action Plans Developed																		
	Subcomponent 1.2. Community Management Plans Implemented																		
	I. Investment Costs																		
	A. Community action plans																		
SC12	1. Community action plans for Khatlon -implemented by IFAD /a	IV	GRANTS_EA	IFAD_GRANT (100%)	village	-	25	25	100,000	-	2,500,000	2,500,000	0.0	0.0	SC12	0.0	-	2,500,000	2,500,000
SC12	2. Community action plans for Khatlon -beneficiary contribution /b	IV	GRANTS_EA	BEN (100%)	village	-	25	25	10,000	-	266,125	266,125	0.0	0.0	SC12	0.0	-	266,125	266,125
SC12	3. Community action plans for DRS/RRS-implemented by AF	IV	GRANTS_EA	ADAPTFUND (100%)	village	-	22	22	114,000	-	2,508,000	2,508,000	0.0	0.0	SC12	0.0	-	2,508,000	2,508,000
SC12	4. Community action plans for DRS/RRS-beneficiary contribution /c	IV	GRANTS_EA	BEN (100%)	village	-	22	22	11,400	-	250,800	250,800	0.0	0.0	SC12	0.0	-	250,800	250,800
SC12	5. Community action plans for Sughd-implemented by AF	IV	GRANTS_EA	ADAPTFUND (100%)	village	-	5	5	189,000	-	945,000	945,000	0.0	0.0	SC12	0.0	-	945,000	945,000
SC12	6. Community action plans for Sughd- beneficiary contribution /d	IV	GRANTS_EA	BEN (100%)	village	-	5	5	18,900	-	94,500	94,500	0.0	0.0	SC12	0.0	-	94,500	94,500
SC12	7. Civil work engineer	III	National TA_EA	IFAD_GRANT (100%)	month	-	4	4	1,000	-	4,194	4,194	0.0	20.0	SC12	14.0	-	3,607	3,607
SC12	8. SECAP specialist	III	National TA_EA	IFAD_GRANT (100%)	month	12	6	18	800	9,754	5,033	14,786	0.0	20.0	SC12	14.0	8,388	8,657	17,045
SC12	Community specialist	III	National TA_EA	IFAD_GRANT (100%)	month	12	6	18	800	9,754	5,033	14,786	0.0	20.0	SC12	15.0	8,388	4,328	12,716
SC12	9. DPOs (8 total) /e	III	National TA_EA	R 2,0% FOR 4), ADAPTFUND (	month	96	48	144	800	78,029	40,263	118,292	0.0	20.0	SC12	14.0	67,105	69,252	136,357
SC12	10. GIS specialist part-time	III	National TA_EA	IFAD_GRANT (100%)	month	6	6	12	800	4,877	5,033	9,910	0.0	20.0	SC12	14.0	4,194	4,328	8,522
SC12	11. Social fund (25%)	III	National TA_EA	IFAD_GRANT (100%)	per annum			-	25,603	25,603	13,736	39,339	0.0	20.0	SC12	14.0	22,019	11,813	33,831
SC12	12. Vehicles (8)	II	VEH	IFAD_GRANT (100%)	unit	8	-	8	65,000	554,736	-	554,736	5.0	50.0	SC12	32.0	377,220	-	377,220
	13. Nutrition Awareness Training for Young Women (18 to 35)																		
SC12	a. Design of Nutrition Sessions and Delivery of ToTs (5 2 hour sessions in each target village)	III	National TA_EA	ADAPTFUND (100%)	lumpsum	-	1	1	50,000	-	52,426	52,426	0.0	20.0	SC12	14.0	-	45,086	45,086
SC12	b. Training of Trainers for Village Facilitators	III	TR_EA	ADAPTFUND (100%)	lumpsum	-	10	10	10,000	-	104,851	104,851	0.0	20.0	SC12	14.0	-	90,172	90,172
SC12	c. Nutrition Awareness Training	III	TR_EA	ADAPTFUND (100%)	training	-	60	60	150	-	9,437	9,437	0.0	20.0	SC12	14.0	-	8,115	8,115
	14. Training of Trainers (ToT) for Artificial Insemination (AI)																		
SC12	a. ToT on AI /f	III	National TA_EA	ADAPTFUND (100%)	lumpsum	-	1		20,000	-	20,970	20,970	0.0	20.0	SC12	14.0	-	18,034	18,034
SC12	b. Delivering of training on AI /g	III	TR_EA	ADAPTFUND (100%)	lumpsum	-	105	105	5,000	-	55,047	55,047	0.0	20.0	SC12	14.0	-	47,340	47,340
	II. Recurrent Costs																		
SC12	**A. Operational costs for vehicles /h**	VI	VOM_EA	IFAD_GRANT (100%)	per annum	132	132	264	900	-	130,791	130,791	5.0	30.0	SC12	14.0	108,993	112,481	221,473
	Subtotal Subcomponent 1.2. Community Management Plans Implemented																		
	Subcomponent 1.3. Climate-smart animal health, breeding and feed services delivered																		
	I. Investment Costs																		
	A. Animal health																		
SC13	1. Provison 8 mobile vet labs- equipment /a	II	EQ_EA	IFAD_GRANT (100%)	lab	4	4	8	80,000	341,376	352,300	693,676	5.0	30.0	SC13	14.0	293,583	302,978	596,561
SC13	2. Training for 50 young vets	III	TR_EA	IFAD_GRANT (100%)	participant	20	20	40	5,000	101,600	104,851	206,451	0.0	20.0	SC13	14.0	87,376	90,172	177,548
SC13	3. Animal identification system including capacity development	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	-	1	1	350,000	-	385,328	385,328	5.0	30.0	SC13	14.0	-	331,382	331,382
SC13	7. Provisionf of motorbikes for the young veterianiarians	II	EQ_EA	IFAD_GRANT (100%)	unit	20	20	40	2,500	53,340	55,047	108,387	5.0	30.0	SC13	14.0	45,872	47,340	93,213
												-							
	B. Animal genetics											-							
	1. Rehabilitation of Regional Breeding Center (3 centers) -lab equipment																		-
SC13	a. Lab equipment	II	EQ_EA	IFAD_GRANT (100%)	lab	1	1	2	39,000	41,605	42,937	84,542	5.0	30.0	SC13	14.0	35,780	36,925	72,706
SC13	b. 50 AI kits	II	EQ_EA	IFAD_GRANT (100%)	lab	20	20	40	200	4,267	4,404	8,671	5.0	30.0	SC13	14.0	3,670	3,787	7,457
SC13	c. Liquid Nitrogen machine	II	EQ_EA	IFAD_GRANT (100%)	lab	1	1	2	150,000	160,020	165,141	325,161	5.0	30.0	SC13	14.0	137,617	142,021	279,638
SC13	d. AI doses	II	EQ_EA	IFAD_GRANT (100%)	lab	1,000	1,000	2,000	5	5,334	5,505	10,839	5.0	30.0	SC13	14.0	4,587	4,734	9,321
												-							
SC13	**2. Placement of dairy bulls + initial fodder at village level**	II	EQ_EA	IFAD_GRANT (100%)	unit	-	25	25	2,000	-	55,047	55,047	5.0	30.0	SC13	14.0	-	47,340	47,340
								-				-							
	C. Feed and fodder							-				-							
SC13	1. Study and work for selection and technical guidance	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	1	1	100,000	-	104,851	104,851	0.0	20.0	SC13	14.0	-	90,172	90,172
SC13	3. Equipment, including seeder and tractor	II	EQ_EA	IFAD_GRANT (100%)	e-tag	-	1.	1	50,000	-	55,047	55,047	5.0	30.0	SC13	14.0	-	47,340	47,340
SC13	5. Feed and fodder balance	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	-	1.	1	150,000	-	165,141	165,141	5.0	30.0	SC13	14.0	-	142,021	142,021
SC13	Livestock specialist	III	National TA_EA	IFAD_GRANT (100%)	month	12	12	24	800	9,754	10,066	19,819	0.0	20.0	SC13	14.0	8,388	8,657	17,045
SC13	Social fund (25%) for the livestock specialist	III	National TA_EA	IFAD_GRANT (100%)	per annum			-	2,400	2,400	2,400	4,800	0.0	20.0	SC13	14.0	2,097	2,164	4,261
	Subtotal Subcomponent 1.3. Climate-smart animal health, breeding and feed services delivered																		
	Total Component 1: Climate-smart productivity and resilience of dairy smallholder production systems																		

Table 5: Component 1 - cont.

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025															
	Annual Working Plan and Budget (AWPB) for the fir	**taxes**														
Activity co	Description	Tax (when covered by govt) 2027	Tax (when covered by govt) 2028	Tax (when covered by govt) 2027&2028	Total cost (all conting. tax included) 2027	Total cost (all conting. tax included) 2028	category	IFAD PBAS	AF	PFIs	BEN	DISTRICTS	CEP	PIU	GOV	Total Incl. Taxes
		US$	US$	US$	US$	US$										
	Component 1: Improving Livestock Productivity and Climate Resilience s															
	Subcomponent 1.1. Community Action Plans Developed															
	I. Investment Costs															
	A. Community Mobilization /a															
SC11	1. Feasability study for village selection/ diagnostic	12,090	-	12,090	86,360	-	III	74,270							12,090	86,360
SC11	2. Contract with an NGO - community facilitators /b	56,896	-	56,896	406,400	-	III	349,504							56,896	406,400
SC11	3. Contract with an NGO - community facilitators /c	-	102,754	102,754	-	733,958	III		631,204						102,754	733,958
	Subtotal Subcomponent 1.1. Community Action Plans Developed															
	Subcomponent 1.2. Community Management Plans Implemented															
	I. Investment Costs															
	A. Community action plans															
SC12	1. Community action plans for Khatlon -implemented by IFAD /a	-	-	-	-	2,500,000	IV	2,500,000							-	2,500,000
SC12	2. Community action plans for Khatlon -beneficiary contribution /b	-	-	-	-	266,125	IV				266,125				-	266,125
SC12	3. Community action plans for DRS/RRS-implemented by AF	-	-	-	-	2,508,000	IV		2,508,000						-	2,508,000
SC12	4. Community action plans for DRS/RRS-beneficiary contribution /c	-	-	-	-	250,800	IV				250,800				-	250,800
SC12	5. Community action plans for Sughd-implemented by AF	-	-	-	-	945,000	IV		945,000						-	945,000
SC12	6. Community action plans for Sughd- beneficiary contribution /d	-	-	-	-	94,500	IV				94,500				-	94,500
SC12	7. Civil work engineer	-	587	587	-	4,194	III	3,607							587	4,194
SC12	8. SECAP specialist	1,366	1,409	2,775	9,754	10,066	III	17,045							2,775	19,819
SC12	Community specialist	1,366	1,409	2,775	9,754	5,737	III	12,716							2,775	15,491
SC12	9. DPOs (8 total) /e	10,924	11,274	22,198	78,029	80,526	III	136,357							22,198	158,555
SC12	10. GIS specialist part-time	683	705	1,387	4,877	5,033	III	8,522							1,387	9,910
SC12	11. Social fund (25%)	3,584	1,923	5,507	25,603	13,736	III	33,831							5,507	39,339
SC12	12. Vehicles (8)	177,516		177,516	554,736	-	II	377,220							177,516	554,736
	13. Nutrition Awareness Training for Young Women (18 to 35)														-	-
SC12	a. Design of Nutrition Sessions and Delivery of ToTs (5 2 hour sessions in each target village)		7,340	7,340	-	52,426	III		45,086						7,340	52,426
SC12	b. Training of Trainers for Village Facilitators		14,679	14,679	-	104,851	III		90,172						14,679	104,851
SC12	c. Nutrition Awareness Training		1,321	1,321	-	9,437	III		8,115						1,321	9,437
	14. Training of Trainers (ToT) for Artificial Insemination (AI)								-						-	-
SC12	a. ToT on AI /f		2,936	2,936	-	20,970	III		18,034						2,936	20,970
SC12	b. Delivering of training on AI /g		7,707	7,707	-	55,047	III		47,340						7,707	55,047
	II. Recurrent Costs			-											-	-
SC12	**A. Operational costs for vehicles /h**	17,743	18,311	36,054	126,736	130,791	VI	221,473							36,054	257,527
	Subtotal Subcomponent 1.2. Community Management Plans Implemented															
	Subcomponent 1.3. Climate-smart animal health, breeding and feed services delivered															
	I. Investment Costs															
	A. Animal health															
SC13	1. Provison 8 mobile vet labs- equipment /a	47,793	49,322	97,115	341,376	352,300	II	596,561							97,115	693,676
SC13	2. Training for 50 young vets	14,224	14,679	28,903	101,600	104,851	III	177,548							28,903	206,451
SC13	3. Animal identification system including capacity development	-	53,946	53,946	-	385,328	II	331,382							53,946	385,328
SC13	7. Provisionf of motorbikes for the young veterianiarians	7,468	7,707	15,174	53,340	55,047	II	93,213							15,174	108,387
															-	-
	B. Animal genetics														-	-
	1. Rehabilitation of Regional Breeding Center (3 centers) -lab equipment			-	-	-		-							-	-
SC13	a. Lab equipment	5,825	6,011	11,836	41,605	42,937	II	72,706							11,836	84,542
SC13	b. 50 AI kits	597	617	1,214	4,267	4,404	II	7,457							1,214	8,671
SC13	c. Liquid Nitrogen machine	22,403	23,120	45,522	160,020	165,141	II	279,638							45,522	325,161
SC13	d. AI doses	747	771	1,517	5,334	5,505	II	9,321							1,517	10,839
															-	-
SC13	**2. Placement of dairy bulls + initial fodder at village level**	-	7,707	7,707	-	55,047	II	47,340							7,707	55,047
															-	-
	C. Feed and fodder														-	-
SC13	1. Study and work for selection and technical guidance	-	14,679	14,679	-	104,851	III	90,172							14,679	104,851
SC13	3. Equipment, including seeder and tractor	-	7,707	7,707	-	55,047	II	47,340							7,707	55,047
SC13	5. Feed and fodder balance	-	23,120	23,120	-	165,141	II	142,021							23,120	165,141
SC13	Livestock specialist	1,366	1,409	2,775	9,754	10,066	III	17,045							2,775	19,819
SC13	Social fund (25%) for the livestock specialist	341	352	694	2,438	2,516	III	4,261							694	4,955
	Subtotal Subcomponent 1.3. Climate-smart animal health, breeding and feed services delivered															
	Total Component 1: Climate-smart productivity and resilience of dairy smallholder production systems															

Table 6: Component 2

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 30 OCTOBER 2029																		
	Annual Working Plan and Budget (AWPB) for the first 18 months									Total 2027 & 2028 (Incl.Tax)							excluding taxes		
Activity code	Description	Category Account	Expenditure Account	Fin. Rule	Unit	Q 2027	Q 2028	Total Quantities 2027 & 20	Unit Cost (US$)	2027	2028	Total 2027 & 2028 (Incl. Tax)	Physical contingency Rate	Foreign Exch.	Component	Tax Rate	Total cost excl. tax 2027	Total cost excl. contingencies and tax 20	Total cost excl. tax 2027&2028
									US$	US$	US$	US$	%	%		%	US$	US$	US$
	Component 2: Market Access, Enterprise Development, and Improved Nutrition																		
	Subcomponent 2.1. Improved public livestock infrastructure																		
	I. Investment Costs																		
SC21	**A. Feasibility study for mapping infrastructure need**	III	National TA_EA	IFAD_GRANT (100%)	study	1	-	1	20,000	20,320	-	20,320	0.0	20.0	SC21	14.0	17,475	-	17,475
	B. Small-scale slaughterhouses (6 units)																		
SC21	1. Works for small scale slaughterhouses	I	W_EA	IFAD_GRANT (100%)	unit	-	1	1	144,000	-	158,535	158,535	5.0	50.0	SC21	14.0		136,340	136,340
SC21	2. Equipment for small scale slaughterhouses	II	EQ_EA	IFAD_GRANT (100%)	unit	-	1	1	36,000	-	39,634	39,634	5.0	30.0	SC21	14.0		34,085	34,085
	C. One vet post and quarentine facility in Spitamen																		
SC21	1. Works for one vet post and quarentine facility in Spitamen	I	W_EA	IFAD_GRANT (100%)	unit	-	1	1	90,000		99,084	99,084	5.0	50.0	SC21	14.0	-	85,213	85,213
SC21	2. Equipment for for one vet post and quarentine facility in Spitamen	II	EQ_EA	IFAD_GRANT (100%)	unit	-	1	1	10,000		11,009	11,009	5.0	30.0	SC21	14.0	-	9,468	9,468
SC21	**D. Livestock markets**	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	-	2	2	50,000		110,094	110,094	5.0	30.0	SC21	14.0	-	94,681	94,681
	E. Feed and fodder storage facilities (6)																		
SC21	1. Works for feed and fodder storage facilities (6)	I	W_EA	IFAD_GRANT (100%)	unit	-	2	2	32,000		70,460	70,460	5.0	50.0	SC21	14.0	-	60,596	60,596
SC21	2. Equipment for feed and fodder storage facilities (6)	II	EQ_EA	IFAD_GRANT (100%)	unit	-	2	2	8,000		17,615	17,615	5.0	30.0	SC21	14.0	-	15,149	15,149
SC21	**F. Retail points/ pavilion**	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	-	4	4	30,000		132,113	132,113	5.0	30.0	SC21	14.0	-	113,617	113,617
SC21	**G. District contribution: land, staff and salaries /a**	II	EQ_EA	DISTRICTS (100%)	lumpsum	0.40	0.40	1	307,560	131,242	135,442	266,684	5.0	30.0	SC21	14.0	131,242	135,442	266,684
	H. Engineer for market infrastructure c2.1																		
SC21	1. Engineer for market infrastructure c2.1	III	National TA_EA	IFAD_GRANT (100%)	month	12	12	24	1,000	12,192	12,582	24,774	0.0	20.0	SC21	14.0	10,485	10,821	21,306
SC21	2. Social fund - Engineer for market infrastructure c2.1	III	National TA_EA	IFAD_GRANT (100%)	month	-	-	-		3,048	3,146	6,194	0.0	20.0	SC21	14.0	2,621	2,705	5,326
	I. Vehicles																		
SC21	Vehicle off road	II	VEH_EA	IFAD_GRANT (100%)	number	1	-	1	65,000	69,342	-	69,342	5.0	50.0	SC21	32.0	49,926	-	49,926
	II. Recurrent Costs																		
SC21	A. Vehicles O&M /b	VI	VOM_EA	IFAD_GRANT (100%)	month	12.	12.	24	900	11,521	11,890	23,412	5.0	30.0	SC21	14.0	9,908	10,226	20,134
	Subtotal Subcomponent 2.1. Improved public livestock infrastructure																		
	Subcomponent 2.2. Enterprise Development and Access to Finance along the Livestock Value Chains																		
	I. Investment Costs																		
	A. Financial packages																		
SC22	1. Grant Manager Committee (GMC)	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	25	25	790	-	20,708	20,708	0.0	20.0	SC22	14.0	-	17,809	17,809
SC22	2. Grant	IV	GRANTS_EA	IFAD_GRANT (100%)	grant	-	25	25	25,000	-	625,000	625,000	0.0	0.0	SC22	0.0	-	625,000	625,000
SC22	3. Loans	V	CREDIT_EA	PFIS (100%)	loan	-	25	25	25,000	-	625,000	625,000	0.0	0.0	SC22	0.0	-	625,000	625,000
SC22	4. Beneficiary contribution /a	V	CREDIT_EA	BEN (100%)	loan	-	25	25	7,500	-	187,500	187,500	0.0	0.0	SC22	0.0	-	187,500	187,500
	B. Technical Assistance (TA)																		
SC22	1. Technical Assitance for the PFIs	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	0.35	0	250,000	-	91,745	91,745	0.0	20.0	SC22	14.0	-	78,901	78,901
SC22	2. Technical Assitance for the MSMEs	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	0.35	0	148,500	-	54,496	54,496	0.0	20.0	SC22	14.0	-	46,867	46,867
SC22	3. Entreprise development and credit specialist	III	National TA_EA	IFAD_GRANT (100%)	pers.month	12	12	24	900	10,973	11,324	22,297	0.0	20.0	SC22	14.0	9,437	9,739	19,175
SC22	4. Social fund -Entreprise development and credit specialist	III	National TA_EA	IFAD_GRANT (100%)	pers.month	-	-	-		2,743	2,831	5,574	0.0	20.0	SC22	14.0	2,359	2,435	4,794
	C. Facilitation of A2F																		
SC22	1. Guarantee fund	IV	GRANTS_EA	IFAD_GRANT (100%)	grant	-	0.20	0	200,000	-	40,000	40,000	0.0	0.0	SC22	0.0	-	40,000	40,000
SC22	2. Guarantee fund - PFIs contribution	IV	GRANTS_EA	PFIS (100%)	grant	-	0.20	0	333,333	-	266,667	266,667	0.0	0.0	SC22	0.0	-	266,667	266,667
	Subtotal Subcomponent 2.2. Support to emergence of safe, short and green value chains and milk consumption																		
	Subcomponent 2.3.Building Models for demand generation through public procurement - School feeding																		
	I. Investment Costs																		
	A. Preparatory Activities for School Feeding Programme (SFP)																		
SC23	1.SFC Coordinator	III	National TA_EA	IFAD_GRANT (100%)	pers.month	6	12	18	800	4,877	10,066	14,943	0.0	20.0	SC23	14.0	4,194	8,657	12,851
SC23	2. Social fund -SFC Coordinator (nutrition)	III	National TA_EA	IFAD_GRANT (100%)	pers.month	-	-	-		1,219	2,516	3,736	0.0	20.0	SC23	14.0	1,049	2,164	3,213
SC23	3. Contracting Service Provider for School Feeding Programme Support	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	0.20	0	55,000	-	11,534	11,534	0.0	20.0	SC23	14.0	-	9,919	9,919
	B. Development of School Plans																		
SC23	1. School Plan Development Workshops	III	TRW_DA	IFAD_GRANT (100%)	workshop	-	2.	2	800	-	1,678	1,678	0.0	20.0	SC23	14.0	-	1,443	1,443
	E. Nutrition Support and Awareness																		
SC23	1. Purchase of yogurt for school programme	II	EQ_EA	IFAD_GRANT (100%)	unit	-	117,000	117,000	1	-	66,981	66,981	5.0	30.0	SC23	14.0	-	57,604	57,604
SC23	3. Purchase of yogurt for school programme from philanthropic organization /a	II	EQ_EA	BEN (100%)	unit	-	5,850	5,850	1	-	3,349	3,349	5.0	30.0	SC23	14.0	-	2,880	2,880
	II. Recurrent Costs																		
	A. Monitoring and Evaluation																		
SC23	1. Travel	VI	VOM_EA	IFAD_GRANT (100%)	lumpsum	-	0.25	0	44,400	-	12,220	12,220	5.0	30.0	SC23	14.0	-	10,510	10,510
	Subtotal Subcomponent 2.3. Building Models for demand generation through public procurement - School feeding																		
	Total Component 2: Enterprise Development and Access to Finance along the Livestock Value Chains																		

Table 7: Component 2 -cont.

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 30 OCTOBER 2029																
	Annual Working Plan and Budget (AWPB) for the fir	**taxes**															
Activity co	Description	Tax (when covered by govt) 202	Tax (when covered by govt) 202	Tax (when covered by govt) 2027&202	Total cost (all conting. tax included) 202	Total cost (all conting. tax included) 202	category	IFAD PBAS	AF	PFIs	BEN	DISTRICTS	CEP	PIU	GOV	Total Incl. Taxes
		US$	US$	US$	US$	US$										
	Component 2: Market Access, Enterprise Development, and Improved Nutrition															
	Subcomponent 2.1. Improved public livestock infrastructure															
	I. Investment Costs															
SC21	**A. Feasibility study for mapping infrastructure need**	2,845		2,845	20,320	-	III	17,475							2,845	20,320
								-							-	-
	B. Small-scale slaughterhouses (6 units)							-							-	-
SC21	1. Works for small scale slaughterhouses	-	22,195	22,195	-	158,535	I	136,340							22,195	158,535
SC21	2. Equipment for small scale slaughterhouses	-	5,549	5,549	-	39,634	II	34,085							5,549	39,634
															-	-
	C. One vet post and quarentine facility in Spitamen														-	-
SC21	1. Works for one vet post and quarentine facility in Spitamen	-	13,872	13,872	-	99,084	I	85,213							13,872	99,084
SC21	2. Equipment for for one vet post and quarentine facility in Spitamen	-	1,541	1,541	-	11,009	II	9,468							1,541	11,009
															-	-
SC21	**D. Livestock markets**	-	15,413	15,413	-	110,094	II	94,681							15,413	110,094
															-	-
	E. Feed and fodder storage facilities (6)														-	-
SC21	1. Works for feed and fodder storage facilities (6)	-	9,864	9,864	-	70,460	I	60,596							9,864	70,460
SC21	2. Equipment for feed and fodder storage facilities (6)	-	2,466	2,466	-	17,615	II	15,149							2,466	17,615
															-	-
SC21	**F. Retail points/ pavilion**	-	18,496	18,496	-	132,113	II	113,617							18,496	132,113
SC21	**G. District contribution: land, staff and salaries /a**	-	-	-	131,242	135,442	II					266,684			-	266,684
															-	-
	H. Engineer for market infrastructure c2.1														-	-
SC21	1. Engineer for market infrastructure c2.1	1,707	1,762	3,468	12,192	12,582	III	21,306							3,468	24,774
SC21	2. Social fund - Engineer for market infrastructure c2.1	427	440	867	3,048	3,146	III	5,326							867	6,194
	I. Vehicles														-	-
SC21	Vehicle off road	19,416	-	19,416	69,342	-	II	49,926							19,416	69,342
	II. Recurrent Costs														-	-
SC21	A. Vehicles O&M /b	1,613	1,665	3,278	11,521	11,890	VI	20,134							3,278	23,412
															-	-
	Subtotal Subcomponent 2.1. Improved public livestock infrastructure															
	Subcomponent 2.2. Enterprise Development and Access to Finance along the Livestock Value Chains															
	I. Investment Costs															
	A. Financial packages															
SC22	1. Grant Manager Committee (GMC)	-	2,899	2,899	-	20,708	III	17,809							2,899	20,708
SC22	2. Grant			-	-	625,000	IV	625,000							-	625,000
SC22	3. Loans			-	-	625,000	V			625,000					-	625,000
SC22	4. Beneficiary contribution /a			-	-	187,500	V				187,500				-	187,500
															-	-
	B. Technical Assistance (TA)														-	-
SC22	1. Technical Assitance for the PFIs	-	12,844	12,844	-	91,745	III	78,901							12,844	91,745
SC22	2. Technical Assitance for the MSMEs	-	7,629	7,629	-	54,496	III	46,867							7,629	54,496
SC22	3. Entreprise development and credit specialist	1,536	1,585	3,122	10,973	11,324	III	19,175							3,122	22,297
SC22	4. Social fund -Entreprise development and credit specialist	384	396	780	2,743	2,831	III	4,794							780	5,574
	C. Facilitation of A2F														-	-
SC22	1. Guarantee fund	-	-	-	-	40,000	IV	40,000							-	40,000
SC22	2. Guarantee fund - PFIs contribution	-	-	-	-	266,667	IV			266,667					-	266,667
																-
	Subtotal Subcomponent 2.2. Support to emergence of safe, short and green value chains and milk consumption															
	Subcomponent 2.3.Building Models for demand generation through public procurement - School feeding															
	I. Investment Costs															
	A. Preparatory Activities for School Feeding Programme (SFP)															
SC23	1.SFC Coordinator	683	1,409	2,092	4,877	10,066	III	12,851							2,092	14,943
SC23	2. Social fund -SFC Coordinator (nutrition)	171	352	523	1,219	2,516	III	3,213							523	3,736
SC23	3. Contracting Service Provider for School Feeding Programme Support	-	1,615	1,615	-	11,534	III	9,919							1,615	11,534
															-	-
	B. Development of School Plans														-	-
SC23	1. School Plan Development Workshops	-	235	235	-	1,678	III	1,443							235	1,678
															-	-
	E. Nutrition Support and Awareness														-	-
SC23	1. Purchase of yogurt for school programme	-	9,377	9,377	-	66,981	II	57,604							9,377	66,981
SC23	3. Purchase of yogurt for school programme from philanthropic organization /a	-	469	469	-	3,349	II				2,880				469	3,349
															-	-
	II. Recurrent Costs														-	-
	A. Monitoring and Evaluation														-	-
SC23	1. Travel	-	1,711	1,711	-	12,220	VI	10,510							1,711	12,220
															-	-
	Subtotal Subcomponent 2.3. Building Models for demand generation through public procurement - School feeding															-
	Total Component 2: Enterprise Development and Access to Finance along the Livestock Value Chains															

Table 8: Component 3

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025																		
	Annual Working Plan and Budget (AWPB) for the first 18 months									**Total 2027 & 2028 (Incl.Tax)**							**excluding taxes**		
	Component 3: Project Planning and Management																		
	3.1. Enabling Policy Environment																		
	I. Investment Costs																		
SC31	**A. Contract with a consultancy firm**	III	National TA_EA	IFAD_GRANT (100%)	pers.month	1	-	1	250,000	254,000	-	254,000	0.0	20.0	SC31	14.0	218,440	-	218,440
	B. Workshop for stakeholder engagement											-							
SC31	Workshop (3) for stakeholder engagement	III	TR_EA	IFAD_GRANT (100%)	workshop	1	1	2	20,000	20,320	20,970	41,290	0.0	20.0	SC31	14.0	17,475	18,034	35,510
	3.2.1. Monitoring and Evaluation & Knowledge Managemet																		
	A. Training and Workshops																		
SC31	Project inception (start-up) workshop	III	TR_EA	IFAD_GRANT (100%)	workshop	1	0	1	20,000	20,320	0	20,320	0.0	20.0	SC31	14.0	17,475	-	17,475
SC31	Training of M&E Units on GIS basics /a	III	TR_EA	IFAD_GRANT (100%)	workshop	-	1	1	1,000	-	1,049	1,049	0.0	20.0	SC31	14.0	-	902	902
SC31	Advanced M&E training for M&E Units (CEP and PCO) /b	III	TR_EA	IFAD_GRANT (100%)	workshop	-	1	1	25,000	-	26,213	26,213	0.0	20.0	SC31	14.0	-	22,543	22,543
SC31	Workshop at district level plus refresher /c	III	TR_EA	IFAD_GRANT (100%)	workshop	-	1	1	1,400	-	1,468	1,468	0.0	20.0	SC31	14.0	-	1,262	1,262
	B. Studies and Impact Assessment											-							
SC31	Baseline study /d	III	National TA_EA	IFAD_GRANT (100%)	study	30	-	30		30,480	-	30,480	0.0	20.0	SC31	14.0	26,213	-	26,213
SC31	MIS system set up and maintenance	III	National TA_EA	IFAD_GRANT (100%)	system	0.850	0.025	1	35,000	30,226	917	31,143	0.0	20.0	SC31	14.0	25,994	789	26,783
	C. Project Knowledge Management																		
SC31	Development of Knowledge products	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	0.100	0.150	0	20,000	2,134	3,303	5,436	5.0	30.0	SC31	14.0	1,835	2,840	4,675
SC31	KM Dissemination Events /Workshops for KM (donor workshop) about 40 people /e	III	TR_EA	IFAD_GRANT (100%)	lumpsum	1	-	1	1,400	1,422	-	1,422	0.0	20.0	SC31	14.0	1,223	-	1,223
	Subtotal Subcomponent 3.1. Monitoring and Evaluation (M&E) and Knowledge Management (KM)																		
	3.2.2. Project Management Unit CEP																		
	I. Investment Costs																		
	A. Office Equipment																		
	1. Central Office CEP											-							
SC32	Office and equipment	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	1	-	1	45,500	48,539	-	48,539	5.0	30.0	SC32	14.0	41,744		41,744
	B. Vehicles											-							
SC32	Vehicles (3) from CEP /a	II	VEH	CEP (100%)	number	3		3	19,000	60,808	-	60,808	5.0	50.0	SC32	32.0	41,349		41,349
	C. Technical Assistance											-							
SC32	Training on FM and procurement, etc..	III	National TA_EA	IFAD_GRANT (100%)	pers-year	1	-	1	3,000	3,048	3,146	6,194	0.0	20.0	SC32	14.0	2,621	2,705	5,326
SC32	FM software installation and support /b	III	National TA_EA	(5, 0% FOR 2), ADAPTFUND (	pers-year			-		35,560	3,538	39,098	0.0	20.0	SC32	14.0	30,582	3,042	33,624
	II. Recurrent Costs																		
	A. Salaries																		
SC32	CEP Project Coordinator	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	1,200	14,630	7,549	22,180	0.0	0.0	SC32	0.0	14,630	7,549	22,180
SC32	M&E specialist	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	1,000	12,192	6,291	18,483	0.0	0.0	SC32	0.0	12,192	6,291	18,483
SC32	M&E assistant	VI	SA_EA	CEP (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Financial management specialist	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	1,000	12,192	6,291	18,483	0.0	0.0	SC32	0.0	12,192	6,291	18,483
SC32	Accounting assistant	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Procurement specialist	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	1,000	12,192	6,291	18,483	0.0	0.0	SC32	0.0	12,192	6,291	18,483
SC32	Procurement assistant	VI	SA_EA	CEP (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Gender specialist	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Assistant/translator	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	700	8,534	4,404	12,938	0.0	0.0	SC32	0.0	8,534	4,404	12,938
SC32	Drivers (3) /c	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	36	18	54	350	12,802	6,606	19,407	0.0	0.0	SC32	0.0	12,802	6,606	19,407
SC32	Office Cleaner	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	200	2,438	1,258	3,697	0.0	0.0	SC32	0.0	2,438	1,258	3,697
SC32	Social Fund (PMU Staff) /d	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month					28,499	14,705	43,204	0.0	0.0	SC32	0.0	28,499	14,705	43,204
	B. Office Running Costs																		
SC32	1. Operarional costs - O&M	VI	VOM_EA	(3, 0% FOR 4), ADAPTFUND (0	lumpsum	12	6	18		19,202	9,908	29,111	5.0	30.0	SC32	14.0	16,514	8,521	25,035
SC32	2. Office rent /e	VI	VOM_EA	CEP (100%)	month	12	6	18		16,642	8,587	25,229	5.0	30.0	SC32	14.0	14,312	7,385	21,697
	Subtotal Subcomponent 3.4. Project Management Unit CEP																		
	3.2.3. Project Management Unit PIU																		
	I. Investment Costs																		
	A. Office Equipment																		
	1. Central Office PIU																		
SC32	Office furnitute	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	1	-	1	25,000	26,670	-	26,670	5.0	30.0	SC32	14.0	22,936		22,936
SC32	Office and equipment	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	1	-	1	28,000	29,870	-	29,870	5.0	30.0	SC32	14.0	25,689		25,689
	C. Technical Assistance																		
SC32	Training on FM and procurement, etc..	III	National TA_EA	IFAD_GRANT (100%)	pers-year	1	1	2	3,000	3,048	3,146	6,194	0.0	20.0	SC32	14.0	2,621	2,705	5,326
SC32	FM software installation and support /b	III	National TA_EA	IFAD_GRANT (100%)	pers-year	1	-	1	15,000	15,240	-	15,240	0.0	20.0	SC32	14.0	13,106	-	13,106
	II. Recurrent Costs																		
	A. Salaries																		
SC32	PIU Project Coordinator	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	1,200	14,630	7,549	22,180	0.0	0.0	SC32	0.0	14,630	7,549	22,180
SC32	Senior M&E specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	900	10,973	5,662	16,635	0.0	0.0	SC32	0.0	10,973	5,662	16,635
SC32	M&E assistant	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Procurement specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	1,000	12,192	6,291	18,483	0.0	0.0	SC32	0.0	12,192	6,291	18,483
SC32	Procurement assistant	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Financial management specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Disbursement assistant	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	K&M and Communication Specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	SECAP/Gender and social inclusion specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Assistant/translator	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	700	8,534	4,404	12,938	0.0	0.0	SC32	0.0	8,534	4,404	12,938
SC32	Drivers (1 person)	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	350	4,267	2,202	6,469	0.0	0.0	SC32	0.0	4,267	2,202	6,469
SC32	Social Fund (PMU Staff) /d	VI	SA_EA	IFAD_GRANT (100%)	pers-month	1	0.5	2	19,350	27,280	14,076	41,356	0.0	0.0	SC32	0.0	27,280	14,076	41,356
	B. Allowances for trips											-							
SC32	International travels	VI	OP_EA	IFAD_GRANT (100%)	lumpsum	-	1	1	14,000	0	15,413	15,413	5.0	30.0	SC32	14.0	-	13,255	13,255
	B. Office Running Costs																		
SC32	1. Operarional costs - O&M	VI	OP_EA	IFAD_GRANT (100%)	lumpsum	12	6	18	1,500	19202.4	9,908	29,111	5.0	30.0	SC32	14.0	16,514	8,521	25,035
SC32	2. Office rent /e	VI	OP_EA	PIU (100%)	month	12	6	18	10,000	128,016	66,056	194,072	5.0	30.0	SC32	14.0	110,094	56,808	166,902
	Subtotal Subcomponent 3.4. Project Management Unit PIU																		

Table 9: Component 3 - cont.

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025																
	Annual Working Plan and Budget (AWPB) for the fir	**taxes**															
	Component 3: Project Planning and Management																
	3.1. Enabling Policy Environment																
	I. Investment Costs																
SC31	**A. Contract with a consultancy firm**	35,560	-	35,560	254,000	-	III	218,440							35,560	254,000	
															-	-	
	B. Workshop for stakeholder engagement														-	-	
SC31	Workshop (3) for stakeholder engagement	2,845	2,936	5,781	20,320	20,970	III	35,510							5,781	41,290	
	3.2.1. Monitoring and Evaluation & Knowledge Managemet																
	A. Training and Workshops																
SC31	Project inception (start-up) workshop	2,845	-	2,845	20,320	-	III	17,475							2,845	20,320	
SC31	Training of M&E Units on GIS basics /a	-	147	147	-	1,049	III	902							147	1,049	
SC31	Advanced M&E training for M&E Units (CEP and PCO) /b	-	3,670	3,670	-	26,213	III	22,543							3,670	26,213	
SC31	Workshop at district level plus refresher /c	-	206	206	-	1,468	III	1,262							206	1,468	
								-							-	-	
	B. Studies and Impact Assessment							-							-	-	
SC31	Baseline study /d	4,267	-	4,267	30,480	-	III	26,213							4,267	30,480	
SC31	MIS system set up and maintenance	4,232	128	4,360	30,226	917	III	26,783							4,360	31,143	
								-							-	-	
	C. Project Knowledge Management							-							-	-	
SC31	Development of Knowledge products	299	462	761	2,134	3,303	II	4,675							761	5,436	
SC31	KM Dissemination Events /Workshops for KM (donor workshop) about 40 people /e	199	-	199	1,422	-	III	1,223							199	1,422	
															-	-	
	Subtotal Subcomponent 3.1. Monitoring and Evaluation (M&E) and Knowledge Management (KM)															-	
	3.2.2. Project Management Unit CEP																
	I. Investment Costs																
	A. Office Equipment																
	1. Central Office CEP															-	
SC32	Office and equipment	6,796	-	6,796	48,539	-	II	41,744							6,796	48,539	
	B. Vehicles														-	-	
SC32	Vehicles (3) from CEP /a	19,458	-	19,458	60,808	-	II						41,349		19,458	60,808	
	C. Technical Assistance														-	-	
SC32	Training on FM and procurement, etc.	427	440	867	3,048	3,146	III	5,326							867	6,194	
SC32	FM software installation and support /b	4,978	495	5,474	35,560	3,538	III	33,624							5,474	39,098	
															-	-	
	II. Recurrent Costs														-	-	
	A. Salaries														-	-	
SC32	CEP Project Coordinator	-	-	-	14,630	7,549	VI	14,630	7,549						-	22,180	
SC32	M&E specialist	-	-	-	12,192	6,291	VI	12,192	6,291						-	18,483	
SC32	M&E assistant	-	-	-	9,754	5,033	VI						14,786		-	14,786	
SC32	Financial management specialist	-	-	-	12,192	6,291	VI	12,192	6,291						-	18,483	
SC32	Accounting assistant	-	-	-	9,754	5,033	VI	9,754	5,033						-	14,786	
SC32	Procurement specialist	-	-	-	12,192	6,291	VI	12,192	6,291						-	18,483	
SC32	Procurement assistant	-	-	-	9,754	5,033	VI						14,786		-	14,786	
SC32	Gender specialist	-	-	-	9,754	5,033	VI	9,754	5,033						-	14,786	
SC32	Assistant/translator	-	-	-	8,534	4,404	VI	8,534	4,404						-	12,938	
SC32	Drivers (3) /c	-	-	-	12,802	6,606	VI	12,802	6,606						-	19,407	
SC32	Office Cleaner	-	-	-	2,438	1,258	VI	2,438	1,258						-	3,697	
SC32	Social Fund (PMU Staff) /d	-	-	-	28,499	14,705	VI	28,499	14,705						-	43,204	
															-	-	
	B. Office Running Costs														-	-	
SC32	1. Operational costs - O&M	2,688	1,387	4,076	19,202	9,908	VI	25,035							4,076	29,111	
SC32	2. Office rent /e	2,330	1,202	3,532	16,642	8,587	VI						21,697		3,532	25,229	
	Subtotal Subcomponent 3.4. Project Management Unit CEP															-	
	3.2.3. Project Management Unit PIU																
	I. Investment Costs																
	A. Office Equipment																
	1. Central Office PIU																
SC32	Office furnitute	3,734	-	3,734	26,670	-	II	22,936							3,734	26,670	
SC32	Office and equipment	4,182	-	4,182	29,870	-	II	25,689							4,182	29,870	
	C. Technical Assistance															-	
SC32	Training on FM and procurement, etc.	427	440	867	3,048	3,146	III	5,326							867	6,194	
SC32	FM software installation and support /b	2,134	-	2,134	15,240	-	III	13,106							2,134	15,240	
															-	-	
	II. Recurrent Costs														-	-	
	A. Salaries														-	-	
SC32	PIU Project Coordinator	-	-	-	14,630	7,549	VI	22,180							-	22,180	
SC32	Senior M&E specialist	-	-	-	10,973	5,662	VI	16,635							-	16,635	
SC32	M&E assistant	-	-	-	9,754	5,033	VI	14,786							-	14,786	
SC32	Procurement specialist	-	-	-	12,192	6,291	VI	18,483							-	18,483	
SC32	Procurement assistant			-	9,754	5,033	VI	14,786							-	14,786	
SC32	Financial management specialist	-	-	-	9,754	5,033	VI	14,786							-	14,786	
SC32	Disbursement assistant			-	9,754	5,033	VI	14,786							-	14,786	
SC32	K&M and Communication Specialist	-	-	-	9,754	5,033	VI	14,786							-	14,786	
SC32	SECAP/Gender and social inclusion specialist	-	-	-	9,754	5,033	VI	14,786							-	14,786	
SC32	Assistant/translator	-	-	-	8,534	4,404	VI	12,938							-	12,938	
SC32	Drivers (1 person)	-	-	-	4,267	2,202	VI	6,469							-	6,469	
SC32	Social Fund (PMU Staff) /d	-	-	-	27,280	14,076	VI	41,356							-	41,356	
															-	-	
	B. Allowances for trips														-	-	
SC32	International travels	-	2,158	2,158	-	15,413	VI	13,255							2,158	15,413	
															-	-	
	B. Office Running Costs														-	-	
SC32	1. Operational costs - O&M	2,688	1,387	4,076	19,202	9,908	VI	25,035							4,076	29,111	
SC32	2. Office rent /e	17,922	9,248	27,170	128,016	66,056	VI							166,902	27,170	194,072	
	Subtotal Subcomponent 3.4. Project Management Unit PIU															-	
																-	
	Total Component 3: Project Planning and Management															-	
																-	

Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 7: Financial Management Assessment

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

Detailed FM arrangements in the Project Design Report (PDR) (Annex 7)

I. Summary of Financial Management arrangements

A Financial Management assessment (FMA) of the new project has been undertaken as part of the project design in accordance with IFAD's guidelines. The objective of the FMA is to provide reasonable assurance that the project will be implemented in an environment with a sufficient financial management systems and controls. The project will be implemented by two Project Implementation Units (PMUs): the Centre for Implementation of Investment Projects (CIIP) under the Committee on Environmental Protection (CEP) and the Project Implementation Unit (PIU) within the Ministry of Finance (MOF). CIIP-CEP is one of the implementing units of the ongoing project CASP+. CEP is currently staffed with a Chief Accountant and dedicated Finance Specialists and Disbursement Specialists for each project. PIU-MOF is currently staffed with a Chief Accountant, 3 Finance Managers for ongoing projects and a Disbursement Specialist. For over a decade PIU-MOF has implemented projects financed by ADB, WB and IsDB. Under AMAL there shall be two dedicated Disbursement Specialists and two dedicated Finance Specialists working full time on this IFAD project under the supervision of the Chief Accountants at both PMUs. PIU-MOF will be the unit consolidating and submitting the financial and audit reports to IFAD. All the positions would be filled with qualified and experienced staff. A training on IFAD FM arrangements and requirements will be delivered to the finance staff at project start-up.

An accounting software integrated between the two PMUs that meets the project needs would be fully functional at start-up. This would facilitate the preparation and submission of reliable auto-generated financial reports. The budget would be integrated in the accounting software to allow for timely and proper monitoring.

Each PMU will open one separate Designated Account (in IFAD grant denominated currency) and one separate local currency account at a commercial bank, subject to the financial crime screening by IFAD Financial Controllers Division and eventually to IFAD clearance. The project will be withdrawing advances on quarterly basis based on the cash forecasts prepared for six months. In addition, the project will be justifying actual expenditures on quarterly basis.

The external audit will be conducted on annual basis in accordance with the International Standards of Auditing by a private audit firm in line with IFAD Financial Reporting and Auditing Handbook.

II. Project financial profile

The total project cost is estimated at US$44.40 million, to be disbursed over seven-year period. It includes an IFAD grant of US$18.92 million, Additional Climate Contribution (ACC) of US$0.80 million, beneficiary contribution of US$2.86 million, Participating Financial Institutions (PFIs) contribution of US$8.79 million, and government contribution of US$2.33 million in taxes. The districts will provide US$0.34 million, CEP will provide US$0.30 million, and PIU will provide US$0.85 million. IFAD Financing is provided under the Performance-Based Allocation System (PBAS) resources. IFAD will also assist the Government in securing financing of US$9.22 million from the Adaptation Fund.

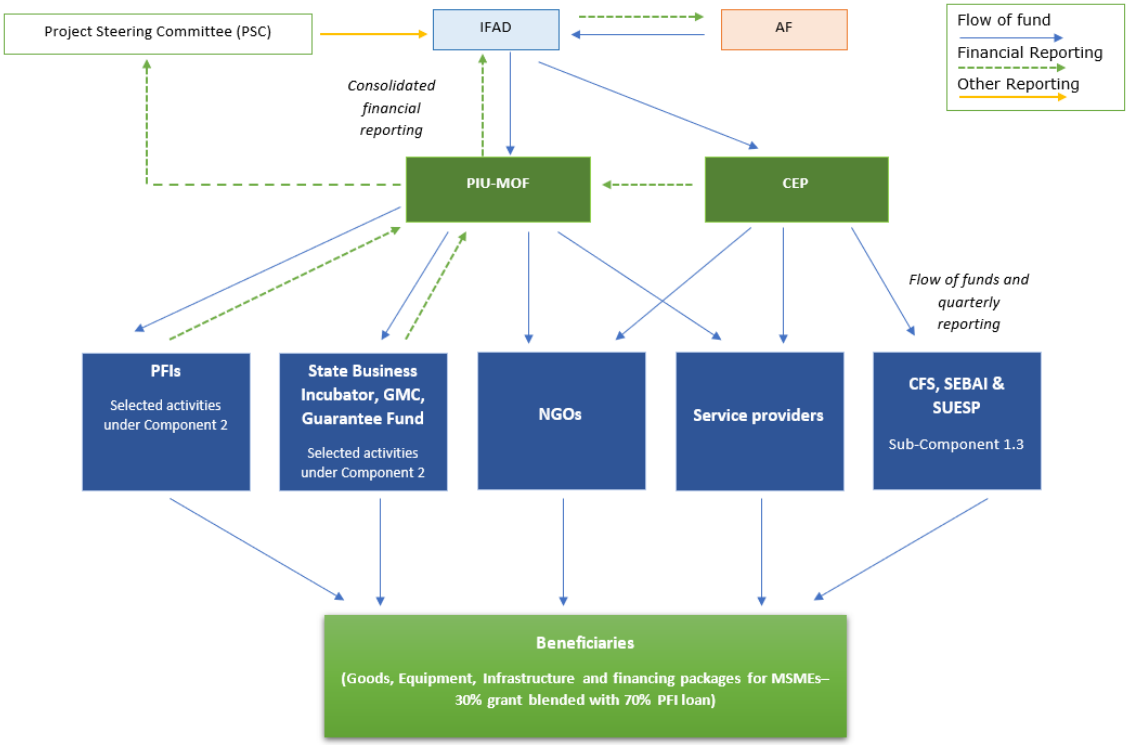
The investment cost to recurrent cost ratio is 90:10. Under investment cost the main project categories will include goods, equipment & materials; technical assistance, training & workshops; works; grants & subsidies and Credit lines. Credit lines are not funded from IFAD or AF financing and will be co-financed by the PFIs and the contributions of beneficiaries within the blended financial package. Lines of credits, grants & subsidies and training & workshops would require regular monitoring during the implementation to ensure that funds are used for intended purposes.

Project has the option of pre-financing tool to ensure that there are funds available for implementation readiness such as start-up costs where funds could be withdrawn immediately upon the entry of force of the Financing Agreement to fund readiness activities. In case the government will decide to use this tool, it must be agreed in the final version of the Project Design Document. The implementation readiness activities should include cost of installing/configuring AMAL modules in an integrated 1C software and recruitment of dedicated project FM staff within CEP and PIU for IFAD project.

A. Implementation arrangements

The Ministry of Agriculture (MOA) is Lead Project Agency (LPA), with implementation responsibilities for AMAL project shared with the CIIP-CEP and PIU-MOF. CEP is one of the implementing entities in the ongoing IFAD-finance project CASP+. Even though PIU-MOF has extensive experience in implementing projects financed by major IFIs in Tajikistan, particularly World Bank, ADB and IsDB, this will be the first IFAD project for them to implement. PIU finance team would require customized training at start-up on IFAD FM guidelines and processes. The project will cover 15 districts in the Oblasts of Khatlon, Sughd and the Districts of Republican Subordination (DRS). Central project offices will be located in Dushanbe in PIU-MOF and CIIP-CEP for the day-to-day management and implementation of project activities, with three regional offices in each of the three selected Oblasts. Both PMUs will be staffed with core staff, including financial management staff; and regional offices will be staffed with technical staff.

In addition, dedicated credit lines will be established under agreements between the PIU-MOF and selected PFIs to provide affordable financing packages (30% grant from the project and 70% commercial loan provided by PFIs) for livestock production, processing, and value chains. A Guarantee Fund managed by the Public Organization "Zamonat", which has the authorization from the financial sector regulator – the National Bank of Tajikistan and has prior experience in providing such instruments, will offer partial credit guarantees to reduce lending risks. In parallel, a Grant Management Company (GMC) will review and assess the grant eligibility of proposed MSMEs, cooperatives, and entrepreneurs. These blended finance mechanisms will expand rural financial inclusion, strengthen enterprise competitiveness, and ensure sustainable investment in the livestock sector.



III. Financial Management Risk Assessment

A. Inherent risks:

1) Country level

The country inherent risk is high. The Republic of Tajikistan ranks 164 (out of 180 countries) according to 2024 Transparency International Corruption Perceptions Index (CPI) with a score of 19. The CPI score and the country ranking have fell back compared to 2023 score of 20 and ranking of 162. Over the last ten years, Tajikistan had high risk rating based on the CPI score. The last PEFA for Tajikistan was conducted in 2021 and published in 2022. The assessment aimed to establish a baseline for the Public Finance Management Reform Strategy (PFMRS) through 2030 and to identify areas for improvement in PFM practices.

Tajikistan's public debt is considered sustainable, anchored by the government's commitment to maintaining a medium-term fiscal deficit target of 2.5% of GDP. Despite sustainability, the risk of debt distress is high, particularly due to significant debt service obligations, limited export earnings, limited fiscal buffers and vulnerability to external shocks. Tajikistan's 22-month program under the Policy Coordination Instrument (PCI) with the IMF aims to anchor macroeconomic policies and support structural reform implementation to maintain macro-financial stability and foster more sustainable and inclusive growth.

2) Entity Level

The AMAL Project will be implemented by two PMUs: CIIP-CEP and PIU-MOF. CIIP-CEP, which also implements the ongoing IFAD-financed CASP+ project, will manage activities related to community investments and natural resource management, while PIU-MOF that has experience in implementing similar nature projects for ADB, WB and IsDB, will oversee enterprise development, market access, and consolidated financial reporting. Both PMUs are adequately staffed with experienced FM specialists dedicated to each donor-funded project, and same approach with recruitment of dedicated full-time personnel for AMAL will be applied.

3) Project Level

The Project financial management risk rating is "Substantial" but could be reduced to "Moderate" by implementing: (i) the conditions precedent to disbursement that will form part of the Financing Agreement; and (ii) the mitigation actions that are included in this PDR. AMAL will include blended credit lines with grants and the funds will follow through PFIs to the end beneficiary. Some PFIs may have limitations in internal control arrangements, internal audit, financial reporting, and risk management. Therefore, PFIs willing to participate in implementation of AMAL will be required to undergo due diligence assessment and will need to fulfil the eligibility criteria specified by IFAD to become a PFI for the project. The assessment will be performed on operational, financial and other necessary criteria defined by IFAD. Residual FM risk will be reduced once and if mitigation actions are implemented.

B. Project Control Risks

Table 2. Summary of FM Risks and mitigating actions:

Summary	Brief description of issues	Inherent Risk at design H/S/M/L	Covenants precedent to disbursement	Residual Risk H/S/M/L	Agreed Mitigation Measures
A. Inherent risk assessment pillars					

i.	Country level	The Republic of Tajikistan ranks 164 (out of 180 countries) according to 2024 Transparency International Corruption Perceptions Index (CPI) with a score of 19, which places the country in the category of High Risk.	H		N/A	
ii.	Entity level	The PIU and CEP are the designated implementing entities. CEP is one the PMUs for the ongoing CASP+ project (since 2023). PIU has extensive experience with WB, ADB and IsDB financed projects. The involvement of PFIs in implementation of the blended lines of credits and grants complicates the overall project implementation.	S		N/A	
iii.	Project level	Set up of project FM arrangements as per design is key for mitigating project risk	S		N/A	
B.	**Control risk assessment pillars**					
1.	Organization and Staffing	• Risk that recruitment and onboarding of Finance staff may be delayed, resulting in the team not being fully established before start-up as planned in the project design • Risk of a lack of knowledge of IFAD's financial management	M	-Recruitment of key staff (including the finance staff) before project start-up	M	• The Chief Accountant shall supervise all donor funded projects and the finance staff recruited under each project. There shall be a dedicated Disbursement Officer and a dedicated Finance Specialist working full time on this IFAD project at both PMUs. • Financial Management staff to be hired from the open market on a competitive basis, and each

	practices and procedures that could lead to non-compliance. • Decentralization of funds to PFIs for credit lines, grants, and the Public Organization "Zamonat" for the guarantee fund mechanism may lead to coordination challenges and increased fiduciary risk.				staff member to complete the IFAD e-learning course within 2 months of the start of the project • Clear roles and responsibilities should be developed in the MOUs/agreements with all implementing partners with focus on the reporting requirements, frequency, templates and deadlines. In addition, CEP and PIU finance staff should include clear roles and responsibilities on managing the implementing partners to ensure timely monitoring and tracking of the funds.
2. Budgeting	• Lack of timely submission of the annual work plan budget may lead to implementation delays. • Risk of lack of collaboration between the PMUs on the planning, budgeting and monitoring which could affect corrective decisions. • Risk of irregular monitoring of the AWPB and untimely decisions on budget variances due to irregular of preparation and submission of the variances reports to project management. • Component 2 includes blended financing packages (30% grant from the project and 70% commercial loan	S	Sub-condition precedent to withdrawal of Grants category only – the signature of MOUs	S	• The lead project agency to submit the draft Project AWPB to IFAD for comments no later than sixty (60) days before the start of the relevant year. • Both PMUs to prepare accurate cash forecasts, and monitor budget execution and demands, on a monthly basis to ensure that budget execution is on track, and revise the budget as needed to avoid high variances between budget and actual figures. This will be coupled with quarterly meetings between PMUs to discuss budget realization. • Upload the budget in the accounting software for timely and efficient monitoring. • Finalize the financing packages guidelines and draft MOUs, which include withdrawal procedures and the financial reporting obligations of the PFIs.

	provided by PFIs). As implementation of line of credit activities relies on demand from beneficiaries and PFIs, it is difficult to forecast annual demand at the beginning of the year, and there is a risk that annual work plans may not be realistic, which may result in high variances between actual expenditure and budget.				
3. Funds flow and Disbursement Arrangements	• Project Designated Accounts will be opened in commercial banks, which may pose a higher risk of exposure to financial crime. • Delays in opening DAs at both PMUs which could affect project liquidity. This could be due to delays in preparedness for project at the PMUs. • Risk of delayed payments to suppliers due to restrictions on foreign currency transfers. • Project will be disbursing using the report-based disbursement mechanism, hence there is a risk of inadequate cash	S	Opening of DAs for IFAD grant at both PMUs before start-up	S	• Banks where IFAD designated accounts will be open must be subject to the financial crime screening by IFAD Financial Controllers Division and eventually to IFAD clearance. • Each unit should open separate bank accounts for each finance instrument and for each financier to ensure tractability of funds before project start-up. • PFIs to open an incremental account to receive funds from IFAD grant. • Tajikistan projects use the Direct payment method in case payment is above the threshold specified in the FMFCL to facilitate procuring some equipment internationally (especially equipment that is not available locally). • Provide training to finance staff on the report-based disbursement mechanism at project start-up

	forecast due to lack of cash forecast skills.				• Analyse cash forecasts versus actual cash outflow for each quarter to enhance cash management skills. • Procurement, finance and technical teams work together with the Project Coordinator on the preparation of cash forecasts at both PMUs
4. Internal Controls	• Lack of internal audit function within PIU. • Risk that internal control measures at project level are affected by the finance staff turnover and/or qualifications. • Risk of incomplete documentation or in the readiness of the Project supporting documents due to the finance staff turnover and knowledge of IFAD requirements. • Lack of internal controls and monitoring regarding the lines of credit/grants and guarantee funds mechanism.	S	Finalization of the PIM	S	• The PIU to consider hiring an internal audit service provider to perform spot checks on the use of funds by intended beneficiaries. • A comprehensive financial procedures manual to be formulated in the PIM as part of the start-up phase. The manual should include detailed internal control arrangements, including loans/grants and guarantee fund mechanism. • Checklist of documentation should be available for each type of expenditure, to be included in the PIM and to be readily available at the PMU office for the use of new Finance staff. • PIU to conduct a due diligence procedure on potential PFIs prior to signing the MOUs to ensure that PFIs have the satisfactory internal control and financial management structure to implement the activities.
5. Accounting and Financial Reporting	• Late configuration and/or procurement of an accounting software due to delays in both PMUs preparedness. • Low reliability of the project financial	S	Installation/ configuration of the 1C accounting software (8.3)	S	• Both PMUs jointly agree on the purchase/customization of accounting software specifications with IFAD. • Automation of the IFRs templates in the accounting software at the time of purchase/configuration. • Finalize accounting software set-up at project start-up.

	reports due to lack of new staff experience. • Delayed submission of interim financial reports. • Risk of PFI's non-compliance with financial reporting requirements				• Training to the new finance staff on the IFRs preparation at project start-up • Project to follow accounting standards acceptable to IFAD. • There shall be quarterly financial reporting from PFIs monitored by both the Enterprise Development and Credit Specialist and the Finance Manager at PIU-MOF
6. External Audit	• Risk of lack of understanding of IFAD requirements and General Conditions which could lead to not focusing on IFAD eligibility criteria. • Risk of delayed audit submission that could results from several factors such as staff qualifications, turnover, readiness of documents and reports.	M		M	• An independent private audit firm to be hired by the project to undertake external audits in accordance with International Standards on auditing (ISAs) and IFAD requirements. • External audit terms of reference (TOR) to include lines of credit, guarantee fund activities, and grants including end use review, and field visits for an appropriate sample of end beneficiaries based on the control risk assessment to determine if funds provided were used for intended purposes • Clear the audit TOR with IFAD at project start-up to ensure understating of audit scope and requirements. • Share and discuss the cleared audit TOR with the auditors and include it as an annex to the contract. • Auditors contract to be signed for multiple years subject to satisfactory performance.
Overall FM Risk @ design	Overall FM risks relate to delays in both PMUs readiness at start-up, including late recruitment of finance staff, delayed installation/configuration	S		S	To mitigate these risks, the Government may use the project start-up cost to initiate key start-up activities early, including staff recruitment, accounting software configuration, and initial training once the Financing Agreement

	of the accounting software, and late preparation of the first AWPB. Additional risks include limited internal audit coverage at PIU-MOF and potential weaknesses in managing funds under the credit lines, grants, and guarantee mechanisms.				enters into force. The FM Manual will clearly define internal control and reporting procedures, and an independent internal audit service provider will be engaged to perform regular reviews and spot checks to strengthen overall fiduciary oversight.

IV. Financial Management and Disbursement Arrangements

1) Financial management organization and staffing

The implementing entities for the project are the CIIP-CEP and PIU under MOF, both following national financial rules and regulations. Each PMU will have a central office in Dushanbe supported by regional offices. The Financial Management Units within CIIP-CEP and PIU-MOF each are currently staffed with a Chief Accountant supervising all donor-funded projects and dedicated finance staff recruited under each project. Within AMAL there should be a full-time Finance Specialist and Disbursement Officer with relevant finance and accounting educational backgrounds and experience in donor-funded projects under each implementing entity. FM staff will be recruited from the open market on a competitive basis due to limited availability of skilled accounting professionals. FM staff contracts will be subject to IFAD's no objection and they will be required to complete the IFAD FM e-learning course within two months of project start-up.

The project will include several types of implementing partners and agreements under its three components:

i. Component 1: This component will be implemented by the CIIP-CEP in coordination with local governments, NGOs, and community organizations such as Pasture Users Unions (PUUs) and Village Organizations. Technical inputs will be provided under MOUs with CFS, SEBAI, and SUESP. CEP will manage procurement and disbursements directly to suppliers and service providers, ensuring delivery and compliance through physical and financial monitoring.

ii. Component 2: PIU-MOF will lead implementation in partnership with District Governments, PFIs, and private sector actors. Activities include livestock market infrastructure, enterprise and MSME financing, and support to the School Feeding Programme with the Ministry of Education. Key partners—Grant Management Company (GMC), Business Incubator of Tajikistan, AFOT, and Zamonat—will oversee grants, business development, and credit facilitation under agreed eligibility and reporting procedures.

iii. Component 3: MOA, in coordination with MOF, will oversee policy development and project governance, including preparation of a National Livestock Strategy and management of M&E and knowledge activities. PIU-MOF and CEP will handle overall coordination, financial management, and reporting, with PIU being one consolidating the financial reporting to IFAD.

All implementing partners will operate under formal MOUs or service contracts subject to IFAD no-objection. Annual financial management self-assessments will be required to ensure sound FM practices and arrangements of all involved partners. If needed, PIU-MOF or CEP (with IFAD assistance) will identify, and address identified shortcomings. In addition, the MOUs will stipulate the requirement that partners employ qualified/ experienced accountants for the duration of the project (if applicable).

2) **Budgeting**

The Annual Work Plan & Budgets (AWPBs) will be prepared in accordance with IFAD guidelines based on procurement plan and planned credit lines and grants activities. Both PMUs shall prepare AWPBs following a bottom-up approach by engaging line departments, regional offices, implementing partners and target beneficiaries as applicable. The AWPB will include planned expenditures (cash and in-kind separately) by financier, component and category. The AWPB should be submitted for comments no later than sixty (60) days before the beginning of the relevant year, and the annual budget will become effective after IFAD's no objection to the budget. Both PMUs may propose adjustments to the project AWPB during the relevant project year, which will become effective after acceptance by IFAD. The annual budget will be monitored on a monthly basis to allow the Project Coordinator to identify implementation issues as early as possible and come up with solutions to resolve them.

3) **Disbursement Arrangements and Flow of Funds**

The Treasury system is not used for the expenditure control of projects financed by IFIs in Tajikistan. Therefore, the project will not be using country system for this indicator and both PMUs will open and maintain designated bank accounts in USD at a commercial bank, subject to the financial crime screening by IFAD Financial Controllers Division and eventually to IFAD clearance, one to receive funds from IFAD grant and one for AF grant (per each PMU). The project will use IFAD report-based disbursement mechanism and Direct payments, in exceptional cases only and on individual payments above USD 200,000 due to restrictions on foreign currency transfers in the country. The project will be required to submit quarterly Withdrawal Applications (WAs) and Interim Financial Reports (IFRs) in ICP to justify the reporting quarter expenditures and to request additional advances based on their cash needs. Daily transfers will be made from the USD accounts to the local transit accounts based on the daily cash flow requirements. Funds will not be retained in local currency for extended periods of time in order to avoid exchange rate losses.

Before the submission of the first withdrawal application, the recipient will submit to IFAD, sufficient evidence of the authority of the persons who will sign the withdrawal applications on behalf of the government, together with the authenticated specimen signatures of each authorized person. The Borrower will request withdrawals of Financing only after all withdrawal conditions have been fully complied.

Start-up Costs: To facilitate a prompt start-up, a withdrawal may be made from the IFAD Grant to pay for expenditures related to the Project start-up before fulfilment of the conditions precedent to disbursement as soon as the Financing Agreement enters into force. The start-up activities may include inter alia: (i) Recruitment of key staff; (ii) finalizing the Project Implementation Manual including the Financial procedures, accounting and procurement manual; (iii) Preparation of the first AWPB & procurement plan; (iv) Organization of a Start-up workshop; (v) procurement/upgrading of the accounting software for the new project; etc. Start-up costs will be accounted for and included in the first set of aggregate financial statements

4) **Internal Controls**

In order to ensure proper internal control measures in place, both PMUs shall implement following actions during project implementation:

- Segregation of duties over payment and payment authorization process and access to the accounting system.
- Monthly bank reconciliation must be performed and record thereof maintained;
- Budgetary controls must be ensured for each transaction at both PMUs. Further on monthly basis, budget v/s actual report must be prepared by the FMs and shared with the Project Coordinator and Project Steering Committee for continuous project oversight;
- Fixed Asset Register shall be maintained. These assets shall be tagged and physically verified periodically by the admin section of the PMUs. Accuracy and completeness of the fixed assets register shall be verified independently periodically;
- FM team shall maintain complete documentation for each category of expenditure and it shall also conduct periodic/random inspection of partner organizations' project record to ensure that project activities/expenditure are properly documented and factually reported. Specific documentation requirements/guidance for different partner organizations are provided in the PIM.

The project will include several implementing partners, hence implementation arrangements and flow of funds should be carefully studied and followed as included in the project design document and the project implementation manual. Previous projects have been subject to ex-post review by the Chamber of Accounts and by the Agency for State Financial Control and Fight with Corruption of the Republic of Tajikistan. However, no reports were shared with IFAD.

5) **Accounting systems and Financial Reporting mechanisms**

The Project transactions shall be recorded based on acceptable accounting standards such as IPSAS Cash Basis. The accounting system shall permit allocation of expenditures in accordance with the respective components, disbursement categories, and sources of funds. Both PMUs shall:

a) maintain full set of accounts in accordance with the IFAD's requirements;
b) conduct monthly reconciliation of accounts so project accounts are reliable;
c) maintain updated Fixed Asset Register on prescribed format and conduct periodic physical inspection of assets;
d) take appropriate mitigation actions against fraud risk in its work subject to IFAD's Anti-corruption policy.

Both CEP and PIU shall ensure that they are using a reliable accounting software, customized to the project's reporting requirements (version 8.3). The accounting system should reflect all sources and uses of funds separately, project categories expenditures, components and sub-components across both spending entities ensuring traceability.

As for the financial reports, the project shall submit:

i) Interim Financial Reports (IFRs) on quarterly basis within 45 days of the period end;
ii) unaudited financial statements within 4 months of the financial year-end;
iii) audited financial statements within 6 months of the financial year-end.

The financial statements shall be prepared in full alignment with the accounting standards and as per the prevalent accounting system and would fulfill IFAD's financial reporting and auditing requirements. The finance unit at the PIU and CEP would prepare monthly management reports in order to monitor the physical and the financial performance of the project. The PIU will be responsible for the consolidation and finalization of the financial reports and for the submission of the reports on quarterly and annual basis to IFAD. The format and content of the reports will be outlined in the FMFCL and the Financial Manual.

The format and content of the reports are outlined in the Financial Manual and comply with IFAD requirements. The Interim financial reports will mainly include a cash forecast statement, sources of uses of funds statement for the DAs, DA activity statement and variances statements per quarter, year and cumulative. On the other hand, the financial statements will mainly include a Sources and Uses of Funds

Statement, classified by categories and components, sub-component and comparisons against approved budgets, statement and reconciliation of Designated Accounts and statement of Withdrawal Applications.

All financial reports shall be automatically generated from the accounting software. To this end, both PMUs would work with the accounting software service provider on customizing the reports at start up. Customization of financial reports should be included in the list of the accounting software specifications at procurement stage. It is important to have flexibility in adding and modifying reports templates in order to ensure that reliable and useful reports are being produced automatically during the project implementation period considering any changes or needs of reporting requirements.

Contractual agreements/MOUs with implementing partners (PFIs, guarantee fund) shall establish responsibility for proper accounting, documentation, financial reporting, and anti-corruption actions in line with IFAD policies, as if applicable. The funds will be disbursed to partners based on written requests and recorded as advances until such time that related expenses are justified. Based on the type of agreement and advances paid, implementing partners will be required to justify expenses on a quarterly basis by submitting a summary of transactions with supporting documentation and an accompanying bank reconciliation. Detailed procedures are outlined in the AMAL Financial Manual.

6) **Internal Audit**

The adoption of the Law on Internal Audit in the Public Sector has strengthened the internal audit framework in Tajikistan, aligning it with international standards. However, continued efforts are needed to address implementation challenges, enhance institutional capacity, and ensure reliable and transparent financial reporting across the public sector. Within the AMAL Project, both PMUs (CIIP-CEP and PIU-MOF) will adhere to the internal control requirements established by the Government of Tajikistan. An internal audit group has been established within the CEP, led by the Chief Accountant, to conduct semi-annual audits of CIIP operations, ensuring compliance with financial procedures and efficient use of funds. Audit findings are reported to the Chairperson of the CEP. To further strengthen the internal audit capacity and provide independent assurance over the effectiveness of risk management, governance, and internal control systems, the project will engage a private audit service provider. This firm will perform internal audits and spot checks on the use of project funds by implementing partners and beneficiaries, including the credit lines, grants, and guarantee fund activities. To preserve independence, the internal audit firm will report directly to the Project Steering Committee.

7) **External Audit**

In accordance with the national legislative framework, IFAD-financed projects in Tajikistan, similar to those of other IFIs, are not audited financially by the Chamber of Accounts, the country's Supreme Audit Institution. Instead, independent private audit firms are selected through a competitive process. The services of a private firm with donor project experience will be procured to perform the annual statutory audit of AMAL in line with International Auditing Standards and following the requirements as outlined in the IFAD Handbook on Financial Reporting and Auditing of IFAD-funded projects under TOR cleared by IFAD. The appointed auditor will be required to test expenses incurred by all project parties (CIIP-CEP, PIU, other implementing partners etc.) with a specific requirement to focus on the eligibility of expenditure incurred under the lines of credits and grants. A recommended auditor TOR is included in the Financial Manual.

V. Implementation Readiness

Table 3: FM Actions Summary: The actions needed to mitigate FM risks are summarised below:

	Action	Responsible Party / Person	Target Date / Covenants

1	Finalization of a comprehensive Project Implementation Manual (PIM), which is including Financial Management Section	PIU-MOF & CEP	Before project start-up
2	Experienced Financial Management staff to be hired from the open market on a competitive basis, and each staff member to complete the IFAD e-learning course within 2 months of the start of the project.	PIU-MOF & CEP	Before project start-up
3	Finalize and submit to IFAD the first AWPB for clearance	PIU-MOF & CEP	Once FA is signed
4	Open the Designated Accounts for IFAD grant	PIU-MOF & CEP	Once FA is signed
5	Sub-condition precedent to withdrawal of Grants category only – the signature of MOUs with relevant implement partners	PIU-MOF & CEP	Before disbursement under Grants & subsidies category

FM Supervision plan

The IFAD's PFM will be following up and monitoring the financial progress of the project on quarterly basis. In addition to this, PFM will be conducting an assessment on the financial management arrangements during the project implementation. A follow up on the mitigation actions identified at design and on the mitigation actions that will be identified during implementation will be done on quarterly basis.

Anticorruption and good governance framework

IFAD's anticorruption and good governance framework will be applicable to the project. Details thereon are included in the Financial Manual. IFAD will ensure that project staff will take the anticorruption training during the missions or online.

IFAD
Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 8: 18-month Procurement Plan

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

Annex 8: Preliminary Procurement Plan

No	Activity	Category	Est. cost $	Proc. Method	Pre/Post Qualification.	Envelope	Prior/post	Contractual Arrangement
1	Vehicles (8)	Goods	377,220.48	ICB	Post	1	Prior	Supply Contact
2	Provision 8 mobile vet labs- equipment /a	Goods	596,561.39	ICB	Post	1	Prior	Supply Contact
3	Animal identification system including capacity development	Goods	331,382.22	ICB	Post	1	Prior	Supply Contact
4	Provision of motorbikes for the young veterinarians	Goods	93,212.72	NS	Post	1	Prior	Supply Contact
5	Lab equipment	Goods	72,705.92	NS	Post	1	Prior	Supply Contact
6	50 AI kits	Goods	7,457.02	NS	Post	1	Post	Supply Contact
7	Liquid Nitrogen machine	Goods	279,638.15	ICB	Post	1	Prior	Supply Contact
8	AI doses	Goods	9,321.27	NS	Post	1	Post	Supply Contact
9	Placement of dairy bulls + initial fodder at village level	Goods	47,340.32	NS	Post	1	Post	Supply Contact
10	Equipment, including seeder and tractor	Goods	47,340.32	NS	Post	1	Post	Supply Contact
11	Feed and fodder balance	Goods	142,020.95	NCB	Post	1	Prior	Supply Contact
12	C52:J56	Goods	34,085.03	NS	Post	1	Post	Supply Contact
13	Equipment for one vet post and quarantine facility in Spitamen	Goods	9,468.06	NS	Post	1	Post	Supply Contact
14	Livestock markets	Goods	94,680.63	NS	Post	1	Prior	Supply Contact
15	Equipment for feed and fodder storage facilities (6)	Goods	15,148.90	NS	Post	1	Post	Supply Contact
16	Retail points/ pavilion	Goods	113,616.76	NCB	Post	1	Prior	Supply Contact
17	Vehicle off road	Goods	49,926.24	NS	Post	1	Post	Supply Contact
18	Purchase of yogurt for school programme	Goods	57,603.70	NS	Post	1	Post	Supply Contact
19	Development of Knowledge products	Goods	4,675.32	NS	Post	1	Post	Supply Contact
20	Office furniture	Goods	22,936.20	NS	Post	1	Post	Supply Contact
21	Office and equipment	Goods	25,688.54	NS	Post	1	Post	Supply Contact
22	Works for small scale slaughterhouses	Works	136,340.11	NS	Post	1	Post	Works Contract
23	Works for one vet post and quarantine facility in Spitamen	Works	85,212.57	NS	Post	1	Post	Works Contract
24	Works for feed and fodder storage facilities (6)	Works	60,595.61	NS	Post	1	Post	Works Contract
25	Feasibility study for village selection/ diagnostic	C.S.	74,269.60	QBS	REOI	2	Prior	Consulting Contract
26	Contract with an NGO - community facilitators /b	C.S.	349,504.00	QCBS	REOI	2	Prior	Consulting Contract
27	Contract with an NGO - community facilitators /c	C.S.	631,204.22	QCBS	REOI	2	Prior	Consulting Contract
28	Civil work engineer	C.S.	21,305.76	ICS	REOI	N/A	Post	Consulting Contract
29	SECAP specialist	C.S.	17,044.61	ICS	REOI	N/A	Post	Consulting Contract
30	DPOs (8 total) /e	C.S.	136,356.89	ICS	REOI	N/A	Prior	Consulting Contract
31	GIS specialist part-time	C.S.	8,522.31	ICS	REOI	N/A	Post	Consulting Contract
32	Design of Nutrition Sessions and Delivery of ToTs (5 2 hour sessions in each target village)	C.S.	45,086.02	CQS	REOI	1	Post	Consulting Contract
33	Training of Trainers for Village Facilitators	C.S.	90,172.03	CQS	REOI	1	Prior	Consulting Contract
34	Nutrition Awareness Training	C.S.	8,115.48	CQS	REOI	1	Post	Consulting Contract

35	ToT on AI /f	C.S.	18,034.41	CQS	REOI	1	Post	Consulting Contract
36	Delivering of training on AI /g	C.S.	47,340.32	CQS	REOI	1	Post	Consulting Contract
37	Training for 50 young vets	C.S.	177,548.03	QCBS	REOI	2	Prior	Consulting Contract
38	Study and work for selection and technical guidance	C.S.	90,172.03	QBS	REOI	2	Prior	Consulting Contract
39	Feasibility study for mapping infrastructure need	C.S.	17,475.20	CQS	REOI	1	Post	Consulting Contract
40	Engineer for market infrastructure c2.1	C.S.	21,305.76	ICS	REOI	N/A	Post	Consulting Contract
41	Social fund - Engineer for market infrastructure c2.1	C.S.	5,326.44	ICS	REOI	N/A	Post	Consulting Contract
42	Grant Manager Committee (GMC)	C.S.	18,936.13	CQS	REOI	1	Post	Consulting Contract
43	Technical Assistance for the PFIs	C.S.	78,900.53	QBS	REOI	2	Prior	Consulting Contract
44	Technical Assistance for the MSMEs	C.S.	46,866.91	CQS	REOI	1	Post	Consulting Contract
45	Enterprise development and credit specialist	C.S.	19,175.19	ICS	REOI	N/A	Post	Consulting Contract
46	Social fund -Enterprise development and credit specialist	C.S.	4,793.80	ICS	REOI	N/A	Post	Consulting Contract
47	Recruitment of Coordinator (nutrition)	C.S.	12,850.56	ICS	REOI	N/A	Post	Consulting Contract
48	Social fund -Recruitment of Coordinator (nutrition)	C.S.	3,212.64	ICS	REOI	N/A	Post	Consulting Contract
49	Contracting Service Provider for School Feeding Programme Support	C.S.	2,885.51	CQS	REOI	1	Post	Consulting Contract
50	School Plan Development Workshops	C.S.	57,603.70	CQS	REOI	1	Post	Consulting Contract
51	Contract with a consultancy firm	C.S.	218,440.00	QCBS	REOI	2	Prior	Consulting Contract
52	Workshop (3) for stakeholder engagement	C.S.	35,509.61	CQS	REOI	1	Post	Consulting Contract
53	Training of M&E Units on GIS basics /a	C.S.	901.72	CQS	REOI	1	Post	Consulting Contract
54	Advanced M&E training for M&E Units (CIIP-CEP and PCO) /b	C.S.	22,543.01	CQS	REOI	1	Post	Consulting Contract
55	Workshop at district level plus refresher /c	C.S.	1,262.41	CQS	REOI	1	Post	Consulting Contract
56	Baseline study /d	C.S.	26,212.80	CQS	REOI	1	Post	Consulting Contract
57	MIS system set up and maintenance	C.S.	26,783.37	CQS	REOI	1	Post	Consulting Contract
58	KM Dissemination Events /Workshops for KM (donor workshop) about 40 people /e	C.S.	1,223.26	CQS	REOI	1	Post	Consulting Contract
59	Training on FM and procurement, etc.	C.S.	5,326.44	CQS	REOI	1	Post	Consulting Contract
60	FM software installation and support /a	C.S.	13,106.40	CQS	REOI	1	Post	Consulting Contract

IFAD
Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 9: Project Implementation Manuals

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
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Near East, North Africa and Europe Division
Programme Management Department

Access to Market and Adaptation for Livestock (AMAL)

Project Implementation Manual (draft)

November 18, 2025

Cover page:

Project ID
Other reference numbers
Tajikistan
Project name: **Access to Market and Adaptation for Livestock (AMAL)**

Currency equivalents

Currency unit = Tajik Somoni (TJS)

US$ 1.0 = 11.43

Weights and measures

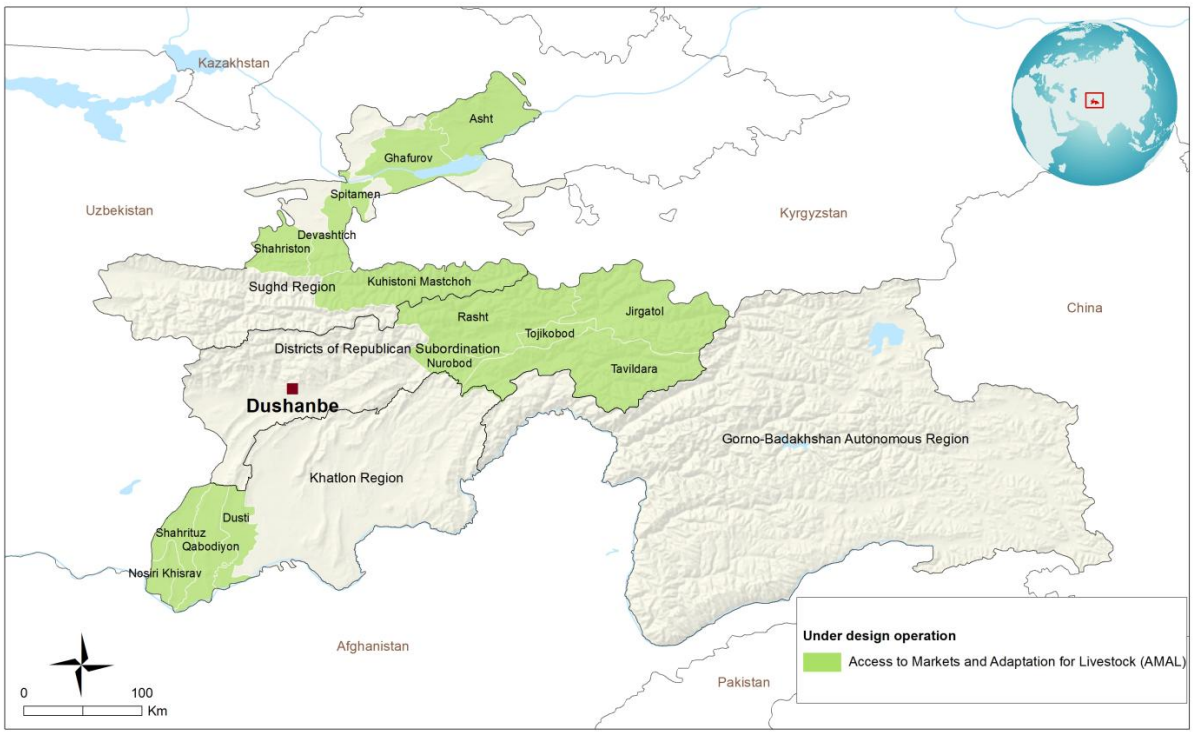
1 Kilogram = 1000 g
1000 kg = 2.204 lb
1 kilometre (km) = 0.62 mile
1 metre = 1.09 yards
1 square metre = 10.76 square feet
1 acre = 0.405 hectare
1 hectare = 2.47 acres

Abbreviations and Acronyms

ACTED	Agency for Technical Cooperation and Development
ADB	Asian Development Bank
AE	Accredited Entity
AI	Artificial insemination
AMAL	Access to Market and Adaptation for Livestock
CASP	Community-based Agricultural Support Project (phase I)
CASP+	Community-based Agricultural Support Project 'Plus'
CEP	Committee on Environmental Protection
CI	Core indicator (GCF)
CIG	Common Interest Group
CO2e	Carbon dioxide equivalent
COSOP	Country strategic opportunities programme
CsCAP	Climate-sensitive Community Action Plans
EBRD	European Bank for Reconstruction and Development
EIRR	Economic Rate of Return
EU	European Union
Ex-ACT	EX-Ante Carbon balance Tool
FAO	Food and Agriculture Organization of the United Nations
FIRR	Financial Internal Rate of Return
FFS	Farmers Field Schools
FHH	Female Headed Households
CEP	Committee on Environmental Protection
CFS	Committee on Food Security
CIIP	Centre for Implementation of Investment Projects
GBAO	Gorno-Badakhshan Autonomous Region
GCF	Green Climate Fund
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GoT	Government of Tajikistan
HH	Household
NDC	Nationally Determined Contribution
JFM	Joint Forest Management
LPDP	Livestock and Pasture Development Project
MoA	Ministry of Agriculture
MSMEs	Micro, small and medium enterprises
ND-GAIN	Notre Dame Global Adaptation Initiative
NDA	National Designated Authority (at GCF)
NIP	National Agricultural Investment Plan 2021-2030
NGO	Non-governmental organization
NRM	Natural Resources Management
OIE	World Organization for Animal Health

PAR	Portfolio at Risk
PBAS	Performance-based allocation system
PCN	Project concept note (IFAD)
PDR	Project Document Report (IFAD)
PMP	Pasture Management Plans
PMU	Project Management Unit
PSC	Project Steering Committee
PUU	Pasture Users Union
PUA	Pasture Users Associations
RBA	Rome-based Agencies (UN)
RRS	Rayons under Republican Subordination
SDC	Swiss Agency for Development and Cooperation
SEPMU	State Enterprise "Project Management Unit" Livestock and Pasture Development SFA State Forest Agency
SI	Social Inclusion
SMEs	Small and Medium Enterprises
SO	Strategic Objective
SSTC	South-South and Triangular Cooperation
TAJSTAT	Agency on statistics under the President of the Republic of Tajikistan
UN	United Nations
UNDP	UN Development Programme
USD	United States Dollar
VO	Village Organization
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization
WUA	Water Users Associations

Country Map including Project Area



IFAD

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

Map compiled by IFAD | 12-06-2025

Table of Contents

Chapter 1: This Document
1.1 Function and status
1.2 Overview of contents
1.3 Revisions log

Chapter 2: Project Description
2.1 For use in reports
2.2 Summary description for use in brochures

Chapter 3: Project Management
3.1 Management principles
3.2 Project preparation and start-up
3.3. Project actors and entities – Project governance
3.4. Project actors and entities – Project implementation
3.5. Agreements for project implementation
3.6. Social, Environmental and Climate Assessment Procedures
3.7. Targeting and Gender
3.8. Procurement
3.9 Annual Work Plan and Budget (AWPB) and Procurement Plan (PP)
3.10. Financial Management
3.11. Human Resource Management
3.12 Monitoring and Evaluation (M&E)
3.13. Knowledge Management
3.14. Reporting
3.15. Risk Management
3.16. Sustainability Strategy
3.17. Supervision and Implementation Support (SIS)

Chapter 4: Detailed Project Implementation Plan
4.1. Overview
4.2 Sequencing of Project activities by component
4.3 Project completion and closing

List of Appendices
Appendix 1: Theory of change (mandatory)
Appendix 2: Logical Framework (PDR version)
Appendix 3: 1st year Work Plan and Budget and 18-month Procurement Plan (draft)
Appendix 4: Organisational charts
Appendix 5: Terms of Reference
Appendix 6: Implementation Agreements
Appendix 7: Code of Conduct of Project Parties (2023)
Appendix 8: Financial Management Manual
Appendix 9: Monitoring and Evaluation plan
Appendix 10: RACI Matrix
Appendix 11: Reporting template
Appendix 12: Selection & Eligibility Criteria
Appendix 13: Performance Indicators Matrix
Appendix 14: School Action Plan Template

Chapter 1: This Document

1.1 Function and status

This Project Implementation Manual (PIM) is designed to serve as a comprehensive guide for the implementation of the Access to Markets and Adaptation for Livestock (AMAL) project in Tajikistan. The PIM provides a structured framework for initiating project start-up activities and for executing, monitoring, and evaluation of the project in alignment with national policies and the requirements of IFAD. By combining clear governance structures, operational guidelines, and practical tools, the manual ensures that the project is implemented efficiently, transparently, and sustainably. Its structured approach minimizes risks, enhances stakeholder coordination, and maximizes the project's long-term impact on target communities in Tajikistan.

The PIM is a living document, and it is expected to be periodically revised based on the implementation requirements as they emerge from the field. Therefore, this manual should be considered a first draft in close coordination between the Government of Tajikistan and IFAD. There are certain aspect of the project which have been outlined in the Project Design Report (PDR) such as the Project's Sustainability, Scaling and Exit which will in due course be developed into an Exit Plan and a Scaling Plan or a combined Sustainability Plan. Similarly, the Gender Strategy and the Youth Strategy will be integrated in the PIM as a Gender and a Yputh Action Plan which will be detailed in the first year of implementation by the Gender and Social inclusion Specialist.

The project places considerable emphasis on access to finance and markets and will also elaborate any specific agreements that will be put in place in partnership with the Participating Financial Institutions.

The PIM will become effective upon (i) approval by the national authority and the Project Steering Committee (PSC)) and (ii) a formal no-objection by IFAD. The PIM and its associated manuals can be revised by the PSC and a formal IFAD no-objection provided that there is a strong justification for its revision. In the case of each revision the revisions log will be updated and noted in the revisions log in section 1.3 together with justification.

1.2 Overview of contents

Chapter 1 of the PIM establishes the manual's purpose, defining its authoritative role in guiding project teams and stakeholders. It includes an overview of contents (1.2) and a revisions log (1.3) to ensure the document remains up-to-date and responsive to evolving project needs. This foundational section ensures all users understand the manual's scope and how to apply its guidelines effectively.

Chapter 2 offers a concise yet comprehensive **Project Description**, with two tailored summaries: one for formal reports (2.1) and another for public communications (2.2). These standardized descriptions ensure consistency in how the AMAL Project is presented to different audiences, from government partners to community stakeholders. By clearly articulating the project's objectives, scope, and expected outcomes, this chapter helps maintain transparency and alignment across all levels of engagement.

The heart of the manual lies in **Chapter 3**, which details **Project Management principles** and operational procedures. It begins with the governance structures (3.1–3.5), clarifying the roles of key actors and the agreements that bind them. Subsequent sections cover critical operational areas, including **social and environmental safeguards (3.6), gender-sensitive targeting (3.7), procurement (3.8), and financial management (3.10)**. Additional subsections address **human resource needs of the project for its various components, monitoring and evaluation (M&E), risk management, and sustainability strategies**, ensuring a holistic and compliant approach to implementation. Each segment provides actionable guidelines, ensuring accountability and efficiency across all project phases.

Chapter 4 translates policy into practice with a **Detailed Project Implementation Plan**, outlining the sequencing of activities by component (4.2) and steps for project closure (4.3). This chapter serves as a roadmap, ensuring coordinated execution while allowing flexibility for adaptive management.

The project framework is supported by a set of **appendices**, which include essential tools such as a Theory of Change, a Logical Framework, 1st year Work Plan and Budget and a draft 18-month Procurement Plan (draft), organizational charts, terms of reference for all key staff, implementation agreements. The **Financial Management Manual (Appendix 8), the M&E plan (Appendix 9), and the Responsible, Accountable, Consulted, Informed (RACI) Matrix (Appendix 10)** further standardize processes, while reporting templates ensure consistent documentation. The Project's Procurement Guidelines are available in a standalone separate **Procurement manual** and can be made available on request.

1.3 Revisions log

Table 1: Revisions Log

Section Changed	Description of Changes	Justification of Change requested	Approval by Government.	Approval by IFAD

Chapter 2: Project Description

2.1 For use in reports

The IFAD co-financed project titled Access to Market and Adaptation for Livestock (AMAL) aims to improve the livelihoods and conditions of livestock smallholders and pastoral communities in rural Tajikistan. The development objective of the project is to increase incomes, nutrition and resilience of targeted households through more productive and climate adapted livestock value chains. The project will be implemented over a seven-year period (2027 to 2033) at a total project cost of USD 44.36 million from development partners, Government, local participating agencies and the target group. IFAD will provide grant resources of USD 19.721M and will also assist the Government in securing financing of USD 9.22 million from the Adaptation Fund. The two main implementing agencies will be the Project Implementation Unit under the Ministry of Finance (PIU-MoF) with the Center for Implementation of Investment Projects within the Committee on Environmental Protection (CIIP-CEP) implementing natural resource management activities at the village level.

The Theory of Change of the project is anchored in the premise that if smallholder farmers and pastoral communities in rural Tajikistan gain access to improved livestock

productivity, sustainable natural resource management, and inclusive market opportunities—while integrating climate adaptation, youth, gender and nutrition sensitive approaches—then their incomes, food security, and resilience will increase. By combining **community empowerment, market-driven growth, and climate adaptation**, AMAL ensures sustainable livelihoods and long-term resilience for Tajikistan's pastoral communities.

The project adopts a community-driven approach, working through Village Organizations and Pasture Users Unions (PUUs) in close collaboration with local governments to develop and implement climate-sensitive community plans for improved livestock development and natural resource management. The project strengthens livestock value chains by improving productivity, market access, and policy frameworks while prioritizing women, youth, and climate adaptation. This will be achieved through participatory planning at the village level by strengthening institutions such as the Pasture User Unions, Village Organizations, Agriculture Production Groups to make investments in climate-smart infrastructure, support to entrepreneurs and enterprises for value addition in the livestock sector through business development, access to finance and policy support.

Goal:

Improve livelihoods for livestock smallholders and pastoral communities in alignment with Tajikistan's **National Development Strategy**.

Objectives:

1. **Increase livestock productivity** through breed improvement, animal health services, and sustainable pasture management.
2. **Strengthen market access** by supporting entrepreneurs, MSMEs, and public infrastructure (e.g., livestock markets, digital traceability).
3. **Enhance climate resilience** through adaptive natural resource management and disaster risk reduction.
4. **Foster an enabling policy environment** for livestock sector development, including GHG emissions monitoring.

Key Outcomes:

(i) Livestock agro-ecosystems are more **resilient, productive and inclusive**.
(ii) Rural **incomes, employment and nutrition** are enhanced.
(iii) A national **livestock strategy** guides the **sustainable development** of the sector

Component 1: Livestock Productivity & Climate Resilience

- Develop and implement **100 community action plans** with communities.
- Restore degraded pastures and promote climate-adaptive practices.
- Integrate **nutrition-sensitive activities** (e.g., kitchen gardens, awareness sessions).
- improve animal and herd productivity by ensuring availability and access to essential services **animal health, improving breeds and improving access to feed and piloting an animal identification system**.

Component 2: Market Access, Enterprise Development, and Improved Nutrition

- Upgrade **livestock markets, labs, slaughter houses** through public private partnerships.
- Provide **business development services, access to loans and grants** for MSMEs (30% women/youth-owned).
- Link smallholders to **school feeding programs**, creating stable demand for livestock produce.

Component 3: Policy & Project Management

- Support **National Livestock Strategy** development and GHG monitoring (FAO's GLEAM-i tool).
- Strengthen **animal traceability and food safety regulations**.
- Implement robust **M&E, knowledge management, and stakeholder coordination**.

Impact:

- **Direct beneficiaries:** 54,000 households;
- **740 enterprises supported** (30% women/youth-led), in development of business plans supporting 1480 employees and 888 provided micro-loans through credit guarantee support.
- **3,367 school children** benefitting from the meal programme and 6318 benefitting from the nutrition awareness campaigns.

2.2 Summary description for use in brochures

The project goal is to improve livelihoods and conditions of livestock small holders and pastoral communities in rural Tajikistan in alignment with the overarching objectives of the National Development Strategy. The development objective of the project will be to increase incomes, nutrition and resilience through more productive livestock-related, climate-adapted, and inclusive livestock value chains. AMAL will target women and be nutrition sensitive, youth sensitive and will be geared towards climate adaptation and mitigation. AMAL will directly benefit 54,000 households with 356,400 members across 100 villages in 15 districts in three Oblasts: DRS, Khatlon, and Sughd. The project will be implemented over a seven-year period (2027 to 2033) at a total project cost of USD 44.36 million. IFAD will provide grant resources of USD 19.721M and will also assist the Government in securing financing of USD 9.22 million from the Adaptation Fund. In addition, Participating Financial Institutions, Beneficiaries and GOT are expected to finance the project. The two lead implementing agencies will be the Project Implementation Unit under the Ministry of Finance (PIU-MoF) with the Center for Implementation of Investment Projects within the Committee on Environmental Protection (CIIP-CEP) assisting with the implementation of natural resource management.

Lead Implementing agency contact details for additional information:
Project Implementation Unit- The Ministry of Finance.

Website: Under Development

Chapter 3: Project Management

3.1 Management principles

The core principles that will be adopted in the implementation of AMAL project build on the approach that IFAD has used in the country in its projects in Tajikistan which are anchored in a participatory and inclusive approach at the local level, sustainable natural resource management and building local ownership and capacity for effective implementation and post-project sustainability. AMAL will integrate an exit strategy in the design of each intervention for a handover of responsibility to local communities, local governments or private entrepreneurs and enterprises. In addition, AMAL will incorporate principles that will promote the market led and value chain orientation of the project through establishing links with the private sector and financial institutions by emphasizing the mutual benefits that will accrue to all partners. The core principle of a market-led and value chain-integrated approach is to align agricultural production with market demand, ensuring that smallholder farmers and other actors in the chain maximize profitability, efficiency, and

sustainability. The principle underlying a nutrition-sensitive approach in AMAL revolves around ensuring that agricultural production, awareness-raising, and value chain interventions actively contribute to improving dietary diversity, food security, and nutritional outcomes, particularly for vulnerable groups (e.g., women and children). AMAL will promote inclusion of women and youth as an integral part of all activities based on the principles of equity and empowerment. This approach ensures that marginalized groups—particularly women and youth—actively participate in and benefit from economic opportunities, decision-making, and skill-building, leading to more inclusive and impactful outcomes. Given the emphasis of AMAL on the use of innovation and the use ICT4D in the livestock sector for animal identification and tracking and promote use of digital financial services, *adaptive & learning-based management will be a key principle espoused by AMAL*. Given that AMAL will expect close coordination between several government implementing agencies, development partners and co-financiers, contracted NGOs for facilitation at the village level, financial institutions and service providers, clear roles and responsibilities and coordination mechanisms will be a fundamental management principle. AMAL is being implemented alongside other interventions in the livestock sector such as the Digital Agriculture Management for Improved Food Security Project by the Asian Development Bank. AMAL will build synergies to leverage resources of this and other investments by development partners as they come online.

Thus, the core principles that AMAL will adhere to will include (i) participatory planning and implementation; (ii) sustainable resource management; (iii) capacity building and ownership; (iv) Sustainability (v) Market led value chain integration; (v) integrating nutrition sensitive approaches; (vi) equity and empowerment; (vii) adaptive & learning-based management (viii) Clear Governance and Coordination mechanisms (ix) Building synergies and leveraging resources with other partners. Some of the underlying aspects of these principles are outlined below.

(i) Participatory & Inclusive Approach

- ***Community Engagement:*** *Involve local communities (farmers, herders, women, youth) in planning, decision-making, implementation and Operation and maintenance.*
- ***Stakeholder Collaboration:*** *Ensure cooperation between government agencies, NGOs, private sector, and local leaders.*
- ***Gender, Youth & Social Inclusion:*** *Prioritize the participation of women, youth and marginalized groups in training, leadership, and benefits.*

(ii) Sustainable Resource Management

- ***Climate-Smart Pasture & Livestock Practices:*** *Promote rotational grazing, fodder cultivation, and drought-resistant breeds and plant varieties.*
- ***Natural Resource Governance:*** *Strengthen community-based* ***pasture management plans*** *to prevent degradation.*
- ***Promote participation of local communities and users in forestry and natutal resource management***

(iii) Capacity Building & Ownership

- ***Training & Skill Development:*** *Provide technical training on* ***sustainable pasture management, livestock value addition, and enterprise development****.*
- ***Build expertise*** at the local level such as through CAHWs
- ***Leadership Development:*** *Empower local champions to sustain initiatives beyond the project.*

(iv) Sustainability

- ***Exit strategies*** will be built into design
- ***Technical, economic and social appraisal*** of all investments

- ***Identify and agree on operation and maintenance arrangements for all investments.***
- ***Link with Government plans for on-going support.***

(v) Market-Led & Value Chain Integration

- *Investments should be* ***market led based on demand***
- ***Link Producers to Markets:*** *Strengthen cooperatives for collective marketing of milk, meat, wool, leather, etc.*
- ***Support MSMEs:*** *Provide grants/loans for small businesses in dairy processing, feed production, and veterinary services.*
- ***Public-Private Partnerships (PPPs):*** *Engage processors, traders, and financial institutions to invest in rural value chains.*

(v) Integrating nutrition sensitive approaches

- ***Diversify production*** to diversify diets.
- Promote ***nutrition education and awarenes***s.
- ***Include women*** through gender-sensitive interventions.
- ***Involve communities*** for local school procurement.
- ***Secure on-going support by engaging Ministries*** of Finance and Education**.**

(vi)Equity and Empowerment

- *Ensure women and youth have* ***equal access to resources, decision-making****, and* assign them leadership roles***.***
- Have ***special quotas*** for women and poor households in training and other activities.
- Provide ***women-and youth only grants*** for production, processing and enterprise development.
- Design ***rules to prevent elite capture*** (e.g., rotate leadership roles, transparent selection of activities and beneficiaries).
- Have ***strong community feedback and grievance redress mechanisms*** in place.

(vii) Adaptive & Learning-Based Management

- ***Flexible Implementation:*** *Allow adjustments based on local needs (e.g., climate challenges, market shifts and results from the field).*
- ***Continuous Monitoring & Evaluation (M&E):*** *Use* ***feedback*** *from technical specialists, local stakeholders and communities and market actors to improve interventions.*
- ***Knowledge Sharing:*** *Document best practices and lessons to refine policy and project approaches.*

(viii) Clear Governance & Coordination Mechanisms

- ***Inter-Agency Coordination:*** *Establish a* ***steering committee*** *with representatives from all implementing agencies to align objectives and avoid duplication.*
- ***Clear Allocation of Roles & Responsibilities:*** *Define roles, responsibilities, and accountability mechanisms for agencies and communities with well defined TORs and MOUs for guidance.*
- ***Regular meetings*** with implementing agencies to identify bottleneck and identify way forward.

(ix) Building synergies and leveraging resources

- ***Secure commitment from local governments*** on on-going budgetary and operational support for project investments.
- ***Exchange experience with on-going IFAD projects*** such as CASP+ and TERRA to build on synergies.

- ***Build strong collaborative arrangements*** with other development partners such as ADB, FAO, WFP and World Bank in a manner that enables building synergies and leveraging resources.

3.2 Project preparation and start-up

The Project Design Report and the PIM outline steps to facilitate project preparation and start-up to ensure that the project implementation agencies undertake all key steps to ensure that the project has a timely start and is in no case delayed beyond the 18-month period which can prompt the cancellation rule (from approval to Entry into Force and from EIF to 1st disbursement). This section outlines all the steps to be taken by the country government and implementing agency to take the project from the near-final design, through project effectiveness, up to a successful start-up. This section should include actions to process implementation readiness within the country system and should be underpinned by a timetable for project preparation and start-up.

The start-up plans have also taken into account the experience that IFAD projects generally have a slow-start due to delay in approvals, delays in establishing the systems for project implementation, financial management and procurement and delays in staff recruitment, engagement of service providers and selection of target villages. Implementation of IFAD projects in Tajikistan have often faced slow start-ups. To address some of these issues several measures have already been anticipated and discussed with the PIU-MoF. The steps outlined to ensure advance preparation and timely start-up are outlined in the table below.

Start-up plan. AMAL's start-up plan and activities to be implemented before project effectiveness include: (i) establishing/recruiting the project's technical team at national and district levels, (ii) developing a detailed M&E manual, accounting software and MIS system; (iii) the procurement of Goods and Services required for project start up ; (iv) Finalization of districts and villages to be targeted under AMAL;

Implementation Arrangements: The Project Implementation Unit under the Ministry of Finance (PIU-MOF) and the Center for Implementation of Investment Projects within Committee on Environmental Protection (CIIP-CEP) will be the two agencies implementing the project. PIU-MOF will be responsible for implementation of the project activities under component 2 including but not limited to with PFIs and specialized agencies for grant management and the CIIP-CEP will implement activities under component including but not limited to the village level activities. A range of public livestock agencies, private sector partners, Partner Financial Institutions and technical specialists will assist in the implementation of the project as defined below and in the annex 6 of the PIM.

Table 2: Summary of Assigned Responsibilities

Entity	Assigned Responsibilities
CIIP (CEP)	Component 1 (C1.1 to C1.3) in both IFAD and AF-financed districts
PIU (MoF)	Component 2 (C2.1–2.3), part of Component 3, project management lead
MoA (LPA)	Strategic oversight, PSC chair, consolidation of AWPBs
PSC	Cross-agency coordination and policy guidance

Inception workshops. Project implementation will start with a three-day national inception workshop to be organized and conducted by the two PIUs with technical staff from IFAD. The inception workshop will be an opportunity to present: (i) the project's objectives; (ii) the investment strategy; (iii) the description of project components, sub-components, intervention areas and activities; and (iv) the implementation arrangements, financing modalities and M&E arrangements. All key project staff,

technical specialists, selected NGOs, local government representatives of the selected districts, a few leaders from the selected villages, selected development partners such as ADB, WB, WFP, FAO, the PSC, the private sector will participate in the workshop. Key documents to be used for the discussion will be the project design report (PDR), the PIM and the first AWPB. At the end of the workshop, a report will be prepared to highlight conclusions, issues and recommendations.

Annual Work Plan and Budget Preparation: As per good practice and IFAD standard requirement, the project will be implemented based on detailed annual work plans and budgets (AWPBs). The beneficiaries, with technical support of the PIUs, will co-lead the AWPB preparation. The selected NGOs recruited for community mobilization and development will assist each participating village to capture their proposals in a coherent standard format. The village plans will be consolidated and developed into district and Oblast plans with support of the PIU technical officers. Each Oblast AWPB will include (i) details of activities by component, sub-component and intervention areas with quarterly action plans; (ii) a statement of budget allocation by component, sub-component and intervention areas; (iii) a summarized disbursement schedule by quarter. At national level, the PIUs will include the plan for capacity building, technical support, knowledge management leaning and information sharing, communication events and participatory monitoring. The consolidated AWPB will be prepared using standard budget forms. The consolidated AWPB will be submitted to the PSC for review and endorsement no later than mid-October of each year. The PSC-approved draft AWPB will be submitted by the end of October to IFAD for comments. The final AWPB should be submitted to IFAD for non-objection by the end of the year.

Table 3: Actions to be undertaken For Project Preparation and Start-Up

Type	***Action***	***Agency***	***Timeline***
Financing Agreement	First Draft	IFAD	
	Review	GoT/MoF	
	Signature & Ratification	IFAD/MoF	
Implementation Arrangements	Establishing Steering Committee and issuing a Notification for its establishment.	MoA as LPA with the support of PIU-MoF Director	
	Staff Recruitment	PIU-MoF, CIIP-CEP	
	Recruitment of Technical specialists	PIU-MoF CIIP-CEP	
	Competitive Recruitment of NGOs for Community Mobilization at district level.	CIIP-CEP	
	Establishing District level Offices	PIU-MoF, CIIP-CEP	
Inception Workshop at National level	AWPB	PIU-MoF, CIIP-CEP, MOA as LPA	
	Procurement	PIU-MoF, CIIP-CEP	
	M&E System	PIU-MoF, CIIP-CEP	

3.3. Project actors and entities – Project governance

The implementation arrangements of the AMAL project were carefully crafted recognizing the focus of the project on building climate resilience and value chain development which are roles in which the CIIP-CEP and PIU-MoF have taken leadership roles. The PIU-MoF and CIIP-CEP will be the two agencies implementing the project. PIU-MoF will be responsible for implementing project activities with PFIs and specialized agencies for grant management and CIIP-CEP will implement the village level activities. A range of public livestock agencies, private sector partners, Partner Financial Institutions and technical specialists will assist in the implementation of the project. More specifically, CIIP-CEP will implement Component 1 (C1): Livestock productivity and climate resilience. PIU-MoF will implement Component 2 (C2): Market access, value chain and nutrition and will have the lead role for implementing the project. MoA will act as Lead

Project Agency (LPA) and chair the Project Steering Committee (PSC). This structure allows clear division of responsibilities and strict separation of IFAD and AF-funded activities.

The proposed arrangements visualise a partnership approach in the implementation of project activities between State, civil society, technical service providers, private sector, enterprises and community organizations. Memoranda of Understanding (MoU) will be formulated between key implementing partners and signed prior to the starting of the project to codify roles, responsibilities, coordination mechanisms, and reporting lines. Coordination amongst all key stakeholders will be ensured through a Project Steering Committee (PSC).

A Project Steering Committee (PSC) will be established at the national level for oversight and strategic guidance. The PSC will have the overall responsibility for providing strategic and policy guidance to ensure that the Project objectives are achieved. The Project Steering Committee (PSC) will be chaired by the Ministry of Agriculture. Members of the PSC will include the Committee for Environmental Protection (CEP), the Ministry of Finance, the Ministry of Economic Development and Trade, the State Committee on Investment and State Property Management, the Committee on Food Security (CFS), the Ministry of Energy and Water Resources (MoEWR), the Pasture Meliorative Trust, the State Forest Agency, the Committee on Land Management and Geodesy (CLMG), the Tajik Academy of Agricultural Sciences (TAAS), the Agency for Land Reclamation and Irrigation (ALRI), State Agency for Hydrometeorology, State Enterprise for Animal Breeding and Artificial Insemination, the Ministry of Education and Science, the State Committee on Land Management and Geodesy, the Tajik Academy of Agricultural Sciences, and Committee of the Emergency Situations and Civil Defense. The secretariat of the PSC will be provided by the PIU-MOF Director, given the lead of PIU-MOF in the implementation of AMAL, in partnership with CIIP-CEP. The PSC is responsible for the approval of the Annual Work Plan and Budget ahead of seeking IFAD no-objection.

The implementation responsibilities for AMAL and AMAL-Adapt will be shared with the PIU-MOF and the CIIP-CEP and other agencies as agreed with the GOT. The PIU-MoF will be responsible for consolidating the AWPB, financial management and procurement information, project performance, monitoring, knowledge management and preparation of physical and financial reports, etc. An overall AMAL Project Coordinator will be recruited in the PIU-MOF for consolidating all reports, AWPB and KM products for the project as a whole (Annex 5). The implementation arrangements proposed ensure efficient execution while maintaining strategic oversight and policy alignment with the main mandates of the different partners in the country. The implementation arrangements will be fully in line with IFAD General Conditions for Agricultural Development Financing, whereby the LPA bears overall responsibility for project execution, including:

- Oversight of Annual Work Plans and Budgets (AWPBs).
- All implementing partners will provide their plans and budgets to LPA which will consolidate them for further approval from the PSC and IFAD.
- Ensuring due diligence, efficiency, and compliance with all technical, financial, environmental, and social standards.
- Overseeing coordination among all project parties.
- Monitoring and reporting on project implementation and results.

There are several agencies at the national level which are also expected to play a supportive role in coordinating project activities and enhancing project impact. These include the *Ministry of Economic Development and Trade* (MEDT) which is responsible for state investment plans and coordination of the National Development Strategy. MEDT will be involved in the project in policy dialogues and identifying entry points for national and subnational planning processes for climate change adaptation and introducing elements for the development of green economy investments.

District Governments and Jamoats at the village level are expected to play an important role in coordination and helping to raise awareness about the project among key stakeholders. The project will procure the services of local NGOs, service providers and partner agencies for effective implementation. The inclusion and engagement of the private sector input suppliers, equipment and machinery and off-take of produce will be encouraged to ensure that the Project puts in place market-based solutions. Micro Small and Medium Enterprises will be involved both as a target and as a mechanism to make the marketing arrangements sustainable over time by helping to aggregate, process and market the agriculture produce.

Civil Society Organizations and ***community-based organizations*** will play a key role in the mobilization of the communities through the well tested Village organization and the PUU approach. An NGO will be recruited to mobilise communities into Village Organizations, Pasture User Unions/groups, or Common Interest Groups as required for implementing local plans.

3.4. Project actors and entities – Project implementation

State institution Project Implementation Unit "Access to Green and Rural Development Finance" under the Ministry of Finance of the Republic of Tajikistan (PIU-MoF) was established to manage and implement international climate and development financing. In Tajikistan, the PIU MoF serves as the primary Executing Agency for major projects funded by international partners like the World Bank and the Green Climate Fund (GCF). As an implementing arm, it is responsible for the financial management, procurement, monitoring, and day-to-day execution of projects focused on climate resilience, rural development, and sustainable agriculture. Through its specialized financial expertise and integration within the Ministry of Finance, the PIU ensures fiduciary integrity and that project investments are aligned with national budgetary processes and economic development strategies.

Center for Implementation of Investment Projects - Committee on Environmental Protection (CIIP-CEP) was established in 2008 and is responsible for control of the use of natural resources, protection of land, minerals, forests, water and other resources, and also coordinates activities on environmental protection among the government agencies. In Tajikistan, CEP is the National Designated Authority (NDA) for managing AF related projects since February 2025. As the NDA, it coordinates project implementation, engages potential and current Accredited Entities, provides strategic oversight for AF supported projects to ensure alignment with national polices, convenes various stakeholders (public, private, civil society, etc.). Through its central administration and permanent staff in each district as well as at the regional level, CIIP-CEP will guide the national and decentralized dialogues to enhance climate-sensitivity of policy, regulatory and investment frameworks. CIIP-CEP will also play a key coordinating role in providing technical assistance in screening community action plans from the climate resilience perspective and direct the specific agencies reporting to it and the district level agencies to assist communities in implementing the plans.

The CIIP-CEP will implement the activities focused on sub-component 1 and sub-component 1.2 for enhancing livestock productivity, building climate resilience and natural resource management at the village level. A community Development Specialist will be recruited by the PIU-MoF to oversee this sub-component. A service provider will be selected to provide community Facilitators who will be assisted by a second line of District Project Officers. A service provider will also provide awareness training on nutrition at the community level. Gender and GIS specialists will be provided to CIIP-CEP. In addition,

procurement, financial management and M&E staff will be provided to CIIP-CEP (Appendix 5 and Appendix 6).

Sub-Component 1.3 will be implemented through an MOU with a host of technical service providers such as Committee on Food security (CFS), SEBAI and SUESP (Appendix 5 and Appendix 6). A Livestock Specialist will oversee and coordinate all activities under this sub-component.

Component 2 will be implemented by the PIU-MoF in arrangements with private sector, District Governments, specialised partner financial institutions, grant management and business development service providers. An AMAL Coordinator will coordinate all activities under this component. The PIU-MoF will closely coordinate the activities in partnership through MOUs (Annex 5 and Annex 6). Gender specialist, procurement, financial management and M&E and KM specialists will be provided to the PIU-MoF (Appendix 5 and Appendix 6).

Sub-component 2.1 will be planned and implemented by private sector partners interested in managing some of the infrastructure such as public markets, slaughterhouses, seed production and multiplication facilities, private veterinarians and district government authorities. A civil engineer will oversee the technical aspects of the infrastructure.

Subcomponent 2.2 will be overseen by a dedicated Enterprise Development and Credit Specialist, who will be responsible for the overall coordination and implementation of activities. This Specialist will work closely with PFIs and all implementing partners – namely the Grant Management Company, the Business Incubator of Tajikistan, AFOT, and Zamonat[1] – to ensure effective planning, delivery, and monitoring of services. In addition to facilitating alignment between the technical assistance, financing packages, and guarantee mechanisms, the Specialist will also serve as the primary liaison with the project's M&E team to ensure timely data collection, performance tracking, and reporting on key results and outcomes related to enterprise development and financial inclusion.

Sub-component 2.3 will be managed by a SFP Coordinator who will be responsible for the overall coordination and implementation of activities in the thirteen schools. The SFP Coordinator will work with district authorities (Jamoat head, education officer, health officer and agricultural officer) school principals and parent committees to ensure the effective planning, delivery, and monitoring of the school feeding programme. The coordinator will be assisted by the project's infrastructure specialist in the technical assessment and provision of school infrastructure. The coordinator will take the lead in ensuring timely data collection, performance tracking, and reporting on key results and outcomes related to the SFP with support from the M&E specialist.

Table 4: Implementation Responsibilities by Component

Component	Outputs	Implementing Agency	Key Linkages
Component 1: Improving Livestock Productivity and Climate Resilience	1.1-1.2 Community plans developed and implemented	CIIP-CEP	Feeds into Component 2 via market-ready products
	1.3 Climate-smart animal health, breeding and feed services delivered	CIIP CEN in partnership with CFS, SEBAI and SUESP (under specific MOUs).	Feeds into Component 2 via improved productivity and safety of livestock products.
Component 2: Market Access, Enterprise	2.1 Improved public livestock infrastructure	PIU-MOF in close collaboration with District Governments and the private sector.	Supports Component 1 for aggregating and access to finance and markets

[1] The implementing partners will be further confirmed at the inception phase in accordance with IFAD procurement procedures, to allow for participation of any newly emerged qualified service providers.

Development, and Improved Nutrition	2.2 Enterprise Development and Access to Finance along the Livestock Value Chains	PIU-MOF through MOUs with PFIs and technical service providers (State Business Incubator and AFOT, the Credit Guarantee Fund (CGT). Grant Management Company	Links the enterprises with existing financial institutions and the supportive business incubation system.
	2.3. Market demand generation through the School Feeding Programme	PIU-MOF through the SFSP Coordinator	Directly links local production to demand
3. Enabling policy environment	3.1 Livestock Strategy Development	PIU-MOF through an MOU with MOA to provide oversight and guidance to the technical assistance team,	Links to Component 1 and 2 for supportive policy
	3.2 Project Management	PIU-MOF, CIIP-CEP and others through MOUs	

Phasing of Project Coverage: A phased approach is being adopted for geographical targeting, given that there is expected to be a time lag of between 12 and 18 months between the Entry into Force of the IFAD-financed AMAL (Q3-4 2026) and AMAL-Adapt's Entry into Force (Q2 2027), financed by the AF. The Adaptation Fund has very clear guidelines for financing its activities independently. Therefore, the proposed phasing of the project would be as follows:

Cluster 1 (IFAD-funded): activities will launch immediately upon IFAD approval. Coverage will include:

- **Khatlon:** Dushti, Nosiri Khusrav, Shahritus, Qubodiyon (all components).
- **Sughd:** Devashtich, Spitamen, Shahriston, Bobojon Gafurov, Asht, Kohistoni Mastchoh (Activities under Components 1.3 and 2).
- **Districts of Republican Subordination (DRS):** Lakhsh, Nurobod, Rasht, Sangvor, Tojikobod (Activities under Components 1.3 and 2).

Cluster 2 (AF-funded, from 2028): Upon AF approval, activities under Components 1.1 and 1.2 will expand from Khatlon to:

- **DRS:** Lakhsh, Nurobod, Rasht, Sangvor, Tojikobod.
- **Sughd:** Kohistoni Mastchoh.

The table below shows which agency will be responsible for which component and in which area and phase.

Table 5: Implementation Arrangements by Component Phase and Location

Component/Sub-component	Phase	Geographic Area	Implementing Entity
C1.1 & C1.2 – Community Plans	Phase 1	Area 1	CIIP-CEP
	Phase 2	Area 2	CIIP-CEP (AF-funded)
C1.3 – Animal Health, Breeding, Feed	All phases	All areas	CIIP-CEP
C2.1 – Livestock Infrastructure	All phases	All areas	PIU-MOF
C2.2 – Enterprise & Finance	All phases	All areas	PIU-MOF
C2.3 – School Feeding	All phases	All areas	PIU-MOF
C3 – Project Management & Policy	Shared	All areas	PIU-MOF + CIIP-CEP
LPA & PSC Secretariat	All	All	MoA

A list of key staff of the implementing partners together with their terms of reference is given (Appendix 5). The implementing agencies will hire community facilitators and technical specialists to assist with project implementation on the ground. Community Facilitators will be hired from local or international NGOs for community mobilization activities. A special technical assistance budget will be provided to the partners to assist with the delivery of extension training in livestock, institutional strengthening of PUUs, nutrition awareness, establishment of veterinary clinics, training of Government in pasture management, assessment of pasture resources and its rehabilitation, and ensuring the inclusion of women and youth, etc. Technical specialists will be provided to the CIIP-CEP with dedicated staff for implementation of sub-component 1.3 and MOUs signed with specialist agencies. Technical assistance will be provided to the government for developing the national livestock strategy. Performance based contracts will be established with all implementing partners recruited for the Project. Specialists in financial management and procurement will be recruited and for their guidance a Project Implementation Manual, a Financial Management Manual (PIM Appendix 8) is given as part of the design package.

Financing packages for MSMEs will be provided based on a balanced assessment process: A Grant Management Company will evaluate the eligibility of MSMEs for grant support, while Participating Financial Institutions (PFIs), selected via a competitive bidding process, will assess the sustainability and creditworthiness of the enterprises for loan financing (Appendix 12). Technical assistance will be delivered by two implementing institutions identified during the project design.[2] The State Enterprise "Business Incubator of Tajikistan" will support MSMEs with business development services, while the Association of Financial Organizations of Tajikistan (AFOT) will build the capacity of financial institutions. Both entities are well-established, with a strong track record and infrastructure in the target regions. For smallholders, the loan guarantee instrument will be implemented by the Public Organization "Zamonat," a dedicated guarantee fund, with a focus on enabling access to finance for vulnerable and underserved microentrepreneurs, in particular women and youth. Coordination among the GMC, PFIs, Business Incubator, AFOT, and Zamonat will be overseen by the Enterprise Development and Access to Finance Specialist within the PIU-MoF, ensuring alignment across financing, technical assistance, and guarantee mechanisms.

There are several agencies at the national level which are also expected to play a supportive role in coordinating project activities and enhancing project impact. These include the Ministry of Economic Development and Trade (MEDT) which is responsible for state investment plans and coordination of the National Development Strategy. MEDT will be involved in the project in policy dialogues and identifying entry points for national and subnational planning processes for climate change adaptation and introducing elements for the development of green economy investments.

District Governments and Jamoats at the village level are expected to play an important role in coordination and helping to raise awareness about the project among key stakeholders. The project will procure the services of local NGOs, service providers and partner agencies for effective implementation. The inclusion and engagement of the private sector input suppliers, equipment and machinery and off-take of produce will be encouraged to ensure that the Project puts in place market-based solutions. Micro Small and Medium Enterprises will be involved both as a target and as a mechanism to make the marketing arrangements sustainable over time by helping to aggregate, process and market the agriculture produce.

[2] The implementing partners will be further confirmed at the inception phase in accordance with IFAD procurement procedures, to allow for participation of any newly emerged qualified service providers.

MOA as LPA	PIU-MOF	CIIP-CEP

• PSC chair
• MOA bears overall responsibility for project execution, including:
  • Oversight of Annual Work Plans and Budgets (AWPBs).
  • All implementing partners will provide their plans and budgets to LPA which will consolidate them for further approval from the PSC and IFAD.
  • Ensuring due diligence, efficiency, and compliance with all technical, financial, environmental, and social standards.
  • Overseeing coordination among all project parties.
  • Monitoring and reporting on project implementation and results.
  • Lead on the the development of National Livestock Strategy (3.1) in collaboration with PIU-MoF.
	• Secretariat to the PSC
	• Coordination and implementation of private sector partnerships for infrastructure (2.1), enterprise development and financial inclusion (2.2), the school feeding program (2.3), and the development of National Livestock Strategy (3.1) through specialized coordinators and service providers, supported by robust M&E and gender expertise.
	• Responsible to achieve agreed project results.
	• For agreed activities under PIU-MOF execution:
	  • Preparing own portion of AWP&B and M&E
	  • Procurement functions
	  • Financial Management functions
	  • Prepare and submit Monitoring/progress report
	• For the overall project:
	  • **Consolidate and submit** AWP&B with inputs from each Executing Entity
	  • Approvals & Validation
	  • Consolidate and submit overall project M&E reports
	  • Audit
	  • Evaluations & Third-Party Surveys
		• Oversight and coordination of community-level activities for enhancing livestock productivity, climate resilience, and natural resource management (1.1, 1.2), including the facilitation of nutrition awareness campaigns and climate-smart animal health, breeding and feed services (1.3).
		• Responsible to achieve agreed activities and sub-activities' results
		• For agreed activities under CIIP-CEP execution:
		  • Submitting reports to PIU MOF
		  • Preparing and submit to PIU-MOF relevant AWP&B
		  • Procurement functions
		  • Financial Management functions (including for Audit)
		  • Monitoring and Evaluation functions
		  • Prepare and submit **Monitoring**/progress report

- **Each Project Party will prepare an AWP&B and M&E progress reports** according to the agreed activities under its responsibility. - Reports and AWP&B will be structured by activity, allowing full accountability to the project parties. - PIU-MoF will be responsible to gather the inputs from the various executing entities		

3.5. Agreements for project implementation

There are several agreements and Memoranda of Understanding and service contracts that will be required for the AMAL project (Appendix 6). Some of these have been identified but will need further refinement during implementation. While some will use standard IFAD templates others will have to be specifically tailored for AMAL based on its requirements during the inception phase of the project. The agreements that will be needed will include the following with an indication of who will develop them and at what stage of the design or implementation. Financing agreement subsequent agreements with other co-financiers, Memorandum of understanding. After the Financing Agreement negotiations, the draft loan covenants will be replaced with final versions.

Table 6: Key Agreements to be Executed

Agreement Type	Responsibility	Timeline (Stage)
MOU between LPA and main project parties	Tripartite Memorandum of Understanding (MoU) between MOA,(as LPA) PIU-MOF and CIIP-CEP	At project start-up
Sub-Component 1.3	MOU between CIIP-CEP and Committee on Food Security (CFS) MOU between CIIP-CEP and SEABAI	During year 1 of project implementation
Sub-Component 2.1	MOU between PIU and District Governments	During year 1 of project implementation
Sub-Component 2.2	MoU among Participating Financial Institutions (PFI)/PIU-MoF, PIU, Grant Management Company (GMC), and Technical Service Providers	During year 1 of project implementation
Sub-Component 2.3	MoU between the PIU-MoF and Ministry of Education for School Feeding Programme implementation	During year 1 of project implementation

3.6. Social, Environmental and Climate Assessment Procedures

The Environment, Social and Climate Management Plan (ESCMP) and other SECAP documentation are integrated and detailed in Annex 5 of this Project Design Report. Specific ESCMP actions and safeguards requirements are incorporated into the following sections: the detailed ESCMP Matrix outlines environmental, social and climate screening procedures and mitigation measures for each activity type as well as establishes institutional responsibilities for safeguards compliance and monitoring and the Stakeholder Engagement Plan details consultation processes ensuring affected communities participate in safeguards planning and grievance resolution.

The Project Management Unit (PMU) holds primary responsibility for overall ESCMP implementation and compliance oversight. The PMU Environmental Specialist and Social Safeguards focal point is responsible for: (i) ensuring site-specific Environment, Social and Climate Management Plans are prepared for all sub-projects prior to implementation approval; (ii) obtaining necessary environmental clearances from the Committee for Environmental Protection in accordance with Tajikistan's national environmental legislation; (iii) submitting site-specific ESCMPs to IFAD for review and no-objection prior to commencement of relevant activities as defined in IFAD's SECAP; (iv) coordinating with Implementing Entities to ensure contractors, service providers, and grant recipients comply with approved ESCMPs; (v) conducting regular supervision missions and site inspections to verify ESCMP implementation and safeguards compliance; and (vi) preparing quarterly and annual environmental, social and climate due diligence reports for submission to IFAD documenting safeguards performance, number and types of grievances received and resolved, any environmental, social or climate-related incidents or non-compliances identified, and corrective actions taken. The Implementing Entities for Components 1 and 2 are responsible for day-to-day ESCMP implementation at field level, including direct supervision of contractors, Community Facilitators, and enterprise grant recipients, with technical support and oversight provided by PMU safeguards focal point.

3.7. Targeting and Social Inclusion

Targeting & Social Inclusion

AMAL will directly benefit 54,000 households with 356,400 members across 100 to 150 villages in 15 districts in three Oblasts: DRS, Khatlon, and Sughd. An integrated targeting approach, combining geographical targeting, self-targeting, and direct targeting for effective outreach to the target group, will be used. To ensure effective targeting and efficient resource allocation, the project will adopt a tiered approach to geographic coverage. This approach distinguishes between districts based on their levels of vulnerability and poverty, development potential, and readiness to implement integrated models of climate-resilient livestock development. The tiering also reflects varying levels of investment and intensity of interventions, allowing the project to balance demonstration effects with wider systemic impact across all target districts.

Geographic Targeting:

District Selection Criteria: The key variables for district selection included levels of climate vulnerability, the proportion of rural population, and the density and composition of livestock holdings as well as the presence of functional market hubs that support aggregation, value addition, and market linkages for smallholder producers. According to the World Bank Tajikistan Poverty and Equity Assessment 2025[3], poverty in Tajikistan is concentrated in Khatlon and the Districts of Republican Subordination (DRS), which together account for more than 85 per cent of the country's poor. Khatlon, with a poverty rate of about 31 per cent, is home to over half of all poor households, reflecting its high rural density and dependence on low-productivity, climate-sensitive agriculture. The DRS, with roughly 25 per cent poverty, includes districts that experience recurrent droughts and floods in the Vakhsh and Kofarnihon basins, alongside widespread land degradation and irrigation deficits. These findings are reinforced by the World Bank's spatial poverty and climate exposure maps and FAO's Agriculture Stress Index, which both highlight Khatlon and DRS as overlapping hotspots of poverty, drought risk and climate stress.

Against this backdrop, the ten districts selected for village-level interventions are drawn from the Oblasts of Khatlon (4 districts) and DRS (5 districts), with one district from Sughd (Kuhistoni Mastchoh) included due to its high climate vulnerability and livestock dependence. The five additional Sughd districts identified for district-level interventions—excluding Babujon Gafurov and Asht, which were selected for their market potential—also show relatively elevated climate vulnerability despite lower overall poverty rates. This configuration ensures that project resources are focused where poverty and exposure to climate shocks coincide most strongly, while maintaining a targeted presence in northern value-chain corridors to support national coherence and scaling potential.

Livestock-specific indicators encompassed the number of cattle, milking cows, small ruminants (sheep and goats), and poultry, along with derived metrics such as Tropical Livestock Units (TLUs) per capita. Ratios such as cattle-to-population and total TLU per capita were used as proxies to identify districts with a high dependence on livestock-based livelihoods. Districts with a predominantly rural population, strong reliance on animal husbandry, and heightened exposure to climate-related risks were prioritized. Where data was available, poverty incidence and the presence and extent of pastureland were also factored into the targeting process to sharpen the focus on both need and potential (Annex 13. Basis for District Selection)

AMAL will target around 100 villages.[4] in the ten Tier 1 districts. Targeting at village level will be conducted at the beginning of the project in collaboration with relevant stakeholders and taking into account criteria encompassing environmental and climate related

[3] Tajikistan Poverty and Equity Assessment. 2025.
[4] AMAL will follow a similar approach to targeting villages to the one adopted in CASP +.

challenges, as well as socio-economic indicators, i.e.: population and number of households and presence of pastures. Specific selection criteria for village selection are as follows:

Climate-sensitive Community Action Plan (CsCAP) Investment:

Necessary criteria for **Village eligibility** and ranking

- Excluding villages with less than 80HH and no more than 700 HH.
- Excluding villages with previous/ongoing meaningful intervention providing the community with similar community investments
- Excluding villages with less than an agreed TLU to be determined by CIIP-CEP
- Excluding villages with less than 100 ha pasture[5] for their livelihoods

Validation of village selection will occur during project implementation, to ensure that the selected villages meet the necessary criteria above and the qualitative criteria of community ownership and willingness to participate, social cohesion, gender inclusion in accessing information and decision making, etc. it is expected that at least 70% of the community members have been informed about project opportunities and will participate in the community consultation and that 50% are women (attendance list should be provided). It is expected that final agreement to participate in the project is provided by village representatives and 50% are women (attendance list should be provided). Presence of youth in the process will be highly encouraged.

To ensure technical and economic viability, each selected village should meet a minimum threshold of livestock ownership and pasture availability. Villages will generally be considered eligible if:

- The community collectively manages or has access to at least 100 hectares of pastureland, whether communal or allocated through PUUs.
- The average livestock holding per household is equivalent to at least 1 Tropical Livestock Unit (TLU), with a minimum aggregate of 100 TLUs per village (cattle, sheep, goats, or mixed).

These thresholds are indicative and may be adjusted during inception based on field validation and the availability of reliable data. Villages with insufficient pasture resources or very small herds may still be supported for non-livestock adaptation activities under Component 1, subject to approval.

Community Ownership. Final selection will be further refined depending upon community willingness to participate in project activities and abide by its terms and conditions. The process to comply with qualitative criteria for community ownership is outlined below and the four steps below, including targets for participation should be met: This process will be facilitated by Community Facilitators (ToRs in Appendix 5).

- *Step 1: Initial Community Consultation*. The first task for field level activities will be to conduct an exploratory visit in the selected villages and work with community members and CBOs, (VOs, PUUs, others at local level) including village elders, local leaders, to inform them about the project activities, and fix a date for a meeting with a majority of the community members to inform them about the project activities and seek community concurrence about the relevance of the planned activities and ascertain their interest in participating in the different activities. During this initial phase it will be clarified that the community meeting shall include women, 50% and youth, 30% and vulnerable social category such as women head of households as well.

[5] Average was 450 under LPDP 2 and only 5 had less than 100 ha.

- *Step 2: Inclusion of Women and Vulnerable Groups*. Inclusion and interaction with special groups, such as women and women head of households, youth, including Persons with Disabilities (PWD, will also take place. They will be mobilized to participate in the broad community meeting and separate meetings will also be held with them.
- *Step 3: Community meetings.* A community meeting will be organized in each village to inform community members about AMAL. In this occasion, Community Facilitators and representatives of the PMU/Local administrations, will be able to interact with communities and properly explain/clarify about the project opportunities, terms and conditions and other details. During the meeting, community members will be asked to express their interest in favor of the project. It is necessary to conduct separate explanatory meeting with women community. If the community is in agreement, then another village meeting will take place to sign/formalize the terms of agreements through a MoU. In order to ensure transparency of the process, community facilitators will take records of each consultations held, including attendance list to demonstrate community participation and presence of women. It is expected that women will be 50% of the meeting participants and youth 30%.
- *Step 4: Final Village meeting and Agreement on Terms of Partnership:* At the general village meeting a group of at least 80% HH community representatives (50% women) should be selected to serve as an entry point on behalf of the whole village for the Project to agree on the terms for the partnership (or MoU). At this stage, communities should be aware of the conditions to participate in the Project. Given that the village at this general meeting clearly demonstrates its concurrence with the Project conditions, it is deemed to be selected for participation in the Project. However, the final list of selected villages will be subject to approval by the PSC and the receipt of no-objection from IFAD.

Selection of Households

After final village selection, a participatory wealth ranking exercise will be conducted at community level to identify the poorest households, women-headed households and the commercial oriented households, following the example of the LPDPII where such exercise was conducted by Aga Khan Foundation (AKF)[6]. Community Facilitators will undertake the wealth ranking exercise and trained facilitators will train others (ToT) on the application of the methodology. The overall supervision will be under the responsibility of the Social Inclusion and Nutrition Specialist of PMU (ToR in Appendix 5).

The programme will promote services in line with needs of all target groups. Some activities will be of interest for the community as a whole: i.e. Climate Sensitive Community Action Plan (CsCAPs) for productive infrastructures/adaptation and mitigation activities and therefore all members will be mobilised through Village Organisations (VOs), PUUs, and Women Groups (WG) where existing. In case if there is no VO and/or PUU, project will establish VO and/or PUU at selected villages. Targeted activities will be designed for specific groups, especially the poorest and vulnerable ones. Poor and poorest households will be identified and selected through the wealth ranking exercise (which requires validation from the community to avoid elite capture and keep tracking of process transparency) and key criteria related to poverty and vulnerability set for their accessing grant financing for livelihood development.

[6] Consultation with AKF representative during the CN design mission on the validity of the proposed methodology and lesson learned.

Self-targeting: AMAL will ensure that interventions are tailored to the needs of the target group and any variation of needs by district and by community is factored in by conducting participatory community diagnostics in each district and developing Climate-sensitive Community Action Plans through inclusive village-level community institutions. Village women will have a dedicated budget allocated to meet their specific needs and will develop their own action plan in addition to participating in the Village. The programme will focus on enhancing the productivity of smallholder livestock farmers through access to water, pasture management inputs, aggregation of produce for primary processing, technologies for more efficient harvesting, production, storage, and agribusiness opportunities, and linking them to agro-processors, wholesalers, and retailers. AMAL will facilitate linkages with selected banks and financial service providers to provide access to technical assistance, loans, matching grants and credit guarantee mechanisms. The training, mentoring and coaching of enterprises will be based on a youth and gender-sensitive needs assessment. These enterprises will be linked with the target group in the selected areas identified for the production-focused activities. In addition, AMAL will support the nutrition of schoolchildren, and at the same time generate market demand from both the private sector (MSMEs) and local public procurement processes at selected schools. The support provided to each stool will be customized on the basis of a School Action Plan. Interventions focused on subgroups are also planned: young graduates from veterinary school will receive training and equipment to establish their businesses, village women will receive training in nutrition, and vulnerable households will receive support.

Direct Targeting: The project will ensure that women and youth benefit from project interventions: 50% of target group will be women, and 30% will be youth. Six thousand schoolchildren will also be directly targeted through support for the school feeding programme. Twenty percent of the village budget for project activities has been ring-fenced for women who will themselves decide how to use this budget for activities, within the scope of the project, that promotes their well-being: equipment for drudgery reduction, livelihood opportunities for women-headed vulnerable households, etc. Five of the most vulnerable households(women-headed, persons with disability) selected from among the poorest smallholder farmer households in each village through a wealth ranking exercies will be given a nutrition/livelihood livestock package to enable them to access The budget and number of households to be targeted under Components 1.1 and 1.2 have been allocated across the selected subset of Tier One districts in proportion to each district's share of the total population within its respective oblast. Kuhistoni Mastchoh is an exception, receiving a dedicated allocation of USD 2 million in recognition of its remoteness, high climate vulnerability, and lack of investments.

Table 7: Potential Allocation & Outreach for Community Action Plans

	Estimated Households in AMAL Target Districts	% of Population of AMAL Target Districts in Oblast	Budget Allocation (USD)	Target Households (No)
KHATLON	**73,802**		**5,322,510**	**13,306**
Nosiri Khusrav	7,348	0.10	529,964	1,325
Dusti	18,248	0.25	1,316,048	3,290
Qabodiyon	29,180	0.40	2,104,460	5,261

Shahrtus	19,025	0.26	1,372,038	3,430
RSS	**48,989**		**4,757,081**	**11,893**
Lakhsh	7,832	0.16	760,474	1,901
Nurobod	11,034	0.23	1,071,428	2,679
Rasht	18,462	0.38	1,792,707	4,482
Sangvor	3,970	0.08	385,475	964
Tojikobod	7,693	0.16	746,997	1,867
Sughd				
Kuhistoni Mastchoh*	**3,818**		2,000,000	1,000

Target Group Characteristics: The target group for the AMAL Project includes poor livestock farmers, small-scale commercial livestock farmers, micro, small, and medium enterprises (MSMEs) engaged in livestock value chains (Key File Table 4), young village women, and schoolchildren. The project will target a diverse range of rural populations differentiated by poverty levels, livelihood systems, and socio-economic vulnerabilities. Across all target groups, vulnerability is compounded by climatic shocks, limited-service delivery, and social barriers, underscoring the need for an integrated approach linking livelihoods, resilience, and nutrition-sensitive interventions.

The poorest smallholder women and men farmers represent households with extreme to high levels of poverty, low education, and very limited access to productive resources. Owning around 0.2 hectares of land and a few livestock (1–2 cattle, 5–10 small ruminants, and 10–20 poultry), these households rely primarily on small-scale farming and livestock for food and income. Their livelihoods are highly vulnerable to climate shocks, water scarcity, and degraded pastures, leading to reduced food intake and distress coping strategies such as selling assets, borrowing, or migrating seasonally for labour—often to Russia. Despite cultivating some fruits and vegetables for home consumption, they face significant nutrition and dietary challenges. The project will strengthen their resilience through training in livestock management, micro-enterprise support for primary processing, kitchen gardening and livestock packages for nutrition, improved access to pasturelands, and inclusive community planning for sustainable productivity and diversified livelihoods.

Commercial Small Livestock Women and Men Farmers: Commercial small livestock farmers, both women and men, experience moderate to high levels of poverty and face growing environmental and market-related challenges. They typically own limited land holdings—ranging from landless to up to two hectares—and maintain modest herds of 5 to 50 cows, 20 to 100 goats, and around 50 poultry. Shrinking pastures, fodder scarcity, and high young stock mortality rates (up to 30% in harsh winters) threaten their livelihoods. Limited access to chilling or processing facilities and dependence on middlemen reduce profitability from dairy, meat, and wool sales. Additionally, climate change impacts, overgrazing, and illegal pasture use exacerbate vulnerabilities, often resulting in distress sales of livestock and increased labour migration. Support for this group includes improving breed productivity, rehabilitating pasturelands, expanding access to veterinary services, and building financial literacy and market linkages. Institutional strengthening of

community institutionsfor pasture management and the development of livestock policies sensitive to smallholders' needs are key to improving resilience and sustainability.

Commercial Smallholder Crop and Livestock Women and Men Farmers: This group can be categorised as moderate to highly poor farmers who rely mainly on income from agricuture and livestock and remittances, but livestock is an important part of their livelihoods. They typically cultivate up to two to five hectares of land and maintain a few livestock—2 to 15 cows and 10 to 40 goats. Challenges include low productivity, high post-harvest losses, limited access to affordable finance, and climate-related crop vulnerabilities. Poor rural infrastructure, including inadequate roads, irrigation, and storage, further limits profitability. These farmers often depend on contract farming with processors or input credit from traders, and some engage in off-farm investments or crop switching. High-interest loans and labour migration remain common coping strategies. Interventions focus on improving productivity, financial inclusion, market access, and the use of modern agricultural equipment and cooling facilities.

Micro, Small & Medium Enterprises (MSMEs): MSMEs in the livestock sector are marked by irregular incomes, minimal investment capacity, and high vulnerability to external shocks such as disease, drought, and market volatility. They have limited access to quality inputs, veterinary services, and financial resources, which hinders value addition and market competitiveness. During crises, MSMEs resort to coping mechanisms like distress livestock sales, reduced food consumption, borrowing from informal lenders, and taking on low-wage labour. Immediate needs include affordable feed, veterinary support, and emergency cash assistance to prevent asset depletion. Medium-term interventions emphasize training in modern animal husbandry, feed conservation, and group organization for better market bargaining. Long-term strategies include designing livestock-specific financial products, investing in small-scale processing infrastructure, and supporting high-yield breeding.

Women Farmers: Rural women face extreme to high poverty levels due to restrictive gender norms, limited education, and poor access to land and financial services. They bear a double burden of unpaid domestic labour and productive work, often with minimal control over income or assets. Only about 12% of women own land titles, and most lack access to formal credit, extension services, and labour-saving technologies. Nutritional challenges—such as anaemia, limited dietary diversity, and micronutrient deficiencies—further compound their vulnerabilities. Many engage in micro-trading, home-based poultry, and daily wage labour, with remittance dependence being common. Project support includes small grants, livestock management training, kitchen gardening, and inclusion in decision-making forums to ensure gender equality and empowerment. Another sub-set of women include *women headed households* who live under extreme poverty and are among the most economically and socially vulnerable groups. They face food insecurity due to low agricultural productivity, limited employment, and gender discrimination. Lack of property rights and access to finance restrict their ability to build sustainable livelihoods. Coping strategies often include reducing meal frequency, borrowing from relatives, child labour, and selling assets to survive. These households rely heavily on informal networks or remittances. Support measures include grants to improve livestock productivity, agribusiness establishment, and pastureland rehabilitation. Additional focus areas include financial literacy, livelihood diversification, and inclusion in community planning. Nutrition awareness and livestock packages aim to strengthen food security while promoting economic resilience.

Rural Youth: (18-30). Rural youth face moderate to high poverty and a 38% unemployment rate, driven by a lack of education, skills mismatch, and limited economic opportunities. With few prospects in rural areas, many young people migrate internally or abroad—especially to Russia—for low-wage work. Young women face additional barriers due to lower education and restricted mobility. Interventions aim to equip youth with agri-tech, digital, and vocational skills for engaging in profitable agriculture, off-farm trades, and entrepreneurship. The project will focus on youth inclusion in local governance, livestock management training, nutrition and support for youth-led rural enterprises to reduce migration and unemployment.

Primary School Children in Rural Areas: Primary school children (ages 6–10) in rural Tajikistan live in extreme to high poverty, with one in three experiencing severe food poverty. Rural families depend on subsistence farming and remittances, making children's access to education and nutrition unstable. Malnutrition, limited clean water, and inadequate school infrastructure affect children's health, growth, and learning outcomes. Frequent absenteeism, child labour, and parental migration further disrupt education. Support includes supporting school meal programs, infrastructure improvements, and nutrition-awareness campaigns. The project will strengthen school feeding through improved meal preparation facilities and by linking local livestock produce processors with schools. Hygiene and nutrition training will promote healthy development and reduce school dropout rates.

Persons with Disabilities (PWDs). Persons with disabilities in rural areas face severe to high poverty due to limited education, discrimination, and lack of social protection. They often experience unemployment, low wages, and restricted access to healthcare and public services. Government disability pensions are insufficient to meet basic needs, and negative social attitudes hinder inclusion. Most rely on family support, informal work, or charity aid. The project will target households with persons with disability for livelihood and nutrition packages. These will comprise poultry, duck, rabbit or goat packages with housing and an initial supply of feed to enable the household to improve nutrition and earn a small income.

Women, Youth and Nutrition Situation Analysis & Project Response: The project is nutrition sensitive **and youth-sensitive**, integrating targeted measures across all components to promote equitable participation and benefits.

Women

Gender dynamics in Tajikistan present a complex landscape of persistent challenges and modest progress, especially for rural women who comprise a significant portion of the country's 49.6% female population[7]. According to the 2024 World Economic Forum's Global Gender Gap Report, Tajikistan ranks 112th out of 146 countries, highlighting significant gender disparities across various domains.[8] Political representation remains limited, with women holding just 23.8% of seats in the Tajik parliament[9], though this represents an improvement from previous years. Economically, women's labour force participation rate of 32.6% significantly lags behind men's 58.7%[10]. Tajikistan ranks 112th in economic participation and 69th in political empowerment.

Rural women face particularly acute challenges, including extremely limited access to land ownership and productive resources, while shouldering a disproportionate workload balancing agricultural labour, household chores, and caregiving. The UN Women assessment of the status of rural women in Tajikistan found that women perform

[7] Statistical Agency under the President of the Republic of Tajikistan. (2023).
[8] World Economic Forum. (2023). "Global Gender Gap Report 2023." Geneva: WEF.
[9] Inter-Parliamentary Union. (2023). "Women in National Parliaments." Geneva: IPU.
[10] International Labour Organization. (2023). "ILOSTAT Database: Labour Force Participation Rate by Sex Tajikistan." Geneva: ILO.

approximately 80% of agricultural work but hold formal rights to only 13% of agricultural land[11] Women also experience a significant gender gap in educational attainment, with female literacy at 97.7% compared to male literacy at 99.8%[12] The gap widens considerably for higher education, with women representing only 34% of university students[13]

Cultural factors play a significant role in limiting women's opportunities, particularly in rural areas. Early marriage remains a concern, with approximately 9% of women married before age 18[14]. Distance to educational and healthcare facilities, household poverty, and traditional gender norms contribute to lower female educational attainment in remote communities. The burden of unpaid care work falls disproportionately on women, who spend an average of 4-5 hours daily on household tasks compared to less than one hour for men[15].

Agricultural statistics reveal clear gendered patterns in Tajikistan's farming sector. Women predominate in labour-intensive, lower-value crop production and post-harvest processing, while men control most high-value commercial crops and marketing activities[16]. A FAO assessment found that women represent only 13.5% of registered farm managers despite constituting the majority of agricultural labour[17]. Women's participation in agricultural cooperatives and producer organizations remains low, at approximately 17%, due to barriers including limited mobility, lack of collateral for membersh[18]ip fees, and social norms restricting women's participation in public spaces.

These multifaceted gender inequalities significantly impact rural livelihoods and economic growth, hampering productivity and innovation in the rural economy. Despite existing challenges, women's self-help groups, civil society organizations, and targeted donor initiatives are gradually increasing women's economic participation. The Asian Development Bank's 2023 gender assessment notes that women-led enterprises in agricultural processing have shown promising results, with approximately 22% higher productivity when provided with equal access to resources and training[33]. For IFAD, addressing these gender disparities remains crucial for inclusive and sustainable rural development in Tajikistan, requiring interventions that recognize the diverse needs and potentials of rural women across different regions and socioeconomic groups.

Women’s limited capacity to assume leadership roles in rural areas is linked to persistent gender discrimination, stereotyping, and unequal domestic workloads that reduce their participation in public life. As a result, women often have low self-esteem, limited leadership experience, and restricted opportunities to engage in decision-making processes within community institutions. Rural women in Tajikistan also face significant nutrition-related challenges that directly affect their health, productivity, and resilience. Diets are often monotonous and cereal-based, with limited consumption of animal protein, fruits, and vegetables, leading to widespread micronutrient deficiencies—particularly iron, folate, and vitamin A. Anemia among women of reproductive age remains high, contributing to fatigue, reduced cognitive performance, and maternal health risks. Seasonal food insecurity, compounded by male outmigration, increases women’s workload in agriculture while limiting their access to income, diversified diets, and healthcare. Cultural norms often

[11] UN Women. (2023). Tajikistan.
[12] UNESCO Institute for Statistics. (2022). "Literacy Rate, Adult Total (% of People Ages 15 and Above) - Tajikistan." Paris: UNESCO.

[13] Ministry of Education and Science of the Republic of Tajikistan. (2023). "Education Statistics Report." Dushanbe: Government of Tajikistan.
[14] UNICEF. (2023). "Situation Analysis of Children and Women in Tajikistan." Dushanbe: UNICEF.
[15] UN Women. (2023). Tajikistan.
[16] Food and Agriculture Organization. (2022). "National Gender Profile of Agricultural and Rural Livelihoods – Tajikistan." Rome: FAO.
[17] Food and Agriculture Organization. (2023). "Europe and Central Asia Regional Overview of Food Security and Nutrition." Rome: FAO.
[18] Asian Development Bank. (2023). "Tajikistan Country Gender Assessment." Manila: ADB.

result in women and children eating last and least, while limited nutrition knowledge and restricted decision-making power further constrain the adoption of healthier practices. Climate stress, poor water quality, and inadequate sanitation exacerbate the vulnerability of households to malnutrition and food-borne illness.

The AMAL Project aims to address three dimensions of gender equality and women's empowerment. Women's economic empowerment is promoted through interventions for improved productivity of livestock, support for enterprise development through business development training and financial packages. Village budgets will earmark at least 20% of funds for women-led initiatives, ensuring women's priorities are reflected in utilizing project funds. Women's voice is promoted through their representation on community decision-making bodies such as Climate-sensitive Community Action Plans (CsCAPs), and PTAs, dedicated consultations, leadership training and appointment of women Village Leaders. Women's balanced workloads are promoted through investments in irrigation infrastructure (multi-use where possible), drudgery reduction tools, animal productivity and health, and nutrition awareness to promote healthy practices. Specific facilitative measures—including transport support, childcare arrangements, and gender-appropriate training schedules—will enhance women's participation in capacity-building and decision-making processes. At the policy level, the project will contribute to the development of the national Livestock Strategy through gender-sensitive consultations, ensuring women's roles in livestock production and value chains are recognized, valued, and the strategy is designed to enhance their productivity and incomes, decreases their workload and drudgery and enhances the resilience of their livelihoods. Knowledge products and communication materials developed under the project will document and disseminate women's and youth success stories to promote visibility and replication of inclusive practices.

Table 8: GEWE in AMAL

Economic Empowerment	· 20 % of village budget ring-fenced for women's economic and drudgery reduction activities · Targeted target group for financial packages and business development support will be aggregators and processors operating in the livestock sector, with 30% women and 30% youth. · 30 % of staff in Financial Institutions trained will be women and 30% youth
Equal Voice	· Dedicated meetings with women for District and Village Diagnostics · Quota for inclusion in CsCAP Committees · Only women decide on allocation of ring-fenced budget for village women · Leadership Training for village women
Balanced Workloads	· Opportunity to acquire drudgery reduction machines · Water infrastructure for availability of water · More productive breeds leading to reduction in number of animals requring care · Improved veterinary services reducing burden of looking after sick animals · Livestock management techniques that reduce burden of work · Nutrition awareness for improved health and capacity to tackle workloads
Policy Engagement	· Consultations held for the development of the livestock strategy will be gender-sensitive. The strategy will highlight and elaborate the critical role women play in livestock rearing at the village level and identify specific strategies for supporting and enhancing women's role in the sector.

Youth

Youth development is a recognised priority in the Republic of Tajikistan. The Law of the Republic of Tajikistan "On Youth and Public Youth Policy"[19](adopted 15 July 2004) outlines main objectives including protection of youth rights, economic independence and business activity of youth. Subsequent regulatory frameworks include the State Strategy for Development of the Youth Policy and the National Programme for Youth Social Development. [20]The National Strategy for Education Development until 2030 highlights broader human-capital development and employment linkage issues for young people.[21]

Key governmental actors include the state body authorised to shape youth policy, Committee for Youth and Sports Affairs, and line ministries of education, labour/migration and social protection.[22]
Development partners such as United Nations Children's Fund (UNICEF) and International Labour Organization (ILO) provide complementary analysis and engagement on youth employment and skills. While the policy environment is relatively robust on paper, implementation remains uneven. Gaps exist in rural outreach, coordination of youth services, updating of vocational curricula, and ensuring meaningful youth participation at the local (village/jamoat) level.

Main Youth Groupings[23]

Rural youth face particularly acute challenges, with 79% employed in informal sectors characterized by low wages and limited social protection[24]. Digital connectivity is improving but remains constrained, especially in rural areas where only 59% of youth reported internet access in the past three months[25]. Youth migration represents a significant trend, with an estimated 20% of young men aged 20-29 working abroad, primarily in Russia[26]. While remittances provide crucial income, this pattern disrupts skill development within Tajikistan. Despite these challenges, youth entrepreneurship shows potential, with 57% expressing interest in starting businesses, though limited access to finance, insufficient skills, and administrative barriers persist as key constraints[27].

Rural young men: Many engage in small-scale farming, livestock or informal labour. High seasonal or permanent labour migration is common. Key challenges include land fragmentation and diminution of pasture resources reduce viable agricultural opportunities. Seasonal migration, while generating remittances, leads to skills loss, social disruption and dependence. Low access to finance and business support limits enterprise start-ups.

Opportunities: Projects like AMAL (with focus on livestock services, climate-smart

[19] Law of the Republic of Tajikistan "On Youth and Public Youth Policy", 15 July 2004. cis-legislation.com
[20] Asian Forum of Parliamentarians on Population and Development, Legislative and Policy Review on the Impact of COVID-19 on Youth in Tajikistan, 2022
[21] National Strategy for Education Development of the Republic of Tajikistan to 2030 web.ttu.tj
[22] cis-legislation.com+1
[23] Tajikistan does not officially recognize distinct "indigenous peoples" under international legal definitions, as all citizens are considered within the national identity framework. The country encompasses ethnic diversity including Tajiks (84.3%), Uzbeks (13.8%), Kyrgyz (0.8%), Russians (0.5%), and smaller populations of Pamiris, Yaghnobis, and other groups maintaining distinct cultural practices.
[24] International Labour Organization. (2023). "Labour Market Transitions of Young Women and Men in Tajikistan." Geneva: ILO.
[25] International Telecommunication Union. (2023). "Digital Development Profile: Tajikistan." Geneva: ITU.
[26] Ministry of Labour, Migration and Employment of the Republic of Tajikistan. (2023). "Labour Migration Statistics Report." Dushanbe: Government of Tajikistan.
United Nations Development Programme. (2023). "Youth Entrepreneurship in Tajikistan: Challenges and Opportunities." Dushanbe: UNDP.

agriculture, digital herd monitoring) can create new locally-based enterprises (veterinary, feed supply, digital advisory) targeting youth who remain in communities.

Rural young women: Often contribute significantly to household and agricultural work (including livestock), yet face mobility, asset ownership and decision-making constraints. Predominant gender norms restrict mobility, education completion and decision-making. Household and care burdens reduce time for entrepreneurship or training. Poor access to credit, extension services and livestock assets. Nutrition and health burdens may reduce productive capacity.

Opportunities: Empowerment through leadership, capacity building in livestock management, drudgery reduction through equipment and nutrition interventions to promote well-being can improve livelhoods, entrepreneurship and voice and visibility in the community.

Out-of-school/unemployed youth: Including those finishing lower secondary education,but lacking access to meaningful training or livelihoods. Lack of relevant training, skills mismatch, and low motivation. High risk of long-term unemployment or under-employment, with reduced social inclusion and increased vulnerability.

Opportunities: Targeted training programmes in digital agriculture, livestock service provision, mobile extension and agribusiness start-ups coul engage these youth. MSMEs could be a potential source of employment..

Educated but underemployed youth: Young people who have completed technical or higher education but struggle to find jobs aligned with their qualifications, especially in rural areas. Formal education credentials often do not match labour-market needs. Many such youth migrate or remain idle.

Opportunities: They can be tapped as innovators or entrepreneurs with busniess development support and access to affordable finance.

Vulnerable sub-groups: Youth from migrant-households, women-headed households, persons with disabilities or remote mountain-area youth who experience layered disadvantage Social protection coverage is weak for many rural youth.

Opportunities: These vulnerable groups can be brought into the mainstream through inclusion strategies.

AMAL supports Tajikistan's National Youth Policy through interventions that improve livelihood opportunities, employment and entrepreneurship in agriculture, business development support and access to credit. In addition, the project empowers youth through ensuring their reporesentation in CsCAP committees. Engagement in village-level Climate-Sensitive Community Action Plans empowers youth to participate in local decision-making on climate adaptation and resource management. Young women's well –being is promoted through nutrition awareness, drudgery reduction and livelihood opportunities.

Nutrition

Malnutrition remains a persistent challenge in Tajikistan, especially in rural areas. . High poverty rates, limited dietary diversity, and weak nutrition knowledge contribute to widespread micronutrient deficiencies, particularly among women of reproductive age and young children. Anaemia, iron and iodine deficiencies, and stunting among children under five are prevalent due to monotonous cereal-based diets, low consumption of animal-source and fresh foods, and poor access to clean water and sanitation.

In Khatlon and DRS, these problems are compounded by gendered inequalities in food access and decision-making, seasonal food insecurity, and women's heavy workloads in both household and agricultural labour. Many rural women lack the knowledge, time, or resources to prepare balanced meals, while traditional norms often prioritise men's and boys' food consumption over women's and girls'. Limited access to health and nutrition education further constrains women's ability to make informed dietary choices for themselves and their children. The nutrition situation is also affected by climate variability that disrupts food availability and increases the vulnerability of households dependent on small livestock and home gardens.

Together, these interventions address both the immediate and structural causes of malnutrition. The leadership and nutrition training empowers women as community nutrition promoters, while the school feeding model improves children's dietary intake and stimulates local food systems. Combined, they promote gender equality, enhance food and nutrition security, and build local resilience through education, empowerment, and inclusive value

Training for Village Women in Leadership and Nutrition directly addresses the knowledge and empowerment gap among rural women. By recruiting a service provider to design and deliver 5-day Training of Trainers (ToTs), it ensures that selected women from each village acquire both nutrition literacy and leadership skills.

- **Nutrition outcomes:** Trainees learn about balanced diets, micronutrient-rich local foods, meal diversification, and hygiene. Practical cooking demonstrations and discussions on seasonal food availability equip women to make low-cost, nutrition-smart choices using locally available livestock and garden produce.

- **Gender empowerment outcomes:** Leadership, negotiation, and communication modules strengthen women's confidence and participation in community decision-making, enabling them to advocate for improved food and health practices.

- **Systemic effects:** The cascading model—where trained women replicate five community-level sessions—ensures sustained peer learning and community-wide nutrition awareness. The inclusion of childcare, transport, and per diem makes participation feasible for poor and time-constrained women.

Building Models for Demand Generation through Public Procurement (School Feeding)

This intervention complements the household- and community-level nutrition efforts by addressing child undernutrition and local food system linkages.

- **Improved child nutrition:** By providing nutrient-dense supplementary food items using locally sourced dairy and livestock products, the programme ensures regular intake of protein and micronutrients among school-aged children.

- **Sustainable food systems:** The school–processor linkage creates demand for local produce, incentivising households to diversify into dairy and small livestock production, thereby enhancing dietary diversity and income.

- **Nutrition awareness:** Training for school staff, parents, and students embeds nutrition and hygiene knowledge into daily routines, fostering long-term behaviour change.

- **Infrastructure and policy sustainability:** Investments in hygienic kitchens, storage, and garden facilities strengthen school feeding systems, while efforts to

mobilize government and private-sector support aim to institutionalise the model beyond project life.

Table 9: Targeting and Social Inclusion Measures by Component

Component 1: Improving Livestock Productivity and Climate Resilience			
	Social Inclusion Measures	Direct Targeting Measures	Budget (USD '000)
Sub-component 1.1 Climate-sensitive Community Action Plans (CsCAPs) Developed	· Briefing on the Targeting and Social Inclusion strategy of the project will be embedded in the orientations to local Government and Village Leaders. · Dedicated meetings for women and young farmers will be held in target villages to identify priorities in livestock production, processing, pasture use, etc. · Community Representative's Training will be accessible to both men and women to enhance financial literacy, record-keeping, and climate resilience. The CF will be responsible for facilitating women's participation in Community Representative training by taking any extra measures required – arrange transport, safe space for children during training, appropriate timings and location for women to be able to attend. Training Topics will include a module on the projects social inclusion strategy and highlight the need to address priorities of women and youth expressed in the village diagnostics. · During the process of drafting the CsCAPs, the Community Facilitator (CF) will organize a separate meeting with women community representatives and village women to facilitate the development of their plan for the 20% village budget ring-fenced for their activities. The plan will be incorporated into the Village CsCAP. · Women and youth will participate in developing the Village Grievance Redress Mechanisms (GRMs). Youth and women will receive briefings on GRM.	· 20% of village budget ring-fenced to support women's livestock related livelihood drudgery reduction and nutrition activities	Mainstreamed in budget for CsCAPs Developed.
Sub-component			20% of $1,617.2400

1.2: Community Action Plans Implemented.	· In the menu of options for the utilization of the budget for women - Livestock livelihood/nutrition packages comprising of small livestock (poultry, rabbits, ducks, small ruminants) with housing and shelter and initial feed for 3-6 months will be available. Purchase of drudgery reduction machines, improved fodder seed, small feed mills, and training on balanced feed formulation—will also be incorporated into the menu of options. These packages will improve animal productivity and resilience, particularly in districts facing feed scarcity and recurrent drought. The livestock livelihood packages will be available for the 5 poorest smallholder households to improve nutrition and generate a small income. · Women's representation in training for procurement, implementation, and oversight of works and services will be ensured. · Community nutrition awareness will focus in particular on the nutrition challenges faced by young women (18 to 30). · Targeted leadership and nutrition training for rural women to strengthen their role in community decision-making and promote dietary diversity. Training modules will combine sessions on women's leadership, communication, and community organization with practical nutrition education focusing on balanced diets, meal diversification, and hygiene. These activities will be delivered through trained women leaders and community facilitators in coordination with the CIIP-CEP. · Women will be selected from each village to be trained as Village leaders and Nutrition focal points. They will be fully informed about project activities, grievance redress mechanisms and be a channel for target group feedback, especially the participation of	· In each village a minimum of 5 most vulnerable households (women-headed, households with PWDs etc.) identified through the wealth ranking exercise will receive livelihood and nutrition packages with training to manage them. · The primary target group for the nutrition	$196,000

	women and youth. The Community Facilitator will receive feedback from the Village women leaders on a quarterly basis against a simple format.	campaign will be young women.	
Sub-component 1.3: Climate-smart animal health, breeding and feed services delivered	· Veterinary Mobile Clinics will be allocated to remote districts. The level of the outmigration of men will be another important criterion in selecting districts. (see Veterinary Mobile Clinic Selection Criteria in Appendix 12) · The project will explicitly state in the advertisement for applications of young graduate veterinarians for support to establish their business that women are encouraged to apply. AMAL will also hold orientation sessions in Veterinary Colleges with the objective of motivating young women to apply for establishing their business.	· Veterinarians supported to establish their business will be 100 percent youth and 15% women.	$398,000
Component 2 : Market Access, Enterprise Development, and Improved Nutrition			
Activities	Social Inclusion Measures	Direct Targeting Measures	
Subcomponent 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains	· Application: The PIU will ensure that the process for application of the financial package is free from gender bias · Training: Needs Assessment for training modules in business management, livestock production, and financial literacy for smallholders will include FGDs and interviews with women and youth. Findings will be disaggregated by age and sex. Training content will be gender and youth responsive. · PIU will ensure that the social inclusion targets are included in the contracts or MoUs signed with participating institutions. · PIU will ensure that gender and youth targets for staff training are communicated to participating PFIs for the technical training of their staff. · PIU will monitor compliance with beneficiary inclusion targets given to PFIs and GMC and remedial action will be taken if required	· Target group for financial packages and business development support will be aggregators and processors operating in the livestock sector, with 30% women and 30% youth. · · · · · · · · · · · · · · 30 % of staff in Financial Institutions	· Mainstreamed in sub-component budget

		trained will be women and 30% youth	
Sub-component 2.3 Building Models for demand generation through public procurement -School feeding	· Districts in the two poorest Oblasts have been selected for the implementation of this sub-component in 13 schools. · Representation of women on PTAs will be ensured (minimum 30 percent). · The nutrition campaign in school will have a strong focus on raising awareness on nutrition issues that affect girls and boys with gender aspects acknowledged and addressed.	· Primary school children, girls and boys for supplementary food item. (Class 1 to 4) · The nutrition awareness campaign will target girls and boys from Class 1 to 11.	$1,831,000
Component 3	**Enabling policy environment and project management.**		
	· Responsibility for mainstreaming gender will be included in the ToR of Project staff and service providers. · A Social Inclusion and Nutrition Specialist will be recruited for the duration of the project · The Social Inclusion and Nutrition Specialist will provide orientations, training and technical backstopping to project staff, implementers and key stakeholders. · Livestock Policy Development: Consultations held for the development of the livestock strategy will be gender-sensitive. The strategy will highlight and elaborate the critical role women play in livestock rearing at the village level and identify specific strategies for supporting and enhancing women's role in the sector. · M&E: The data collected on target groups will be disaggregated by sex, age and type of farmer. Progress reports will include sections on social inclusion and nutrition. · Knowledge Products: Any knowledge product produced will highlight gender aspects. Case studies will capture the impact of the project on village women's well-being and livelihoods and success stories in other areas of intervention – for example women graduate		$75,000

	vets, livestock entrepreneurs etc.		

Wealth Ranking[28]

The wealth ranking exercise entails considerable participation, discussion and debate, and it helps to demonstrate that there is social and economic differentiation in the village, i.e. all households are not equal and some of the most vulnerable require targeted assistance. Once the initial wealth ranking formats have been prepared and presented to the village general meeting, all community participants are free to make suggestions and corrections. For example, a Wealth Ranking Group may have placed a particular household in group 2. In the village general meeting, other participants may point out that this household should be in group 3 and then they will give reasons for this modification. This type of discussion and participation helps to build transparency and trust in the system and helps to avoid elite capture and should be encouraged. One of the key objectives of the wealth ranking exercise is to identify the five most vulnerable houses in the village (women-headed households, households with persons with disabilities) who could benefit from the nutrition/livestock package.

Methodology for Wealth Ranking:

The VO/PUU leaders prepare a list of *all* village households. Household is defined by the 'cooking definition', i.e. all individuals and families who live together in one building and share one kitchen. Then, each household's name is written on a small card. The wealth ranking exercise is conducted after the agreement between the village and the project is signed off by the two parties.

The facilitator informs the Wealth Ranking (WR) group about the objectives of the exercise, i.e. to categorize the households and that the people themselves undertake it and elaborate on its use for planning, monitoring and impact assessments at the end. It should be clearly explained by the facilitator that WR is *not* for humanitarian purposes. It is for more general developmental purposes. The facilitator explains that if there was sufficient time, the households could be divided into ten categories, and since time is short only three categories will be made:

- Households with relatively above average (for the village) quality of life
- Households with relatively average (for the village) quality of life
- Households with relatively below average (for the village) quality of life

The facilitator adds that today there may be very little difference between households in the village, all have difficult lives. But, as five fingers of the hand are not equal, all households cannot equal. There is a difference between the households, however small it may be. WR exercise allows the community members to understand some of the reasons for the differences between households.

The cards with the names of the households are handed to the group leader (GL). GL takes out one card from the middle of the pack, reads aloud the name and places it on the table or the floor. GL then takes another card, reads aloud the name and asks the group to answer the question: Does this household have generally a better life than the first household or lower? If the answer is better this card is placed above the first card, if lower then it is placed below the first card. Then GL takes another card and reads aloud the name, and again asks the group: Does this household have generally a better life than the first and the second households? The card is placed above the first two cards or below the first two cards or between the two cards. This way three categories are made. The

[28] Deploying the same strategy as used under CASP+.

subsequent cards are read aloud and place in the first, second or the third category. When the cards are finished, the first part of WR exercise is completed. Each bunch of cards is counted and the number noted, e.g. category-1 20 households, category-2 40 households and category-3 60 households.

The second part of the WR ranking exercise is to have three sub-categories for each category. For the first category of 20 households, GL picks a card and places it on the table/floor. Then the second card is picked up and read aloud and question asked: is this household better off than the first household or not? If better off, the card is place above the first and if not then it is place below the first card. The process is repeated for each of the other households. When three sub-categories are made, the GL reads out the names of each household in the sub-category to get the final consensus. Then each household card is marked: 1.1 for the top sub-category, 1.2 for the middle sub-category and 1.3. for the lowest sub-category. If there are 5 households in the top sub-category, then all five will have 1.1. written on their cards. The process is followed for the second and third categories.

Once the sub-categories have been defined and a general agreement reached on the ranking, the names of the ranked households are written on the WR-1 format, with the first category at the top and the third category at the bottom. This format is then presented in the plenary session for wider discussion and consensus. Once the consensus is reached on the ranking, then the other columns in the format are filled. This allows for instant awareness raising, e.g. participants can see which categories are doing what. From which categories are the migrants? Who has accessed which activity from donors? How many are really the poorest? What is the situation with regards to female headed-households, Etc. After the completion of the wealth ranking exercise, a summary table is also produced.

The facilitator concludes by saying that this wealth ranking is not 100% perfect, but it is generally 85-90% good. And that the number of households in the third category should decrease in the future, and this will be a major sign of development taking place in the village. The facilitator adds that the community, the PMU will have a list of this wealth-ranking list and will be used for monitoring and impact assessment of the Project activities as well as those of the community/PUU. Other organizations working with the community/PUU can also use wealth ranking information.

3.8. Procurement

Procurement will be based on Appendix 15. Procurement Manual, which is an integral part of Project Implementation Manual (PIM) and describes the project procurement procedures during its implementation. The manual has been prepared based on IFAD Project Procurement Guidelines adopted by the Executive Board of IFAD at its 128th Session in December 2019 and IFAD Procurement Handbook. These documents have been prepared to mitigate any inconsistency with country systems and emphasize proper procurement planning, building the capacity of project procurement staff, strengthening of the internal audit function and accountability and transparency in procurement. The Project Procurement Strategy embodied in these documents provides essential information and detail step-by-step procedures for procurement of goods, works and services undertaken under the AMAL project. It guides the procurement officials directly involved in procurement activities;

All procurement activities under AMAL shall be governed by the procedures stipulated by the Financing Agreement (FA) and IFAD Procurement Guidelines. The first 18-months procurement plan and General Procurement Notice (GPN) has been established based on the Project Procurement Strategy (PPS), in which the procurement needs, market and

procurement risks are analysed to produce the procurement objectives. The Project Procurement Arrangement (PPA), which specifies the thresholds and prior review arrangements has been established to guide the project procurement activities; Procurement Plan shall be prepared using IFAD's template on OPEN and shall be fully aligned with the AWPB, and shall be submitted for No Objection sufficiently in advance before the planned start of any procurement activity in the plan. Procurement capacity will be developed through targeted training programs and on-the-job support, including certification via ITCILO BuildProc Programme.

Procurement for AMAL will strictly adhere to IFAD Procurement Guidelines and the IFAD Procurement Handbook. Should there be any discrepancies between the FA, IFAD Procurement Guidelines, on one side, and the existing provisions of legal acts of the Republic of Tajikistan, on the other side, the provisions of the FA, IFAD Procurement Guidelines shall prevail.

3.9 Annual Work Plan and Budget (AWPB) and Procurement Plan (PP)

An AWPB will be prepared before the start of each project year under the coordination of the PIU-MOF. The process will follow a bottom-up approach, combining consultations with implementing partners, agencies, service providers, and staff, and reviewing lessons learned, challenges, and progress against key targets. The M&E, Procurement, and Financial Management teams of the PIU-MOF and CIIP-CEP, under their respective Coordinators, will lead the process and organize an annual planning workshop. CsCAPS developed in AMAL's target districts will provide critical inputs to ensure that the AWPB reflects local needs and priorities. Preparation of the AWPB will begin at least six months before commencement of next project year to allow timely submission to the Government in advance of its annual budgeting process, followed by IFAD's no-objection at least 60 days before the start of the forthcoming project year. The AWPB will detail financial plans, planned activities, and physical targets, and include lessons learned, an updated log frame, and, if relevant, a staff capacity development plan. To ensure an efficient and timely start-up, the first-year AWPB and the initial 18-month Procurement Plan are pre-defined in the Project Implementation Manual (PIM). The first-year AWPB will be finalized during project start-up, prior to final clearance from both the Government and IFAD.

3.10. Financial Management

Country Index and ranking: The country inherent risk is high. The Republic of Tajikistan ranks 164 (out of 180 countries) according to 2024 Transparency International Corruption Perceptions Index (CPI) with a score of 19. The CPI score and the country ranking fell back compared to 2023 when the score was 20 and the ranking was 162.

Institutional Arrangements: The financial management (FM) arrangements for the AMAL Project build on the institutional capacities of the Project Implementation Unit (PIU) within the Ministry of Finance (MoF) and the Centre for Implementation of Investment Projects (CIIP) under the Committee for Environmental Protection (CEP). The Ministry of Agriculture (MoA) will act as the Lead Project Agency (LPA) and chair the Project Steering Committee (PSC). PIU-MoF has extensive experience in managing World Bank and ADB projects, while CIIP-CEP will draw on its experience implementing the ongoing IFAD-financed CASP+ project. PIU will oversee IFAD-financed components focusing on value chain development, enterprise financing, and market access. Given the multi-entity implementation structure and the country's broader governance environment, the overall FM risk for the project is assessed as Substantial. Mitigation measures include recruitment of qualified FM staff, regular financial monitoring and reporting, independent internal and

external audits, and robust internal control arrangements to ensure fiduciary oversight, promote transparency, and effective management of both IFAD and AF resources.

Organization and staffing. Each PMU will maintain a dedicated finance unit with qualified and experienced personnel. Within the AMAL Project, both PMUs will recruit a full-time Finance Specialist and Disbursement Officer with relevant backgrounds in accounting and finance, working under the supervision of their respective Chief Accountants, who oversee all donor-funded operations. Recruitment will follow a competitive process on terms acceptable to IFAD, with TORs included in the Project Implementation Manual (PIM). All finance staff will complete IFAD's mandatory FM e-learning course within two months of project start-up, to ensure familiarity with IFAD policies and procedures. To strengthen fiduciary oversight and ensure adequate capacity at both PMUs, a private internal audit service provider will be engaged to perform periodic reviews and spot checks. This arrangement will complement existing internal controls and support compliance with IFAD's financial management and reporting requirements.

Budget and Flow of Funds. AWPBs will include all project activities, disaggregated by financier, component, expenditure category, and quarter. The project will apply IFAD's report-based disbursement mechanism with the PIU-MoF responsible for submitting Interim Financial Reports (IFRs) and Withdrawal Applications (WAs) on a quarterly basis to justify expenditures and request advances. Each PMU will open separate USD Designated Accounts – one for IFAD financing and one for AF resources at a commercial bank, subject to IFAD clearance. Transfers to local currency transit accounts will be made strictly based on actual cash flow needs, to minimize foreign exchange exposure and ensure efficient liquidity management.

Accounting and Financial reporting. The project will apply IPSAS Cash Basis accounting standards and use an integrated accounting system capable of generating reliable, real-time reports by financier, category, and component. Both PMUs will maintain a Fixed Asset Register, perform monthly reconciliations, and conduct regular asset verifications. Quarterly IFRs will be submitted within 45 days of each quarter-end, unaudited annual financial statements within four months of year-end, and externally audited financial statements within six months. Standardized templates and procedures will be applied across implementing entities to ensure consistency and accuracy.

External audit. Annual external audits will be conducted by a private audit firm with proven experience in donor-funded projects as per the practice of other IFIs in the country. The audit will be conducted in accordance with international standards and IFAD's guidelines. The audit scope will cover all financial operations of both PMUs and key implementing partners, with particular attention to the lines of credit and grants, and guarantee fund activities, including verification of fund utilization and end-use reviews of beneficiaries.

Internal audit. An internal audit group has been established within the CEP, led by the Chief Accountant, to conduct semi-annual audits of CIIP operations and report findings to the Chairperson of the CEP. To complement these arrangements and ensure independent assurance over risk management, governance, and internal control systems, the PIU-MOF will engage a private audit service provider. This firm will carry out internal audits and spot checks on the use of project funds, including activities managed by PFIs, the Grant Management Company, and the Guarantee Fund. To preserve independence, the internal audit firm will report directly to the PSC, supporting timely corrective actions and enhanced fiduciary oversight.

Anti-corruption measures. The project will implement IFAD's zero-tolerance policy on fraud and corruption and adopt complementary provisions under the Government of Tajikistan's anti-corruption framework. Contractual clauses will define responsibilities and reporting obligations for all actors involved. IFAD's grievance and whistleblowing

mechanisms will be accessible to all stakeholders to ensure early detection, reporting, and mitigation of integrity risks.

3.11. Human Resource Management

This section provides information on the staff recruitment processes, remuneration, performance evaluation.

Staff Recruitment Process: The AMAL project will engage several different categories of staff for its implementation. The project will use staff from the main implementing agencies such as PIU-MoF and CIIP-CEP who will be seconded to the project for the project duration after which they will revert to their parent department. In addition, these agencies will competitively recruit staff from the market for specific specialized tasks and will be contracted for the project duration. This category of staff will report directly to the PIUs created under the project. A third category of staff will be recruited by NGOs and other service providers and while they will work for the project they will report to their own company. All staff appointments and recruitments will ensure that the staff is properly qualified academically and has the requisite experience and the agency hiring them complies with Tajik labour laws and the guidelines of all co-financiers such as IFAD, the Adaptation Fund, etc. The staff recruitment will ensure that at least 40% of all positions are filled by women.

The PIM provides a preliminary list of staff needed for project implementation with their qualifications and experience. However, this list is provided for guidance and can be refined during implementation with appropriate approvals. Preliminary job descriptions have been prepared for all staff. These terms of reference can be refined over time based on the evolving requirements of the staff at various tiers. All advertisements for positions to be recruited from the market will be properly advertised through channels with a wide outreach such as local media, Government portals, where required international platforms and websites.

All contracts will be for a one-year period extendable annually based on performance up to the project completion. Contracts should specify the completion period to encourage qualified candidates to apply. The salary levels will be competitive with public sector, similar projects and aligned with donor guidelines (e.g., IFAD, AF, ADB, World Bank, UNDP). The salary levels should be able to attract and retain qualified staff. All new staff will be hired on a 3 months' probation period and will be confirmed based on performance. The Project Steering Committee (PSC) will oversee recruitment policies, will approve recruitment of senior positions and will review remuneration structures. Local, IFAD and Adaptation Fund rules will be adopted with respect to working hours, leave rules, salary levels, allowances, extension, performance reviews, termination, etc. An HR manager in the PIU at the Project Coordination Office will maintain all records and take the lead role in putting up cases for performance review and extension.

3.12 Monitoring and Evaluation (M&E)

3.12.1 M&E Structure

A monitoring and evaluation system, anchored in the log frame, will track key outcome, output, performance and outreach indicators, all appropriately disaggregated. The log frame is presented in appendix 2 to this document and a simplified M&E matrix in appendix 13. During project start-up, this core matrix will need to be expanded into a comprehensive M&E matrix, including detailed performance indicators for each (sub-)component and for

project performance tracking[29]. Two dedicated M&E Units will be established: one within the PIU-MOF and one within CIIP-CEP. Each unit will be headed by an M&E Specialist supported by an M&E Assistant. The Specialists will oversee monitoring of the components under their respective institutions and will work in close collaboration with their Coordinators, the PIU-MOF Knowledge Management and Communication Specialist, the CIIP-CEP GIS Specialist, and relevant technical experts.

All executing agencies will be responsible for monitoring and reporting on the progress of the components under their mandate. They will ensure that subordinate agencies, service providers, and implementing partners under their supervision submit monthly statistical reports and quarterly narrative reports in a timely manner. Each executing agency will consolidate these inputs, together with data and updates from its own staff, and submit the consolidated monthly statistical and quarterly narrative reports to the M&E Specialists for review and finalization.

3.12.2 M&E Responsibilities

Overall responsibility and coordination

The PIU-MOF M&E Unit will consolidate data and reports from all implementing partners and produce quarterly and annual progress reports, update the project log frame annually, and ensure regular updates of the MIS. The unit will also coordinate and lead AWPB preparation and organise monthly management meetings to review progress against the AWPB and log frame. It will conduct regular spot checks to verify data quality and reliability. In coordination with the Knowledge Management and Communication Specialist, the unit will ensure that project data are shared through the project's communication tools and that opportunities for knowledge-product development are identified. The PIU-MOF M&E Unit will liaise with CIIP-CEP to ensure all infrastructures and natural resource improvements are geo-referenced and will develop standardized data-collection and reporting formats to be used by partners. Additionally, it will ensure that M&E requirements are reflected in all partnership agreements and maintain regular coordination with the CIIP-CEP M&E Unit to harmonize data and reporting systems. Together with the CIIP-CEP M&E Unit, it will also organise provincial workshops[30] to (1) emphasise the importance of M&E and timely reporting; (2) present data collection tools; (3) provide training in participatory M&E; (4) introduce partner and staff to the MIS (second workshop only, depending on the MIS scope).

C*omponent 1: Improving Livestock Productivity and Climate Resilience*

Sub-components 1.1 and 1.2 Climate-sensitive Community Action Plans (CsCAPs) Developed and Implemented

CIIP-CEP M&E Unit will be responsible for consolidating monthly statistical and quarterly reports from both the service providers and from VOs and PUUs. The service providers – with oversight from CIIP-CEP and PIU-MOF M&E Units – will train VOs and PUUs so they can undertake participatory M&E. During the first 2 years of implementation of CsCAPs, the Service Providers will be responsible for supplying the consolidated monthly statistical report and qualitative quarterly reports to CIIP-CEP through the District Project Officers (DPOs). It is expected that this responsibility will shift to VOs and PUUs once training and

[29] Example of component specific performance indicators include *Number of MSMEs and smallholders with bankable business plans* for sub-component 2.2; *Number of grievances resolved within 30 days* for the monitoring of project implementation performance.

[30] Two workshops in each province with the first in Khatlon in 2028 and in Sughd and DRS in 2029. Refresher workshops will take placed in Khatlon in 2030, and in Sughd and DRS in 2031. Participants will be staff from partners and AMAL.

2 years of implementation have been completed. This shift is foreseen for year 3 in villages where CsCAPs are funded by IFAD (Khatlon) and in year 5 where work is funded by the Adaptation Fund (DRS and Sughd). The CIIP-CEP M&E Unit will provide consolidated monthly statistical reports and qualitative quarterly reports to the PIU-MOF M&E Unit. Once Adaptation Fund financing becomes effective, CIIP-CEP M&E Unit will be responsible for providing the PIU-MOF M&E Unit with reports following the requirement of the Adaptation Fund and including any indicators deemed necessary during the detailed design of AMAL-AF[31]. These reports should focus exclusively on villages and activities in Sughd and DRS. In addition, CIIP-CEP is expected – every year – to spot check data received from DPOs, service providers, PUUs and VOs.

Sub-component 1.3: Climate-smart animal health, breeding and feed services delivered:

Implementing partners are responsible for providing the PIU-MOF M&E Unit with monthly statistical and quarterly qualitative reports. This includes CFS for activities related to climate smart animal health, SEBAI for breed improvement and SUESP for provision and use of improved seeds. The PIU-MOF M&E Unit will provide support for additional data collection as required.[32]

Component 2: Market Access, Enterprise Development, and Improved Nutrition

Sub-components 2.1: Improved public livestock infrastructure: Local authorities responsible for the construction or rehabilitation of infrastructure, together with the groups or private sector partners managing these infrastructures, will be responsible for providing monthly statistical and quarterly qualitative reports to the PIU-MOF M&E Unit. During the construction or renovation phase, reporting will be handled by district authorities and project infrastructure specialists. Once the infrastructures become operational, this responsibility will shift to the management entities, which may include district authorities or other designated groups.

Sub-components 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains. PFIs and technical service providers (State Business Incubator of Tajikistan - SIBI, AFOT, the Grant Management Company, the Public Organization Zamonat, and any emerged qualified service providers[33]) will be responsible for providing PIU-MOF M&E with monthly statistical and quarterly qualitative reports. The dedicated Enterprise Development and Credit Specialist will coordinate these partners to ensure timely submission in line with PIU-MOF data and format requirements.

Sub-components 2.3: Building Models for demand generation through public procurement - School feeding:

The SFSP Coordinator will be responsible for consolidating reports provided by schools and relevant district authorities into monthly statistical and quarterly reports for the PIU-MOF. Focus will shift from equipment provision/renovation to school feeding and nutritional education as implementation progresses. The SFSP Coordinator will collaborate with the

[31] An overview of the Adaptation Fund reporting requirements is given at https://www.adaptation-fund.org/wp-content/uploads/2024/10/Overview-of-reporting-requirements-for-approved-projects.pdf%20 and details of Adaptation Fund indicators is provided at https://www.adaptation-fund.org/wp-content/uploads/2015/01/Results%20Framework%20and%20Baseline%20Guidance%20final%20compressed.pdf

[32] It might be necessary for sales and production volumes of seed multipliers.

[33] The implementing partners will be further confirmed at the inception phase in accordance with IFAD procurement procedures, to allow for participation of any newly emerged qualified service providers.

PIU-MOF to organise an impact assessment in year 5, one year after completion of school-related activities.

Component 3 Enabling policy environment and project management.

Sub-components 3. National Livestock Strategy: MoA will ensure that the chosen technical service provider responsible for strategy development submits regular reports to the PIU-MOF M&E Unit. Given the nature of the work, quarterly reports are sufficient.

3.12.3 Role in Management and Planning

The AWPB responsibility rests with the Project Coordinator but requires substantial input from the PIU-MOF M&E Specialist in close collaboration with the CIIP-CEP M&E Specialist, finance/procurement officers and component specialists. Preparing the AWPB involves defining the expected outputs (physical targets) for the upcoming year, detailing the specific activities required to deliver them, and identifying the corresponding financial resources. The AWPB report must include a summary of past implementation performance and demonstrate consistency with the project's Logical Framework (log frame) and the Procurement Plan. It is essential to provide a clear rationale showing how physical targets contribute to achieving the log frame output - and after mid-term, outcome - targets. This should be based on yearly targets for log frame output indicators, prepared jointly by the M&E Units and component leads. The resulting document requires approval by the PSC and the Government, before clearance by IFAD. The draft AWPB must be submitted to IFAD no later than 60 days before the implementation phase it relates to. As it also requires government clearance, a draft version should be ready before the Government yearly budgeting cycle to ensure that counterpart funds can be made available.

M&E as a management tool. Adaptive results-based management is central to IFAD's project approach. It requires continuous feedback loops between implementation results and planning, supported by an M&E system that provides timely, accurate, and accessible information. PIU-MOF M&E Unit will consolidate monthly statistical reports summarizing key output, component, and project performance indicators. These will be reviewed regularly—at least monthly—between the CIIP-CEP and PIU-MOF M&E Specialists, between the CIIP-CEP M&E Specialist and CIIP-CEP Coordination, and between the Project Coordinator and the PIU-MOF M&E Specialist. During these meetings, the M&E Specialists are expected to take a proactive role in highlighting deviations from planned results, recommending corrective actions and underlining lessons learned. IFAD supervision, implementation support, and mid-term review missions will further contribute to adaptive management and continuous improvement of project performance. The project logframe will be updated prior to each IFAD supervision report and consolidated results will be shared with IFAD on an annual basis. Logframe indicators and targets may be updated during the mid-term review to reflect changes in project activities. Any revisions, especially to outreach targets, require adequate justification and IFAD approval.

3.12.4 Reporting

Reports described below fall under the responsibility of the PIU-MOF M&E Unit, under the supervision of the Project Coordinator. Appendix 11 presents the schedule of reporting with templates for the main reports.

Quarterly reports (statistical and narrative) consolidate information from all implementing partners. They should be concise and provide a clear overview of implementation progress and achievements against the AWPB. They must contain consolidated data tables detailing financial and physical progress and should explain deviations from planned targets.

Annual Progress Reports are mandatory, consolidated document prepared by PIU-MOF M&E Specialist and submitted yearly (within 60 days of year-end). They assess implementation progress and achievements against the annual physical (and financial) targets set out in the Annual Work Plan and Budget (AWPB) for activity, output, and, after the Mid-Term Review, outcome indicators. They should contain consolidated data tables detailing both financial and physical progress. In addition to IFAD's standard annual report, AMAL will also prepare a specific annual report for the Adaptation Fund, summarizing progress against the Fund's indicators and following its prescribed format. This AMAL-AF annual report will be prepared by the CIIP-CEP M&E Specialist and submitted through IFAD to the Adaptation Fund.

Outcome Indicators (COI Surveys) survey reports: Results for outcome-level core indicators will be captured through rigorous surveys carried out three times by an external service provider in alignment with IFAD guidelines for the measurement of the Core Outcome Indicators (COI): at project baseline, mid-term, and completion stages. The baseline survey must be completed during the first year of implementation while mid-term and completion surveys **must be completed before** the corresponding mid-term review and completion missions. As such, the PIU-MOF M&E Specialist, once the full M&E Matrix has been finalized, should expedite the terms of reference for an external service provider to complete the baseline survey[34].

At mid-term and completion stage, the project will have to ensure that any Adaptation Fund specific indicators are considered during survey data collection, analysis and reporting[35]. The AMAL mid-term survey will serve as a baseline for the Adaptation Fund and the AMAL completion survey will serve as its completion survey. Requirements for an additional interim Adaptation Fund survey (mandatory for projects exceeding four years) will be clarified during the AMAL-AF design.

The Annual Work Plan and Budget (AWPB) report is a formal planning document and a key management tool guiding day-to-day implementation and serving as the benchmark for performance monitoring. It is the result of the AWPB preparation process described in Section 3.12.3. The draft AWPB report must be submitted to IFAD no later than sixty (60) days before the start of the implementation period it covers.

The identification and documentation of lessons learned will be led by the M&E Specialists of the PIU-MOF and CIIP-CEP. The Knowledge Management and Communication Specialist will be responsible for synthesizing and disseminating these lessons through the development of appropriate knowledge products and communication channels.

3.12.5 M&E data collection tools and software

Management Information System (MIS). AMAL MIS will enable geo-referenced recording and management of project data. It will capture information on gender, age, economic and nutritional status, livestock and land ownership, and on the livelihood characteristics of beneficiaries. The MIS will also store COI survey results, socio-economic and demographic data at village, jamoat, district, and provincial levels, together with information on pastures. In addition, the MIS will support the tracking of log frame indicators and of physical progress, while providing user-friendly dashboards. The system will build on the custom-designed MIS developed under CASP+ (expected to be finalized by December 2025), with resources allocated for customization and upgrades. To ensure

[34] Training available at https://www.ifad.org/en/w/publications/core-outcome-indicators-measurement-guidelines-coi-online-training; sample ToR for an external survey provider is given in https://www.ifad.org/documents/38714170/42870514/coim_guidelines_appendix_e.pdf/9982a2d3-e38f-5b88-e0f7-81baf5e509a0?t=1619708054014

[35] https://www.adaptation-fund.org/wp-content/uploads/2015/01/AFB.EFC_.2.3%20Project%20level%20results%20framework%20and%20baseline%20guidance%20document.pdf

robust data collection and analysis, the MIS should be operational as early as possible, ideally within the first 18 months of implementation.

Data collection and storage tools. To lay the foundation for a solid M&E system, both M&E Units will need to collaborate to develop data collection tools and forms for project staff and implementing partners. Initial tools should be developed as simple paper forms, field-tested with users, and then digitized using suitable applications such as Kobo Toolbox or Google Sheets. The choice of tools will depend on the functional scope of the MIS—specifically, whether it will integrate data collection modules.

All collected data, including monthly reports from partners, must be consolidated into a centralized data repository. Until the MIS is operational, Microsoft Excel may be used, with one worksheet per indicator and one per activity. A beneficiary database will also be established in Microsoft Excel (to be later integrated in the MIS), capturing detailed information such as name or unique identifier, address, age, gender, household composition, targeting category, land size, livestock ownership, available resources, farming activities, and participation in project interventions. Developing and standardizing these tools will be a key responsibility of both M&E Specialists during the project's first year.

Geographic Information System (GIS). Mapping of AMAL investments and interventions will serve multiple purposes. It will enable measurement of component-specific indicators, such as those related to pasture restoration and irrigation coverage using data provided by CAPEO[36], enhance the accuracy and readability of surveys, improve the planning of field visits, and support the refinement of beneficiary targeting and identification of potential gaps. Mapping will also facilitate more efficient resource allocation and help visualize spatial relationships among AMAL interventions, for example, the linkages between cattle transhumance routes, pasture restoration areas, rural roads, and markets.

M&E staff will receive basic training in collecting GPS coordinates, mapping simple areas using mobile devices, displaying data in QGIS or Google Earth, and sourcing GIS data online. All geo-referenced data will be recorded using the World Geodetic System 1984 (WGS84). The CIIP-CEP GIS Specialist or an external service provider will conduct the training during the first year of implementation.

Quality control and quality assurance measures. Both PIU-MOF and CIIP-CEP will institute a verification system to fact-check 5-10 percent of reports submitted by their respective staff and implementing partners through unannounced field visits. These regular visits – to be mostly conducted by District Project Officers acting as local relays for project Monitoring and Evaluation - will follow a defined methodology that ensures the active participation of beneficiaries and systematic documentation of findings.

3.12.6 M&E plan and budget

M&E Plan. A schedule of M&E activities[37] is presented in appendix 9 and relevant terms of reference are given in appendix 5. One of the key tasks of PIU-MOF M&E Specialist during the first year of project implementation will be the finalization of a comprehensive M&E plan. At a minimum, it should contain: the schedule of M&E activities, a comprehensive M&E matrix, data collection tools, annual projections of target values for

[36] The "Capitalising on Earth Observation to support Project Design, Implementation and Evaluation" (CAPEO) IFAD initiative uses satellite data that can give indication on the health of pastures.

[37] Other elements of the M&E plan are presented in the text, including M&E responsibilities, reporting requirements (completed by appendix 11) and budget. The M&E matrix is given in appendix 13. Terms of reference for M&E staff are given in appendix 5 and will need to be completed by the ones for the survey service providers once the M&E matrix is finalized.

output indicators, and appropriate performance indicators for each component and for project level implementation performance tracking. Similar to the PIM, the M&E plan is a living document that should be regularly updated to reflect revisions in output targets and adjustments in project implementation. All M&E costs are detailed in the project budget Annex as part of the PDR.

Table 10 AMAL M&E and Knowledge Management budget

	Totals Including Contingencies (USD '000)							
Detailed Costs	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**	**Total**
I. Investment Costs								
A. Training and Workshops								
Project inception (start-up) workshop	20	-	-	-	-	-	-	20
Training of M&E Units on GIS basics	-	1	-	-	-	-	-	1
Advanced M&E training for M&E Units (CEP and PCO)	-	26	-	-	-	-	-	26
Workshop at province level plus refresher	-	1	3	2	3	-	-	9
Subtotal Training and Workshops	20	29	3	2	3	-	-	57
B. Studies and Impact Assessment								
Baseline study /d	30	-	-	-	-	-	-	30
Mid-term review	-	-	32	-	-	-	-	32
Project Completion Report	-	-	-	-	-	-	37	37
MIS system set up and maintenance	30	1	1	1	1	1	1	36
Subtotal Studies and Impact Assessment	61	1	33	1	1	1	38	136
C. Project Knowledge Management								
Development of Knowledge products	2	3	3	4	4	4	4	24
KM Dissemination Events /Workshops for K	1	-	2	-	2	-	2	6
Lessons learning studies	-	-	11	-	12	-	12	35
Subtotal Project Knowledge Management	4	3	16	4	17	4	18	64
Subtotal Investment Cost	**85**	**33**	**52**	**6**	**21**	**5**	**56**	**257**
II. Recurrent Costs								
A. Salaries								
Senior M&E specialist	11	11	12	12	12	13	13	85
M&E assistant	10	10	10	11	11	11	12	75
K&M and Communication Specialist	10	10	10	11	11	11	12	75
M&E specialist	12	13	13	13	14	14	15	94
M&E assistant	10	10	10	11	11	11	12	75
Subtotal Salaries	52	54	56	58	59	61	63	404
Total M&E and KM	**137**	**87**	**108**	**64**	**80**	**66**	**119**	**661**

3.13. Knowledge Management

3.13.1 Knowledge generation and learning

A KM specialist in the PIU will coordinate all KM activities for the project as whole. The project is expected to generate a wide range of knowledge relevant to the livestock and agriculture sectors. This will include technical knowledge related to beef and dairy production and management; institutional knowledge on governance arrangements and community-based pasture management models; entrepreneurial and market-oriented knowledge on value addition and commercialization in the livestock value chain; knowledge on lending practices of local financial institutions as well as the progress in implementing some of the innovative features of access to financial services and the partnership with PFIs and loan guarantee mechanisms and incubation support services under AMAL. The project will commission case studies and success stories, policy briefs and strategy papers targeting Government and other key stakeholders.

AMAL will assist the Government in key areas of agriculture policy formulation, addressing existing gaps and integrating emerging knowledge to refine sector policies. In particular, the project will support the Government in formulating a national livestock strategy addressing aspects such as breed improvement, the approach to private veterinary

services, an animal identification and traceability system, the regulatory framework on sanitary standards for animal products. Lessons learned and knowledge generated during AMAL's implementation will directly inform the formulation process of this strategy. In addition, IFAD has been working with the Government to strengthen PUUs for the governance of pastures and has been able to support the evolution of Government policy in this area. The country has made progress in supporting local institutions and Village Organizations through its pasture laws and the Law on Local Self-Government Bodies (2009), respectively. However, there is need to assess what further refinements might be needed in the transition of the PUUs and Village Organizations from informal community organizations to formal legal entities and AMAL will help in closing this knowledge gap.

Similarly, further assessment is required to determine what progress has been made and what remains to be improved in areas where several development partners have invested in the past. These areas include animal identification and traceability, GHG emissions sequestration and reduction through improved livestock management, and natural resource investments monitoring and measurement. AMAL will contribute to this assessment and develop knowledge product(s) to capture and disseminate the findings. AMAL will also capitalize on the knowledge generated from the Platform for Remittances, Investment and Migrants Entrepreneurship (PRIME) project to assess how remittances can be used as a mechanism for collateral, for assessing credit risk and as equity in enhancing access to financial services in Tajikistan. There is limited understanding of these issues among local lending institutions and sharing this knowledge will enhance their confidence to expand lending to the agriculture sector. These knowledge areas are also closely aligned with the objectives of the COSOP.

The monitoring and evaluation of natural resources, particularly of the health and biodiversity of pastures, will benefit from the "Capitalising on Earth Observation to support Project Design, Implementation and Evaluation" (CAPEO) initiative, which uses satellite data for this purpose. The utilization of - and training of key institutions on - carbon accounting tools (FAO EX-Ante Carbon-balance Tool and FAO GLEAM-i) will also enhance the knowledge on the potential of carbon sequestration within the Government and reinforce its capacity to use internationally adopted tools and methods in this area. These experiences can also form the basis of knowledge products. AMAL will work in close coordination with other development partners who are working in the same area such as ADB, FAO and the World Bank.

The following table presents indicative studies and knowledge products that reflect AMAL's main areas of intervention, address identified knowledge gaps, promote cross-learning with other IFAD projects and partner initiatives, and contribute directly to the objectives of the COSOP. These examples are indicative only; the selection of studies and knowledge products should remain flexible and adaptive, responding to implementation realities and emerging policy priorities.

Table 11 Studies and potential knowledge products

Type	Focus	Schedule	Example/comment
Study	Access to finance	Year 3	Leveraging remittances for improving access to financial services for smallholders: lessons from the PRIME project, AMAL and current best practices
Study	Livestock and climate mitigation	Year 5	Reducing livestock emissions in Tajikistan: the role of feed, breeds, animal health services and pasture restoration. Will feed into the strategy development process. It should be supported by field data
Study	Institutional development at community level with a focus on livestock systems	Year 7	Transition of PUUs and VOs to formal entities: opportunities, challenges, inclusivity and policy/legal gaps

Discussion paper	Livestock value chains	Year 1	Issues and challenges faced by livestock smallholders, including women and youths, and small businesses at district and village level.
Case study	Benefits of livestock health services	Year 2/3	Case study: The story of Mrs XXX, or livestock health services for livelihood improvement.
Discussion paper	Cattle artificial insemination for smallholder livestock farmers	Year 2/3	Smallholder livestock farmers and artificial insemination – the experience of AMAL.
Case study	Pasture restoration and adaptation	Year 4/5	Successful restoration of a pasture in rural Tajikistan through community participation in XXX.
Case study	Value chains for women and youth	Year 4/5	Profitable dairy activities for smallholders: a value chain benefiting young women - example from XXX district.
Discussion paper	Pasture monitoring	Year 4/5	Using satellite imagery to assess and monitor pasture health in Tajikistan: lessons from AMAL.
Case study	Livestock value chain	Year 6/7	How financing a rural processor benefited smallholder livestock farmers in XXX district.
Policy brief	Cattle breed improvement	Year 6/7	Breed improvement in Tajikistan: lessons from AMAL, policy environment and best practices

3.13.2 Communication and knowledge dissemination

AMAL will engage with a wide range of stakeholders, including government institutions, development partners, policymakers, project staff, thematic interest groups, and members of the public. Dissemination will take place through the following channels:

- Traditional media: All studies, knowledge products, and case studies will include concise, media-ready summaries for publication. They will be shared with partner websites (including IFAD's), with national press outlets and with actors in the livestock, rural development, and climate adaptation/mitigation sectors, as relevant.
- A website: It will feature AMAL's studies, knowledge products, news, and regularly updated implementation results, including lessons learned. It will be developed using an open-source content management system - such as WordPress - that allows easy modification and maintenance.
- Social media (Instagram and Facebook): Project news, case studies, and other knowledge products will be promoted through social media. A community will be cultivated, and linkages will be established with the social media channels of government institutions, development partners, national media, and thematic networks in the rural development, livestock and climate adaptation/mitigation sectors.
- WhatsApp groups for project staff: One or several internal WhatsApp groups will be used to share project news, lessons learned and success stories. Once sufficient engagement is achieved through proactive facilitation, these groups are expected to become a useful source for identifying case studies and promoting staff learning.
- Workshops: Four national workshops will be organised to inform government, development partners and key livestock sector stakeholders about AMAL's progress and to present the project's latest studies and knowledge products. These events are expected to raise awareness and interest in smallholder livestock development and help develop cooperation among stakeholders.

3.13.3 Implementation of knowledge management and communication activities

A Knowledge Management and Communication Specialist (ToR in appendix 5), recruited under the PIU-MOF, will play an active role in coordinating and implementing activities required for knowledge generation, dissemination and use as described above. The Specialist will work in close collaboration with the M&E Units of PIU-MOF and CIIP-CEP.

During the first year of project implementation, the Specialist will develop a Knowledge Management and Communication Plan[38] and establish a website and social media platforms. Throughout the project, continuous collaboration with the M&E Units – to be reflected in the Knowledge Management and Communication Plan - will be essential to identify case studies and success stories, and to synthetise and disseminate lessons learned.

Given the technical nature of the studies and knowledge products, AMAL will rely on subject-matter specialists for these. The project budget includes three formal studies; each costed at USD 10,000. For other knowledge products - such as case studies, discussion papers, and policy briefs - an annual allocation of USD 3,000 is provided (USD 2,000 in the first year). Active involvement of the Knowledge Management and Communication Specialist will be required, particularly in data collection, drafting, and formatting of the knowledge products. On average, one to two knowledge products are expected to be produced each year.

Table 12 Knowledge Management and Communication Specialist main activities

Activities	Implementation period						
	Y1 (2027)	Y2 (2028)	Y3 (2029)	Y4 (2030)	Y5 (2031)	Y6 (2032)	Y7 (2033)
Ad Hoc Activities							
Start-up activities							
Development of Knowledge Management and Communication Plan							
Set-up website and social media in Tajik, Russian and English							
Set-up WhatsApp group in Tajik							
Missions							
Support and input for support, supervision, mid-term and completion missions							
Recurrent activities							
Studies and knowledge products							
Liaise with IFAD to identify necessary studies and knowledge products							
Liaise with M&E Units to identify necessary studies and knowledge products							
Prepare TORs for external providers to conduct studies							
Field visits for preliminary research on case studies and success stories							
Prepare TORs for external providers to develop knowledge products							

[38] It should, at a minimum, define the strategy and practical arrangements for producing studies and knowledge products, synthesising lessons, identifying target audiences (including internal ones), and disseminating information.

Participate in selection and supervision of external service providers (studies and knowledge products)							
Delivery of finalised studies and knowledge products							
Communication							
Organise knowledge events							
Weekly update of website							
Bi-weekly update of social media							
Ensure all new staff are invited to WhatsApp group(s) and regularly post project news, success stories							
Synthetise and disseminate lessons learned shared by PIU-MOF and CIIP-CEP M&E specialists							
Coordination and Management							
Update of Knowledge Management and Communication Plan							
Participate in monthly M&E Units meetings							
Participate in monthly formal progress review meetings							

3.14. Reporting

The PIU-MOF and CEP-CIIP as the two key implementing partners will formulate an Annual Work Plan & Budget based on the annual physical targets based on the implementation plan which will be approved by the PSC and IFAD. Consistent with the AWP&B, reporting formats will be developed for each of the reports namely the monthly statistical reports, the quarterly statistical and narrative reports and the Annual Performance Reports (APRs) by the M&E staff of each of the executing agencies and coordinated at the level of the PIU-MoF and the CIIP-CEP into one consolidated report. The Annual Performance Reports (APRs) will document the progress towards achieving the indicators in the Logical Framework. APRs will also contain a narrative with updates on the progress of each output and outcome envisaged at the project level.

The contracts with each implementing agency will specify their reporting responsibilities, the frequency of the reports to be produced and provide them with the formats to be used. All partners will be required to review and report on the implementation and indicators related to gender. All data will be disaggregated by sex and age to enable an assessment of the progress in inclusion of women and youth in the project.

The key reports that will be submitted have been identified in the M&E Reporting Matrix given below together with their timelines and reporting responsibility. All implementing partners will be required to provide information on the core indicators, impact, outcome and output level indicators specified in the PMF. The APRs will include the status of each funded activity throughout the relevant reporting period, including a narrative report on implementation progress based on the logical framework. The APR will be submitted to the PSC and IFAD on an annual basis for the period ending on 31 December within sixty (60) days after the end of the relevant annual period, with the first APR required to be submitted following the end of the calendar year after the Parties have entered into the relevant FAA, and the last APR required to be submitted within six (6) months of the end of the relevant Reporting Period.

Table 13: Types and Frequency of Reports

Types of Reports	Reporting Timeline	Responsibility
Baseline Survey	Year 1	Independent Third Party
Annual Work Plan and Budget	Two months prior to the start of the relevant PY.	PIU-MOF and CEP-CIIP
Quarterly Statistical and Narrative Reports on physical and financial progress.	Two weeks after the end of the relevant quarter.	PIU-MOF-M&E Unit CEP-CIIP-M&E Unit PFIs CFS & Other partners
Annual Progress report on outputs and key performance indicators, including updated logical framework	One month after the end of the relevant PY.	PIU-MOF-M&E Unit CEP-CIIP-M&E Unit PFIs CFS & Other partners
Supervision Missions	Annual	IFAD and GOT
Report on Co-financing in absolute numerical terms in accordance with the provisions of the relevant legal agreements between the AE and the AF	One month after the end of the relevant PY.	PIU-MOF -Financial Specialist and CIIP-CEP
Environmental & Social Safeguards Quarterly Report	Two weeks after the end of the relevant quarter	Environmental and Social Safeguards Specialist
Beneficiary Feedback Analysis with both men and women.	On a regular basis at the completion of key project investments.	PIU-MOF-M&E Unit CEP-CIIP-M&E Unit PFIs/GMC CFS & Others partners
Leaning and Knowledge Products	Periodically	TA & M&E
Mid-Terim Review	Year 4	IFAD
Final Impact survey	Six months prior to end of the project in PY 7.	Independent Third Party
Completion Report.	Three months prior to the project end in PY 7.	IFAD

3.15. Risk Management

The risks associated with the implementation of AMAL project are identified in this section together with the risk mitigation and adaptation measures incorporated in the project design and any residual risks that may affect the project's implementation and success (PDR Annex 10). The broad inventory of potential risks also draws from the SECAP Review Note (PDR Annex 5) which examines risks more from the perspective of the social, environmental and climate perspective. The risk analysis is used to define the way the design is adapted to the critical risks and the mitigation measures that are incorporated in the project design.

Risks external to the project. These include country risks, sector strategies and policy risks and overall environment and climate risks. The project design will adapt to these risks as it cannot influence these risks significantly. The country is dependent on external support, food imports and remittances from Russia. In addition, the country supports a policy that favours cotton production despite its limited relevance to smallholders because of the capacity of the crop to earn foreign exchange. Tajikistan is also highly vulnerable to climate risks as a large part of its area is covered by mountains and rangelands the productivity of which depends on rainfall pattern. AMAL can help Tajikistan through a

resilience-building approach. Given that Tajikistan is highly dependent on remittances, food imports, and external support, while also facing policy biases (e.g., cotton prioritization) and climate vulnerabilities, the project is designed to enhance adaptive capacity. The risks emanating from external factors that will include market volatility and climate risks.

Project risks. The inherent Risks of the project include climate and environmental risks emanating from droughts, erratic rainfall that can reduced pasture productivity, livestock mortality. Risks due to overgrazing and land degradation that can lead to long-term loss of pasture viability. Climate-induced disease outbreaks. A key set of risks are associated with economic and market risks that can be caused due to fluctuating livestock prices; the risk due to high dependence on Russian remittances leading to economic shocks if migration declines. Limited access to finance that limits MSME growth. Weak enforcement of pasture laws and social and institutional risks that could lead to gender disparities with limited access for women to resources. Traditional resistance to new practices which could lead to slow adoption of improved techniques. Land tenure conflicts leading to disputes over pasture access. Residual Risks at the project level which will remain include climate unpredictability that will lead to some losses that may still occur despite adaptation measures. Furthermore, despite awareness raising sessions and introduction of the new practices there might be limited adoption rates as some farmers may resist change due to resistance to change of traditional behaviours or lack of improved inputs in the market.

Concerns about reaching the targeted beneficiaries will be addressed by selecting project villages with clear criteria and a well specified targeting strategy. The 100 to 150 villages of AMAL will be finalised between project approval and implementation to ensure no delays occur on account of the selection. The PIM identifies a very clear approach for beneficiary selection and the inclusion of women and youth. The project approach will put in place mechanisms for building transparency and effective communication with key stakeholders at all levels. This will help in dealing with risks of elite capture and ensuring that grievances are addressed and resolved.

In order to address risks regarding lack of coordination among the implementation agencies, the project has designed implementation arrangements that will entail frequent coordination and collaboration through the Office of the Project Coordinator in Dushanbe. The project envisaged close coordination between the Ministry of Agriculture, Project Implementation Unit under the Ministry of Finance and the Center for Implementation of Investment Projects within the Committee on Environmental Protection. This concern will be addressed by identifying clear roles and responsibilities and at the same time ensuring that the partners do not work in silos during implementation. Sustainability will be integrated into all key component by identifying a clear exit strategy and specification of operation and maintenance responsibility for all key investments. A Project Coordinator will ensure coordination and consolidated progress reports and collate the financial and physical performance.

Procurement and financial management risks have been assessed and will be managed by hiring qualified staff, proper staff training on IFAD procedures and routine assessment and prompt action. To address procurement concerns the project will develop a Project Implementation Manual to mitigate the inconsistency with country systems and development of a Project Procurement Strategy and emphasize proper procurement planning, building the capacity of project procurement staff, strengthening of the internal audit function and requiring accountability and transparency in procurement. The financial management systems will be strengthened by ensuring the recruitment and retention of qualified staff and setting up effective and reliable accounting practices and software. A Financial Management Manual has been developed and is included separately in the PDR.

The project will establish mechanisms to ensure strong coordination between the three implementing units by adopting standardized accounting software and reporting templates, consulting with the ministries including IFAD projects in the internal audit plan and maintaining strong external audit oversight. While operational risks will be significantly reduced with the types of measures taken for mitigation and the adaptation strategies in place, some residual risks will remain and will continue to be monitored for mitigation and adaptation.

3.16. Sustainability Strategy

The project will ensure that investments are designed and implemented in a manner that is sustainable. At the start of each investment decision, AMAL procedures require an appraisal that covers all dimensions of sustainability namely, socio-economic, technical, institutional and environmental. This initial appraisal will be conducted by technical experts and approved only when all dimensions of sustainability are verified. At the village level, the *socio-economic* and technical aspects of the community plans will be assessed in close coordination with community members. This will cover how the project will impact different socio-economic groups and determine how any negative impacts are redressed. The social feasibility will also assess the extent to which the investments will continue to engage the community members through generating benefits that can secure their commitment over time. The social feasibility will assess the role of women, youth and the poor to ensure they participate in the project and benefit from it. Gender-and youth inclusive approaches will ensure their continued engagement in the plans. Commitments will be secured from community members to ensure their interest and contribution to the plans.

An *economic and financial analysis* of each investment will ensure that all infrastructure, production and value addition schemes and enterprises are economically and technically viable. No scheme will be approved until it is ascertained to have a certain threshold of viability based on the opportunity cost of capital and other economic metrics. Entrepreneurs and enterprises will be strengthened and provided business orientation and training and access to the range of services required to build sustainability. Each enterprise will be assisted with undertaking a sensitivity analysis to determine how any unanticipated risks may impact the investment. Economic sustainability will be strengthened through linking producers to input suppliers, sources of since and markets for their produce.

Institutional sustainability will be assessed by identifying the requirements for designing, implementing and operating the schemes after completion. The roles and responsivities of all implementing and operating agencies will be identified and agreed in a written term of partnership. The institutional capacity building needs of all implementing agencies will be identified at the outset and a training plan prepared to ensure the strengthening of local community members for their role in implementation and operation and maintenance. Village Organizations and Pasture Users Unions (PUUs) will be established or strengthened to lead the decentralized governance of restored pastures, water systems, and NRM plans. Capitalizing on the presence of the existing legal framework, Pasture Users Unions (PUUs) will be established as legal cooperatives with by-laws, bank accounts, and revenue streams (e.g., membership fees, pasture leasing), etc. Where feasible VO and PUU plans will be integrated into local government (*Jamoat*) development planning with contribution from government for financial and political support. VO and PUUs will also be assisted in developing opportunities to generate their own revenue stream such as through fodder seed production units and equipment rental services.

All investments in public or private infrastructure will be made only after a clear determination of the ownership and management and maintenance arrangements. Individual households will assume responsibility for equipment and assets they are

granted individually. Community organizations will assume responsibility for community infrastructure such as vet posts/water troughs, animal shelters and shepherd cabins in the pastures. Local and district government will assume responsibility for public infrastructure such as water supply schemes, livestock markets, slaughterhouses, laboratories, vet mobile units, seed multiplication and dissemination facilities, feed storage, IT systems, etc. These arrangements will be specified for each type of investment made in the terms of partnership signed. Maintenance contracts will be established between communities and local governments and between the PMUs and public entities and for public private partnerships clarifying these arrangements. The persons responsible for operating and maintenance will be trained where required.

All production practices and technologies introduced will be made sustainable through ensuring that there is continued supply of inputs in the market and that these are affordable. Access to finance will be made sustainable through partnerships with local financial institutions and use of digital financial services that can reduce cost of financial transactions for both the lender and borrower. The adoption of the new practices and technologies will depend on the extent to which they increase production or prevent losses. Livestock production will be made more sustainable through improved access to animal feed, fodder and animal health services. A cadre of veterinarian and young veterinarian graduates will be trained and given refresher training during the project period. They will be made sustainable through a service fee and linked with technical institutions for continued support in building their technical capacity.

Environmental sustainability of all investment decisions will be examined by following the SECAP procedures of IFAD and the environmental regulations and safeguards in the country. All infrastructure schemes will be screened from this perspective and will need the approval from local authorities. In addition, infrastructure schemes will be made resilient to local climate risks against floods.

Financial sustainability of the project will be ensured by partnering with eligible and financially sound institutions, including banks and MFIs, that demonstrate the capacity for responsible lending and risk management. These institutions will be selected based on their financial and operational performance demonstrating their ability to conduct thorough loan assessments and evaluate the feasibility of proposed financing instruments (tailored loan/grant packages and loan guarantees). By leveraging the operational strengths and due diligence mechanisms of these sustainable financial providers, the project will promote prudent lending practices, reduce default risks, and enhance long-term viability of financial support for target beneficiaries in underserved and rural areas.

Scaling Up Approach: AMAL will use various approaches to *scaling-up* its successful initi*atives*. These will include the following;

(i) *Anchoring successful initiatives in the national policy framework;* AMAL will capitalise on its strong advantage of having sub-components that can strengthen the government's policy and regulatory framework on livestock development. Thus, the model of the climate sensitive community plans, the mobile veterinarian services, the placement of youth veterinarians, the animal traceability systems, the local feed multiplication and dissemination systems, etc., can be embedded into the National Livestock Development Strategy which AMAL will assist the government in formulating. Based on its success, the project will advocate for the inclusion of budget lines in the Ministry of Agriculture for scaling up community animal health workers. The sustainability of the school feeding programs will be explored through government budget support in the MoF as a part of its regular annual budget and national rollout of tested pilots such as on animal traceability systems, etc.

(ii) *Identifying additional resources* from public sector and development partners and

explore avenues of support from corporate sector interested in contributing to Corporate Social Responsibility and local community philanthropy. The school feeding programme could be scaled up by using these options and expanding coverage in partnership with WFP to additional schools. The investments in village level planning could be financed and scaled up through local government budgets.

(iii) *Demonstrating and disseminating successful approaches*: One of the most effective approaches for scaling up is peer to peer learning. It is expected that lead farmers will play a critical role in disseminating successful approaches for increase in production and productivity and uptake of climate adaptive practices, seed multiplication, etc. VOs, PUUs and lead farmers in pilot villages can also mentor new communities. These will be further facilitated through knowledge management activities which AMAL will encourage through field visits and case studies and KM products on social media.

(iv) *Paradigm shift in approach:* Some services can be scaled up only through a fundamental paradigm shift in the approach to service provision. For example, use of IT technology in combination with how credit risk is assessed through using historical remittance inflow data and developing alternative credit scoring mechanisms can transform the approach and perception of lending to the agriculture sector and help scale up financial services to rural areas in Tajikistan. AMAL will discuss this approach with its Participating Financial Institutions (PFI).

(v) *Leveraging finance and building capacity for scalable impact:* The project is designed with a strong scaling-up mechanism by strategically leveraging grant funding and financial sector engagement. Grants provided to processors will be complemented by 70% loan capital from participating financial institutions, significantly amplifying the investment impact. Similarly, smallholders will benefit from a loan guarantee instrument, loan amounts will be backed by just 30% of project-funded loan guarantees, thus enabling broader outreach with minimal public funding. To support this expansion, the project will also invest in capacity-building by training financial institutions' staff in agricultural lending practices, product development and risk management.

Exit Strategy: By embedding ownership, diversifying finance, and aligning with government systems, the project can sustain impact and scale beyond its lifespan. AMAL has designed exit strategies for each of its main areas of investment. The table below indicates the specific plans for all main investment areas. The exit will be facilitated by a focus on capacity building of all local community institutions, institutional partners, individual service providers, entrepreneurs and enterprises. Each infrastructure investment will have a clear owner and will be handed over after completion such as markets, water supply schemes, vet posts, livestock input supply arrangements such as seed, feed, etc. Arrangements made for access to finance and school feeding will be structured in a manner that ensures their sustainability beyond project completion and ties them to local government systems, plans and policies. The exit plan for key interventions is outlined in the table below.

Table 14: Measures to Build Sustainability and Exit

Entity	Sustainability Aspects	Exit Plan
Community Action Plans	• Build community capacity for participatory planning and implementation. • Collect from community contributions for small village level investments. • Integrate plans into local government strategies and plans for on-going support.	• The project will provide initial capacity building and financial support up to the quota assigned for each village. • After completion of activities a village report will be updated in the AMAL records and the village file. • The community facilitator and M&E staff will select a few villages to periodically monitor and report impact at the village level.
VO and PUUs	• Build VO and PUU capacity. • Initiate investments that are socially, technically and environmentally sustainable. • Develop models for revenue generation.	• Register as legal entities. • AMAL will provide initial capacity building and financial support up to the quota assigned for each VO and PUU. • Link to district and Oblast level PUAs and PMT for advocacy and support. • After completion of project activities the community facilitator and M&E staff will select a few PUUs to periodically monitor and report performance.
MSMEs	• Capacity building and orientation in business skills. • Establish revenue generation models that can sustain the business.	• Shift grant focus to loans and reduce technical assistance. • Transition business incubation to local agencies (e.g., Chamber of Commerce). • Link with Participating Financial Institutions that can provide on-going access. • Link with market opportunities. • Facilitate long-term contracts.
Public Infrastructure	• Determine ownership and construction/supervision arrangements. • Define Terms of Partnerships (TOPs) for O&M. • Build capacity for O&M. • Testing and scheme commissioning.	• Assess sustainability readiness before exit. • Transfer infrastructure and assets to communities or government at completion. • Periodic M&E to determine functionality and sustainability. • Reserve 5% of project funds for post-exit emergency support.
Access to Finance	• Identify financial needs of beneficiaries • Facilitate linkages with financial institutions	• Beneficiaries' enterprises supported with sustainable financial tools and linked to financial institutions

Entity	Sustainability Aspects	Exit Plan
	• Leverage commercial funding to scale investment • Provide capacity building for financial institutions • Expand the outreach and utilization of the guarantee instrument • Strengthen the guarantee fund for long-term viability	• Financial institutions strengthened and continue lending independently • Training and technical assistance (TA) materials published and made available for continued use • Guarantee fund retains any surplus capital for future use • Principal amount of guarantees returns to the State Guarantee Fund • Knowledge and systems integrated into financial institutions' standard practices
Natural Resource Management	• Establish pasture user committees for long-term management. • Promote sustainable grazing and management practices. • Rehabilitate degraded pastures. • Invest in infrastructure to sustain natural resources.	• Formalize community-based NRM agreements. • Integrate plans into local government policies. Support regulatory and governance policy measures.
Veterinarians including youth veterinarians.	Provide basic diagnostic and treatment tool kits. • Establish supply chains for medicines. • Set up fee-for-service models.	• Ensure sustainable drug supply through private markets. • Integrate vets into local livestock services.
School Feeding Programme	•Build infrastructure for meal preparation so schools can qualify for government support. • Build capacity for school administration and Parent Teacher Associations to manage school feeding programme Establish link between processors and schools for procurement of dairy/livestock produce. • Train school staff on meal preparation.	• Hand over management to local education authorities. • Secure government budget commitments. • Strengthen parent-teacher associations for oversight and local fund raising.

3.17. Supervision and Implementation Support (SIS)

IFAD designs its projects in close coordination with implementing partners, ensuring continuity between design and implementation. At the outset, IFAD will orient key project staff on its implementation and fiduciary procedures, including financial management, procurement, and monitoring and evaluation (M&E). IFAD will maintain oversight of the result-based Annual Work Plan and Budget (AWPB), physical and financial progress, and adherence to fiduciary, procurement, and safeguard standards. Strict compliance with the Social, Environmental and Climate Assessment Procedures (SECAP) will be ensured with alignment with national regulations and regular review of all investment decisions.

The project log frame will serve as the main tool for tracking progress and IFAD will monitor the quality of deliverables, conduct procurement reviews, manage fiduciary risks, and assess project performance and value for money. IFAD will also oversee the project's targeting strategy to ensure that intended beneficiaries, particularly women, youth, and marginalized groups, are effectively reached. It will review and approve the M&E framework, reporting formats, survey scope, and community feedback and grievance mechanisms.

IFAD will provide supervision and implementation support throughout the project period. Missions will be organized by IFAD's sub-regional hub based in Istanbul in coordination with the Lead Implementing Agency and with support from the PIU-MOF. One full supervision mission will take place every year and, when possible, will coincide with the review of the annual work plan and budget. It will focus on (1) assessing overall physical and financial performances against AWPB targets and log frame indicators; (2) ensuring fiduciary and safeguard compliance; and (3) addressing implementation bottlenecks. Mission teams will include relevant technical, fiduciary, environmental, gender, and M&E specialists, with composition tailored to the project's needs. In addition to supervision missions, IFAD will organize implementation support missions when necessary to provide targeted assistance to the project in areas requiring additional attention or improvement.

Mid-term review. A Mid-Term Review (MTR) will be carried out during the fourth year after project start-up. It will review implementation progress and likelihood of the achievement of the project development objectives through the evaluation of results against the log-frame indicators. It will also assess (i) the performance of implementing partners; (ii) the relevance of the project design and Theory of Change, and (iii) the extent to which the project can deliver sustainable results. The results of the mid-term COI survey are critical for the MTR to fulfil its objectives and should be made available before the mission. If required, the MTR will advise on corrective actions, including possible restructuring, to be put in place in the remaining implementation period before completion.

Project completion process and report. The project completion review will be undertaken by the Government of Tajikistan, in close coordination with IFAD, at the end of the implementation cycle and after finalization of the completion survey. The main purposes of the review are to promote accountability, reflect on project performance, produce lessons learnt to inform new programme/project designs, and define and strengthen an exit strategy for sustainability. The learning dimension of the completion process will be emphasized since it provides useful information for improvements in future programme/project designs and programming.

Chapter 4: Detailed Project Implementation Plan

4.1. Overview

AMAL will have three main inter-related components which will focus on productivity and building resilience, marketing and developing a supportive policy environment. The components are strongly interlinked and capitalise on the synergies that each of them offers. The Table below outlines the allocation of resources by the IFAD and AF for the two main implementing agencies.

Table 15: The Allocation of Resources by Financiers between CIIP-CEP and PIU-MOF

Component / Sub-component	IFAD		AF	Total
	CIIP-CEP	PIU-MOF	CIIP-CEP	
C1.1 & C1.2 (Community plans developed and implemented)	5 589		7 141	12 730
C1.3 Climate-smart animal health, breeding and feed services	2 919		-	2 919
Component 1	**8 508**		**7 141**	**15 649**
2.1 Improved Public Livestock Infrastructure		2 000		2 000
2.2 Entrepreneurship and MSMEs development		3 900		3 900
2.3 Building Models for demand generation through public procurement - School feeding		1 500		1 500
Component 2	**-**	**7 400**	**-**	**7 400**
C3 – Policy	**-**	**300**		**300**
Project Management	573	573	876	2 023
IFAD Fee for AF	-		783	783
Contingencies	1 183	1 183	1 200	3 567
Total	**10 264**	**9 457**	**10 000**	**29 721**

Component 1: Improving Livestock Productivity and Climate Resilience: This component will focus on three outputs; (i) Output 1.1 Community Action Plans Developed; (ii) Output 1.2 Community Action Plans Implemented; (iii) Output 1.3: Climate-smart animal health, breeding and feed services delivered. This component will focus on enhancing livestock and pasture productivity through access to improved services, inputs and technologies, small infrastructure investments and assist smallholders in aggregating and undertaking primary processing activities. The participation of women and youth (50% women and 30% youth) will be pursued by including activities which enhance their productivity, incomes and employment. Special activities to support nutrition such as awareness training will be integrated in all production activities and kitchen gardening for enhancing dietary diversity.

Component 2: Market Access, Enterprise Development, and Improved Nutrition: This component is designed to enhance value addition in the livestock sector through improvements in infrastructure, access to finance and business development services and enhancing market linkages. This component will have three outputs. Output 2.1: Improved public livestock infrastructure, (ii) Output 2.2: Entrepreneurs and MSMEs are supported

and strengthened through facilitated access to finance and tailored technical assistance. (iii) Output 2.3: Enhanced links with enterprises for procurement of food for the school feeding programme and nutrition support.

Component 3: Enabling policy environment and project management: This component will provide support to an enabling policy environment at national level through support to the GoT in developing a comprehensive National Livestock Strategy through an inclusive, evidence-based process.

4.2 Sequencing of Project activities by component

Component 1: Improving Livestock Productivity and Climate Resilience

This component adopts a decentralised and community driven approach to strengthen livestock productivity, improve dietary quality, and build climate resilience. At community level, these objectives will be pursued through participatory planning and investment in productive and climate resilient livestock systems. This component will have three sub-components. In Subcomponent 1.1 and 1.2, approximately 100 to 150 Climate Sensitive Community Action Plans (CsCAPs) will be developed and implemented to identify and finance local priorities such as pasture rehabilitation, feed and water infrastructure, livestock shelters, and small-scale processing. Women and youth will play key roles, with at least 20 percent of village budgets reserved for women led investments. At the district level, sub-component 1.3 will strengthen essential livestock services that support household and community level production. Investments will include mobile veterinary laboratories for disease diagnosis and surveillance, training and deployment of young graduate veterinarians to extend last mile services, and the establishment of an animal identification database to improve traceability and animal health management. Support will also be provided to strengthen national and regional breeding centres for artificial insemination and to improve feed systems through the multiplication of drought tolerant fodder varieties. Together these interventions will link community-based planning with improved service delivery to enhance productivity, resilience, and nutrition outcomes in rural areas. At its core is the recognition that animal source foods are essential to reducing stunting and anaemia by addressing widespread deficiencies in calcium, iron, folate, and iodine. By increasing the availability and household consumption of these foods, the project will contribute to improved nutrition outcomes especially for women, children and vulnerable groups. A nutrition lens will guide training and extension activities. Beneficiaries, with priority given to young women, will receive nutrition awareness sessions to strengthen linkages between food production and household consumption.

Sub-component 1.1 Climate-sensitive Community Action Plans (CsCAPs) Developed

This sub-component aims to enable smallholder livestock farmers and pasture users to identify, prioritise and design investments that strengthen climate resilience, improve livestock productivity and promote inclusive natural-resource management. Approximately 100–150 Climate-sensitive Community Action Plans (CsCAPs) will be developed across target villages in Khatlon, the Districts of Republican Subordination (DRS) and Kuhistoni Mastchoh. Adaptation Fund resources will support activities in DRS and Kuhistoni Mastchoh, while IFAD financing will cover Khatlon. Budget allocations are proportional to each district's share of the total target population, except for Kuhistoni Mastchoh, which receives a higher allocation in recognition of its remoteness and vulnerability. The implementing partner will recruit Community Facilitators (CFs) competitively through an NGO to lead participatory planning together with Jamoat authorities, pasture user groups and village organisations. Where such institutions are absent, CFs may support their

establishment. The process will integrate participatory diagnostics and gender and youth sensitive consultations to produce plans that are technically sound, socially inclusive, and climate informed. Approximately 20 per cent of each village level budget will be ring-fenced for women-led initiatives such as milk processing, kitchen gardens, and small greenhouses.

Activity 1.1.1 – Participatory Orientation and Village Diagnostics: This activity introduces the project's participatory planning process at local level, ensuring that communities, local authorities, and facilitators share a clear understanding of objectives, roles, and the baseline conditions that will guide the development of each CsCAP. At this stage a wealth ranking exercise will be carried out to ensure that sub-groups within the village are well-represented and the 5 most vulnerable households to be provided with livestock livelihood and nutrition packages are identified.[39]

> *Sub-Activity 1.1.1.1 – Orientation with Local Governments and Village Leaders:* Introductory sessions will be held with Jamoat authorities and community leaders to present project objectives, eligibility criteria and planning steps. These sessions will also confirm the co-selection of target villages and clarify the roles of CFs and the implementing partner at district level.
>
> *Sub-Activity 1.1.1.2 – Village-level Diagnostics and Resource Mapping:* Village dialogues will identify key livestock and natural-resource management challenges. Community facilitators will facilitate analysis of climate hazards, pasture degradation and feed scarcity, drawing on district vulnerability data. Dedicated meetings will be organised for women and young farmers to identify their priorities in livestock production, processing, pasture use and related topics. This ensures that their perspectives inform the design of investments and training programmes.

Activity 1.1.2 – Formation of CsCAP Committee and Village Organisation Capacity Building. This activity ensures that all community members, including women and youth, are represented in the CsCAP process and have the necessary skills to participate effectively in decision-making, planning, and management of future investments.

> *Sub-Activity 1.1.2.1 – Formation of CsCAP Committees:* Villages will elect CsCAP committees with balanced participation of women and youth as detailed in the PIM. Where possible, members will be drawn from existing pasture user unions and producer groups to strengthen institutional connections.
>
> *Sub-Activity 1.1.2.2 – Training of Community Representatives:* Community Facilitators will deliver short training courses to facilitate the capacity of the CsCAP Committee as needed on topics such as participatory planning, record-keeping, financial literacy and climate-resilient livestock management.

Activity 1.1.3 – Preparation and Validation of Community Action Plans: This activity guides communities through the technical preparation, assessment, and validation of CsCAPs, translating identified priorities into detailed, climate-sensitive and feasible investment proposals aligned with local development framework. *Sub-Activity 1.1.3.1 – Drafting of CsCAPs:* Each committee, supported by CFs and the implementing partner, will prepare a draft CsCAP informed by the village's resource base, livestock systems, climate risks and proposed investments. These will include pasture management recommendations. Women on the Committee in consultation with village women will prepare the Action Plan for the budget ringfenced for women.

[39] These livelihood /nutrition packages can comprise poultry, rabbits, small ruminants with housing and feed for the first six months. These will enable these households to add protein to their diets and generate a small income.

Sub-Activity 1.1.3.2 – Alignment with Jamoat Plans and Budgets, Feasibility Assessment: Draft CsCAPs will be discussed with Jamoat representatives to ensure consistency with local development priorities.

Sub-Activity 1.1.3.3 – Feasibility Assessment: Proposed investments will undergo technical, economic, social and institutional feasibility checks, including O&M cost analysis and environmental and social screening in line with SECAP procedures.

Sub-Activity 1.1.3.4 – Validation with Communities: Assessment results will be presented in village assemblies, holding separate dialogues for men and women to validate the final list and sequencing of investments.

Activity 1.1.4 – Formalisation and final agreement of CsCAPs: This activity establishes the agreements, governance structures, and accountability mechanisms needed to formalise the CsCAPs, ensure transparency, and prepare them for implementation under the next sub-component. Tripartite Agreements will be signed between implementing partners, village organisations and local authorities defining financial contributions, procurement modalities and O&M responsibilities. Each participating village will establish a Grievance Redress Mechanism (GRM) to ensure transparency, manage complaints and strengthen accountability among stakeholders. The participation of women and youth will be ensured in developing the GRM and channels for communicating the GRM process to women, youth and other vulnerable groups identified and utilized. These agreements will serve as the basis for implementation under Component 1.2.

Sub-component 1.2: Community Action Plans Implemented.

This subcomponent translates the validated Climate Sensitive Community Action Plans (CsCAPs) into financed and implemented investments that improve livestock productivity, strengthen natural resource management, and build community resilience to climate change. Investments will include small scale infrastructure, equipment, and institutional support responding to priorities identified through the CsCAPs. Typical investments may focus on pasture management and restoration, including rotational grazing infrastructure, reseeding, erosion control, and light fencing to improve pasture rotation; feed and fodder resilience through the introduction of drought tolerant forage species, provision of small scale equipment such as fodder cutters and silage storage units; and livestock water infrastructure through the rainwater harvesting tanks, small reservoirs, and solar powered pumps for livestock and domestic use. Women focused investments may include milk processing equipment, drudgery reduction equipment, small greenhouses, livestock packages and nutrition gardens, and will represent at least 20 percent of village level investment budgets.

Activity 1.2.1 – Preparation of Designs, Capacity Building and Procurement. This activity ensures that all CsCAP investments are translated into technically sound designs, supported by adequate institutional capacity and transparent procurement systems.

Sub-Activity 1.2.1.1 – Detailed Designs and Costing: Technical designs, bills of quantity, and cost estimates will be prepared for all approved sub-projects, maintaining compliance with national standards and climate-resilient design principles. Where applicable, environmental and social impact assessments will be undertaken, with mitigation measures integrated into design.

Sub-Activity 1.2.1.2 – Strengthening of Community Institutions: Training and mentoring will be delivered to community institutions such as pasture user unions, producer groups, and women's cooperatives to strengthen their ability to manage procurement, implementation, and oversight of works and services.

Sub-Activity 1.2.1.3 – Procurement of Goods and Services: Equipment and materials will be sourced in line with approved CsCAPs and budget allocations.

Activity 1.2.2 – Implementation of Community Investments and Trainings: This activity delivers investments on the ground, ensuring quality execution and adherence to technical and environmental standards. Approved investments will be implemented by local contractors or community groups under the supervision of the implementing partner and relevant authorities. Training needs as identified in the csCAPs will be delivered to relevant local community members as identified in the csCAP. Nutrition training of beneficiaries, with priority given to young women, will strengthen linkages between food production and household consumption. Where necessary training-of-trainers sessions as needed regarding issues such as livestock health, artificial insemination, and heat detection will be delivered by technical specialists to Community Facilitators by trained experienced consultants.

Sub-Activity 1.2.2.1 Training for Village Women in Leadership and Nutrition: This activity delivers leadership and nutrition awareness training A service provider will be competitively recruited by CIIP-CEP to develop and deliver 5-day ToTs on Leadership and Nutrition Awareness and design the 5 two-hour sessions on nutrition to be delivered at the village level. The service provider will review existing material on leadership and nutrition for rural women, conduct a rapid needs assessment and develop manuals for the trainees to conduct the village nutrition sessions. Pre-existing material can be incorporated and video clips to support learning will also be identified. The Social Inclusion and Nutrition Specialist will work closely with the service provider to ensure that the training designed aligns with AMAL's objectives and is appropriate for the target group. Two women will be selected from each village by the CsCAP committees based on eligibility criteria provided by the service provider. The women will be provided with transport and perdiem. Childcare will be made available during the ToT. The women trained will each hold five two to three hours sessions on nutrition.

In nutrition, the training will focus on providing trainees with practical nutrition knowledge and facilitation skills. Topics will include basics of nutrition, balanced diets, and local nutrient sources, complemented by cooking demonstrations on iron-rich meals. women's and children's nutrition, hygiene, and seasonal food challenges, local food solutions through kitchen gardens and livestock, climate-smart nutrition practices, and effective communication techniques for community facilitation. In leadership, topics will include gender relations, self-awareness, leadership and accountability, negotiation, conflict management and effective communication. The women will also be fully briefed about the project, its objectives, activities and the Grievance Redress Mechanism.

The nutrition training at the village level will comprise two to three hour sessions at the village level. Two trainings will be held in each village with 25 young women (between the ages of 18 to 30) in each training. The women delivering the nutrition sessions will be provided with a stipend and light refreshments will be provided to participants.

The women trained in the ToT will function as Village Leaders for the duration of the project .They will be a resource for villagers for information about the project, especially ensuring that women and youth are fully briefed. They will also provide target group feedback to the project, especially the participation of women and youth. Feedback from the Village women leaders will be provided on a quarterly basis against a simple format to the Community Facilitator and the Social Inclusion and Nutrition specialist.

Activity 1.2.3 – Finalisation and Monitoring: This activity focuses on the formal handover of completed schemes and the monitoring of outcomes to ensure that investments are fully operational, properly maintained, and delivering the intended benefits to target

communities. Completed infrastructure and equipment will be formally transferred to village organisations and Jamoat authorities through signed handover agreements specifying maintenance responsibilities and O&M provisions. Monitoring will assess functionality, sustainability, and contribution to climate resilience, livestock productivity, and social inclusion.

Sub-component 1.3 Climate-smart animal health, breeding and feed services delivered

This sub-component aims to improve animal and herd productivity by ensuring availability and access of small holders to essential services It will be based on strengthening institutional capacity and providing equipment and resources at district level to support decentralised availability of essential services. This output will be implemented by public institutions with specific technical mandates and expertise on animal health, on animal genetic resources and on seeds selection and multiplication.

Activity 1.3.1. Improved access to animal health services: This activity will be implemented by the Committee on Food Security (CFS). The purpose of this activity is to improve access of smallholder farmers to last mile animal health services that increase productivity, control animal diseases, reduce One Health risks, strengthen climate resilience, and limit GHG emissions. In particular, this activity will strengthen the disease surveillance and response system in the country, for Transboundary Animal Diseases and zoonoses (e.g. brucellosis, anthrax, FMD and PPR) and parasitic diseases (e.g. helminths).

Sub-Activity 1.3.1.1. Provision of Mobile Veterinary Laboratories: For this purpose, a total of 8 mobile vet labs will be provided to the most remote districts, to deliver the following services: disease diagnostics and surveillance (e.g. FMD, brucellosis, anthrax tests), sampling (blood, milk, tissue) and lab analysis, veterinary clinical support (treatment, vaccination), postmortem examinations, food safety of animal products (e.g. hygiene, residues), compliance with veterinary/sanitary standards, veterinary certificates or test reports, biosecurity / quarantine enforcement. The targeted districts will be selected based on highest needs and could tentatively 1 for Sangour & Laksh, 2 for Tajikobod & Norobod & Dushti, 1 for Kohoistoni mastchoh, 2 in Sughd and 2 in Khatlon.

S*ub-Activity 1.3.1.2: Installation of young graduate veterinarians*: In addition, a total of 40 recently graduated veterinarians will receive training and guidance to be able to operate as farm vets and open their private practice to improve the level of animal health services delivery in villages. The young graduates will be trained and coached by the Association of organisations of veterinarians, and the training will be concluded with a licence to practice. The project will also provide motorcycles to the young vets to help them start-up their practice.

Sub-Activity 1.3.1.3. Animal Identification system: AMAL will assist with putting in place a national database and IT system for the animal identification system of cattle. The regulatory framework and strategy for the use of the system will be delivered by the World Bank One Health project by 2027. The actual software system and database architecture will be provided by an international entity (e.g. livestock technical institute or specialised consultancy firm), which will also provide the capacity development for its use. The system will be piloted with the tagging of 50,000 bovine animals, including 20,000 in larger farms and 30,000 in small family farms in order to assess its operability in various contexts. The database will be designed to be able to be extended easily to other species (small ruminants, poultry

farms, aquatic farms, honey producers etc.) and to include several interconnected modules, including animal health (for disease tracking and biosafety/isolation purposes), animal breeding (for performance monitoring) and all stages of the value chains, for traceability and food safety.

Activity 1.3.2. Improved access to animal genetic resources for productive and resilient breeds: The aim of the activity is to improve the delivery of improved cattle animal genetic resources and services to small holders to increase meat and milk production, conserve local resilience traits, improve natural resource use efficiency and limit GHG emissions. Focus will be on local but high-quality genetic breeds, including local black and white dairy breed.

Sub-Activity 1.3.2.1: Improved animal genetic resources in project areas: The project will support the State Enterprise for Animal Breeding and Artificial Insemination (SEABAI) to strengthen the delivery of improved animal genetic resources in project areas. The DRS Regional Breeding Centers in Gharm (Rasht Valley) in Bokhtar (Khatlon) and in a location to be determined at start-up in Sughd will be rehabilitated/upgraded through provision of additional equipment (laboratory equipment for semen production, AI kits for technicians, liquid nitrogen production machine, start-up doses of semen), in order to enable the State Enterprise to implement larger scale cross-breeding of local animals with exotic and more productive breeds. The purchase of equipment and procurement of services will be carried out by PMU, in collaboration with SEABAI.

Sub-Activity 1.3.2.2. Provision of Dairy Bulls: In addition, dairy bulls will be provided to the breeding centres with initial fodder. The maintenance of the bulls will either be provided by the breeding centres if they have the capacity or by contracted local farmers, selected strategically based on their capacity to maintain such animals and to manage the reproduction service for small holders.

Activity 1.3.3. Improved access to feed and fodder for resilience to drought This activity will contribute to improve access of small livestock farmers to drought-resilient feed and fodder varieties. It will focus on improving access to seed and seed production. Best practices in feed and fodder crop pest management and soil conservation management for feed and fodder production will be identified and further disseminated.

Sub-Activity: 1.3.3.1. Selection and initial multiplication of seeds by the State Unitary Enterprise for Seed Production (named after Abdulvokhid Nazirov in Faizabad district), which will be supported to produce these seeds and the technical recommendations for their optimal cultivation. Particular emphasis will be placed on legumes and drought resistant/resilient feed and fodder varieties (such as alfalfa or maize), and on practices such as grass and legume intercropping, agroforestry, weed management and concentrate feed preparation.

Sub-Activity: 1.3.3.2. Seed dissemination and multiplication: The seeds will be disseminated for further multiplication and commercialisation by seed producers in targeted districts, who will be supported to obtain certification on the seeds, to allow them to supply small livestock farmers. The model developed by the FAO project on agrobiodiversity financed by GEF could be considered for this step.

Sub-Activity 1.3.3.3. Development of feed and fodder balance mechanisms at national and district levels: This activity will provide support to national and district-level livestock authorities for better and regular planning of feed and fodder

balances and enhanced response to droughts and other drivers of feed shortages. The upgraded feed balance mechanism will include GIS-based rangeland monitoring and ground-level sampling, including those provided by the CAPEO grant. It will also include reliable estimates of animal requirements in terms of dry matter, energy and protein, including data on animal numbers and weights. This sub-activity will be under the responsibility of MoA and could be implemented by the Institute of Livestock and Pastures under the Tajik Academy of Agricultural Sciences.

Component 2: Market Access, Enterprise Development, and Improved Nutrition

This component is designed to enhance value addition in the livestock sector through improvements in infrastructure, access to finance and business development services and enhancing market linkages. Under this component public private partnerships will be established for upgrading livestock markets, storage and processing facilities for livestock products, slaughter houses and feed and fodder. MSMEs will be supported with business incubation services, business planning and access to finance for agribusinesses (meat, dairy, feed) to enhance value chains and food safety. Access to finance, grants and capacity building will be key elements for also supporting youth to generate new employment opportunities. Under this component support will also be provided to enhance the technical capacity of PFIs for outreach to small holders and link them to entities that can help under write part of their credit risk. This component will have three sub-components.

Sub-component 2.1 Improved public livestock infrastructure:

This sub-component will contribute to improve various types of infrastructure to support better access to market for small livestock farmers and improve biosecurity levels throughout the value chains. Such infrastructure will include:

- A total of 6 small-to medium scale slaughterhouses (two per AMAL region) of a capacity of 10 to 20 cattle per day, with tiled walls, running water, storage facility for bloods and other remains, adequate and separate waiting pen for the animals and a vet post for inspection. They will be run by private operators charging butchers for fee per head or by groups of organised butchers, who will also co-invest through financing of transport vehicles.
- One border veterinary post and quarantine facility in Spitamen district, which is strategically located on the border with Uzbekistan with high numbers of live animals imports and directly linked to the project districts. This facility, run by the district veterinary authority, will enable systematic quarantine, health inspection, and certification of imported animals, reducing the risk of transboundary animal diseases and strengthening national biosecurity.
- 8 improved public open-air markets for live animals, each equipped with sheds, water supply, veterinary inspection posts, and dip-tanks for disinfection. Run by district authorities, these facilities will safeguard animal health, improve market efficiency, and enhance transparency in livestock trade.
- 6 Feed and fodder storage facilities, operated by district authorities, which will help stabilize local feed supply, improve availability of quality feed at affordable prices, and reduce seasonal shocks for smallholders. These facilities will also enhance the resilience of local markets to climate and production variability.
- 12 Retail points/pavilion with refrigeration and water supply, run by district authorities. These retail points will provide smallholders and local processors with safe, affordable, and accessible selling outlets, enabling them to capture

higher value from their produce, improve household incomes, and expand consumer access to safe and quality food products.

This activity will implemented by the Livestock Market Infrastructure Specialist /Construction Supervisor, who will ensure quality, safety compliance, and timely delivery. The specialist will provide overall technical oversight, quality assurance, and construction supervision for all livestock market infrastructure listed under sub-component 2.1, ensuring compliance with IFAD guidelines, national construction standards. The ToRs for this position are provided in Appendix 5.

Under his/her supervision, a Consultancy firm/consultant will be hired to conduct the feasibility study for all livestock market infrastructure under sub-component 2.1, to determine technical, economic, environmental, and social viability of each proposed infrastructure. This will include optimal locations, market demand and supply dynamics, technical and economic justification, and environmental and social feasibility, providing clear recommendations for investment decisions.

In collaboration with the livestock specialist (PMU CIIP-CEP), the Livestock Market Infrastructure Specialist /Construction Supervisor will validate the feasibility study and the proposed management procedures for the infrastructure, including public-private partnerships where applicable (e.g. slaughterhouses and feed and fodder storage)

Subcomponent 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains

The project will provide business incubation services to start-ups and existing enterprises to add value along the livestock value chain. It will extend grants and improve access to financial services for enterprise development in key areas such as meat, dairy, eggs, fibre, and feed and fodder. Technical assistance and training will be provided on business development, business and financial literacy for micro, small and medium enterprises (MSMEs), while Participating Financial Institutions (PFIs) will benefit from capacity-building support to enhance their ability to lend to the livestock sector. IFAD will also build on lessons learned from the Promotion of Rural Incomes through Market Enhancement (PRIME) project on leveraging remittance flows to establish credit histories and mobilize equity investments.

This subcomponent will contribute significantly to the project's broader objective of inclusive rural transformation, enabling both enterprises and smallholders to participate more effectively and sustainably in the livestock value chain. The enterprise development intervention will also contribute to improved nutrition by providing incomes and employment and promoting food safety and hygiene in livestock-related agribusinesses.

Expected results

- 128 livestock-focused MSMEs supported through blended financing packages.
- 740 smallholder farmers trained in business planning and financial literacy.
- 240 financial institution staff trained in agricultural loan assessment and tailored product development.
- 888 partial loan guarantees issued to smallholders lacking sufficient collateral.

The detailed selection process for a Grant Management Company, Implementing Partner for Technical Assistance (TA) to Financial Institutions and TA to MSMEs, Implementing Partner for Loan Guarantee Fund are given in Appendix 12. The Eligibility Criteria for Grant Recipients, PFI eligibility criteria and PFI selection process, borrower eligibility and lending

activities guidance are also detailed in Appendix 12. The terms of reference of key staff is given in Appendix 5.

This subcomponent is structured around three interlinked activities aimed at unlocking finance, strengthening enterprise capacity, and increasing smallholder participation in livestock value chains:

- Activity 2.2.1: Financing Packages for Enterprise Development
- Activity 2.2.2: Technical Assistance for MSMEs and Financial Institutions
    - Sub-activity 2.2.2.1: Technical Assistance for MSMEs
    - Sub-activity 2.2.2.2: Technical Assistance for Financial Institutions
- Activity 2.2.3: Facilitation of Access to Finance for Smallholders

Activity 2.2.1: Financing Packages for Enterprise Development (USD 3.2 m + USD 3.2 m of PFIs' cofinancing)

Description. This activity will support the growth of livestock enterprises through financing packages of up to USD 50,000, composed of a 50% grant from the project and a 50% commercial loan provided by PFIs, including banks and microfinance institutions. These blended finance packages are designed to make financing more attractive by softening current commercial loan rates, which range between 22–34% per annum – levels often prohibitive for investments in productive assets.

Targeted beneficiaries will be aggregators and processors operating in the livestock sector, including 30% women and 30% youth. By enabling these enterprises to expand, the financing packages will stimulate greater smallholder integration into the value chain, generating broader economic and social benefits through value addition, job creation and improved rural incomes.

Implementation modalities. The Financing Packages for Enterprise Development activity will be implemented through a coordinated partnership between the Project Implementation Unit (PIU), Participating Financial Institutions (PFIs), and a contracted Grant Management Company (GMC) (see Financing Packages Workflow chart below). The objective is to deliver blended financing packages – consisting of 50% grant and 50% loan – to around 128 livestock enterprises, catalyzing investment in value chain development across meat, dairy, eggs, fibre, and feed/fodder.

A dedicated Grant Management Company (GMC) will be contracted by the PIU to assess grant eligibility of proposed investments against the project's criteria and ensure proper targeting of beneficiaries.

PFIs (including banks and MFIs) will be responsible for the commercial appraisal of business plans, conducting due diligence, assessing financial viability and sustainability, and disbursing the full financing package (grant + loan).

A PIU Committee will be established to select both GMC and PFIs and to review and approve all proposed packages before disbursement. The Committee will consist of at least the PIU Coordinator, the Enterprise Development and Credit Specialist, and the Finance Manager.

Both PFIs and the GMC will be competitively selected based on pre-defined eligibility criteria (see below), including operational capacity, experience with MSME financing, rural outreach, and alignment with project objectives. Once selected, each PFI will be required to open a dedicated account where project grant funds will be deposited. PFIs will be able to request up to USD 1 million in grant funds, which they will leverage with their own funds at a 50:50 loan-to-grant ratio. In total, USD 3.2 million in grant funding will be deployed under this activity (up to USD 25,000 per grant), unlocking another USD 3.2 million in PFI co-financing (up to USD 5,000 per loan).

PFIs will begin by developing a pipeline of potential investment projects from among livestock sector MSMEs. These proposals will be submitted to the GMC for review of grant eligibility. Where needed, the GMC will refer applicants to Activity 2.2.2.1 to receive support in developing bankable business plans (delivered by the Business Incubator of Tajikistan). Once both the grant eligibility (GMC) and business viability (PFIs) assessments are complete, the entire financing package will be submitted to the PIU Committee for final approval.

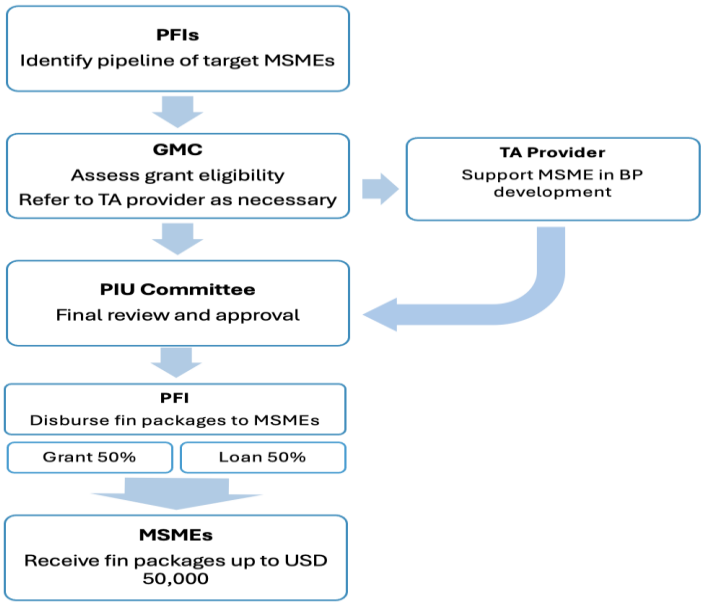
Upon approval, PFIs will disburse the full financing package of up to USD 50,000 (grant + loan) directly to the target enterprise. There is no further coordination required with the GMC at the disbursement stage, ensuring a streamlined and efficient process.

The PIU, through the Enterprise Development and Credit Specialist, will monitor the overall process, including the performance of PFIs and the GMC, progress toward disbursement targets, and compliance with beneficiary inclusion goals (30% women, 30% youth).

Table 16: Partner Roles & Responsibilities

Partner	Responsibilities
PIU	Overall coordination, oversight
PIU Committee	Selection of GMC, PFIs, approval of financing packages
GMC	Assess grant eligibility; monitor compliance with selection criteria; identify TA needs
PFIs	Identify a pipeline of beneficiaries; assess creditworthiness; disburse financing; monitor repayment
TA Provider (Business Incubator)	Provide technical assistance to MSMEs (business planning etc.)

Figure 1. Financing Packages Workflow



Sequencing of activities

Step A: The PIU convenes and formally establishes the PIU Committee, including representatives from the PIU and relevant technical partners, to select the GMC and PFIs and then review and approve financing packages.

Step B: The PIU selects and signs Implementation Agreements with the Grant Management Company (GMC) and Participating Financial Institutions (PFIs) based on the eligibility criteria.

Step C: The PIU transfers the grant portion of the financing packages to dedicated PFI accounts, based on the estimated demand and implementation plan.

Step D: PFIs begin building a pipeline of eligible livestock MSMEs and share initial client profiles with the GMC.

Step E: The GMC reviews and assesses grant eligibility of proposed MSMEs and links them to the TA Provider (Business Incubator of Tajikistan) for technical assistance, as needed.

Step F: The Business Incubator supports interested MSMEs in preparing or refining business plans and improving their business financial literacy to meet financing requirements.

Step G: Once the grant eligibility is confirmed by the GMC and the business plan is finalized, the full financing package is submitted for approval by the PIU Committee.

Step H: Following approval, PFIs access the grant portion from the dedicated project account and combine it with their own loan capital to disburse the blended financing package (50% grant + 50% loan) to the MSME.

Step I: The PIU, GMC, and PFIs jointly track financing package performance, repayment, and business outcomes through regular monitoring and reporting.

Activity 2.2.2: Technical Assistance for MSMEs and Financial Institutions (USD 0.5 m)

This activity will provide tailored technical assistance (TA) and training to both MSMEs and financial institutions to build the capacity required for sustainable engagement in the livestock sector.

Sub-activity 2.2.2.1: Technical assistance to MSMEs (USD 0.25 m)

Description. MSMEs (~740 beneficiaries) will receive support in developing bankable business plans, improving livestock-specific business management practices, and strengthening financial literacy. Topics will include herd and feed management, product diversification and value addition, marketing and market access strategies, and use of digital technologies. Additional modules will cover quality and food safety standards (Hazard analysis and critical point (HACCP) basics, packaging and branding for local and regional markets, customer relations and negotiation skills, climate-smart livestock practices (fodder efficiency, waste management, water use), and digital marketing/e-commerce tools to expand outreach. The State Enterprise "Business Incubator of Tajikistan" will lead the implementation of this technical assistance (TA), leveraging its national network and experience in business development services.

Implementing partner

The State Institution "Business Incubator of Tajikistan" (SIBI), under the State Committee on Investment and State Property Management (SCISPM), will serve as the implementing partner for this activity. SIBI has a nationwide mandate to support the development of entrepreneurship and small business incubation in Tajikistan, with regional centers across all provinces. It has accumulated substantial experience through projects supported by the Government of Tajikistan, UNDP, JICA, and other development partners, focusing on entrepreneurship training, SME development, and start-up support.

SIBI is uniquely positioned to deliver TA for MSMEs due to its institutional mandate, strong regional presence, and established network of trainers, business mentors, and sector specialists. Its track record includes successful delivery of entrepreneurship training programs and incubation services for start-ups in both rural and urban areas, including agribusiness-focused MSMEs. Through its partnership with vocational education institutions and regional training centers, SIBI can ensure outreach to remote rural areas and scale up delivery. For AMAL, SIBI will leverage its expertise to

design and deliver practical training packages, mentor MSMEs in preparing bankable business plans, and facilitate linkages with PFIs for access to finance.

SIBI qualifies for direct contracting under IFAD procurement procedures on account of its unique mandate as the only government-recognized national business incubator with full coverage of Tajikistan, proven capacity in MSME training and incubation, and its established integration into the government's entrepreneurship development agenda.

Note: While the State Enterprise "Business Incubator of Tajikistan" is designated as the initial service provider to ensure rapid project startup, this arrangement is not exclusive for the project's full duration. After the initial inception phase, the implementation of subsequent capacity-building activities under this component shall be subject to competitive bidding processes in accordance with IFAD procurement procedures, allowing for the participation of any newly emerged qualified service providers.

Implementation modality

The TA program for MSMEs and smallholders will be implemented in four sequenced phases to ensure systematic capacity-building, integration with financing mechanisms, and sustainability beyond the project:

Phase 1: Needs Assessment and Curriculum Development.
The State Enterprise "Business Incubator of Tajikistan" (SIBI) will conduct a baseline needs assessment of MSMEs and smallholders in target regions to identify training needs in business management, livestock production, and financial literacy. Based on this assessment, SIBI will design a curriculum of 15 training modules, ensuring that content is gender- and youth-responsive. Modules will cover business planning, herd and feed management, product diversification, HACCP and food safety, climate-smart livestock practices, marketing and branding, and use of digital technologies for enterprise development.

Phase 2: Training and Mentorship Delivery.
Training will be delivered through a blended approach combining group workshops, on-site coaching, and digital tools. Mentorship support will accompany each training cycle to ensure practical application of knowledge in business operations. A total of 240 MSMEs and 500 smallholders will participate, with at least 30% women and 30% youth targeted.

Phase 3: Business Plan Development and Linkages to Finance.
At least 240 MSMEs will be supported to prepare bankable business plans aligned with financing packages under Activity 2.2.1. Smallholders trained under this activity (500 beneficiaries) will receive capacity-building in financial literacy and basic business planning to enhance their eligibility for micro-loans and guarantee-backed financial products. Linkages will be facilitated with PFIs to ensure that both MSMEs and smallholders can access grant-loan financing packages and guarantee mechanisms.

Phase 4: Knowledge Sharing and Sustainability.
Training materials, business plan templates, and digital tools will be integrated into SIBI's ongoing training and incubation programs to ensure replication beyond AMAL. Training content will also be disseminated through digital platforms and regional centers, providing continued access to MSMEs, smallholders, and PFIs after project completion.

SIBI is expected to track the following indicators and meet the following targets as presented below:

Table 17: State Enterprise "Business Incubator Indicators and Targets

Indicators	Targets
1. Number of MSMEs trained, disaggregated by gender, age (youth/non-youth), region, subsector (for period and project-to-date)	240 MSMEs
2. Number of smallholders trained in financial literacy and business management, disaggregated by gender, age (youth/non-youth), region, subsector (for period and project-to-date)	500 smallholders
3. Number of MSMEs and smallholders with bankable business plans developed	240 participants
4. Number of training modules delivered, by type (business planning, HACCP/food safety, marketing, climate-smart practices, digital skills, etc.)	15 modules

5. Average training evaluation score disaggregated by training type	>80% satisfaction
6. Share of trained MSMEs and smallholders reporting improved practices (e.g., herd/feed management, record-keeping, HACCP standards, use of digital tools)	50% by end of project

Sequencing of activities

Step A. The PIU signs an Implementation Agreement with the State Enterprise "Business Incubator of Tajikistan" (SIBI), outlining responsibilities, deliverables, disbursement modalities, and reporting requirements.

Step B. The PIU disburses the first tranche (5%) to SIBI to finance a detailed needs assessment of MSMEs and smallholders in the project's target areas. SIBI prepares the curriculum of 15 training modules (business planning, HACCP, marketing, climate-smart livestock, digital skills, etc.), ensuring gender and youth responsiveness.

Step C. SIBI submits the training plan, curriculum, and budget to the PIU for review and approval.

Step D. Upon approval, the PIU releases subsequent funding tranches according to the approved implementation schedule.

Step E. Training cycles are rolled out over Years 2, 3, and 4 of the project, combining group workshops, on-site coaching, and digital delivery. At least 240 MSMEs and 500 smallholders are trained, with a minimum of 30% women and 30% youth participation.

Step F. Mentorship and coaching are provided to support the development of 240 bankable MSME business plans and to strengthen financial literacy and business practices of 500 smallholders, facilitating linkages with PFIs and project-financed grant/loan packages.

Step G. Monitoring, evaluation, and progress reporting are carried out by SIBI in coordination with the Enterprise Development and Credit Specialist and the PIU, including participant tracking, training feedback, and adoption of improved practices.

Step H. Knowledge products (training manuals, business plan templates, digital tools) are disseminated via SIBI's network and institutionalized into its permanent training offer to ensure sustainability beyond project completion.

Sub-activity 2.2.2.2: Technical assistance to financial institutions (USD 0.25 m)

Description. Financial institutions will benefit from capacity-building support to improve their ability to assess, design, and manage financial products tailored to the livestock sector. Training will cover loan assessment methodologies, risk management, development of livestock-focused financial products, outreach to remote rural areas, integration of digital technologies, and the use of remittance data for creditworthiness assessment. Approximately 240 loan officers and regional managers from both PFIs and other financial institutions will participate. Training delivery will be led by the Association of Financial Organizations of Tajikistan (AFOT) through its established training center.

Implementing partner. The Association of Financial Organizations of Tajikistan (AFOT) is uniquely positioned to serve as the implementing partner for delivering technical assistance and training to staff of financial institutions under Sub-activity 2.2.2.2. Established in 2004 and building on its earlier role as the Association of Microfinance Organizations of Tajikistan (AMFOT), AFOT is one of the first and most experienced financial sector associations in Central Asia. It brings together a wide range of financial institutions operating in Tajikistan, including nearly all of the country's leading microfinance providers (both banks and MFIs), which collectively cover over 95% of the microfinance market. This extensive network and reach provide a solid foundation for rolling out capacity-building activities nationwide, particularly in rural areas where microfinance is a key tool for financial inclusion.

AFOT functions as a platform for knowledge exchange, peer learning, and sectoral coordination among financial institutions committed to inclusive finance. AFOT also operates a dedicated training center with substantial outreach and implementation capacity. The center delivers over 50 training events annually in Dushanbe and Khujand, reaching more than 1,000 participants each year. These

include staff of credit and financial institutions, MSMEs, NGOs, and international organizations. Training topics are selected based on regular surveys of sector needs, ensuring strong relevance and responsiveness. Courses are delivered by a pool of certified trainers from AFOT, international experts, senior staff of financial institutions, as well as experts from the National Bank of Tajikistan and relevant line ministries such as the Ministry of Justice, Tax Committee, and Ministry of Labor and Social Protection.

AFOT has a strong track record of collaboration with a wide range of development partners and donor-funded programs, reflecting its recognized role in strengthening Tajikistan's financial sector. Over the years, the Association has worked with prominent international institutions such as the World Bank, International Finance Corporation (IFC), GIZ, USAID, and the Soros Foundation, among others. These collaborations have focused on promoting responsible finance, expanding access to financial services, supporting regulatory reforms, and enhancing the capacity of microfinance institutions.

AFOT also brings direct experience in partnering with IFAD through the PRIME project, where it currently contributes to building capacity of financial organizations via enhancing digital financial services and expanding financial inclusion for migrant families and returnees. This collaboration demonstrates AFOT's ability to deliver high-quality training aligned with IFAD's strategic priorities in Tajikistan. By leveraging its institutional expertise, sectoral credibility, and established training infrastructure, AFOT is well-placed to lead the technical assistance efforts under Sub-activity 2.2.2.2, ensuring that financial institutions are equipped with the tools and skills needed to expand agricultural lending and reach underserved populations.

AFOT qualifies for direct procurement under IFAD procurement procedures due to its unique mandate, national coverage, and proven capacity as the only specialized association providing tailored training and technical support to financial institutions in Tajikistan.

Note: While AFOT is designated as the initial service provider to ensure rapid project startup, this arrangement is not exclusive for the project's full duration. After the initial inception phase, the implementation of subsequent capacity-building activities under this component shall be subject to competitive bidding processes in accordance with IFAD procurement procedures, allowing for the participation of any newly emerged qualified service providers.

Implementation modality. AFOT will begin by conducting a targeted needs assessment of financial institutions (FIs) operating in the project's target areas to identify specific capacity gaps in livestock-sector lending. Based on the findings, AFOT will develop a training plan and budget, including costs for new content development where necessary, with the goal of reaching at least 10 FIs. Training will be delivered over Years 2, 3, and 4 of the project, averaging one per quarter, resulting in 12 training sessions for a minimum of 240 FI staff, including regional managers and credit officers. Efforts will be made to ensure at least 30% participation by women and youth, in line with project targets.

In addition, AFOT will prepare a dissemination plan leveraging the outreach infrastructure of the IFAD CASP+ mobile offices and its own experience under the PRIME project. To ensure sustainability, AFOT will also update its website to host and share all training materials and guidance documents, making them accessible to financial institutions beyond the project's duration.

AFOT will receive funding in tranches, with an initial 5% disbursement allocated for conducting the needs assessment and preparing the detailed training and TA plan with a corresponding budget; subsequent funding will be provided based on this approved plan and budget.

AFOT is expected to track the following indicators and meet the following targets as presented below:

Table 18: AFOT Indicators and Targets

Indicators	Targets
1. Total number of financial institutions reached, disaggregated by type of FI, region (for period and project-to-date)	10
2. Total number of participants – FI staff, disaggregated by type of FI, position (credit officer, regional manager, etc.), region, gender, age (youth/non-youth) (for period and project-to-date)	240

3. Total number of trainings/TA packages delivered (for period and project-to-date)	12
4. Average training evaluation score disaggregated by type of training	80% (e.g., 4 out of 5)
5. Number of women reached with trainings/TA	30% of total
6. Number of youth reached with trainings/TA	30% of total

Sequencing of activities

Step A: The PIU signs an Implementation Agreement with AFOT, outlining responsibilities, deliverables, disbursement modalities, and reporting requirements.

Step B: The PIU transfers the first tranche (5%) to AFOT to finance the needs assessment of financial institutions in target areas and the development of a training and technical assistance (TA) plan, including budget and, if necessary, new training content development.

Step C: AFOT submits the training and TA plan and detailed budget to the PIU for review and approval.

Step D: Upon approval, the PIU disburses subsequent tranches in line with the approved plan and implementation schedule.

Step E: AFOT rolls out training activities in Years 2, 3, and 4 of the project, targeting at least 10 financial institutions and delivering 12 training sessions to a minimum of 240 staff (with at least 30% women and youth participation).

Step F: Monitoring, evaluation, and progress reporting are carried out by AFOT in coordination with the Enterprise Development and Credit Specialist and the PIU, including participant tracking, feedback collection, and periodic performance reviews.

Step G: AFOT conducts dissemination activities, including updating and modernizing its website (as needed, per the plan) and publishing all training materials and relevant tools to ensure continued access for financial institutions beyond the project duration.

Activity 2.2.3: Facilitation of Access to Finance for Smallholders (USD 0.2 m + USD 0.67 m of PFIs' cofinancing)

Description. This activity aims to increase smallholder access to financial services by addressing two main constraints: lack of linkage to financial institutions and absence of acceptable collateral.

First, the activity will connect smallholder beneficiaries from other project components with financial institutions. PFIs will receive market intelligence on potentially eligible microbusinesses (from Subcomponent 1.3 – persons benefitting from improvement in animal productivity through training in improved practices, as well as MSMEs which received training under Activity 2.2.2.1), enabling them to expand outreach and target high-potential clients.

Second, for those smallholders lacking collateral, the project will provide partial loan guarantees covering up to 30% of loans up to USD 1,500. The guarantee mechanism will be implemented by the Public Organization "Zamonat", which has experience in providing such instruments in Tajikistan and has an authorization from the financial sector regulator – the National Bank of Tajikistan (NBT). Project funding of an interest-free loan of USD 200,000 will be provided to Zamonat, to be converted into local currency and placed in interest-bearing deposits at financial institutions to cover Zamonat's operational expenses while gradually increasing the size of the guarantee fund – thus ensuring financial sustainability and a viable exit strategy. Upon project completion, the original amount of the loan will be returned in local currency to a designated government agency (e.g., government guarantee fund). This activity is expected to benefit approximately 888 smallholders as the amount of guarantees will be revolved over the course of the project.

Implementing partner. Public Organization Zamonat, established in 2019 and authorized by the National Bank of Tajikistan, has demonstrated strong institutional capacity and a proven track record in implementing partial credit guarantee mechanisms targeting underserved populations. As of mid-2025, Zamonat manages a loan guarantee portfolio of approximately TJS 4 million (USD 400,000)

and operates with two key financial institutions – MDO FINCA and Bank Arvand – through interest-bearing deposit accounts that serve as collateral for microloans issued to their clients. Zamonat has issued over 3,155 guarantees on microloans of up to USD 1,500, guaranteeing a total loan volume of USD 4.75 million since its inception.

Zamonat operates nationwide, having provided guarantees in 29 regions of Tajikistan, with a strong social focus. Its main target groups include micro, small, and medium enterprises (MSMEs), start-ups, women, youth, and returning migrants—fully aligned with the project's objectives of financial inclusion and inclusive rural transformation. Importantly, 43% of guarantee recipients are youth under 35, 44% are women, and 55% are engaged in agriculture, further demonstrating Zamonat's capacity to serve vulnerable and rural populations.

The guarantee model employed by Zamonat is designed to reduce risk for financial institutions while promoting borrower responsibility. Guarantees cover up to 30% of the loan amount, with the guarantee reducing as principal repayments are made. Once 30% of the loan principal is repaid, the guarantee is released, and the bank's exposure is then covered by conventional collateral on the remaining 70%. This structure scaling up of Zamonat's guarantee funds which can be used to guarantee more loans for borrowers.

Furthermore, Zamonat is already recognized as a competent partner under a World Bank-financed project aimed at strengthening the deposit insurance system and enhancing access to credit for MSMEs.[40] Under this program, the PIU-MoF is expected to sign an agency agreement with Zamonat to manage a Partial Risk Sharing Facility, delegating operational design and fund management to the organization. Zamonat is also expected to specialize in social finance windows, targeting vulnerable populations—a direct fit with this project's goals.

Given its strong performance, targeted outreach, existing systems, and recognized role in national financial inclusion programs, Zamonat is well positioned to implement Activity 2.2.3. Its participation will ensure effective, transparent, and sustainable delivery of the loan guarantee mechanism, contributing to the project's overall impact on rural livelihoods and inclusive financial access.

Implementation modality. Zamonat's operational model involves the placement of a USD 200,000 interest-free loan in interest-bearing local currency deposits to finance a partial guarantee scheme. Zamonat will be responsible for selecting eligible deposit-taking financial institutions (based on PFI selection criteria as outlined under Activity 2.2.1), issuing guarantees of up to 30% for loans of up to USD 1,500, and managing the fund to ensure sustainability. The organization is permitted to use up to 6% of the fund annually, funded by the deposit interest generated, for operational expenses and is expected to capitalize at least 25% of the fund over the life of the project. Zamonat is expected to track the following indicators and meet the following targets as presented below:

Table 19: Zamonat Indicators & Targets

Indicators	Targets
1. Number of loan guarantees provided, disaggregated by FI, gender, age (youth/non-youth), region, subsector (for period and project-to-date)	888
2. Value of loan guarantees provided in USD, disaggregated by FI, gender, age (youth/non-youth), region, subsector (for period and project-to-date)	USD 200,000 in local currency, revolved over the duration of the project
3. Gross outstanding guarantee portfolio in USD disaggregated by FI (as of reporting date)	n/a
4. Number of active guarantees disaggregated by FI (as of reporting date)	n/a
5. Portfolio at risk over 30 days on guaranteed loans, %, including: renegotiated loans and past due loans disaggregated by FI (as of reporting date)	Below 5% of the total outstanding loan portfolio guaranteed
6. Guarantee payout rate disaggregated by FI, % (for period and project-to-date)	Below 2% of the fund in local currency per annum
7. Value of loans disbursed by FIs with guarantees provided, in USD, disaggregated by FI, gender, age (youth/non-youth), region, subsector (for period and project-to-date)	USD 1.3 m in local currency

[40] https://documents1.worldbank.org/curated/en/099060125165022180/pdf/P177722-9e67727b-b063-43c1-a922-9dfb74d69af6.pdf

8. Guarantee fund capitalization rate, % (for period and project-to-date)	Min. 25% of the fund in local currency over the project duration
9. Operating expense ratio, % of guarantee fund	Max. 6% of the fund in local currency per annum
10. Number of women reached with loan guarantees	30% of total borrowers
11. Number of youth reached with loan guarantees	30% of total borrowers

Sequencing of activities

Step A: The PIU signs an Implementation Agreement with Zamonat, outlining roles, responsibilities, performance targets, and reporting requirements in accordance with the Terms of Reference (Appendix 5).

Step B: Zamonat prepares detailed operational procedures and a Guarantee Fund Manual, including eligibility criteria for borrowers and participating financial institutions (in line with those under Activity 2.2,1), risk-sharing terms, fund management rules, and monitoring protocols.

Step C: The PIU reviews and approves the operational manual to ensure alignment with project objectives, fiduciary standards, and safeguards.

Step D: Based on the approved manual, Zamonat selects eligible deposit-taking financial institutions (e.g., banks and MFIs) for fund placement, using the same eligibility criteria applied to PFIs under Activity 2.2.1, while retaining flexibility to choose different institutions if needed.

Step E: The PIU transfers the principal amount of the guarantee fund (USD 200,000) to Zamonat, which converts it into local currency and places it in interest-bearing deposit accounts with selected financial institutions to both cover operational costs (up to 6% annually) and gradually capitalize the fund (at least 25% by project end).

Step F: Zamonat launches the loan guarantee instrument, covering up to 30% of loans up to USD 1,500 for eligible smallholders lacking collateral, and begins issuing guarantees through partner financial institutions.

Step G: Regular monitoring and reporting is carried out by Zamonat, in coordination with the PIU, to track guarantee performance, outreach to target groups (women, youth), fund sustainability, and compliance with agreed criteria and targets.

Step H: Throughout the project, the PIU collects and consolidates data and market intelligence on potential borrowers (e.g., smallholders trained under Component 1 and MSMEs supported under Activity 2.2.2) and shares this information with PFIs and Zamonat to support their outreach and loan targeting efforts, without imposing any lending obligations. The PIU will also track which of the referred individuals or enterprises ultimately receive financing, to monitor conversion rates and assess the effectiveness of linkage efforts.

Step I: Upon project completion and fulfilment of its guarantee obligations, Zamonat will return the original principal amount of the guarantee fund (in local currency, per the exchange rate at the moment of funds transfer to Zamonat) to a designated government agency, such as the State Guarantee Fund, in accordance with the terms of the Implementation Agreement. As part of the exit strategy, this step will ensure proper closure, accountability, and potential reuse of the capital for future financial inclusion initiatives.

Subcomponent 2.2 – Table 20 Phasing of Activities

Steps	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Activity 2.2.1: Financing Packages for Enterprise Development							
Step A: PIU formally establishes the PIU Committee to select GMC and PFIs and review and approve financing packages							

Step B: PIU selects and signs Implementation Agreements with GMC and PFIs							
Step C: PIU transfers the grant portion of the financing packages to dedicated PFI accounts							
Step D: PFIs begin building a pipeline of eligible livestock MSMEs and share with GMC							
Step E: GMC assesses grant eligibility of proposed MSMEs and links them to the TA Provider, as needed							
Step F: TA Provider supports interested MSMEs in preparing business plans							
Step G: Full financing package is submitted for approval by PIU Committee							
Step H: Following approval, PFIs disburse blended financing packages (30% grant + 70% loan) to MSMEs							
Step I: PIU, GMC, and PFIs jointly track financing package performance, repayment, and business outcomes through regular monitoring and reporting							
Activity 2.2.2: Technical Assistance for MSMEs and Financial Institutions							
Sub-activity 2.2.2.1: Technical Assistance for MSMEs							
Step A: PIU signs Implementation Agreement with SIBI, outlining responsibilities, deliverables, and disbursement modalities							
Step B: SIBI conducts detailed needs assessment of MSMEs and smallholders; prepares curriculum (15 training modules)							
Step C: PIU reviews and approves training plan, curriculum, and budget							
Step D: Training rollout – group workshops, on-site coaching, digital tools; minimum 240 MSMEs trained (bankable business plans) and 500 smallholders trained in financial literacy							
Step E: Mentorship and coaching – MSMEs supported to finalize business plans; smallholders supported in financial literacy and linkages to PFIs							
Step F: Monitoring & evaluation – tracking of participants, feedback collection, adoption of improved practices							
Step G: Knowledge products institutionalized within SIBI (training manuals, templates, digital tools integrated into permanent training offer)							
Sub-activity 2.2.2.2: Technical Assistance for Financial Institutions							
Step A: Implementation Agreement with AFOT							
Step B: PIU transfers the first tranche (5%) to AFOT							
Step C: AFOT submits the training and TA plan and detailed budget to the PIU for review and approval							
Step D: Upon approval, the PIU disburses subsequent tranches in line with the approved plan and implementation schedule							
Step E: AFOT rolls out training activities							
Step F: Monitoring, evaluation, and progress reporting are carried out by AFOT in coordination with PIU							
Step G: AFOT conducts dissemination activities, including updating its website and publishing all training materials							
Activity 2.2.3: Facilitation of Access to Finance for Smallholders							
Step A: Implementation Agreement with Zamonat							
Step B: Zamonat prepares operational procedures and a Guarantee Fund Manual							
Step C: PIU reviews and approves the operational manual							
Step D: Zamonat selects PFIs							

Step E: PIU transfers guarantee fund amount (USD 200,000) to Zamonat,							
Step F: Zamonat rolls out the loan guarantee instrument							
Step G: Regular monitoring and reporting							
Step H: PIU collects and consolidates data and market intelligence on potential borrowers and shares with PFIs and Zamonat and monitors conversion rates (those who get financing)							
Step I: Zamonat returns original principal amount of the guarantee fund to a designated government agency							

Sub-component 2.3 Building Models for demand generation through public procurement - School feeding

This sub-component builds on the experience of the School Feeding Support Programme (SFSP) implemented under IFAD's Livestock and Pasture Development Project (LPDP II) project. It will support the provision of nutrient-dense foods to children, infrastructure and equipment to support provision of school meals, nutrition awareness in schools and communities to promote positive behaviours and stimulate the market for local livestock producers and processing enterprises through local public procurement. It will pilot a school–local dairy /livestock produce processor linkage in 13 schools to provide children with supplementary food items while linking the school to dairy processors for public procurement of dairy products. It will explore the opportunities for making the model sustainable through seeking budget support from the Government in year 4 of the project, as well as through corporate social responsibility and support from community philanthropy. The project will capitalize on IFAD's experience in the country of working with WFP in school feeding programmes.

The selected schools will be:(i) equipped with hygienic kitchens, including building extensions, provision of essential equipment, furniture, minor refurbishments, storage facilities, and organic kitchen gardens supported through quality inputs, small tools, and technical assistance;(ii) supported to strengthen the management capacity of school staff and parent committees through the development of school action plans, training in management and practical guidance on nutrition, hygiene, storage, and food preparation to ensure the provision of nutritious meals; Fund Transfer Training will be provided to prepare schools to handle procurement in alignment with the plan of the Government of Tajikistan;(iii) provided with nutrient-dense foods through the local procurement of dairy/livestock products for classes 1 to 4; and (iv) engaged in comprehensive school-wide nutrition awareness campaigns covering classes 1 to 11.

Implementation Modalities: This sub-component will be managed by the PIU through a dedicated Coordinator and a Service Provider recruited by the PIU. The PIU will consult with the School Feeding Centre of the Ministry of Education and Science for the identification of schools within target districts. The Oblast government and selected district governments (Education and Health Departments) and jamaoat representatives will be active partners in planning, supporting and monitoring the activities. There will also be coordination with WFP as one of the pre-requisites for school selection is that the school is a recipient of WFP support.

This subcomponent is structured around the following interlinked activities:

- *Activity 2.3.1 Preparatory Activities*
- *Activity 2.3.2 Development of School Plans*
- *Activity 2.3.3 Establishing School Nutrition Infrastructure*.
- *Activity 2.3.4 Capacity Building for SFSP.*
- *Activity 2.3.5 Nutrition Support and Awareness*
- *Activity 2.3.6 Monitoring and Evaluation*

Activity 2.3.1 Preparatory Activities: This activity initiates implementation by establishing the operational groundwork. It includes recruiting a School Feeding Coordinator to oversee planning, coordination, and supervision across districts for the project duration. Additionally, a service provider will be contracted to provide technical assistance in the design, monitoring, and rollout of the activities.

2.3.1.1 Recruitment of School Feeding Coordinator & Service Provider: PIU will recruit the services of a Coordinator for 4.5 years to oversee implementation of the sub-component across 10 Tier 1 districts, ensuring coordination, reporting, monitoring and liaison with PIU and stakeholders. A service provider will be competitively selected to provide technical assistance in development of school action plans, technical design of infrastructure, needs assessment and delivery of capacity building training for school administration, kitchen staff, kitchen gardening training, design and oversight of nutrition awareness campaigns, baseline and mid-line assessments for a period of 36 months (See PIM: Appendix 5 for ToR of Coordinator and Service Provider). The Service Provider will be onboarded in Y2 – 2028.

2.3.1.2 Orientation and Consultations with National Regional and District Stakeholders: This activity ensures that AMAL coordinates with the School Feeding Centre (SFC), Ministry of Education and Science and with Oblast and district departments of Education and Health for school selection: the Coordinator will conduct meetings with School Feeding Centre (SFC), Ministry of Education to jointly decide on preliminary list of schools in Tier 1 districts based on project criteria (see PIM: Appendix 13). The school criteria will be reviewed and refined if required. Based on agreed criteria, a preliminary list of schools will be identified. These will be selected from within the Tier 1 districts. An equitable distribution between the 10 districts is recommended, however, the distribution of the schools across these districts will be decided jointly by the project with the SFC based on government priorities. The Coordinator will hold meetings in the selected districts with relevant officers in districts and selected jamoats and school authorities to finalize the selection of schools.

2.3.1.3 School Selection: School visits will be undertaken by the Coordinator and the Service provider to validate the selection of schools against project criteria and brief school authorities on the objectives and activities that will be undertaken under the sub-component. A final list of schools selected will be prepared for endorsement by the PIU. MoUs will be signed between District governments, Jamoats and AMAL for the implementation of activities (see Appendix 6)

***Activity 2.3.2 Development of School Action Plans*:** The Service Provider will assist each participating school to develop a comprehensive School Action Plan (SAP) that identifies infrastructure needs, procurement priorities, and management arrangements aligned with the School Feeding Programme objectives. The School Plan Development Workshops will convene school administrators, teachers, Parent-Teacher Associations (PTAs), and local authorities to collaboratively design practical implementation schedules, define responsibilities, and ensure coherence with district-level planning. These School Action Plans will serve as the foundation for all subsequent investment, implementation, and capacity-building activities. MoUs will be signed between schools and

2.3.2.1 School Action Plan Development Workshops: These will be organized by the Service Provider at the Oblast level in Khatlon and DRS and at district level in Kohistoni Mastchoh to guide the development of School Action Plans using a standard template (Appendix 14). Participants will include school administrators, PTA representatives, and relevant local authorities. Schools will be asked to ensure that at least 30% of PTA members are women. The sessions will provide hands-on

facilitation and technical support to ensure that each plan clearly outlines infrastructure requirements, procurement arrangements, and defined management and accountability mechanisms. The finalized School Action Plans will be reviewed and validated with local education authorities to ensure feasibility and alignment with regional education priorities. One workshop will be held in each Oblast for developing the school action plan in Year 2.

2.3.2.2 Validation and Completion of School Action Plans: The Service Provider (SP) will maintain ongoing coordination with participating schools to ensure that each School Action Plan (SAP) is finalized with clearly defined activities, timelines, and indicative budgets. Technical assistance will be provided to school teams for the detailed design of infrastructure components and validation of cost estimates. The SP will also facilitate follow-up consultations with school management and local authorities to review draft SAPs, incorporate feedback, and confirm feasibility prior to final endorsement.

2.3.2.3 Approval and Submission of School Action Plans: Following validation, the finalized School Action Plans (SAPs) will be formally reviewed and endorsed by the respective District Education Departments and relevant local authorities. The SP will facilitate the submission process and ensure that all SAPs are consolidated in both digital and hard-copy formats. Endorsed SAPs will be shared with the PIU for technical review and integration into the annual implementation plan and budget framework. The SP will also maintain a database of approved SAPs, tracking implementation progress and updates as required.

2.3.4.5 Peer Learning Workshops: These workshops will provide an opportunity for schools to showcase successful practices in kitchen garden management, food preparation, budgeting, nutrition awareness and community engagement. Documentation of lessons learned, case studies, and short success stories will be compiled and disseminated to inform scale-up and replication under future project phases. The SP will facilitate 2 peer learning workshops for participating schools, one in each Oblast, in Year 4 of the project.

***Activity. 2.3.3 Establishing School Nutrition Infrastructure*:** This activity provides the physical and operational foundation for the intervention, including civil works for kitchens and storage, procurement of kitchen and furniture equipment, water and electricity connections and provision of seeds, manure, and garden tools for kitchen gardens. The infrastructure will enable schools to prepare, store, and serve nutritious meals safely while integrating kitchen gardening for learning and fresh produce supply. The preparatory work for the procurement will begin in Y2 with procurement taking place in Y3 of the project.

2.3.3.1 Infrastructure Assessment, Design, Procurement and Construction for Kitchen, Storage and Connections (Electricity & Water): The Service Provider (SP) will conduct site assessments for participating schools to determine infrastructure requirements, ensuring compliance with safety, hygiene, and accessibility standards. Technical teams will develop standard architectural designs and cost estimates for extension, renovation or building of kitchens, storage areas, and where required electricity and water connections. The designs and budgets will be submitted to the PIU for approval. Based on approved designs, the SP will oversee procurement and civil works for school kitchens and storage facilities in accordance with IFAD and Government of Tajikistan's procurement procedures. Construction activities will prioritize the use of durable, locally available materials and climate-resilient designs and ensure that the infrastructure is disability inclusive. Regular supervision and quality assurance visits will be undertaken to ensure adherence to technical specifications and timely completion.

2.3.3.2 Procurement and Installation of Kitchen and Furniture Equipment: The Service Provider (SP) will conduct site assessments for participating schools to finalize requirements and submit proposal to PIU. The SP will facilitate the procurement, delivery, and installation of kitchen equipment (e.g., stoves, utensils, food storage containers) and school furniture required for meal preparation and serving in accordance with IFAD and Government of Tajikistan's procurement procedures. Equipment specifications will meet national safety and energy-efficiency standards. End-user training will be provided to school staff and PTAs on operation and maintenance.

2.3.3.3 Establishment of School Kitchen Gardens: Participating schools will be supported in establishing school kitchen gardens through the provision of seeds, manure, and garden tools. Training and demonstration sessions will be organized for teachers and students to integrate gardening into school curricula and promote nutrition education. The gardens will supply fresh produce for school meals and serve as a platform for experiential learning for students.

Activity 2.3.4 Capacity Building for School Feeding Programme (SFP). This activity builds the capacity of school management, parent committees, and kitchen staff to ensure long-term sustainability. It includes training workshops on school management, budgeting, food safety, nutrition, and fund transfer piloting training to enable schools to manage direct procurement. Training for kitchen staff on preparation of hygienic and nutritious food is also included. This activity will be initiated in Y4 of the project after infrastructure, equipment and kitchen gardens are in place.

2.3.4.1 Training in Management of School Management Committees and PTAs: The Service Provider (SP) will conduct structured training sessions for School Management Committees (SMCs) and Parent-Teacher Associations (PTAs) to strengthen administrative and operational capacities. The training will focus on school-based planning, budgeting, record-keeping, procurement procedures, and reporting formats coordination with local authorities, and oversight of school feeding activities. The training will be held at regional level in Y4 with 2 workshops in each region with an interval of 6 months.

2.3.4.2 Fund Transfer Pilot training: Modules already developed under the Fund Transfer Pilot initiative of the Government of Tajikistan will be used to train schools to manage small-scale direct procurement for food or materials. The SP will provide coaching on preparing financial statements, maintaining transaction records, and implementing simple internal control systems as well as managing direct procurement. The training will be held at regional level with 2 workshops in each region. Two workshops, one in each Oblast, will be held in Y3 and two in Y4.

2.3.4.3 Training of Kitchen Staff on Meal Preparation and Equipment Use
Dedicated hands-on training will be conducted for kitchen staff and cooks to enhance their skills in preparing hygienic and nutritious meals using locally available ingredients. Sessions will also cover energy-efficient cooking methods, maintenance of kitchen equipment, and waste management. Demonstration sessions will be organized in collaboration with local nutrition experts to ensure adherence to food quality and safety standards. These trainings will be designed and implemented by the SP at school level. These trainings will be delivered in year 3, once infrastructure and equipment has been provided.

Activity: 2.3.5 Nutrition Support and Awareness Campaign. This activity provides direct nutrition benefits and behavior change promotion. It includes provision of supplementary food for children in classes 1–4, sourced from dairy/livestock produce processors, fostering linkages between schools and local enterprises.

2.3.5.1 Purchase of Supplementary Food Item: The school management with the support of the Service Provider will identify a dairy/livestock produce processor

through a competitive bidding process to provide the school with a supplementary food item – such as yogurt – for 4 years for primary school students (Class 1 to 4). This activity will be initiated after School Action Plans have been developed.

2.3.5.2 School Nutrition Awareness Events: To promote school-wide nutrition awareness and community engagement, quarterly nutrition events will be organized in each participating school under the School Feeding Programme. These events—will be designed and facilitated by the Service Provider (SP)—will include interactive sessions, cooking demonstrations (using locally available nutritious foods), exhibitions of school kitchen gardens, and student-led performances emphasizing healthy eating, hygiene, and local food diversity. Cost of printing materials will be made available by the project. Each school will receive an allocation of USD 700 per event to cover materials, refreshments, and communication aids. The activity aims to foster a culture of nutrition awareness, reinforce key dietary messages among children and parents, and strengthen community ownership of the school feeding initiative. This activity will be initiated in Y2 and supported by the Service Provider for two years (2028-2030) and then schools will manage it themselves.

Activity 2.3.6 Monitoring and Evaluation. This activity ensures that the School Feeding Initiative is effectively implemented and continuously improved through systematic data collection, analysis, and feedback mechanisms. Monitoring and evaluation (M&E) activities will track implementation progress, assess infrastructure quality, and evaluate programme outcomes related to school attendance, nutrition awareness, and community participation. Lessons learned will inform replication and scaling of the model.

2.3.6.1 Baseline & Midline Survey A baseline survey will be conducted by the Service Provider to collect data on the status of school infrastructure (kitchen, storage, water and electricity connections), enrolment and attendance rates, feeding practices, knowledge and attitudes toward nutrition, and community engagement levels (see Appendix 14) . The survey will establish key reference indicators to measure progress and impact over time. Data will be collected using standardized tools and disaggregated by gender, age, region and district. This baseline survey will be designed and conducted for participating schools by the Service Provider in collaboration with the Coordinator and M&E specialist in Y2 of the project.

2.3.6.2 Monitoring and Supervision: The Coordinator and the Service Provider (SP), in coordination with local education authorities, will conduct regular field visits and supervision missions to monitor construction progress, equipment delivery, kitchen garden establishment, provision of supplementary food item and adherence to food safety standards. Monitoring tools and checklists will be used to ensure consistent data capture on progress, challenges, and compliance with project guidelines. Continuous monitoring will focus on operational efficiency, participation levels, and management effectiveness at the school level. Key indicators will include school meal coverage, frequency of feeding days, kitchen maintenance, and functionality of PTAs and School Management Committees. Findings will be consolidated into quarterly monitoring reports to guide adaptive management and address emerging issues.

2.3.6.4 Impact Assessment**:** A final impact assessment will be carried out by a third party, competitively recruited, to measure changes in key indicators since baseline, such as student attendance, retention, nutrition-related knowledge, and community participation. The assessments will also capture improvements in infrastructure quality and market linkages for local food procurement. Comparative analysis will highlight outcomes, lessons, and best practices for scaling up the intervention in other regions.

2.3.6.5 Data Management and Reporting: The SP will develop a structured M&E database to consolidate data from schools, training sessions, and field visits. Data validation, analysis, and visualization will be conducted to generate periodic progress reports and dashboards. Findings will be shared with the Project Management Unit (PCU), IFAD, and WFP for review and strategic decision-making.

2.3.6.6 Documentation of Lessons Learned and Knowledge Sharing: Lessons and best practices emerging from implementation will be systematically documented and disseminated through brief reports and knowledge notes by the Service Provider. Case studies and success stories will capture innovations in school feeding operations, nutrition awareness, and community engagement. These insights will ibe shared with the Ministry of Education and other stakeholders to inform future programming, scale-up design, and policy dialogue at national level.

Table 21: Phasing of Activities

Activities	Y1 (2027)	Y2 (2028)	Y3 (2029)	Y4 (2030)	Y5 (2031)	Y5 (2032	Y6 (2032)
2.3.1 Preparatory Activities							
Recruitment of Coordinator (4.5 years)							
Recruitment of Service Provider (36 months)							
2.3.2 Development of School Action Plans and Peer-Learning Workshops							
School Action Plans Workhsops (1 in each Oblast)							
Peer Learning Workshops (1 in each Oblast)							
Procurement of Civil Works Kitchen & Storage (Civil Works,Renovation, Water & Electiricity Connections)							
Procurement of Equipment and Furniture for Kitchen							
Procurement of Printed material for Nutrtion Campaign							
Procurement of seeds and manure for Kitchen Garden							
Procurement of Organic Kitchen garden equipment (tools & small equipment)							
Procurement of Civil Works Kitchen & Storage (Civil Works, Renovation, Water & Electricity Connections)							
2.3.4 Capacity Building for SFP							
Training in Management for School Staff and Parent Teacher Association							
Training for Fund Transfer Piloting (FTP)							
Training for kitchen staff in food preparation, processing and storage							
2.3.5 Nutrition Support and Awareness							
Provision of supplementary food item							
Provision of supplementary food item-Government of Tajikistan							
Nutrition awareness campaign							
2.3.6 Monitoring & Evaluation							
Baseline							
Midline Assessment							

Impact Assessment							

Component 3 Enabling policy environment and project management. The project will support the development of a national livestock strategy to guide investments in the sector. The strategy will support national efforts related to the development of a regulatory framework on sanitary standards for animal products, animal traceability and identification systems (in synergy with existing efforts of World Bank under the One Health project) and also identify the role of key institutions at the national level in outlining and assisting in the formulation and implementation of the livestock strategy and its strategic impact. The strategy development will be led by the MOA which will be provided technical assistance for the purpose. The process will involve extensive stakeholder consultations and analysis of development scenarios.

The Ministry of Agriculture (MoA) will lead the strategy development, with technical assistance provided through AMAL and formalized via an MoU between the Project Implementation Unit (PIU) under the Ministry of Finance and the MoA. Close collaboration will be sought with the Asian Development Bank, and the process will leverage global experience, including FAO, ILRI, and CIRAD Livestock Master Plans in other countries.

A Consultant/Firm will be hired to support the Ministry of Agriculture in developing a comprehensive, evidence-based National Livestock Strategy that establishes strategic priorities, regulatory reforms, institutional arrangements, and investment pathways for sustainable livestock development in Tajikistan. This will include

1. Sector Assessment & Diagnostic Review
2. Regulatory Framework Analysis
3. Institutional Mapping & Capacity Assessment
4. Scenario Development & Strategic Options
5. Stakeholder Consultations (at least 2 workshops)
6. Drafting of the National Livestock Strategy
7. Finalization and Validation

4.3 Project completion and closing

The process of project completion and closing will be governed by both IFAD's policies, the Financing Agreement, and the specific legal and regulatory framework in Tajikistan. A phased approach will be adopted to proper closing which will be initiated 12 months before the project's official closing date to ensure that preparatory activities are undertaken prior to closing. A six-month period is allocated after the completion of activities for the purpose. The goal of project closure will be full accountability of funds, a formal transfer of responsibilities, ensure successful handover of assets and ongoing functions to beneficiaries, government institutions, or private entities and to enhance the sustainability of results.

Phase 1: Pre-Closure Planning (Initiation 6-12 Months Before End Date)

A dedicated team will be established by the Project Coordinator in the PIU-MoF comprising of key technical staff and the Project Financial Officer, M&E Officer, Procurement Officer. A checklist of all administrative, financial, and operational closure activities will be prepared with a timeline from the start of closure activities to the final submission of reports. The Government of Tajikistan and IFAD will inform all implementing agencies of the final date before which all completion activities need to be completed.

Operational and Technical Closure:

- Completion of Physical Activities: Winding down all field operations, ensuring all agreed-upon infrastructure (e.g. water, production, storage and processing, markets, laboratories, etc) are not just built but fully operational and handed over.
- Final Procurement and Contract Closure: Completing all ongoing procurement processes. Systematically terminating all contracts with consultants, NGOs, and service providers. This will include obtaining final deliverables, issuing completion certificates, and settling all final payments.

- Disposal and Transfer of Assets: A full physical inventory of all project assets (vehicles, computers, office equipment, furniture, etc.) must be conducted.
    - Assets will be typically transferred to the government implementing agency at the district or jamoat level. Community assets will be transferred to PUUs or VOs and other community groups.
    - Individual assets will be handed over to individuals.
    - A formal Asset Transfer Protocol will be signed, detailing each item, its condition, and the receiving party. This iwill be a critical accountability measure.
- Staff Termination and Downsizing: The implementing partners wll develop a fair and transparent plan for the termination of project staff contracts. This will include calculating severance packages, providing support for outplacement, and ensuring knowledge transfer before key experts leave.

Monitoring, Evaluation, and Knowledge Management:

- Completion COI survey: The mandatory completion COI survey must take place before the completion review process and its results (even in draft form) need to be available for the final supervision mission.
- Final Supervision Mission: IFAD, jointly with the government, conducts a final supervision mission to assess project completion, verify results, and guide the closure process.
- Consolidation of Final Reports: Preparation of the comprehensive Project Completion Report (PCR). This is a key document that provides a full account of the project's performance, achievements, challenges, lessons learned, and sustainability plans.
- Knowledge Products: Documenting success stories, best practices, training manuals, and videos that can be used by the government and other development partners for future programming.
- Archiving of Records: Securing and organizing all project documents (financial, operational, reports, studies) and handing over a complete set to the designated government agency for future reference. The PMU office itself will be closed.

Phase 2: Implementation of Closure Activities: (6 months after the completion of project activities)

Financial Closure:

- Final Audits: This is mandatory. Two key audits will be required:
    1. Project Financial Audit: A final external audit of the project's finances covering the entire project period, conducted by an auditor acceptable to IFAD. This audit must comply with International Standards of Supreme Audit Institutions (ISSAI).
    2. Terminal Statement of Accounts: Preparation and audit of the final statement of accounts to be submitted to IFAD.
- Settlement of All Liabilities: Ensuring all bills, invoices, and obligations are paid before the closure date. IFAD will not disburse funds for liabilities identified after the closure date.
- Closing Bank Accounts: The project's special bank accounts are formally closed after the final audits and after ensuring no further transactions are needed. Any remaining balances (as per the Financing Agreement) will typically be returned to IFAD.
- Submission of Final Financial Reports: Submission of the audited financial statements and the final withdrawal application to IFAD.

Phase 3: Post-Closure

- Submission of Closure Documents: The government submits the final, audited financial statements, the Project Completion Report, and the asset transfer documents to IFAD for review and approval.
- IFAD's Project Completion Review: IFAD's internal committee will review the closure documentation and, if satisfactory, issues a formal confirmation of project closure.
- Dissemination of Results: Organizing a national closing workshop in Dushanbe to present the results, lessons learned, and recommendations to stakeholders from the government, donors, private sector, and civil society.
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List of Appendices

Appendix 1: Theory of change

Appendix 2: Logical Framework

Appendix 3: 1st year Work Plan and Budget and 18-month Procurement Plan (draft)

Appendix 4: Organisational charts

Appendix 5: Terms of Reference

Appendix 6: Implementation Agreements

Appendix 7: Code of Conduct of Project Parties (2023)

Appendix 8: Financial Management Manual

Appendix 9: Monitoring and Evaluation plan

Appendix 10: RACI Matrix

Appendix 11: Reporting template (to be developed)

Appendix 12: Selection & Eligibility Criteria

Appendix 13: Performance Indicators Matrix

Appendix 14: School Action Plan Template

Appendix 1: Theory of Change - AMAL

1. **Problem Statement**: Rural poverty, youth under employment, malnutrition, growing dependence on food imports and low resilience to climate change are pervasive in the country due to a combination of development challenges including low livestock breeds and poor management practices, limited access to improved inputs, infrastructure, technical services and access to finance and technology, degradation of natural resources especially in pastoral areas, limited capacity for value addition and market participation. Young women and men face particular barriers to accessing productive resources, land, credit, and training, which limits their participation in the livestock sector. Malnutrition, especially among children and women of reproductive age, remains widespread due to low consumption of diverse and nutrient-rich foods, including animal-source foods.

2. **Project Approach:** AMAL's approach to addressing these challenges concentrate on supporting primary production and livestock-related value chain development while improving the sustainable management of natural resources. This will encompass community management plans that include fodder production, water harvesting, pastoral infrastructure, and capacity development. Special attention will be given to engaging youth and women in these processes, ensuring their representation in community institutions and access to productive assets, skills, and leadership roles. Additionally, the AMAL project will enhance access to livestock services such as breeding and animal health, and provide dedicated support for natural resource management, which includes rangelands, forests, and water sources. The project will also work on ensuring better access to markets for the target groups through strengthening public market infrastructure such as livestock markets and transhumance facilities like vet posts; developing MSMEs for livestock products, inputs and services through capacity development for business development and access to dedicated finance and promoting youth-led enterprises and digital innovations in livestock value chains.

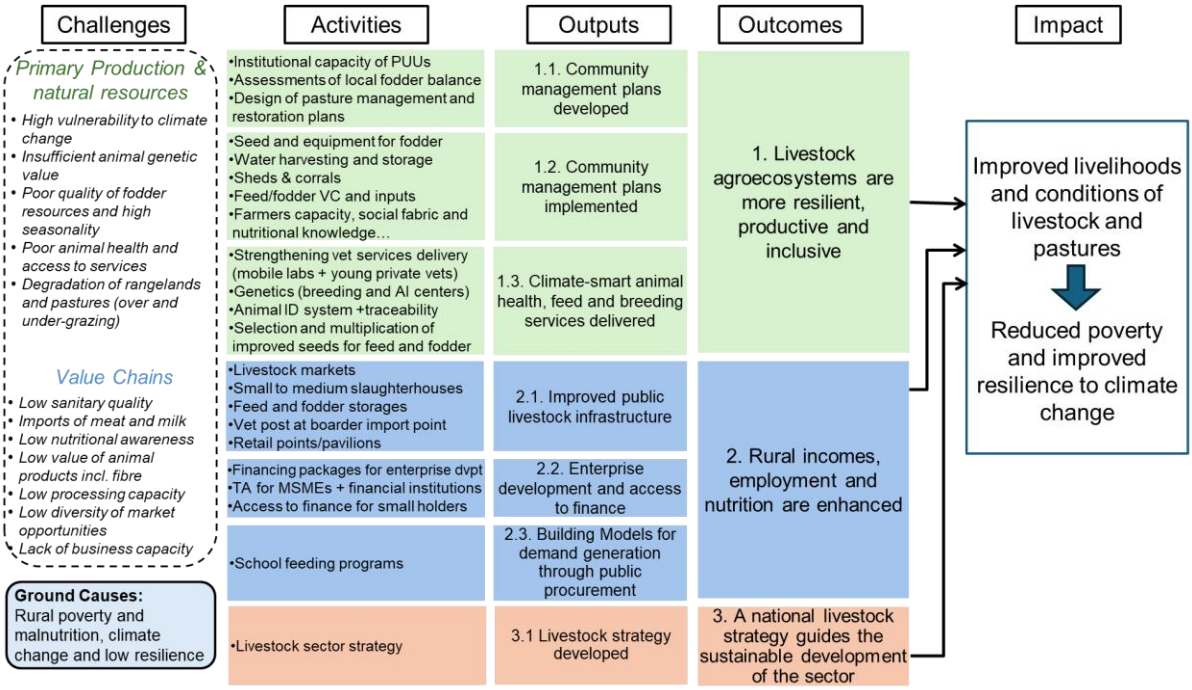
3. A nutrition-sensitive approach will be integrated e.g. nutrition education and behaviour change communication activities—particularly for women and young caregivers—will promote healthy and diverse diets. The school feeding programme will link local dairy processors and smallholder producers to school procurement systems, improving children's nutrition while generating stable market demand for local livestock products. By strengthening domestic livestock value chains, AMAL will contribute to reducing reliance on meat imports and address emerging gaps in milk supply, while leveraging existing and future demand as a market opportunity to promote local enterprise growth and better nutrition outcomes for rural communities.

The main pathways underlying the project's theory of change will be as follows:

IF the target group (rural poor, women, youth) actively participate in inclusive community management plans, that promote sustainable natural resource use and gain improved access to essential livestock services such as breeding and animal health, and targeted training, start-up support, and mentorship opportunities, **THEN** livestock productivity will increase, and natural resources will be sustainably managed; and **IF** the target groups have access to public and climate-resilient market infrastructure, receive business and financial training and are supported in developing livestock-related micro, small, and medium enterprises (MSMEs), with special incentives and tailored financial products for youth and women entrepreneurs, and nutrition awareness training for households - especially women and young people - is delivered together with school feeding programmes, **THEN** they will add value to livestock products and services, increase sales, , improve income, and generate employment opportunities—particularly for women and youth - while also enhancing access to diverse, nutritious animal-source foods and promoting improved nutrition outcomes; and **IF** grassroots institutions representing the AMAL target groups are strengthened, and a conducive policy and regulatory environment is established—including enforcement of livestock health and food safety standards and implementation of an animal traceability system, **THEN** the enabling environment for sustainable livestock development will be enhanced, ensuring long-term impact and institutional sustainability. Improved food safety standards and stronger regulatory oversight will directly contribute to better nutrition outcomes by reducing the prevalence of foodborne diseases, improving the quality and safety of animal-source foods, and increasing consumer confidence and demand for locally produced, nutritious livestock products.

4. The theory of change (TOC) is graphically illustrated below with a fuller elaboration given in Appendix 1 of Annex 9 in the Project Implementation Manual.

Figure 1: Theory of Change



5. Key assumptions underlying the impact pathways to be realised include i) relative political, economic and regional stability; ii) growing demand for meat and dairy products, and iii) high adoption rates of the practices and technologies that are introduced, (iv) inputs required to increase production and productivity are available, v) private sector has sufficient incentives to participate in the project activities; (vi) enterprise growth (dairies, meat processing) create significant on and off-farm jobs, especially for young people and women;. (vii) Government policies (subsidies, trade rules) align with project goals and (viii) systems can withstand increasing droughts, extreme weather, and water stress while safeguarding food and nutrition security for rural households.

Annex 2 Log-Frame AMAL

Results Hierarchy	Indicators				Means of Verification			Assumptions
	Name	**Baseline**	**Mid-Term**	**End Target**	**Source**	**Frequency**	**Responsibility**	
Outreach	**1 Persons receiving services promoted or supported by the project**				Project M&E system	Quarterly	PIU	Inter-Ministerial Coordination: Effective collaboration exists between the Ministry of Agriculture, Committee for Environmental Protection, and Ministry of Finance, with clear roles and shared objectives.
	Males		50 590	107 472				
	Females		47 295	94 297				
	Young		25 896	54 768				
	Total number of persons receiving services - Number of people		97 885	201 769				
	1.a Corresponding number of households reached				Project M&E system	Quarterly	PIU	
	Households - Households		22 690	54 000				
	1.b Estimated corresponding total number of households members				Project M&E system	Quarterly	PIU	
	Household members - Number of people		149 756	356 400				
Project Goal Livelihoods and conditions of livestock small holders and pastoral communities in rural Tajikistan are improved	**Households reporting an increase in resilience measured through the ability to recover from shocks (economic and climate related)**							Overall political and economic situation remains stable. Stability of prices in agricultural commodities.
	Number of households		6 807	37 800	Surveys	Baseline, MTR, Completion	PIU	
	% of households		30%	70%	Surveys	Baseline, MTR, Completion		
Development Objective Incomes, nutrition and resilience are increased through more productive	**Households reporting increased income from rural livelihoods**							Livestock farming continues to be seen as an attractive livelihood choice by smallholders and remains economically
	Number of households		6 807	37 800	Surveys	Baseline, MTR, Completion	PIU	
	% of households		30%	70%				
	HH members		44 927	249 480				
	Median income increase		5%	10%				
	CI 3.2.1: Greenhouse gas emissions (tCO2e) avoided and/or sequestered							

livestock-related, climate-adapted, and inclusive livestock value chains	Hectares of land		23 152	115 762	FAO's GLEAM-i Tool	Baseline, MTR, Completion	IFAD ECG Team	attractive in the face of exports. The Government has a continued commitment to the development of the livestock sector. Collaboration is effective between the government agencies implementing the project. Timely flow of counterpart funding and donor disbursements
	tCO2e/20 years		659 269.8	3 296 349				
	tCO2e/ha		5.7	28.5				
	tCO2e/ha/year		0.28	1.4				
	SF 2.1: Households satisfied with project-supported services							
	Number of households		9 076	40 500	Surveys	Baseline, MTR, Completion	PIU	
	Households (%)		40%	75%				
	HH members		59 903	267 300				
	Adaptation Fund - Number of beneficiaries							
	Direct beneficiaries supported by the project			38 610	Project M&E system	Quarterly	PIU	
	Female direct beneficiaries			20 487				
	Youth direct beneficiaries			10 737				
	Indirect beneficiaries supported by the project			46 531				
	Female indirect beneficiaries			21 502				
	Youth indirect beneficiaries			12 940				
Outcome 1 Livestock agroecosystems are more resilient, productive and inclusive	**CI 3.2.2: Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices**							Project area is not impacted by natural or man-made shocks/disasters. Adoption incentives (inputs, markets, advisory services) remain adequate for farmers to adopt climate-resilient technologies.
	Number of households		8 496	26 521	Surveys	Baseline, MTR, Completion	PIU	
	% of households		60%	80%				
	HH members		56 076	175 036				
	CI 1.2.4: Households reporting an increase in production							
	Number of households		3 540	19 890	Surveys	Baseline, MTR, Completion	PIU	
	% of households		25%	60%				
	HH members		23 365	131 277				
	CI 1.2.9: Households with improved nutrition Knowledge Attitudes and Practices (KAP)							
	Households (number)		819	3 749	Surveys	Baseline, MTR, Completion	PIU	
	Households (%)		30%	70%				

	Household members (number)		5 405	24 740				
	Decrease in livestock emission							
	Decrease in livestock emission intensity		8%	20%	FAO's GLEAM-i	Baseline, MTR, Completion	IFAD ECG Team	
	Decrease in livestock absolute emissions		2%	5%				
	SF 2.2: Households reporting they can influence decision-making of local authorities and project-supported service providers							
	Number of households		7 000	15 627	Surveys	Baseline, MTR, Completion	PIU	
	Households (%)		70%	80%				
	HH members		46 200	103 136				
Output 1.1 Community management plans developed	**CI 3.1.1: Groups supported (Village Organisations and Pasture Users Unions) to sustainably manage natural resources and climate-related risk**							Suitable service providers for community plan development can be engaged. Collaboration with local authorities enables identification of target villages.
	Groups supported (Number)		105	105	Project M&E system	Quarterly	PIU	
	Total size of groups		79 110	79 110				
	Females		41 981	41 981				
	Males		37 129	37 129				
	Young		23 733	23 733				
Output 1.2 Community management plans implemented	**CI 1.1.3: Rural producers accessing production inputs and/or technological packages (benefiting from Community Management Plans)**							Availability of service providers for agriculture improvement and related infrastructure. Legal environment remains supportive of pasture management and of village organisations. Prices of agricultural inputs remain stable.
	Total rural producers		40 500	79 110	Project M&E system	Quarterly	PIU	
	Males		19 061	37 129				
	Females		21 439	41 981				
	Young		12 150	23 733				
	Kitchen garden established							
	Number of gardens		1500	2 930	Project M&E system	Quarterly	PIU	
	CI 1.1.8: Persons provided with targeted support to improve their nutrition							
	Total persons participating		2 730	5 355		Quarterly	PIU	

	Males		0	0	Project M&E system			
	Females		2 730	5 355				
	Young		2 709	5 334				
	Households (number)		2 730	5 355				
Output 1.3 Animal and herd productivity improved	**Animal health services and breed improvements supported**							Animal health actors are willing to work in the project areas. Entrepreneurs are willing to enter the seed production business. Suitable resources can be found to develop the national system for cattle identification.
	Number of mobile veterinary units established		8	8	Project M&E system	Quarterly	PIU	
	Number of young veterinarians supported		50	50				
	Number of AI conducted		810	2 700				
	Number of reproductive bulls alive		95	90				
	Feed and fodder balance mechanisms established							
	Number of feed and fodder balances at national level		1	1	Project M&E system	Annually	PIU	
	Number of feed and fodder balances at district level (at least 1/jamoat)		106	106				
	Seed producers operating							
	Number of seed producers		40	40	Project M&E system	Annually	PIU	
	Total quantity of seed sold (tons)		864	2880				
	National cattle identification system piloted							
	Number of animals tagged		0	50 000	Project M&E system	Semi-annually	PIU	
Outcome 2 Rural incomes, employment and nutrition are enhanced	**CI 2.2.6: Households reporting improved physical access to markets, processing and storage facilities**							Private sector actors are willing to engage in doing business with smallholders and MSMEs. Market demand for livestock products remains high.
	Improved physical access to market facilities (cattle markets and pavillions)							
	Number of households		917	16 683	Surveys	Baseline, MTR, Completion	PIU	
	% of households		30%	80%				
	HH members		6 052	110 111				
	Improved physical access to processing facilities (slaughterhouses)							
	Number of households		72	81	Surveys		PIU	

	% of households		80%	90%		Baseline, MTR, Completion		
	HH members		475	535				
	Improved physical access to storage facilities (feed and fodder storage)							
	Number of households		22	192	Surveys	Baseline, MTR, Completion	PIU	
	% of households		30%	80%				
	HH members		143	1 267				
	CI 1.2.5: Households reporting using rural financial services							
	Number of households		311	799	Surveys	Baseline, MTR, Completion	PIU	
	% of households		70%	90%				
	HH members		2 051	5 275				
	CI 2.2.1 Beneficiaries with new jobs/employment opportunities							
	Males		48	160	Surveys	Baseline, MTR, Completion	PIU	
	Females		48	160				
	Young		48	160				
	Total number of persons with new jobs/employment opportunities		96	320				
	CI 2.2.2: Supported rural enterprises reporting an increase in profit							
	Number of rural enterprises		36	694	Surveys	Baseline, MTR, Completion	PIU	
	Percentage of rural enterprises		10%	80%				
Output 2.1 Improved public livestock infrastructure	**CI 2.1.6: Market, processing or storage facilities constructed or rehabilitated**							District authorities facilitate the identification of suitable sites for infrastructure development and the obtention of necessary permits.
	Total number of facilities		32	32	Project M&E system	Semi-annually	PIU	
	Market facilities constructed/rehabilitated (cattle markets and pavilions)		20	20				
	Processing facilities constructed/rehabilitated (slaughterhouses)		6	6				
	Storage facilities constructed/rehabilitated (feed and fodder storage facilities)		6	6				

	Total users (people)		3 330	21 556				
Output 2.2 Entrepreneurship and MSMEs development	**Financial packages disbursed by PFIs**							PFI lending capacity remains high and micro-economic environment is supportive of business development.
	Amount disbursed ('000 USD)		1 333	3 200	Project M&E system	Quarterly	PIU	
	Number of packages		53	128				
	CI 1.1.6 Financial service providers supported in delivering outreach strategies, financial products and services to rural areas							
	Service providers (number)		10	10	Project M&E system	Semi-annually	PIU	
	Total staff trained		240	240				
	CI 2.1.1 Rural enterprises accessing business development services							
	Rural enterprises (number)		308	740	Project M&E system	Semi-annually	PIU	
	Employees (number)		617	1 480				
	CI 1.1.5 Persons in rural areas accessing financial services							
	Total persons accessing financial services - loan guarantees		444	888	Project M&E system	Quarterly	PIU	
	Men in rural areas accessing financial services - loan guarantees		225	450				
	Women in rural areas accessing financial services - loan guarantees		219	438				
	Young people in rural areas accessing financial services - loan guarantees		123	247				
Output 2.3 Building Models for demand generation through public procurement - School feeding	**School meal distribution supported**							Political momentum for school feeding is sustained and financial resources are available beyond project funding. A suitable service provider can be found
	Number of schools benefiting from equipment and/or kitchen garden		13	13	Project M&E system	Annually	PIU	
	Number of children benefiting from meals		2 886	3 367				
Outcome 3 A national livestock	**Policy 3: Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment**							Commitment of policy stakeholders to an inclusive and
	Number		0	4		Annually	PIU	

strategy guides the sustainable development of the sector	National Livestock Strategy approved		0	1	Qualitative assessment			constructive dialogue.
	Number of laws, regulations, policies or strategies referring the National Livestock Strategy		0	3				
Output 3.1 National Livestock Strategy Developed	**Policy 1: Policy-relevant knowledge products completed (National Livestock Strategy developed)**							The livestock sector remains a priority of the Government, donors and civil society actors. Availability of a suitable service provider.
	Number		0	1	Qualitative assessment	Annually	PIU	

Republic of Tajikistan: Access to Market and Adaptation for Livestock (AMAL)

Appendix 3: Annual Work Plan and Budget (AWPB) for the first 18 months

Table 1: Summary of costs by expenditure category and financier

AWPB 2027-28 Summary of costs by category and financier									
Catagory	IFAD PBAS	AF	PFIs	BEN	DISTRICTS	CEP	PIU	GOV	Total Incl. Taxes
I	282,148	-	-	-	-	-	-	45,931	328,079
II	2,473,774	-	-	2,880	266,684	41,349	-	550,030	3,334,718
III	1,572,817	839,952	-	-	-	-	-	393,481	2,806,251
IV	3,170,000	3,453,000	266,667	611,425	-	-	-	-	7,501,092
V	-	-	1,470,000	315,000	-	-	-	-	1,785,000
VI	645,209	63,461	-	-	-	51,270	166,902	82,053	1,008,896

Table 2: Summary of costs by expenditure category and financier

Types of Costs	IFAD PBAS	AF	PFIs	BEN	DISTRICTS	CEP	PIU	-	Total Incl. Taxes
Investment	7,498,740	4,292,952	1,736,667	929,305	266,684	41,349	-	989,443	15,755,139
Operating	645,209	63,461	-	-	-	51,270	166,902	82,053	1,008,896
Total	8,143,949	4,356,413	1,736,667	929,305	266,684	92,619	166,902	1,071,496	16,764,035

Table 3: Summary of costs by component and financier

Total	8,143,949	4,356,413	1,736,667	929,305	266,684	92,619	166,902	1,071,496	16,764,035
	-	-	-	-	-	-	-	-	-
AWPB 2027-28 Summary of costs by component and financier									
Component	IFAD PBAS	AF	PFIs	BEN	DISTRICTS	CEP	PIU	-	Total Incl. Taxes
SC11	423,774	631,204	-	-	-	-	-	171,741	1,226,718
SC12	3,310,772	3,661,748	-	611,425	-	-	-	282,781	7,866,726
SC13	1,916,006	-	-	-	-	-	-	311,908	2,227,914
C1	5,650,552	4,292,952	-	611,425	-	-	-	766,429	11,321,358
SC21	663,315	-	-	-	266,684	-	-	119,270	1,049,269
SC22	838,673	-	1,736,667	315,000	-	-	-	27,458	2,917,797
SC23	95,538	-	-	2,880	-	-	-	16,022	114,440
C2	1,597,526	-	1,736,667	317,880	266,684	-	-	162,750	4,081,506
	355,027	-	-	-	-	-	-	57,795	8,163,012
SC32	540,844	63,461	-	-	-	92,619	166,902	84,522	948,349
C3	895,871	63,461	-	-	-	92,619	166,902	142,317	1,361,171
Total	8,143,949	4,356,413	1,736,667	929,305	266,684	92,619	166,902	1,071,496	16,764,035

Table 4: Component 1

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025																		
	Annual Working Plan and Budget (AWPB) for the first 18 months									Total 2027 & 2028 (Incl.Tax)							excluding taxes		
Activity code	Description	Category Account	Expenditure Account	Fin. Rule	Unit	Q 2027	Q 2028	Total Quantities 2027 & 20	Unit Cost (US$)	2027	2028	Total 2027 & 2028 (Incl. Tax)	Physical contingency Rate	Foreign Exch.	Component	Tax Rate	Total cost excl. tax 2027	Total cost excl. contingencies and tax 202	Total cost excl. tax 2027&2028
									US$	US$	US$	US$	%	%		%	US$	US$	US$
	Component 1: Improving Livestock Productivity and Climate Resilience s																		
	Subcomponent 1.1. Community Action Plans Developed																		
	I. Investment Costs																		
	A. Community Mobilization /a																		
SC11	1. Feasability study for village selection/ diagnostic	III	National TA_EA	IFAD_GRANT (100%)	study	1	-	1	85,000	86,360	-	86,360	0.0	20.0	SC11	14.0	74,270	-	74,270
SC11	2. Contract with an NGO - community facilitators /b	III	National TA_EA	IFAD_GRANT (100%)	contract	4	-	4	100,000	406,400	-	406,400	0.0	20.0	SC11	14.0	349,504	-	349,504
SC11	3. Contract with an NGO - community facilitators /c	III	National TA_EA	ADAPTFUND (100%)	contract	-	7	7	100,000	-	733,958	733,958	0.0	20.0	SC11	14.0	-	631,204	631,204
	Subtotal Subcomponent 1.1. Community Action Plans Developed																		
	Subcomponent 1.2. Community Management Plans Implemented																		
	I. Investment Costs																		
	A. Community action plans																		
SC12	1. Community action plans for Khatlon -implemented by IFAD /a	IV	GRANTS_EA	IFAD_GRANT (100%)	village	-	25	25	100,000	-	2,500,000	2,500,000	0.0	0.0	SC12	0.0	-	2,500,000	2,500,000
SC12	2. Community action plans for Khatlon -beneficiary contribution /b	IV	GRANTS_EA	BEN (100%)	village	-	25	25	10,000	-	266,125	266,125	0.0	0.0	SC12	0.0	-	266,125	266,125
SC12	3. Community action plans for DRS/RRS-implemented by AF	IV	GRANTS_EA	ADAPTFUND (100%)	village	-	22	22	114,000	-	2,508,000	2,508,000	0.0	0.0	SC12	0.0	-	2,508,000	2,508,000
SC12	4. Community action plans for DRS/RRS-beneficiary contribution /c	IV	GRANTS_EA	BEN (100%)	village	-	22	22	11,400	-	250,800	250,800	0.0	0.0	SC12	0.0	-	250,800	250,800
SC12	5. Community action plans for Sughd-implemented by AF	IV	GRANTS_EA	ADAPTFUND (100%)	village	-	5	5	189,000	-	945,000	945,000	0.0	0.0	SC12	0.0	-	945,000	945,000
SC12	6. Community action plans for Sughd- beneficiary contribution /d	IV	GRANTS_EA	BEN (100%)	village	-	5	5	18,900	-	94,500	94,500	0.0	0.0	SC12	0.0	-	94,500	94,500
SC12	7. Civil work engineer	III	National TA_EA	IFAD_GRANT (100%)	month	-	4	4	1,000	-	4,194	4,194	0.0	20.0	SC12	14.0	-	3,607	3,607
SC12	8. SECAP specialist	III	National TA_EA	IFAD_GRANT (100%)	month	12	6	18	800	9,754	5,033	14,786	0.0	20.0	SC12	14.0	8,388	8,657	17,045
SC12	Community specialist	III	National TA_EA	IFAD_GRANT (100%)	month	12	6	18	800	9,754	5,033	14,786	0.0	20.0	SC12	15.0	8,388	4,328	12,716
SC12	9. DPOs (8 total) /e	III	National TA_EA	R 2,0% FOR 4), ADAPTFUND (	month	96	48	144	800	78,029	40,263	118,292	0.0	20.0	SC12	14.0	67,105	69,252	136,357
SC12	10. GIS specialist part-time	III	National TA_EA	IFAD_GRANT (100%)	month	6	6	12	800	4,877	5,033	9,910	0.0	20.0	SC12	14.0	4,194	4,328	8,522
SC12	11. Social fund (25%)	III	National TA_EA	IFAD_GRANT (100%)	per annum			-	25,603	25,603	13,736	39,339	0.0	20.0	SC12	14.0	22,019	11,813	33,831
SC12	12. Vehicles (8)	II	VEH	IFAD_GRANT (100%)	unit	8	-	8	65,000	554,736	-	554,736	5.0	50.0	SC12	32.0	377,220	-	377,220
	13. Nutrition Awareness Training for Young Women (18 to 35)																		
SC12	a. Design of Nutrition Sessions and Delivery of ToTs (5 2 hour sessions in each target village)	III	National TA_EA	ADAPTFUND (100%)	lumpsum	-	1	1	50,000	-	52,426	52,426	0.0	20.0	SC12	14.0	-	45,086	45,086
SC12	b. Training of Trainers for Village Facilitators	III	TR_EA	ADAPTFUND (100%)	lumpsum	-	10	10	10,000	-	104,851	104,851	0.0	20.0	SC12	14.0	-	90,172	90,172
SC12	c. Nutrition Awareness Training	III	TR_EA	ADAPTFUND (100%)	training	-	60	60	150	-	9,437	9,437	0.0	20.0	SC12	14.0	-	8,115	8,115
	14. Training of Trainers (ToT) for Artificial Insemination (AI)																		
SC12	a. ToT on AI /f	III	National TA_EA	ADAPTFUND (100%)	lumpsum	-	1		20,000	-	20,970	20,970	0.0	20.0	SC12	14.0	-	18,034	18,034
SC12	b. Delivering of training on AI /g	III	TR_EA	ADAPTFUND (100%)	lumpsum	-	105	105	5,000	-	55,047	55,047	0.0	20.0	SC12	14.0	-	47,340	47,340
	II. Recurrent Costs																		
SC12	**A. Operational costs for vehicles /h**	VI	VOM_EA	IFAD_GRANT (100%)	per annum	132	132	264	900	-	130,791	130,791	5.0	30.0	SC12	14.0	108,993	112,481	221,473
	Subtotal Subcomponent 1.2. Community Management Plans Implemented																		
	Subcomponent 1.3. Climate-smart animal health, breeding and feed services delivered																		
	I. Investment Costs																		
	A. Animal health																		
SC13	1. Provison 8 mobile vet labs- equipment /a	II	EQ_EA	IFAD_GRANT (100%)	lab	4	4	8	80,000	341,376	352,300	693,676	5.0	30.0	SC13	14.0	293,583	302,978	596,561
SC13	2. Training for 50 young vets	III	TR_EA	IFAD_GRANT (100%)	participant	20	20	40	5,000	101,600	104,851	206,451	0.0	20.0	SC13	14.0	87,376	90,172	177,548
SC13	3. Animal identification system including capacity development	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	-	1	1	350,000	-	385,328	385,328	5.0	30.0	SC13	14.0	-	331,382	331,382
SC13	7. Provisionf of motorbikes for the young veterianiarians	II	EQ_EA	IFAD_GRANT (100%)	unit	20	20	40	2,500	53,340	55,047	108,387	5.0	30.0	SC13	14.0	45,872	47,340	93,213
												-							
	B. Animal genetics											-							
	1. Rehabilitation of Regional Breeding Center (3 centers) -lab equipment																		-
SC13	a. Lab equipment	II	EQ_EA	IFAD_GRANT (100%)	lab	1	1	2	39,000	41,605	42,937	84,542	5.0	30.0	SC13	14.0	35,780	36,925	72,706
SC13	b. 50 AI kits	II	EQ_EA	IFAD_GRANT (100%)	lab	20	20	40	200	4,267	4,404	8,671	5.0	30.0	SC13	14.0	3,670	3,787	7,457
SC13	c. Liquid Nitrogen machine	II	EQ_EA	IFAD_GRANT (100%)	lab	1	1	2	150,000	160,020	165,141	325,161	5.0	30.0	SC13	14.0	137,617	142,021	279,638
SC13	d. AI doses	II	EQ_EA	IFAD_GRANT (100%)	lab	1,000	1,000	2,000	5	5,334	5,505	10,839	5.0	30.0	SC13	14.0	4,587	4,734	9,321
												-							
SC13	**2. Placement of dairy bulls + initial fodder at village level**	II	EQ_EA	IFAD_GRANT (100%)	unit	-	25	25	2,000	-	55,047	55,047	5.0	30.0	SC13	14.0	-	47,340	47,340
								-				-							
	C. Feed and fodder							-				-							
SC13	1. Study and work for selection and technical guidance	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	1	1	100,000	-	104,851	104,851	0.0	20.0	SC13	14.0	-	90,172	90,172
SC13	3. Equipment, including seeder and tractor	II	EQ_EA	IFAD_GRANT (100%)	e-tag	-	1.	1	50,000	-	55,047	55,047	5.0	30.0	SC13	14.0	-	47,340	47,340
SC13	5. Feed and fodder balance	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	-	1.	1	150,000	-	165,141	165,141	5.0	30.0	SC13	14.0	-	142,021	142,021
SC13	Livestock specialist	III	National TA_EA	IFAD_GRANT (100%)	month	12	12	24	800	9,754	10,066	19,819	0.0	20.0	SC13	14.0	8,388	8,657	17,045
SC13	Social fund (25%) for the livestock specialist	III	National TA_EA	IFAD_GRANT (100%)	per annum			-	2,400	2,400	2,400	4,800	0.0	20.0	SC13	14.0	2,097	2,164	4,261
	Subtotal Subcomponent 1.3. Climate-smart animal health, breeding and feed services delivered																		
	Total Component 1: Climate-smart productivity and resilience of dairy smallholder production systems																		

Table 5: Component 1 - cont.

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025															
	Annual Working Plan and Budget (AWPB) for the fir	**taxes**														
Activi ty co	**Description**	**Tax (when covered by govt) 2027**	**Tax (when covered by govt) 2028**	**Tax (when covered by govt) 2027&2028**	**Total cost (all conting. tax included) 2027**	**Total cost (all conting. tax included) 2028**	**category**	**IFAD PBAS**	**AF**	**PFIs**	**BEN**	**DISTRICTS**	**CEP**	**PIU**	**GOV**	**Total Incl. Taxes**
		US$	US$	US$	US$	US$										
	Component 1: Improving Livestock Productivity and Climate Resilience s															
	Subcomponent 1.1. Community Action Plans Developed															
	I. Investment Costs															
	A. Community Mobilization /a															
SC11	1. Feasability study for village selection/ diagnostic	12,090	-	12,090	86,360	-	III	74,270							12,090	86,360
SC11	2. Contract with an NGO - community facilitators /b	56,896	-	56,896	406,400	-	III	349,504							56,896	406,400
SC11	3. Contract with an NGO - community facilitators /c	-	102,754	102,754	-	733,958	III		631,204						102,754	733,958
	Subtotal Subcomponent 1.1. Community Action Plans Developed															
	Subcomponent 1.2. Community Management Plans Implemented															
	I. Investment Costs															
	A. Community action plans															
SC12	1. Community action plans for Khatlon -implemented by IFAD /a	-	-	-	-	2,500,000	IV	2,500,000							-	2,500,000
SC12	2. Community action plans for Khatlon -beneficiary contribution /b	-	-	-	-	266,125	IV				266,125				-	266,125
SC12	3. Community action plans for DRS/RRS-implemented by AF	-	-	-	-	2,508,000	IV		2,508,000						-	2,508,000
SC12	4. Community action plans for DRS/RRS-beneficiary contribution /c	-	-	-	-	250,800	IV				250,800				-	250,800
SC12	5. Community action plans for Sughd-implemented by AF	-	-	-	-	945,000	IV		945,000						-	945,000
SC12	6. Community action plans for Sughd- beneficiary contribution /d	-	-	-	-	94,500	IV				94,500				-	94,500
SC12	7. Civil work engineer	-	587	587	-	4,194	III	3,607							587	4,194
SC12	8. SECAP specialist	1,366	1,409	2,775	9,754	10,066	III	17,045							2,775	19,819
SC12	Community specialist	1,366	1,409	2,775	9,754	5,737	III	12,716							2,775	15,491
SC12	9. DPOs (8 total) /e	10,924	11,274	22,198	78,029	80,526	III	136,357							22,198	158,555
SC12	10. GIS specialist part-time	683	705	1,387	4,877	5,033	III	8,522							1,387	9,910
SC12	11. Social fund (25%)	3,584	1,923	5,507	25,603	13,736	III	33,831							5,507	39,339
SC12	12. Vehicles (8)	177,516		177,516	554,736	-	II	377,220							177,516	554,736
	13. Nutrition Awareness Training for Young Women (18 to 35)														-	-
SC12	a. Design of Nutrition Sessions and Delivery of ToTs (5 2 hour sessions in each target village)		7,340	7,340	-	52,426	III		45,086						7,340	52,426
SC12	b. Training of Trainers for Village Facilitators		14,679	14,679	-	104,851	III		90,172						14,679	104,851
SC12	c. Nutrition Awareness Training		1,321	1,321	-	9,437	III		8,115						1,321	9,437
	14. Training of Trainers (ToT) for Artificial Insemination (AI)								-						-	-
SC12	a. ToT on AI /f		2,936	2,936	-	20,970	III		18,034						2,936	20,970
SC12	b. Delivering of training on AI /g		7,707	7,707	-	55,047	III		47,340						7,707	55,047
	II. Recurrent Costs			-											-	-
SC12	**A. Operational costs for vehicles /h**	17,743	18,311	36,054	126,736	130,791	VI	221,473							36,054	257,527
	Subtotal Subcomponent 1.2. Community Management Plans Implemented															
	Subcomponent 1.3. Climate-smart animal health, breeding and feed services delivered															
	I. Investment Costs															
	A. Animal health															
SC13	1. Provison 8 mobile vet labs- equipment /a	47,793	49,322	97,115	341,376	352,300	II	596,561							97,115	693,676
SC13	2. Training for 50 young vets	14,224	14,679	28,903	101,600	104,851	III	177,548							28,903	206,451
SC13	3. Animal identification system including capacity development	-	53,946	53,946	-	385,328	II	331,382							53,946	385,328
SC13	7. Provisionf of motorbikes for the young veterianiarians	7,468	7,707	15,174	53,340	55,047	II	93,213							15,174	108,387
															-	-
	B. Animal genetics														-	-
	1. Rehabilitation of Regional Breeding Center (3 centers) -lab equipment			-	-	-		-							-	-
SC13	a. Lab equipment	5,825	6,011	11,836	41,605	42,937	II	72,706							11,836	84,542
SC13	b. 50 AI kits	597	617	1,214	4,267	4,404	II	7,457							1,214	8,671
SC13	c. Liquid Nitrogen machine	22,403	23,120	45,522	160,020	165,141	II	279,638							45,522	325,161
SC13	d. AI doses	747	771	1,517	5,334	5,505	II	9,321							1,517	10,839
															-	-
SC13	**2. Placement of dairy bulls + initial fodder at village level**	-	7,707	7,707	-	55,047	II	47,340							7,707	55,047
															-	-
	C. Feed and fodder														-	-
SC13	1. Study and work for selection and technical guidance	-	14,679	14,679	-	104,851	III	90,172							14,679	104,851
SC13	3. Equipment, including seeder and tractor	-	7,707	7,707	-	55,047	II	47,340							7,707	55,047
SC13	5. Feed and fodder balance	-	23,120	23,120	-	165,141	II	142,021							23,120	165,141
SC13	Livestock specialist	1,366	1,409	2,775	9,754	10,066	III	17,045							2,775	19,819
SC13	Social fund (25%) for the livestock specialist	341	352	694	2,438	2,516	III	4,261							694	4,955
	Subtotal Subcomponent 1.3. Climate-smart animal health, breeding and feed services delivered															
	Total Component 1: Climate-smart productivity and resilience of dairy smallholder production systems															

Table 6: Component 2

REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025

Annual Working Plan and Budget (AWPB) for the first 18 months

Activity code	Description	Category Account	Expenditure Account	Fin. Rule	Unit	Q 2027	Q 2028	Total Quantities 2027 & 20	Unit Cost (US$)	Total 2027 & 2028 (Incl.Tax) 2027	2028	Total 2027 & 2028 (Incl. Tax)	Physical contingency Rate	Foreign Exch.	Component	Tax Rate	excluding taxes: Total cost excl. tax 2027	Total cost excl. contingencies and tax 202	Total cost excl. tax 2027&2028
									US$	US$	US$	US$	%	%		%	US$	US$	US$
	Component 2: Market Access, Enterprise Development, and Improved Nutrition																		
	Subcomponent 2.1. Improved public livestock infrastructure																		
	I. Investment Costs																		
SC21	**A. Feasibility study for mapping infrastructure need**	III	National TA_EA	IFAD_GRANT (100%)	study	1	-	1	20,000	20,320	-	20,320	0.0	20.0	SC21	14.0	17,475	-	17,475
	B. Small-scale slaughterhouses (6 units)																		
SC21	1. Works for small scale slaughterhouses	I	W_EA	IFAD_GRANT (100%)	unit	-	1	1	144,000	-	158,535	158,535	5.0	50.0	SC21	14.0		136,340	136,340
SC21	2. Equipment for small scale slaughterhouses	II	EQ_EA	IFAD_GRANT (100%)	unit	-	1	1	36,000	-	39,634	39,634	5.0	30.0	SC21	14.0		34,085	34,085
	C. One vet post and quarentine facility in Spitamen							-				-							
SC21	1. Works for one vet post and quarentine facility in Spitamen	I	W_EA	IFAD_GRANT (100%)	unit	-	1	1	90,000		99,084	99,084	5.0	50.0	SC21	14.0	-	85,213	85,213
SC21	2. Equipment for for one vet post and quarentine facility in Spitamen	II	EQ_EA	IFAD_GRANT (100%)	unit	-	1	1	10,000		11,009	11,009	5.0	30.0	SC21	14.0	-	9,468	9,468
SC21	**D. Livestock markets**	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	-	2	2	50,000		110,094	110,094	5.0	30.0	SC21	14.0	-	94,681	94,681
	E. Feed and fodder storage facilities (6)							-				-							
SC21	1. Works for feed and fodder storage facilities (6)	I	W_EA	IFAD_GRANT (100%)	unit	-	2	2	32,000		70,460	70,460	5.0	50.0	SC21	14.0	-	60,596	60,596
SC21	2. Equipment for feed and fodder storage facilities (6)	II	EQ_EA	IFAD_GRANT (100%)	unit	-	2	2	8,000		17,615	17,615	5.0	30.0	SC21	14.0	-	15,149	15,149
SC21	**F. Retail points/ pavilion**	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	-	4	4	30,000		132,113	132,113	5.0	30.0	SC21	14.0	-	113,617	113,617
SC21	**G. District contribution: land, staff and salaries /a**	II	EQ_EA	DISTRICTS (100%)	lumpsum	0.40	0.40	1	307,560	131,242	135,442	266,684	5.0	30.0	SC21	14.0	131,242	135,442	266,684
	H. Engineer for market infrastructure c2.1																		
SC21	1. Engineer for market infrastructure c2.1	III	National TA_EA	IFAD_GRANT (100%)	month	12	12	24	1,000	12,192	12,582	24,774	0.0	20.0	SC21	14.0	10,485	10,821	21,306
SC21	2. Social fund - Engineer for market infrastructure c2.1	III	National TA_EA	IFAD_GRANT (100%)	month	-	-	-		3,048	3,146	6,194	0.0	20.0	SC21	14.0	2,621	2,705	5,326
	I. Vehicles																		
SC21	Vehicle off road	II	VEH_EA	IFAD_GRANT (100%)	number	1	-	1	65,000	69,342	-	69,342	5.0	50.0	SC21	32.0	49,926	-	49,926
	II. Recurrent Costs																		
SC21	A. Vehicles O&M /b	VI	VOM_EA	IFAD_GRANT (100%)	month	12.	12.	24	900	11,521	11,890	23,412	5.0	30.0	SC21	14.0	9,908	10,226	20,134
	Subtotal Subcomponent 2.1. Improved public livestock infrastructure																		
	Subcomponent 2.2. Enterprise Development and Access to Finance along the Livestock Value Chains																		
	I. Investment Costs																		
	A. Financial packages																		
SC22	1. Grant Manager Committee (GMC)	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	42	42	500	-	22,019	22,019	0.0	20.0	SC22	14.0	-	18,936	18,936
SC22	2. Grant	IV	GRANTS_EA	IFAD_GRANT (100%)	grant	-	42	42	15,000	-	630,000	630,000	0.0	0.0	SC22	0.0	-	630,000	630,000
SC22	3. Loans	V	CREDIT_EA	PFIS (100%)	loan	-	42	42	35,000	-	1,470,000	1,470,000	0.0	0.0	SC22	0.0	-	1,470,000	1,470,000
SC22	4. Beneficiary contribution /a	V	CREDIT_EA	BEN (100%)	loan	-	42	42	7,500	-	315,000	315,000	0.0	0.0	SC22	0.0	-	315,000	315,000
								-				-			0				
	B. Technical Assistance (TA)							-				-			0				
SC22	1. Technical Assitance for the PFIs	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	0.35	0	250,000	-	91,745	91,745	0.0	20.0	SC22	14.0	-	78,901	78,901
SC22	2. Technical Assitance for the MSMEs	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	0.35	0	148,500	-	54,496	54,496	0.0	20.0	SC22	14.0	-	46,867	46,867
SC22	3. Entreprise development and credit specialist	III	National TA_EA	IFAD_GRANT (100%)	pers.month	12	12	24	900	10,973	11,324	22,297	0.0	20.0	SC22	14.0	9,437	9,739	19,175
SC22	4. Social fund -Entreprise development and credit specialist	III	National TA_EA	IFAD_GRANT (100%)	pers.month	-	-	-		2,743	2,831	5,574	0.0	20.0	SC22	14.0	2,359	2,435	4,794
	C. Facilitation of A2F							-				-							
SC22	1. Guarantee fund	IV	GRANTS_EA	IFAD_GRANT (100%)	grant	-	0.20	0	200,000	-	40,000	40,000	0.0	0.0	SC22	0.0	-	40,000	40,000
SC22	2. Guarantee fund - PFIs contribution	IV	GRANTS_EA	PFIS (100%)	grant	-	0.20	0	333,333	-	266,667	266,667	0.0	0.0	SC22	0.0	-	266,667	266,667
	Subtotal Subcomponent 2.2. Support to emergence of safe, short and green value chains and milk consumption																		
	Subcomponent 2.3.Building Models for demand generation through public procurement - School feeding																		
	I. Investment Costs																		
	A. Preparatory Activities for School Feeding Programme (SFP)																		
SC23	1.SFC Coordinator	III	National TA_EA	IFAD_GRANT (100%)	pers.month	6	12	18	800	4,877	10,066	14,943	0.0	20.0	SC23	14.0	4,194	8,657	12,851
SC23	2. Social fund -SFC Coordinator (nutrition)	III	National TA_EA	IFAD_GRANT (100%)	pers.month	-	-	-		1,219	2,516	3,736	0.0	20.0	SC23	14.0	1,049	2,164	3,213
SC23	3. Contracting Service Provider for School Feeding Programme Support	III	National TA_EA	IFAD_GRANT (100%)	lumpsum	-	0.20	0	55,000	-	11,534	11,534	0.0	20.0	SC23	14.0	-	9,919	9,919
	B. Development of School Plans																		
SC23	1. School Plan Development Workshops	III	TRW_DA	IFAD_GRANT (100%)	workshop	-	2	2	800	-	1,678	1,678	0.0	20.0	SC23	14.0	-	1,443	1,443
	E. Nutrition Support and Awareness																		
SC23	1. Purchase of yogurt for school programme	II	EQ_EA	IFAD_GRANT (100%)	unit	-	117,000	117,000	1	-	66,981	66,981	5.0	30.0	SC23	14.0	-	57,604	57,604
SC23	3. Purchase of yogurt for school programme from philanthropic organization /a	II	EQ_EA	BEN (100%)	unit	-	5,850	5,850	1	-	3,349	3,349	5.0	30.0	SC23	14.0	-	2,880	2,880
	II. Recurrent Costs																		
	A. Monitoring and Evaluation																		
SC23	1. Travel	VI	VOM_EA	IFAD_GRANT (100%)	lumpsum	-	0.25	0	44,400	-	12,220	12,220	5.0	30.0	SC23	14.0	-	10,510	10,510
	Subtotal Subcomponent 2.3. Building Models for demand generation through public procurement - School feeding																		
	Total Component 2: Enterprise Development and Access to Finance along the Livestock Value Chains																		

Table 7: Component 2 -cont.

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025																
	Annual Working Plan and Budget (AWPB) for the fir	**taxes**															
Activity co	**Description**	**Tax (when covered by govt) 2027**	**Tax (when covered by govt) 2028**	**Tax (when covered by govt) 2027&202**	**Total cost (all conting. tax included) 2027**	**Total cost (all conting. tax included) 2028**	**category**	**IFAD PBAS**	**AF**	**PFIs**	**BEN**	**DISTRICTS**	**CEP**	**PIU**	**GOV**	**Total Incl. Taxes**
		US$	US$	US$	US$	US$										
	Component 2: Market Access, Enterprise Development, and Improved Nutrition															
	Subcomponent 2.1. Improved public livestock infrastructure															
	I. Investment Costs															
SC21	**A. Feasibility study for mapping infrastructure need**	2,845		2,845	20,320	-	III	17,475							2,845	20,320
								-							-	-
	B. Small-scale slaughterhouses (6 units)							-							-	-
SC21	1. Works for small scale slaughterhouses	-	22,195	22,195	-	158,535	I	136,340							22,195	158,535
SC21	2. Equipment for small scale slaughterhouses	-	5,549	5,549	-	39,634	II	34,085							5,549	39,634
															-	-
	C. One vet post and quarentine facility in Spitamen														-	-
SC21	1. Works for one vet post and quarentine facility in Spitamen	-	13,872	13,872	-	99,084	I	85,213							13,872	99,084
SC21	2. Equipment for for one vet post and quarentine facility in Spitamen	-	1,541	1,541	-	11,009	II	9,468							1,541	11,009
															-	-
SC21	**D. Livestock markets**	-	15,413	15,413	-	110,094	II	94,681							15,413	110,094
															-	-
	E. Feed and fodder storage facilities (6)														-	-
SC21	1. Works for feed and fodder storage facilities (6)	-	9,864	9,864	-	70,460	I	60,596							9,864	70,460
SC21	2. Equipment for feed and fodder storage facilities (6)	-	2,466	2,466	-	17,615	II	15,149							2,466	17,615
															-	-
SC21	**F. Retail points/ pavilion**	-	18,496	18,496	-	132,113	II	113,617							18,496	132,113
SC21	**G. District contribution: land, staff and salaries /a**	-	-	-	131,242	135,442	II					266,684			-	266,684
															-	-
	H. Engineer for market infrastructure c2.1														-	-
SC21	1. Engineer for market infrastructure c2.1	1,707	1,762	3,468	12,192	12,582	III	21,306							3,468	24,774
SC21	2. Social fund - Engineer for market infrastructure c2.1	427	440	867	3,048	3,146	III	5,326							867	6,194
	I. Vehicles														-	-
SC21	Vehicle off road	19,416	-	19,416	69,342	-	II	49,926							19,416	69,342
	II. Recurrent Costs														-	-
SC21	A. Vehicles O&M /b	1,613	1,665	3,278	11,521	11,890	VI	20,134							3,278	23,412
															-	-
	Subtotal Subcomponent 2.1. Improved public livestock infrastructure															
	Subcomponent 2.2. Enterprise Development and Access to Finance along the Livestock Value Chains															
	I. Investment Costs															
	A. Financial packages															
SC22	1. Grant Manager Committee (GMC)	-	3,083	3,083	-	22,019	III	18,936							3,083	22,019
SC22	2. Grant			-	-	630,000	IV	630,000							-	630,000
SC22	3. Loans			-	-	1,470,000	V			1,470,000					-	1,470,000
SC22	4. Beneficiary contribution /a			-	-	315,000	V				315,000				-	315,000
															-	-
	B. Technical Assistance (TA)														-	-
SC22	1. Technical Assitance for the PFIs	-	12,844	12,844	-	91,745	III	78,901							12,844	91,745
SC22	2. Technical Assitance for the MSMEs	-	7,629	7,629	-	54,496	III	46,867							7,629	54,496
SC22	3. Entreprise development and credit specialist	1,536	1,585	3,122	10,973	11,324	III	19,175							3,122	22,297
SC22	4. Social fund -Entreprise development and credit specialist	384	396	780	2,743	2,831	III	4,794							780	5,574
	C. Facilitation of A2F														-	-
SC22	1. Guarantee fund	-	-	-	-	40,000	IV	40,000							-	40,000
SC22	2. Guarantee fund - PFIs contribution	-	-	-	-	266,667	IV			266,667					-	266,667
																-
	Subtotal Subcomponent 2.2. Support to emergence of safe, short and green value chains and milk consumption															
	Subcomponent 2.3.Building Models for demand generation through public procurement - School feeding															
	I. Investment Costs															
	A. Preparatory Activities for School Feeding Programme (SFP)															
SC23	1.SFC Coordinator	683	1,409	2,092	4,877	10,066	III	12,851							2,092	14,943
SC23	2. Social fund -SFC Coordinator (nutrition)	171	352	523	1,219	2,516	III	3,213							523	3,736
SC23	3. Contracting Service Provider for School Feeding Programme Support	-	1,615	1,615	-	11,534	III	9,919							1,615	11,534
															-	-
	B. Development of School Plans														-	-
SC23	1. School Plan Development Workshops	-	235	235	-	1,678	III	1,443							235	1,678
															-	-
	E. Nutrition Support and Awareness														-	-
SC23	1. Purchase of yogurt for school programme	-	9,377	9,377	-	66,981	II	57,604							9,377	66,981
SC23	3. Purchase of yogurt for school programme from philanthropic organization /a	-	469	469	-	3,349	II				2,880				469	3,349
															-	-
	II. Recurrent Costs														-	-
	A. Monitoring and Evaluation														-	-
SC23	1. Travel	-	1,711	1,711	-	12,220	VI	10,510							1,711	12,220
															-	-
	Subtotal Subcomponent 2.3. Building Models for demand generation through public procurement - School feeding															-
	Total Component 2: Enterprise Development and Access to Finance along the Livestock Value Chains															

Table 8: Component 3

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025																		
	Annual Working Plan and Budget (AWPB) for the first 18 months									**Total 2027 & 2028 (Incl.Tax)**							**excluding taxes**		
	Component 3: Project Planning and Management																		
	3.1. Enabling Policy Environment																		
	I. Investment Costs																		
SC31	**A. Contract with a consultancy firm**	III	National TA_EA	IFAD_GRANT (100%)	pers.month	1	-	1	250,000	254,000	-	254,000	0.0	20.0	SC31	14.0	218,440	-	218,440
	B. Workshop for stakeholder engagement											-							
SC31	Workshop (3) for stakeholder engagement	III	TR_EA	IFAD_GRANT (100%)	workshop	1	1	2	20,000	20,320	20,970	41,290	0.0	20.0	SC31	14.0	17,475	18,034	35,510
	3.2.1. Monitoring and Evaluation & Knowledge Managemet																		
	A. Training and Workshops																		
SC31	Project inception (start-up) workshop	III	TR_EA	IFAD_GRANT (100%)	workshop	1	0	1	20,000	20,320	0	20,320	0.0	20.0	SC31	14.0	17,475	-	17,475
SC31	Training of M&E Units on GIS basics /a	III	TR_EA	IFAD_GRANT (100%)	workshop	-	1	1	1,000	-	1,049	1,049	0.0	20.0	SC31	14.0	-	902	902
SC31	Advanced M&E training for M&E Units (CEP and PCO) /b	III	TR_EA	IFAD_GRANT (100%)	workshop	-	1	1	25,000	-	26,213	26,213	0.0	20.0	SC31	14.0	-	22,543	22,543
SC31	Workshop at district level plus refresher /c	III	TR_EA	IFAD_GRANT (100%)	workshop	-	1	1	1,400	-	1,468	1,468	0.0	20.0	SC31	14.0	-	1,262	1,262
	B. Studies and Impact Assessment											-							
SC31	Baseline study /d	III	National TA_EA	IFAD_GRANT (100%)	study	30	-	30		30,480	-	30,480	0.0	20.0	SC31	14.0	26,213	-	26,213
SC31	MIS system set up and maintenance	III	National TA_EA	IFAD_GRANT (100%)	system	0.850	0.025	1	35,000	30,226	917	31,143	0.0	20.0	SC31	14.0	25,994	789	26,783
	C. Project Knowledge Management																		
SC31	Development of Knowledge products	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	0.100	0.150	0	20,000	2,134	3,303	5,436	5.0	30.0	SC31	14.0	1,835	2,840	4,675
SC31	KM Dissemination Events /Workshops for KM (donor workshop) about 40 people /e	III	TR_EA	IFAD_GRANT (100%)	lumpsum	1	-	1	1,400	1,422	-	1,422	0.0	20.0	SC31	14.0	1,223	-	1,223
	Subtotal Subcomponent 3.1. Monitoring and Evaluation (M&E) and Knowledge Management (KM)																		
	3.2.2. Project Management Unit CEP																		
	I. Investment Costs																		
	A. Office Equipment																		
	1. Central Office CEP											-							
SC32	Office and equipment	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	1	-	1	45,500	48,539	-	48,539	5.0	30.0	SC32	14.0	41,744		41,744
	B. Vehicles											-							
SC32	Vehicles (3) from CEP /a	II	VEH	CEP (100%)	number	3		3	19,000	60,808	-	60,808	5.0	50.0	SC32	32.0	41,349		41,349
	C. Technical Assistance																		
SC32	Training on FM and procurement, etc..	III	National TA_EA	IFAD_GRANT (100%)	pers-year	1	-	1	3,000	3,048	3,146	6,194	0.0	20.0	SC32	14.0	2,621	2,705	5,326
SC32	FM software installation and support /b	III	National TA_EA	(5, 0% FOR 2), ADAPTFUND (	pers-year			-		35,560	3,538	39,098	0.0	20.0	SC32	14.0	30,582	3,042	33,624
	II. Recurrent Costs																		
	A. Salaries																		
SC32	CEP Project Coordinator	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	1,200	14,630	7,549	22,180	0.0	0.0	SC32	0.0	14,630	7,549	22,180
SC32	M&E specialist	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	1,000	12,192	6,291	18,483	0.0	0.0	SC32	0.0	12,192	6,291	18,483
SC32	M&E assistant	VI	SA_EA	CEP (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Financial management specialist	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	1,000	12,192	6,291	18,483	0.0	0.0	SC32	0.0	12,192	6,291	18,483
SC32	Accounting assistant	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Procurement specialist	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	1,000	12,192	6,291	18,483	0.0	0.0	SC32	0.0	12,192	6,291	18,483
SC32	Procurement assistant	VI	SA_EA	CEP (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Gender specialist	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Assistant/translator	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	700	8,534	4,404	12,938	0.0	0.0	SC32	0.0	8,534	4,404	12,938
SC32	Drivers (3) /c	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	36	18	54	350	12,802	6,606	19,407	0.0	0.0	SC32	0.0	12,802	6,606	19,407
SC32	Office Cleaner	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month	12	6	18	200	2,438	1,258	3,697	0.0	0.0	SC32	0.0	2,438	1,258	3,697
SC32	Social Fund (PMU Staff) /d	VI	SA_EA	(1, 0% FOR 6), ADAPTFUND (	pers-month					28,499	14,705	43,204	0.0	0.0	SC32	0.0	28,499	14,705	43,204
	B. Office Running Costs																		
SC32	1. Operarional costs - O&M	VI	VOM_EA	(3, 0% FOR 4), ADAPTFUND (0	lumpsum	12	6	18		19,202	9,908	29,111	5.0	30.0	SC32	14.0	16,514	8,521	25,035
SC32	2. Office rent /e	VI	VOM_EA	CEP (100%)	month	12	6	18		16,642	8,587	25,229	5.0	30.0	SC32	14.0	14,312	7,385	21,697
	Subtotal Subcomponent 3.4. Project Management Unit CEP																		
	3.2.3. Project Management Unit PIU																		
	I. Investment Costs																		
	A. Office Equipment																		
	1. Central Office PIU																		
SC32	Office furnitute	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	1	-	1	25,000	26,670	-	26,670	5.0	30.0	SC32	14.0	22,936		22,936
SC32	Office and equipment	II	EQ_EA	IFAD_GRANT (100%)	lumpsum	1	-	1	28,000	29,870	-	29,870	5.0	30.0	SC32	14.0	25,689		25,689
	C. Technical Assistance																		
SC32	Training on FM and procurement, etc..	III	National TA_EA	IFAD_GRANT (100%)	pers-year	1	1	2	3,000	3,048	3,146	6,194	0.0	20.0	SC32	14.0	2,621	2,705	5,326
SC32	FM software installation and support /b	III	National TA_EA	IFAD_GRANT (100%)	pers-year	1	-	1	15,000	15,240	-	15,240	0.0	20.0	SC32	14.0	13,106	-	13,106
	II. Recurrent Costs																		
	A. Salaries																		
SC32	PIU Project Coordinator	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	1,200	14,630	7,549	22,180	0.0	0.0	SC32	0.0	14,630	7,549	22,180
SC32	Senior M&E specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	900	10,973	5,662	16,635	0.0	0.0	SC32	0.0	10,973	5,662	16,635
SC32	M&E assistant	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Procurement specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	1,000	12,192	6,291	18,483	0.0	0.0	SC32	0.0	12,192	6,291	18,483
SC32	Procurement assistant	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Financial management specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Disbursement assistant	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	K&M and Communication Specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	SECAP/Gender and social inclusion specialist	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	800	9,754	5,033	14,786	0.0	0.0	SC32	0.0	9,754	5,033	14,786
SC32	Assistant/translator	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	700	8,534	4,404	12,938	0.0	0.0	SC32	0.0	8,534	4,404	12,938
SC32	Drivers (1 person)	VI	SA_EA	IFAD_GRANT (100%)	pers-month	12	6	18	350	4,267	2,202	6,469	0.0	0.0	SC32	0.0	4,267	2,202	6,469
SC32	Social Fund (PMU Staff) /d	VI	SA_EA	IFAD_GRANT (100%)	pers-month	1	0.5	2	19,350	27,280	14,076	41,356	0.0	0.0	SC32	0.0	27,280	14,076	41,356
	B. Allowances for trips											-							
SC32	International travels	VI	OP_EA	IFAD_GRANT (100%)	lumpsum	-	1	1	14,000	0	15,413	15,413	5.0	30.0	SC32	14.0	-	13,255	13,255
	B. Office Running Costs																		
SC32	1. Operarional costs - O&M	VI	OP_EA	IFAD_GRANT (100%)	lumpsum	12	6	18	1,500	19202.4	9,908	29,111	5.0	30.0	SC32	14.0	16,514	8,521	25,035
SC32	2. Office rent /e	VI	OP_EA	PIU (100%)	month	12	6	18	10,000	128,016	66,056	194,072	5.0	30.0	SC32	14.0	110,094	56,808	166,902
	Subtotal Subcomponent 3.4. Project Management Unit PIU																		

Table 9: Component 3 - cont.

	REPUBLIC OF TAJIKISTAN: Access to Markets and Adaptation for Livestock (AMAL)_ 7 NOVEMBER 2025															
	Annual Working Plan and Budget (AWPB) for the fir	**taxes**														
	Component 3: Project Planning and Management															
	3.1. Enabling Policy Environment															
	I. Investment Costs															
SC31	**A. Contract with a consultancy firm**	35,560	-	35,560	254,000	-	III	218,440							35,560	254,000
															-	-
	B. Workshop for stakeholder engagement														-	-
SC31	Workshop (3) for stakeholder engagement	2,845	2,936	5,781	20,320	20,970	III	35,510							5,781	41,290
	3.2.1. Monitoring and Evaluation & Knowledge Managemet															
	A. Training and Workshops															
SC31	Project inception (start-up) workshop	2,845	-	2,845	20,320	-	III	17,475							2,845	20,320
SC31	Training of M&E Units on GIS basics /a	-	147	147	-	1,049	III	902							147	1,049
SC31	Advanced M&E training for M&E Units (CEP and PCO) /b	-	3,670	3,670	-	26,213	III	22,543							3,670	26,213
SC31	Workshop at district level plus refresher /c	-	206	206	-	1,468	III	1,262							206	1,468
								-							-	-
	B. Studies and Impact Assessment							-							-	-
SC31	Baseline study /d	4,267	-	4,267	30,480	-	III	26,213							4,267	30,480
SC31	MIS system set up and maintenance	4,232	128	4,360	30,226	917	III	26,783							4,360	31,143
								-							-	-
	C. Project Knowledge Management							-							-	-
SC31	Development of Knowledge products	299	462	761	2,134	3,303	II	4,675							761	5,436
SC31	KM Dissemination Events /Workshops for KM (donor workshop) about 40 people /e	199	-	199	1,422	-	III	1,223							199	1,422
															-	-
	Subtotal Subcomponent 3.1. Monitoring and Evaluation (M&E) and Knowledge Management (KM)															-
	3.2.2. Project Management Unit CEP															
	I. Investment Costs															
	A. Office Equipment															
	1. Central Office CEP															-
SC32	Office and equipment	6,796	-	6,796	48,539	-	II	41,744							6,796	48,539
	B. Vehicles														-	-
SC32	Vehicles (3) from CEP /a	19,458	-	19,458	60,808	-	II						41,349		19,458	60,808
	C. Technical Assistance														-	-
SC32	Training on FM and procurement, etc.	427	440	867	3,048	3,146	III	5,326							867	6,194
SC32	FM software installation and support /b	4,978	495	5,474	35,560	3,538	III	33,624							5,474	39,098
															-	-
	II. Recurrent Costs														-	-
	A. Salaries														-	-
SC32	CEP Project Coordinator	-	-	-	14,630	7,549	VI	14,630	7,549						-	22,180
SC32	M&E specialist	-	-	-	12,192	6,291	VI	12,192	6,291						-	18,483
SC32	M&E assistant	-	-	-	9,754	5,033	VI						14,786		-	14,786
SC32	Financial management specialist	-	-	-	12,192	6,291	VI	12,192	6,291						-	18,483
SC32	Accounting assistant	-	-	-	9,754	5,033	VI	9,754	5,033						-	14,786
SC32	Procurement specialist	-	-	-	12,192	6,291	VI	12,192	6,291						-	18,483
SC32	Procurement assistant	-	-	-	9,754	5,033	VI						14,786		-	14,786
SC32	Gender specialist	-	-	-	9,754	5,033	VI	9,754	5,033						-	14,786
SC32	Assistant/translator	-	-	-	8,534	4,404	VI	8,534	4,404						-	12,938
SC32	Drivers (3) /c	-	-	-	12,802	6,606	VI	12,802	6,606						-	19,407
SC32	Office Cleaner	-	-	-	2,438	1,258	VI	2,438	1,258						-	3,697
SC32	Social Fund (PMU Staff) /d	-	-	-	28,499	14,705	VI	28,499	14,705						-	43,204
															-	-
	B. Office Running Costs														-	-
SC32	1. Operational costs - O&M	2,688	1,387	4,076	19,202	9,908	VI	25,035							4,076	29,111
SC32	2. Office rent /e	2,330	1,202	3,532	16,642	8,587	VI						21,697		3,532	25,229
	Subtotal Subcomponent 3.4. Project Management Unit CEP															-
	3.2.3. Project Management Unit PIU															
	I. Investment Costs															
	A. Office Equipment															
	1. Central Office PIU															
SC32	Office furnitute	3,734	-	3,734	26,670	-	II	22,936							3,734	26,670
SC32	Office and equipment	4,182	-	4,182	29,870	-	II	25,689							4,182	29,870
	C. Technical Assistance															-
SC32	Training on FM and procurement, etc.	427	440	867	3,048	3,146	III	5,326							867	6,194
SC32	FM software installation and support /b	2,134	-	2,134	15,240	-	III	13,106							2,134	15,240
															-	-
	II. Recurrent Costs														-	-
	A. Salaries														-	-
SC32	PIU Project Coordinator	-	-	-	14,630	7,549	VI	22,180							-	22,180
SC32	Senior M&E specialist	-	-	-	10,973	5,662	VI	16,635							-	16,635
SC32	M&E assistant	-	-	-	9,754	5,033	VI	14,786							-	14,786
SC32	Procurement specialist	-	-	-	12,192	6,291	VI	18,483							-	18,483
SC32	Procurement assistant			-	9,754	5,033	VI	14,786							-	14,786
SC32	Financial management specialist	-	-	-	9,754	5,033	VI	14,786							-	14,786
SC32	Disbursement assistant			-	9,754	5,033	VI	14,786							-	14,786
SC32	K&M and Communication Specialist	-	-	-	9,754	5,033	VI	14,786							-	14,786
SC32	SECAP/Gender and social inclusion specialist	-	-	-	9,754	5,033	VI	14,786							-	14,786
SC32	Assistant/translator	-	-	-	8,534	4,404	VI	12,938							-	12,938
SC32	Drivers (1 person)	-	-	-	4,267	2,202	VI	6,469							-	6,469
SC32	Social Fund (PMU Staff) /d	-	-	-	27,280	14,076	VI	41,356							-	41,356
															-	-
	B. Allowances for trips														-	-
SC32	International travels	-	2,158	2,158	-	15,413	VI	13,255							2,158	15,413
															-	-
	B. Office Running Costs														-	-
SC32	1. Operational costs - O&M	2,688	1,387	4,076	19,202	9,908	VI	25,035							4,076	29,111
SC32	2. Office rent /e	17,922	9,248	27,170	128,016	66,056	VI							166,902	27,170	194,072
	Subtotal Subcomponent 3.4. Project Management Unit PIU														-	-
															-	-
	Total Component 3: Project Planning and Management															-
																-

Appendix 3-A AMAL Preliminary Procurement Plan

No	Activity	Category	Est. cost $	Proc. Method	Pre/Post Qualification.	Envelope	Prior/post	Contractual Arrangement
1	Vehicles (8)	Goods	377,220.48	ICB	Post	1	Prior	Supply Contact
2	Provision 8 mobile vet labs- equipment /a	Goods	596,561.39	ICB	Post	1	Prior	Supply Contact
3	Animal identification system including capacity development	Goods	331,382.22	ICB	Post	1	Prior	Supply Contact
4	Provision of motorbikes for the young veterinarians	Goods	93,212.72	NS	Post	1	Prior	Supply Contact
5	Lab equipment	Goods	72,705.92	NS	Post	1	Prior	Supply Contact
6	50 AI kits	Goods	7,457.02	NS	Post	1	Post	Supply Contact
7	Liquid Nitrogen machine	Goods	279,638.15	ICB	Post	1	Prior	Supply Contact
8	AI doses	Goods	9,321.27	NS	Post	1	Post	Supply Contact
9	Placement of dairy bulls + initial fodder at village level	Goods	47,340.32	NS	Post	1	Post	Supply Contact
10	Equipment, including seeder and tractor	Goods	47,340.32	NS	Post	1	Post	Supply Contact
11	Feed and fodder balance	Goods	142,020.95	NCB	Post	1	Prior	Supply Contact
12	C52:J56	Goods	34,085.03	NS	Post	1	Post	Supply Contact
13	Equipment for one vet post and quarantine facility in Spitamen	Goods	9,468.06	NS	Post	1	Post	Supply Contact
14	Livestock markets	Goods	94,680.63	NS	Post	1	Prior	Supply Contact
15	Equipment for feed and fodder storage facilities (6)	Goods	15,148.90	NS	Post	1	Post	Supply Contact
16	Retail points/ pavilion	Goods	113,616.76	NCB	Post	1	Prior	Supply Contact
17	Vehicle off road	Goods	49,926.24	NS	Post	1	Post	Supply Contact
18	Purchase of yogurt for school programme	Goods	57,603.70	NS	Post	1	Post	Supply Contact
19	Development of Knowledge products	Goods	4,675.32	NS	Post	1	Post	Supply Contact
20	Office furniture	Goods	22,936.20	NS	Post	1	Post	Supply Contact
21	Office and equipment	Goods	25,688.54	NS	Post	1	Post	Supply Contact
22	Works for small scale slaughterhouses	Works	136,340.11	NS	Post	1	Post	Works Contract
23	Works for one vet post and quarantine facility in Spitamen	Works	85,212.57	NS	Post	1	Post	Works Contract
24	Works for feed and fodder storage facilities (6)	Works	60,595.61	NS	Post	1	Post	Works Contract
25	Feasibility study for village selection/ diagnostic	C.S.	74,269.60	QBS	REOI	2	Prior	Consulting Contract
26	Contract with an NGO - community facilitators /b	C.S.	349,504.00	QCBS	REOI	2	Prior	Consulting Contract
27	Contract with an NGO - community facilitators /c	C.S.	631,204.22	QCBS	REOI	2	Prior	Consulting Contract
28	Civil work engineer	C.S.	3,607.00	ICS	REOI	N/A	Post	Consulting Contract
29	SECAP specialist	C.S.	17,044.61	ICS	REOI	N/A	Post	Consulting Contract
30	Community Specialist	C.S.	12,716.00	ICS	REOI	N/A	Post	Consulting Contract
31	DPOs (8 total) /e	C.S.	136,356.89	ICS	REOI	N/A	Prior	Consulting Contract
32	GIS specialist part-time	C.S.	8,522.31	ICS	REOI	N/A	Post	Consulting Contract
33	Design of Nutrition Sessions and Delivery of ToTs (5 2 hour sessions in each target village)	C.S.	45,086.02	CQS	REOI	1	Post	Consulting Contract
34	Training of Trainers for Village Facilitators	C.S.	90,172.03	CQS	REOI	1	Prior	Consulting Contract

35	Nutrition Awareness Training	C.S.	8,115.48	CQS	REOI	1	Post	Consulting Contract
36	ToT on AI /f	C.S.	18,034.41	CQS	REOI	1	Post	Consulting Contract
37	Delivering of training on AI /g	C.S.	47,340.32	CQS	REOI	1	Post	Consulting Contract
38	Training for 50 young vets	C.S.	177,548.03	QCBS	REOI	2	Prior	Consulting Contract
39	Study and work for selection and technical guidance	C.S.	90,172.03	QBS	REOI	2	Prior	Consulting Contract
40	Livestock Specialist	C.S.	17,045.00	ICS	REOI	1	Prior	Consulting Contract
41	Feasibility study for mapping infrastructure need	C.S.	17,475.20	CQS	REOI	1	Post	Consulting Contract
42	Engineer for market infrastructure c2.1	C.S.	21,305.76	ICS	REOI	N/A	Post	Consulting Contract
43	Social fund - Engineer for market infrastructure c2.1	C.S.	5,326.44	ICS	REOI	N/A	Post	Consulting Contract
44	Grant Manager Committee (GMC)	C.S.	18,936.13	CQS	REOI	1	Post	Consulting Contract
45	Technical Assistance for the PFIs	C.S.	78,900.53	QBS	REOI	2	Prior	Consulting Contract
46	Technical Assistance for the MSMEs	C.S.	46,866.91	CQS	REOI	1	Post	Consulting Contract
47	Enterprise development and credit specialist	C.S.	19,175.19	ICS	REOI	N/A	Post	Consulting Contract
48	Social fund -Enterprise development and credit specialist	C.S.	4,793.80	ICS	REOI	N/A	Post	Consulting Contract
49	Recruitment of Coordinator (nutrition)	C.S.	12,850.56	ICS	REOI	N/A	Post	Consulting Contract
50	Social fund -Recruitment of Coordinator (nutrition)	C.S.	3,212.64	ICS	REOI	N/A	Post	Consulting Contract
51	Contracting Service Provider for School Feeding Programme Support	C.S.	2,885.51	CQS	REOI	1	Post	Consulting Contract
52	School Plan Development Workshops	C.S.	1,443.00	CQS	REOI	1	Post	Consulting Contract
53	Contract with a consultancy firm	C.S.	218,440.00	QCBS	REOI	2	Prior	Consulting Contract
54	Workshop (3) for stakeholder engagement	C.S.	35,509.61	CQS	REOI	1	Post	Consulting Contract
55	Project Inception (Start-up) workshop	C.S.	17,475.00	CQS	REOI	1	Post	Consulting Contract
56	Training of M&E Units on GIS basics /a	C.S.	901.72	CQS	REOI	1	Post	Consulting Contract
57	Advanced M&E training for M&E Units (CIIP-CEP and PCO) /b	C.S.	22,543.01	CQS	REOI	1	Post	Consulting Contract
58	Workshop at district level plus refresher /c	C.S.	1,262.41	CQS	REOI	1	Post	Consulting Contract
59	Baseline study /d	C.S.	26,212.80	CQS	REOI	1	Post	Consulting Contract
60	MIS system set up and maintenance	C.S.	26,783.37	CQS	REOI	1	Post	Consulting Contract
61	KM Dissemination Events /Workshops for KM (donor workshop) about 40 people /e	C.S.	1,223.26	CQS	REOI	1	Post	Consulting Contract
62	Training on FM and procurement, etc.	C.S.	5,326.44	CQS	REOI	1	Post	Consulting Contract
63	FM software installation and support /a	C.S.	13,106.40	CQS	REOI	1	Post	Consulting Contract

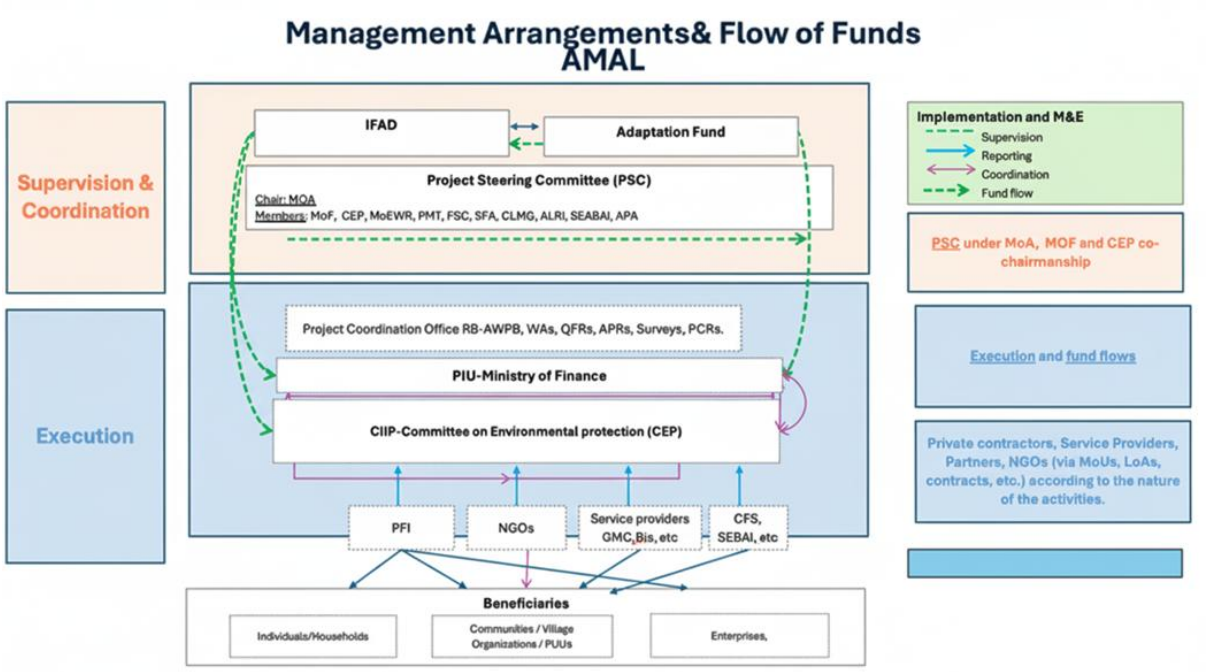
Appendix 4: Organisational charts

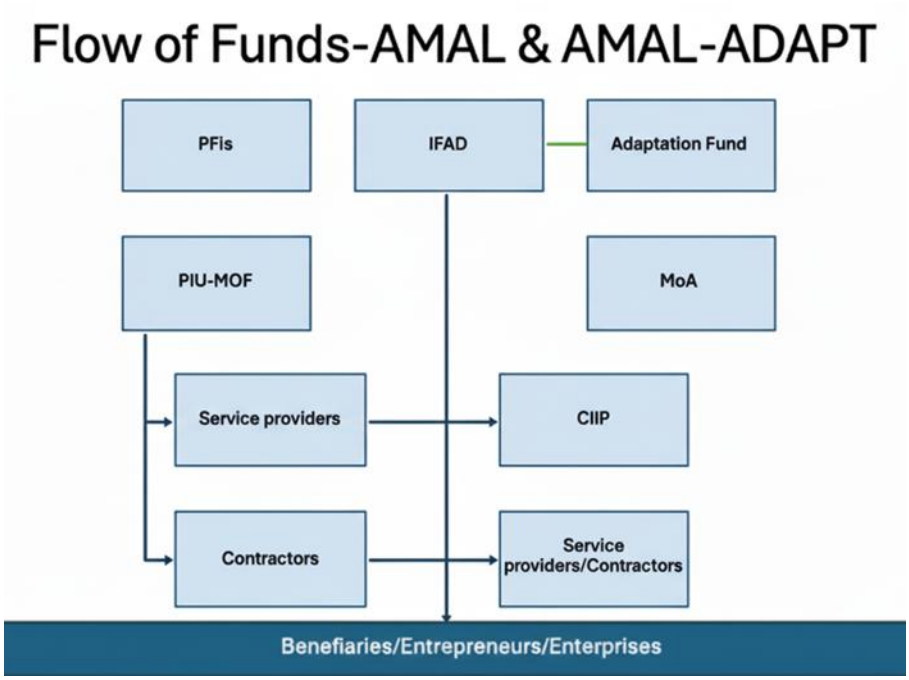
Introduction and Purpose

This appendix is an integral component of the project documentation package, designed to provide a comprehensive visual and contextual understanding of the project's organizational structure, financial flow, and the key stakeholders involved. It serves as a vital reference for project team members, oversight bodies, donors, and all relevant parties to facilitate transparency, effective governance, and accountability throughout the project lifecycle.

Organizational Charts: This section presents a detailed graphical layout of the project's organizational framework. It illustrates reporting lines, the hierarchical structure of teams and departments, and leadership roles. These charts are instrumental in clarifying responsibilities and facilitating effective coordination among diverse project units.

Flow of Funds Diagram: A visual representation of the financial pathways within the project. This diagram identifies how funds are sourced, transferred, and utilized across different stakeholders and departments, ensuring clarity in budget management, financial accountability, and compliance with donor requirements.





Stakeholder Overview

Understanding the key stakeholders is fundamental to the success of this project. This section highlights the main groups and individuals who play critical roles in project execution, oversight, and support:

- *Project Lead and Management Team:* Responsible for strategic direction, decision-making, and overall project coordination.
- *Donors and Funding Agencies:* Provide the financial resources and set compliance and reporting requirements.
- *Governmental Partners:* Facilitate regulatory approvals, policy alignment, and local implementation support.
- *Technical and Implementation Teams:* Execute on-ground activities and ensure that project objectives are met.
- *Beneficiary Communities and Civil Society:* Engage in and benefit from the project, providing feedback and ensuring sustainable outcomes.
- *Audit and Compliance Bodies:* Oversee financial integrity and adherence to project standards.

This identification of stakeholders supports targeted communication, efficient resource allocation, and collaborative problem-solving essential for project success.

Relevance and Significance

These consolidated visual and contextual elements deepen the understanding of the project's operational and financial frameworks. They complement the main narrative by offering a transparent, easy-to-navigate overview that assists in audit processes, donor reporting, and stakeholder engagement activities. By clearly outlining roles, responsibilities, and financial flows, this appendix enhances accountability, and fosters trust among all parties involved.

Appendix 5: Terms of Reference

Table 5.1 By Project Management Unit CIIP-CEP			
Component 1	CIIP-CEP	CEP Project Coordinator	Provided
	CIIP-CEP	Livestock specialist	Provided
	CIIP-CEP	Community Development Specialists	provided
	CIIP-CEP	Community Facilitators	provided
	CIIP-CEP	District Project officers	provided
	CIIP-CEP	Civil Engineer	standard
	CIIP-CEP	Service Provider for Leadership and Nutrition Training of Trainers	provided
	CIIP-CEP	Service Provider for Animal Identification System	provided
	CIIP-CEP	GIS Specialist	To be provided
	CIIP-CEP	M&E Specialist	Provided
	CIIP-CEP	M&E Assistant	Provided
	CIIP-CEP	Financial Management Specialist	Standard TOR to be used
	CIIP-CEP	Disbursement Assistant	Standard TOR to be used
	CIIP-CEP	Procurement Specialist	Standard TOR to be used
	CIIPCEP	Procurement Assistant	Standard TOR to be used
	CIIP-CEP	Gender Specialist	provided
	CIIPCEP	Assistant/Translator	Standard TOR to be used
Component 2	PIU-MOF	AMAL Project Coordinator	provided
	PIU-MOF	Market Infrastructure specialist,construction supervisor	
	PIU-MOF	Enterprise Development and Credit Specialist	
	MOU	Grant Management Company	
	MOU	PFIs	
	MOU	State Enterprise Business Incubator of Tajikistan (SIBI)	
	MOU	Implementing Partner – Association of Financial Organizations of Tajikistan (AFOT)	

	MOU	Public Organization "Zamonat" (Guarantee Fund	
	MOU	SFSP-Service Provider	
	MOU	Coordinator Building Models for Demand Generation through Public Procurement	
	PIU-MOF	Senior M&E Specialist	provided
	PIU-MOF	M&E Assistant	Provided
	PIU-MOF	Knowledge Management and Communication Specialist– PIU-MOF	Provided
	PIU-MOF	SECAP, Gender & Social Inclusion Specialist	Provided
	PIU-MOF	Procurement Specialist	Standard TOR to be used
	PIU-MOF	Procurement Assistant	Standard TOR to be used
	PIU-MOF	Financial Management Specialist	Standard TOR to be used
	PIU-MOF	Disbursement Assistant	Standard TOR to be used
	PIU-MOF	Assistant/Translator	Standard TOR to be used

Table 5.2 By Component

Components	**Implementing Partner**	**Position**	**TORs**
Component 1: Improving Livestock Productivity and Climate Resilience CIIP-CEP			
Sub-Component 1.1 CsCAPS planned and 1.2 CsCaps Implemented	CIIP-CEP	Community Development Specialist	To be developed
Sub-Component 1.1 CsCAPS planned and 1.2 CsCaps Implemented	CIIP-CEP	Community Facilitators (Multi-District Field Officers)	Provided
	CIIP-CEP	District project Officers	Provided
Sub-Component 1.2 CsCAPS Implemented	CIIP-CEP	Civil Engineer	Provided
Sub-Component 1.2 CsCAPS Implemented	CIIP-CEP	Gender, Social Inclusion and Nutrition Specialist	Provided
	CIIP-CEP	GIS Specialist	Provided

	CIIP-CEP	Service Provider for Leadership and Nutrition Training of Trainers	Provided
Sub-Component 1.3: Climate-smart animal health, breeding and feed services delivered	CIIP-CEP	Consultancy firm for the animal identification system	Provided
C**omponent 2: Market Access, Enterprise Development, and Improved Nutrition**			
Subcomponent 2.1: Improved public livestock infrastructure**:**	PIU-MOF	Livestock Market Infrastructure specialist/construction supervisor	Provided
Subcomponent 2.2: Enterprise Development and Access to Finance	PIU-MOF	Enterprise Development and Credit Specialist	Provided
Subcomponent 2.2: Enterprise Development and Access to Finance	PIU-MOF	Grant Management Company	Provided
	PIU-MOF	PFIs	Provided
	PIU-MOF	State Enterprise Business Incubator of Tajikistan (SIBI)	Provided
	PIU-MOF	Implementing Partner – Association of Financial Organizations of Tajikistan (AFOT)	Provided
	PIU-MOF	Public Organization "Zamonat" (Guarantee Fund)	Provided
Sub-component 2.3 — Building Models for Demand Generation through Public Procurement: School Feeding Programme	PIU-MOF	SFSP-Service Provider	Provided
	PIU-MOF	Coordinator Building Models for Demand Generation through Public Procurement	Provided
Component 3	PIU-MOF	Consultancy firm for the National Livestock Strategy	Provided

Component 1: Improving Livestock Productivity and Climate Resilience

Project coordinator

Draft Terms of reference: Livestock specialist

Type and duration of contract: full time contract
Location: the position is based in the PMU CIIP-CEP in Dushanbe
Reporting to: CEP Project Coordinator

Background: Sub-component 1.3 aims to improve animal and herd productivity by ensuring availability and access of small holders to essential services It will be based on strengthening institutional capacity and providing equipment and resources at district level to support decentralised availability of essential services. This output will be implemented by public institutions with specific technical mandates and expertise on animal health, on animal genetic resources and on seeds selection and multiplication.

In addition, Sub-components 1.1 and 1.2 will design and implement Climate Sensitive Community Action Plans (CsCAPs) to improve livestock productivity, strengthen natural resource management, and build community resilience to climate change. Investments will include a variety of pasture and livestock small scale infrastructure, equipment, and institutional support (e.g. pasture management and restoration, introduction of drought tolerant forage species, provision of small scale equipment such as fodder cutters and silage storage units; and livestock water infrastructure)

Scope of work, Responsibilities and expected deliverables: The livestock specialist will be responsible for coordinating, monitoring and providing implementation support to activities related to animal health, breeding and animal genetic resources and feed and fodder, technical demonstrations and training of farmers undertaken under Component 1, including:
- Provide technical guidance and supervision for the livestock related investments in the CsCAPs, including reviewing ToRs and specifications for procurement
- Organize and coordinate implementation of animal health activities, including vet labs, mobile labs and the animal identification system
- Organize and coordinate implementation of AI and mating in breeding centers with SEABAI
- Organize training of AI technicians and private veterinarians with SEABAI
- Coordinate and supervise implementation of activities for feed and fodder with the State Unitary Enterprise for Seed Production and the private multipliers
- Coordinate and supervise implementation of the feed and fodder balance assessment
- Reviewing the training curricula of vets and livestock technicians,
- Monitor and provide technical support to the implementation of research projects in the domains of fodder production and animal husbandry
- In collaboration with PIU MoF, review the ToRs, selection and deliverables of the consultant for the feasibility studies of livestock infrastructure
- Provide technical support and coordinate consultant work for the national livestock strategy under Component 3.

Required qualifications and experience:
- Advanced degree in livestock husbandry, veterinary medicine or animal sciences
- Alternatively, advanced degree in agronomy with at least 10 years of experience in the Livestock sector
- 10 years of experience in the development of livestock in Tajikistan
- Prior experience in capacity building of smallholder farmers
- Prior experience in rural development projects implemented by Got or NGOs, or with development agencies will be an added advantage

Terms of Reference: Community Development Specialist

Type and duration of contract: Full-time contract
Location: PMU CEP in Dushanbe, with regular field travel
Reporting to: CEP Project Coordinator

Background

Community mobilization and participatory planning are core functions under Component 1.1 and Component 1.2 of AMAL. The Community Development Specialist will ensure that Climate-sensitive Community Action Plans (CsCAPs) are developed through inclusive, gender-responsive, and participatory processes, and that Village Organizations, PUUs, Women's Groups and other local structures are effectively supported. The position also plays a central role in facilitating the village selection process, participatory diagnostics, community consultations, wealth ranking, and validation of community priorities.

Scope of Work, Responsibilities and Expected Deliverables

The Community Development Specialist will be responsible for leading and coordinating community engagement processes across all target districts, including:

- Lead and quality-assure the facilitation of CsCAP preparation and updates in all selected villages.
- Provide technical guidance to District Project Officers and Community Facilitators on participatory rural appraisal (PRA), wealth ranking, gender inclusion and youth engagement.
- Coordinate step-by-step community mobilization following AMAL's four-step process (initial consultations, inclusive meetings, validation, MoU signing).
- Ensure meaningful participation of women (minimum 50%), youth (40%), and vulnerable groups throughout planning, prioritization and monitoring activities.
- Support establishment or strengthening of Village Organizations, PUUs, Women's Groups or other community structures as needed.
- Review and validate CsCAPs to ensure they meet criteria on climate resilience, feasibility, gender inclusion, and alignment with district diagnostics.
- Provide technical inputs to M&E team regarding community indicators, mobilization progress, and lessons learned.
- Coordinate with the Gender and Social Inclusion Specialist to ensure gender-responsive design of community activities, including women's leadership and nutrition modules.
- Develop training materials for District Officers and Community Facilitators on group facilitation, conflict resolution, and inclusive targeting.
- Support community feedback mechanisms and ensure proper documentation of consultations and attendance lists.

Required Qualifications and Experience

- University degree in social sciences, rural development, community organization or related field.
- At least 5 years of experience in community mobilization or social development (projects or NGOs).
- Experience in participatory planning or working with rural communities.
- Strong facilitation skills and ability to coordinate multiple stakeholders.
- Experience in projects supporting women and vulnerable groups is an advantage.
- Experience in Tajikistan or Central Asia strongly preferred.
- Good communication skills and ability to prepare training materials.
- Proficiency in Tajik and Russian required; knowledge of English preferred.

Sub-component 1.1 Climate-sensitive Community Action Plans (CsCAPs) Developed

Terms of Reference: Community Facilitators (Multi-Disciplinary Field Officers)
Position: Community Facilitator (Multi-Disciplinary Field Officer)
Duty Station: District-level offices in project areas (Khatlon, DRS, Sughd)
Reporting To: CEP Project Coordinator
Duration: Full-time, for the duration of the project (with annual performance evaluation)

Background

The Community Facilitators form the operational backbone of AMAL's field implementation. Each Facilitator acts as the main bridge between communities, local authorities, and the Project Implementation Unit (PIU) of the CEP. The role combines practical skills in gender and inclusion, livestock and pasture management, natural resource management, and community-based climate adaptation.
Facilitators will help communities prepare and implement Climate-sensitive Community Action Plans (CsCAPs) and Pasture Management Plans (PMPs), while ensuring women, youth, and vulnerable groups take an active part in decision-making and benefit equally from project investments.

Objective of the Assignment

To support inclusive, gender-responsive, and technically sound implementation of AMAL's community-level activities through participatory planning, capacity building, and continuous engagement with local stakeholders.

Key Responsibilities

- **Community Mobilization and Planning**
  Facilitate inclusive community meetings and ensure active participation of women and youth in CsCAP and PMP preparation.
  Support formation and strengthening of Village Organizations (VOs) and Pasture Users Unions (PUUs) with transparent and equitable governance.
  Assist communities in identifying and prioritizing investments in livestock, natural resources, and climate adaptation.
- **Gender and Inclusion**
  Mainstream gender and youth perspectives into all facilitation, training, and reporting activities.
  Promote leadership roles for women and youth in community organizations.
  Organize awareness sessions on gender equality, decision-making, and financial literacy.
  Monitor participation rates and report disaggregated data to the PIU.
- **Technical Facilitation (Livestock, NRM, Climate)**
  • Conduct basic training and awareness on:
  – Livestock and pasture management: fodder production, rotational grazing, animal health, improved breeds.
  – Natural resource management: soil and water conservation, small-scale re-vegetation, rational land use.
  – Climate adaptation: good practices in water management, rangeland restoration, and community-based risk reduction.
  • Support local implementation of environmental and social safeguards and promote maintenance of communal infrastructure.
- **Monitoring, Reporting, and Learning**
  • Collect simple field data, maintain beneficiary lists, and prepare monthly reports.

• Document success stories and lessons learned, emphasizing inclusive participation and sustainability.
• Assist in participatory monitoring and review missions at district level.

- **Qualifications and Experience**
  • College or university degree in Agriculture, Environmental Science, Social Development, or a related field.
  • At least 2 years of experience in community mobilization, extension work, or local development.
  • Practical experience working with rural communities, preferably on gender, youth, or resource management initiatives.
  • Good communication and teamwork skills; ability to work across technical themes.
  • Fluency in Tajik and local dialects; Russian desirable.
  • Willingness to travel frequently within assigned districts.

Deliverables

- Validated CsCAPs and PMPs for assigned villages.
- Progress and participation reports (with gender-disaggregated data).
- Training and awareness materials delivered to communities.
- Field documentation of inclusive practices and success stories.

Terms of Reference: District Project Officer
Type and duration of contract: Full-time contract
Location: District-level (assigned target districts)
Reporting to: CEP Regional Coordinator / Community Development Specialist

Background
District Project Officers form the backbone of AMAL's field implementation. They support CsCAP preparation, coordination with district authorities, supervision of Community Facilitators, and monitoring of village-level activities. They ensure timely flow of information between communities and the PIUs.

Scope of Work, Responsibilities and Expected Deliverables
The District Project Officer will support execution of community-level activities under Component 1 and Component 2, including:
• Facilitate communication between district authorities, PIU, PUUs, VOs, and Community Facilitators.
• Support community mobilization and PRA exercises in the initial village selection phase.
• Supervise Community Facilitators and ensure their work follows AMAL guidance and templates.
• Provide day-to-day support to communities preparing CsCAPs, including mobilizing attendance, assisting in meetings, and ensuring gender-responsive participation.
• Support implementation oversight of pasture management, livestock nutrition, small infrastructure works, and other CsCAP activities.
• Monitor progress of investments at village level and report regularly to PMU (weekly/monthly).
• Undertake data quality spot checking under the guidance of project M&E Specialists
• Support grievance redress mechanisms and feedback loops.
• Ensure documentation from communities is complete, including attendance lists, meeting records, wealth ranking forms and CsCAP validation reports.
• Assist in pre-feasibility checks with technical departments (e.g., simple infrastructure designs with engineers, mapping with GIS specialist).
• Report challenges, risks and bottlenecks to the Regional Coordinator for timely resolution.

Required Qualifications and Experience
• University degree in agriculture, social sciences, rural development, natural resources or related field.
• At least 3 years of field experience in rural development or community-based programmes.
• Ability to coordinate community meetings and support participatory planning.
• Experience in livestock, agriculture, NRM or rural livelihoods preferred but not required.
• Strong interpersonal skills and willingness to travel frequently to remote villages.
• Proficiency in Tajik and Russian required.

Terms of Reference: Civil Engineer
Type and duration of contract: Contract as needed.
Location: CEP CIIEP (Dushanbe) with frequent field travel
Reporting to: CEP Project Coordinator

Background

AMAL will support construction and rehabilitation of small-scale infrastructure under CsCAPs, including livestock water points, irrigation repairs, fodder storage units, small bridges, access improvements, and community buildings. The Civil Engineer will ensure technical quality, compliance with environmental and social safeguards, and cost-efficient designs.

Scope of Work, Responsibilities and Expected Deliverables

The Civil Engineer will provide technical oversight and support for all construction-related activities under Component 1 and Component 2, including:

- Prepare simple engineering designs, drawings and technical specifications for CsCAP investments.
- Conduct field assessments to confirm feasibility of proposed infrastructure and suitability of sites.
- Develop bills of quantity (BoQs) and cost estimates for small works.
- Support procurement processes by reviewing technical specifications and evaluating proposals.
- Supervise construction works, ensuring compliance with quality standards, timelines, and environmental safeguards.
- Ensure works incorporate climate-resilient design features (drainage, slope stability, drought-resistant materials).
- Work with M&E team and Community Facilitators to track progress and verify completion.
- Train District Officers and Community Facilitators to identify infrastructure issues early.
- Maintain engineering files for each village investment, with photos and GPS coordinates.

Required Qualifications and Experience

- Bachelor’s degree in civil engineering or construction-related field.
- Minimum 5 years of professional experience in small-scale rural infrastructure.
- Experience working in rural Tajikistan preferred.
- Ability to prepare simple designs and supervise contractors.
- Familiarity with basic environmental and social standards.
- Proficiency in Tajik and Russian required.

Terms of Reference: GIS Specialist
Type and duration of contract: Full-time contract
Location: CEP CIIEP in Dushanbe
Reporting to: CEP Project Coordinator

Background
GIS tools are essential for district-level diagnostics, pasture mapping, monitoring CsCAP progress, and supporting climate-resilient planning. The GIS Specialist will support mapping, spatial data management, and reporting functions across the project.

Scope of Work, Responsibilities and Expected Deliverables
The GIS Specialist will be responsible for supporting all spatial analysis and mapping activities under AMAL, including:
• Compile, maintain and update GIS datasets for target districts, including land cover, pastures, water sources, and infrastructure.
• Support district vulnerability diagnostics by generating maps and spatial overlays.
• Produce maps for CsCAPs, village selection, and tracking of investments.
• Train District Project Officers and Community Facilitators to use basic GPS tools and mobile data collection as needed.
• Support M&E team with geotagging, spatial reporting, and remote-sensing verification.
• Work with Civil Engineer to validate infrastructure locations and support planning.
• Maintain a data repository and ensure consistent file management and metadata standards.
• Prepare thematic maps for progress reporting, supervision missions, and PSC updates.

Required Qualifications and Experience
• University degree in geography, GIS, environmental science or related field.
• At least 3 years of experience in GIS or spatial analysis.
• Experience with QGIS or ArcGIS required.
• Basic knowledge of remote sensing and satellite imagery interpretation preferred.
• Experience working with rural development or NRM projects is an asset.
• Proficiency in Tajik and Russian required; English desirable

Terms of Reference (ToR)
Service Provider for Leadership and Nutrition Training of Trainers (ToT)

Background

Women's limited capacity to assume leadership roles in rural areas is linked to persistent gender discrimination, stereotyping, and unequal domestic workloads that reduce their participation in public life. As a result, women often have low self-esteem, limited leadership experience, and restricted opportunities to engage in decision-making processes within community institutions.

Rural women in Tajikistan also face significant nutrition-related challenges that directly affect their health, productivity, and resilience. Diets are often monotonous and cereal-based, with limited consumption of animal protein, fruits, and vegetables, leading to widespread micronutrient deficiencies—particularly iron, folate, and vitamin A. Anemia among women of reproductive age remains high, contributing to fatigue, reduced cognitive performance, and maternal health risks. Seasonal food insecurity, compounded by male outmigration, increases women's workload in agriculture while limiting their access to income, diversified diets, and healthcare. Cultural norms often result in women and children eating last and least, while limited nutrition knowledge and restricted decision-making power further constrain the adoption of healthier practices. Climate stress, poor water quality, and inadequate sanitation exacerbate the vulnerability of households to malnutrition and food-borne illness.

The AMAL Project aims to empower women by enhancing their leadership capacities and awareness of nutrition, enabling them to play an active role in Climate-sensitive Community Action Plans (CsCAPs), local governance, and household-level nutrition improvement. This integrated leadership-and-nutrition training forms a cornerstone of the project's social inclusion and gender-responsive approach.

Objective of the Assignment

The overall objective of this consultancy is to design and deliver five-day Training of Trainers (ToT) sessions on Leadership and Nutrition Awareness for rural women. The assignment seeks to:
1. Strengthen women's leadership, facilitation, and communication skills for active participation in village-level decision-making.
2. Equip women with practical nutrition knowledge and facilitation techniques to conduct community-based nutrition awareness sessions.
3. Develop context-specific training materials, manuals, and multimedia aids that reflect AMAL's objectives and the socio-cultural realities of rural women.

Scope of Work

The selected Service Provider (SP) shall perform, but not be limited to, the following tasks:

A. Preparatory Phase
- Conduct a rapid needs assessment in selected districts to identify women's knowledge gaps and barriers in leadership and nutrition.
- Review existing training materials on leadership and nutrition (national and IFAD/AMAL resources) to ensure consistency and avoid duplication.
- Develop a Training Implementation Plan Outlining ToT structure, learning objectives, participant selection criteria, logistics, and timelines.

B. Curriculum and Material Development
- Design a five-day ToT program combining leadership and nutrition modules, including trainer and participant manuals, handouts, and visual aids.
- Develop five two-hour nutrition sessions to be delivered later at the village level by trained women.
- Identify or produce short video clips or case studies to support experiential learning and local relevance.
- Ensure that content integrates gender equality, social inclusion, and climate-smart nutrition messages.

C. Training Delivery
- Deliver district-level ToTs (10 districts; 20–30 participants per session) for women nominated by CsCAP committees.
- Ensure inclusive participation by facilitating transport, per diem, and childcare support during training.
- Employ participatory and adult-learning methodologies emphasizing peer exchange and practical demonstration (e.g., iron-rich cooking demonstrations).
- Coordinate closely with the Social Inclusion and Nutrition Specialist to ensure alignment with AMAL's objectives and standards.

D. Post-Training and Village Rollout Support
- Support trained women ("Village Leaders") to plan and deliver five community nutrition sessions (2–3 hours each) targeting 25 young women (aged 18–35) per village.
- Develop a simple feedback and reporting template for Village Leaders to share quarterly updates with Community Facilitators and the Social Inclusion and Nutrition Specialist.
- Propose mechanisms for continuous mentoring of trained women during implementation.

Deliverables

1. Inception Report outlining methodology, workplan, and ToT structure
2. Training Modules and Manuals (leadership + nutrition) with trainer and participant versions.
3. Training of Trainers Workshops in 10 districts
4. Five two-hour Nutrition Session Guides for village delivery.
5. Training Video/Audio Resources (short clips, case examples).
6. Pre- and Post-Training Assessment Reports summarizing learning outcomes.
7. ToT Completion Report including participant lists, evaluation results, and recommendations.
8. Quarterly Feedback Template for Village Leaders' reporting.

Terms of Reference (ToR)
Gender, Social Inclusion and Nutrition Specialist
(National Consultant – Project Management Unit, CEP)

1. Background

The Project aims to improve livestock productivity and climate resilience through community-driven, inclusive, and climate-sensitive approaches. Component 1—Improving Livestock Productivity and Climate Resilience—focuses on developing and implementing Community Smallholder Climate Adaptation Plans (CsCAPs), promoting climate-smart animal health and breeding services, and ensuring inclusive participation of women, youth, and vulnerable households in decision-making, livelihood development, and nutrition improvement. The Gender, Social Inclusion, and Nutrition Specialist (GSIN Specialist) will play a central role in ensuring that gender equality, youth engagement, and improved household nutrition are systematically integrated into all planning, implementation, and monitoring processes.

2. Objectives of the Assignment

To operationalize the project's Gender Equality and Social Inclusion (GESI) and Nutrition strategies by ensuring that women, youth, and vulnerable groups equitably participate and benefit from all project interventions. The Specialist will strengthen gender-responsive planning, enhance nutrition-sensitive interventions, and build the capacity of staff and partners.

3. Scope of Work and Key Responsibilities

The Specialist will support the integration of gender, youth, and nutrition-sensitive approaches throughout Component 1 activities. Key responsibilities include:

3.1 Gender and Social Inclusion Mainstreaming

- Provide guidance and backstopping to community facilitators on inclusive planning, communication, and outreachSupport integration of gender and youth priorities in Village Diagnostics, CsCAP development, and implementation phases.
- Develop a briefing on the project's social inclusion and targeting strategy customized to the needs of different stakeholders.
- Develop tools and training materials required on gender-responsive and youth-sensitive planning and train Community Facilitators
- Guide inclusion and access of women and youth in community institutions and Grievance Redress Mechanisms (GRMs).
- Ensure the 20% ring-fenced village budget for women-led initiatives is implemented effectively.
- Monitor inclusion of vulnerable households (women-headed, PWDs, etc.) in project targeting.
- Facilitate dedicated sessions for women and youth to express priorities in livestock production.
- Support training and feedback systems for village women leaders and nutrition focal points
- Establish a system to periodically get feedback from village women leaders on the inclusion of women, youth persons with disability in project activities.

3.2 Nutrition Integration

- Oversee the design of the community nutrition sessions ensuring that these address nutrition challenges faced particularly by women, young women (18–30 years) and children.
- Integrate nutrition-sensitive modules in all capacity-building activities.
- Provide feedback on livelihood and nutrition packages for vulnerable households.

3.3 Capacity Building and Technical Support

- Conduct gender and nutrition sensitization for project staff and partners.
- Provide backstopping to district project focal points and ensure sex-disaggregated data collection.
- Provide backstopping to Component Lead and technical specialists.
- Design and deliver short training sessions on gender equality, youth leadership, and social inclusion for facilitators, PUUs, and VOs.
- Build the skills of field staff to identify and address gender-based barriers to participation and access.
- Ensure gender-responsive messaging in awareness campaigns and community materials.

3.4 Monitoring, Evaluation, and Reporting

- Ensure that the project is collecting sex and age disaggregated data.
- Track the project's social inclusion goals, identify key issues and strategies to address gaps.

- Contribute to progress reports with sections on gender, inclusion, and nutrition.
- Document success stories and case studies demonstrating transformative results.

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4. Deliverables

1. Gender, Youth and Nutrition Integration Plan for Component 1.
2. Training on Social Inclusion for Community Facilitators and community institutions and any other stakeholders
3. Briefings on AMAL's social inclusion objectives, goals and targets for district government officers.
4. Quarterly progress reports on gender, youth, and nutrition outcomes.
5. Documentation of best practices and case studies.
6. Inputs to annual workplans, budgets, and M&E frameworks.

5. Reporting and Coordination

The Specialist will report to the Project Coordinator, CEP . The position will collaborate closely with the Component Lead, the Community Faciliator, Technical Specialists, and M&E Officer.

6. Duration and Level of Effort

Duration: Duration of the project with annual performance evaluation Duty Station: PIU in CEP, Dushanbe with frequent travel to project districts and target villages.

7. Qualifications and Experience

• Advanced degree in Gender Studies, Social Development, Nutrition, or related discipline.

• Minimum 7 years' experience in gender mainstreaming, social inclusion, or nutrition programming.

• Proven experience with community-based approaches and women's economic empowerment.

• Experience with IFAD, UN agencies, or similar donor-funded projects preferred.

• Strong facilitation and analytical skills; fluency in Tajik, other local langauage and English required.

Sub-component 1.3: Climate-smart animal health, breeding and feed services delivered

Draft Terms of Reference for the Consultancy firm for the animal identification system

Background

Sub-Activity 1.3.1.3. Animal Identification system: AMAL will assist with putting in place a national database and IT system for the animal identification system of cattle. The regulatory framework and strategy for the use of the system will be delivered by the World Bank One Health project by 2027. The actual software system and database architecture will be provided by an international entity (e.g. livestock technical institute or specialised consultancy firm), which will also provide the capacity development for its use. The system will be piloted with the tagging of 50,000 bovine animals, including 20,000 in larger farms and 30,000 in small family farms in order to assess its operability in various contexts. The database will be designed to be able to be extended easily to other species (small ruminants, poultry farms, aquatic farms, honey producers etc.) and to include several interconnected modules, including animal health (for disease tracking and biosafety/isolation purposes), animal breeding (for performance monitoring) and all stages of the value chains, for traceability and food safety.

Objectives of the assignment

AMAL is looking for a highly qualified, competent and technically sound consultancy firm to lead the development of the digital animal identification system for Tajikistan. This is meant to ensure a precise performance recording, genetic evaluation, management and monitoring of reproduction, animal health monitoring and management, traceability, enabling easy access to

individual animal records, historical data, and real-time status updates, thereby laying the groundwork for a holistic livestock management strategy for animal health and breeding improvements.

Scope

- Develop a digital system that initially manages the herds enrolled in the breeding and AI centers and will be housed within the Tajik government infrastructure, and could be further upscaled to include animals owned by private breeders (open nucleus breeding scheme) and national animal registry

- Develop electronic herd/stud management and identification systems within the breeding centers in utilizing advanced digital identification techniques (RFID) to assign unique identifiers to each animal

- Provide inputs for the procurement of electronic ear-tags that will be linked to computer devices to track and identify each animal in enabling accurate monitoring of health status, vaccination history, production records, and breeding details.

- Advise on specification of relevant devices for the digitalized breeding centers system (Laptops, Electronic taggers, scanners etc)

- The established system should be linked and interoperable with existing agricultural digital systems in the country, including the farmers registry

- In collaboration with the Department of Livestock Services, National Breeding Experts and Farm Managers, establish the zootechnic parameters and important farm management variables to be inserted within the digitalized performance recording and herd management system

- Design a performance recording system that could generate genetic evaluation of the animals (genetic indexes), based on performance recording data and other phenotypic parameters, and should also be able to process data generated by genotyping of animals. The performance areas to be included should be discussed and agreed upon with Department of Livestock Services, National Breeding Experts and Farm Managers, and could include milk yields, quality of carcasses and weights and prolificity. Additional performances could be considered such as resistance to diseases or feed conversion ratios.

- Train the IT staff on support, administration and sustainability of the system

- Training of users on appropriate use of the system

- Provide two (2) year technical support to the established system.

Obligations

The Consultancy firm shall complete the assignment with due diligence, efficiency and in accordance with generally accepted professional ethics and practices. The firm is expected to be proactive in identifying optimal solutions to achieve the objective of the contract and to identify any additional task and activities, which are described or necessary for the successful implementation of the assignment. It is up to the Consultancy firm to prepare its own organization and methodology including all relevant particulars for all activities to ensure that they fulfil the general and specific requirements described in this term of reference.

Competencies required

The selected firm shall possess the following qualifications

- Proven experience in developing livestock identification, management and performance recording digital systems
- Previous experience in establishing at least two livestock management information systems, preferably within NEN region
- The firm must possess at least 2 years' experience in support and management of the established livestock management and information system
- Suitably qualified professional staff in their team for both system establishment and development of electronic herd management of data management system

Consultant's qualifications and experience

Summary of key expert positions

Description of key expert position
Team Leader/Project Manager
Enterprise Architect
System Analyst
Software Developer

The minimum requirements for the key experts are indicated below:

Team Leader/Project Manager: TL

• The TL shall be the principal contact person between the consultancy firm and the client.

• The TL shall also be responsible for the preparation of the cost estimates of the system. During the procurement of the equipment, the TL is expected to adhere to the specifications provided by the client.

• The TL shall be a Professional System Developer with at least a Masters in Computer Science and not less than 10 years' work experience in the Systems Development field.

• The TL shall have specific experience with leading and managing consultancy teams working in developing countries.

• Fluency in written and spoken English is mandatory.

IT Architect

• Ensuring that IT systems and infrastructure are aligned with the organization's overall business strategy and objectives.

• Defining a long-term vision for the organization's IT landscape, considering future needs and technological advancements.

• Develop functional specifications, system architecture, and design documents for new systems or system upgrades.

• Prepare reports and analysis on the potential costs and benefits of proposed technological upgrades.

• A bachelor's degree in computer science, information technology, or a related field with 7-10 years' experience in software development, system administration or business analysis

• The Enterprise Architect shall work under the overall supervision and guidance of the TL and will carry out the tasks and duties specified in this ToRs.

• Fluency in written and spoken English is mandatory.

System Analyst

• Examine current business processes to identify inefficiencies and areas for improvement.

• Assess the effectiveness and efficiency of existing IT systems, identifying bottlenecks and areas for enhancement.
• Collaborate with stakeholders and users to gather and document system requirements, ensuring they align with business goals.
• Establish and enforce standards for IT systems and infrastructure to ensure consistency and quality.
• A bachelor's degree in computer science, information technology, or a related field with 7-10 years' experience in software development, system administration or business analysis
• The System Analyst shall work under the overall supervision and guidance of the TL and will carry out the tasks and duties specified in this ToRs
• Fluency in written and spoken English is mandatory

Software Developer

• Analyze user needs and design software solution
• Create the structure and logic of software applications, writing code and ensure that the software meets specified requirements
• Test and debug the application to ensure it functions properly
• Create detailed records of the software's design, code, and functionality for future reference
• Ensure software continues to function correctly, adapting to new technologies, and fixing bugs.
• The Software Developer shall work under the overall supervision and guidance of the TL and will carry out the tasks and duties specified in this ToRs.
• A bachelor's degree in computer science, information technology, or a related field with 7-10 years' experience in software development, system administration or business analysis

Schedule of deliverables and payments

The Consultancy Firm is expected to deliver the following key outputs:

a) Submission of Inception report -
b) Presentation of system needs requirements
c) Architectural design
d) Presentation of the prototype system and testing
e) User manual
f) Training report
g) Going live and working system
h) Final report

Coordination and Reporting

The firm will report directly to the Livestock Specialist under the overall guidance of the Project Coordinator and the Director of Livestock Services.

Location

The Consultancy firm will be operating from its central location but with scheduled visits to the Country in not based in Tajikistan

Services and facilities to be provided by client

The Project will make available the following information and support to the consultants:

- Introduction letters to facilitate the access of the consultants' staff to Ministries, Government administrations, public organizations, local authorities and agencies, etc. whose activities and roles are relevant to the consultancy assignment;
- Required reports and documents relevant to the assignment including any previous studies.

Services and facilities to be provided by the firm

The Consultancy firm will be responsible for the provision of all facilities required to undertake the Services:

- Accommodation and all related services for his personnel for the duration of the assignment;
- The Consultant will be responsible for its own requirement for computer equipment.
- Provision of transport for its personnel.

Component 2: Market Access, Enterprise Development, and Improved Nutrition

Sub-Component 2.1. Improved public livestock infrastructure

Draft Terms of Reference for a Livestock Market Infrastructure Specialist / Construction Supervisor

Background
AMAL supports inclusive livestock value-chain development in Tajikistan. Key investments under sub-component 2.1 include the construction of rural market infrastructure such as slaughterhouses, animal markets, feed and fodder storage facilities, a veterinary post in Spitamen district, and retail points/pavilions for small holders for meat and milk. To ensure quality, safety compliance, and timely delivery, the project requires a qualified Livestock Market Infrastructure Specialist/Construction Supervisor.

Objective of the Assignment
To provide technical oversight, quality assurance, and construction supervision for all AMAL-supported market infrastructure, ensuring compliance with IFAD guidelines, national construction standards, environmental and social safeguards, and climate-resilient design principles.

Scope of Work
The Specialist will:

1. Technical Review & Design
    - Review and finalize the feasibility studies and technical designs, drawings, cost estimates, and bills of quantities for slaughterhouses, animal markets, feed/fodder storage units, the Spitamen vet post, and meat/milk retail pavilions.
    - Ensure integration of bio-safety, hygiene, waste management, cold-chain, and animal-welfare requirements.
2. Construction Supervision
    - Conduct regular site visits to monitor progress, verify compliance with technical specifications, and certify completed works.
    - Oversee contractor performance, adherence to construction schedules, and quality of materials.
3. Environmental & Social Compliance
    - Ensure implementation of ESMPs, OHS standards, wastewater and solid-waste systems (including slaughterhouse by-products), and climate-adapted infrastructure measures.
    - Report any non-compliance and recommend corrective actions.
4. Coordination & Reporting
    - Coordinate with local authorities, design firms, contractors, and the AMAL Project Management Unit (PMU).
    - Provide monthly progress reports, site visit notes, photos, and recommendations.
    - Support procurement processes (technical inputs for bidding documents, evaluation of offers).
5. Capacity Building
    - Train local operators and community groups in facility operation and maintenance, including hygiene protocols and simple infrastructure upkeep.

Deliverables

- Reviewed and validated designs and BoQs for all infrastructure types.
- Site supervision plans and monthly progress reports.
- Mid-term and final construction supervision reports.
- Completion certificates for each infrastructure site.
- O&M guidelines and training sessions delivered.

Location and reporting
The assignment spans the full construction period, with duty station in Dushanbe, and reporting to the PIU MoF AMAL project coordinator.

Qualifications
- Bachelor's degree in civil engineering, construction management, or related field (Master's preferred).
- Minimum 7 years of experience in supervising rural/agro-market infrastructure; experience with slaughterhouses or veterinary facilities is an asset.
- Familiarity with IFAD or other donor-funded project procedures.
- Strong knowledge of engineering standards, E&S safeguards, and quality assurance.
- Fluency in Tajik and/or Russian; working knowledge of English desirable.

Draft Terms of Reference for a Consultancy firm/consultant to conduct the feasibility study livestock market infrastructure under sub-component 2.1

Background
AMAL supports inclusive livestock value-chain development in Tajikistan. Key investments under sub-component 2.1 include the construction of rural market infrastructure such as slaughterhouses, animal markets, feed and fodder storage facilities, a veterinary post in Spitamen district, and retail points/pavilions for small holders for meat and milk. Before committing to construction, the Project requires a comprehensive feasibility study to determine technical, economic, environmental, and social viability of each proposed infrastructure.

Objective of the Assignment
To conduct a full feasibility assessment of proposed livestock market infrastructure to determine optimal locations, market demand and supply dynamics, technical and economic justification, and environmental and social feasibility, providing clear recommendations for investment decisions.

Scope of Work
The Consultant/Firm will:
1. Needs Assessment & Value Chain Analysis
    - Assess current livestock production, marketing, and processing practices in target districts.
    - Identify supply flows, market volumes, price trends, and existing service gaps.
2. Location Analysis
    - With local government and supply chain actors, assess potential sites for slaughterhouses, animal markets, feed/fodder storage units, the Spitamen vet post, and meat/milk retail pavilions.
    - Evaluate accessibility, land availability, environmental constraints, alignment with local development plans, and stakeholder preferences.
3. Technical Feasibility
    - Propose suitable infrastructure models (size, design, capacity), including biosecurity, hygiene, cold chain, waste management, and animal-welfare requirements.
    - Identify necessary utilities (water, electricity, roads, drainage) and estimate initial and operational costs.

4. Demand & Supply Assessment
    - Estimate current and future demand for slaughtering services, market trading capacity, vet services, feed storage, and product retail.
    - Analyze livestock population trends, market seasonality, consumer preferences, and competition with existing facilities.
5. Financial & Economic Analysis
    - Conduct cost–benefit analysis, revenue projections, payback period, sensitivity analysis, and financial viability under multiple scenarios.
    - Recommend sustainable management/operational models (public, private, cooperative, PPP).
6. Environmental & Social Assessment
    - Identify environmental and social risks and mitigation measures aligned with IFAD SECAP requirements.
    - Integrate climate-resilient design and gender/youth inclusion considerations.
7. Stakeholder Consultations
    - Engage local authorities, market operators, livestock producers, processors, women's groups, traders, and private investors.

Deliverables

- Inception Report with methodology and work plan.
- Draft Feasibility Study Report covering technical, economic, E&S, and institutional assessments.
- Final Feasibility Study Report with investment recommendations, conceptual designs, and detailed cost estimates.
- Presentation of findings to IFAD/PMU, government and stakeholders.

Duration

The assignment is expected to be completed within 3–4 months from contract signing.

Qualifications

- Registered consultancy firm or qualified independent consultant.
- At least 7 years of experience in feasibility studies for rural/livestock/agro-market infrastructure.
- Expertise in civil engineering, livestock value chains, economics/finance, and environmental and social assessment.
- Proven experience with IFAD or other donor-funded projects.
- Strong analytical, stakeholder engagement, and reporting skills.
- Fluency in Tajik and/or Russian; working English knowledge is an asset.

Subcomponent 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains

Subcomponent 2.2 - Terms of Reference

Terms of Reference: Enterprise Development and Credit Specialist

Position: Enterprise Development and Credit (EDC) Specialist
Duty Station: Project Implementation Unit (PIU), with field travel as needed
Reporting To: Project Component Lead / PIU Manager
Duration: Full-time, for the duration of the project (with annual performance evaluation)

Background

Subcomponent 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains will provide business incubation services to start-ups and existing enterprises to add value along the livestock value chain. It will extend grants and improve access to financial services for enterprise development in key areas such as meat, dairy, eggs, fibre, and feed and fodder. Technical assistance and training will be provided on business development, business and financial literacy for micro, small and medium enterprises (MSMEs), while Participating Financial Institutions (PFIs) will benefit from capacity-building support to enhance their ability to lend to the livestock sector. IFAD will also build on lessons learned from the Promotion of Rural Incomes through Market Enhancement (PRIME) project on leveraging remittance flows to establish credit histories and mobilize equity investments.

This subcomponent will contribute significantly to the project's broader objective of inclusive rural transformation, enabling both enterprises and smallholders to participate more effectively and sustainably in the livestock value chain. The enterprise development intervention will also contribute to improved nutrition by proving incomes and employment and promoting food safety and hygiene in livestock-related agribusinesses.

Objective of the Assignment

The EDC Specialist will be responsible for the overall coordination and implementation of activities across the three areas of Subcomponent 2.2 in accordance with the Project Implementation Manual (PIM). This Specialist will work closely with PFIs and all implementing partners – namely the Grant Management Company, the Business Incubator of Tajikistan, Association of Financial Organizations of Tajikistan (AFOT), and Zamonat[1] – to ensure effective planning, delivery, and monitoring of services. In addition to facilitating alignment between the technical assistance, financing packages, and guarantee mechanisms, the Specialist will also serve as the primary liaison with the project's M&E team to ensure timely data collection, performance tracking, and reporting on key results and outcomes related to enterprise development and financial inclusion.

Key Responsibilities

[1] The implementing partners will be further confirmed at the inception phase in accordance with IFAD procurement procedures, to allow for participation of any newly emerged qualified service providers.

Financing Packages for Enterprise Development

- Coordinate implementation of blended financing packages (50% grant + 50% loan) for eligible livestock enterprises.
- Liaise with the Grant Management Company to ensure timely and consistent assessment of MSME eligibility for grants.
- Support coordination with Participating Financial Institutions (PFIs) in evaluating creditworthiness and business viability.
- Monitor pipeline development, financing approvals, and disbursement schedules.
- Ensure gender and youth inclusion targets (minimum 30% each) are integrated into beneficiary selection.
- Provide support to PFIs in understanding the financial structure, eligibility criteria, and required documentation.
- Keep track of the enterprises financed and report on performance indicators.

Technical Assistance for MSMEs and Financial Institutions

- Coordinate with the State Enterprise "Business Incubator of Tajikistan" to ensure high-quality delivery of technical assistance to MSMEs.
- Support scheduling, outreach, and enrollment of approximately 740 MSMEs in training sessions.
- Ensure training content aligns with project objectives: including, but not limited to business planning, livestock practices, financial literacy, marketing, HACCP, climate-smart practices, and digital tools.
- Monitor training outputs and outcomes, including follow-up support and business improvements.
- Ensure gender and youth inclusion targets (minimum 30% each) are integrated into selection of participants

Financial Institutions

- Collaborate with AFOT to implement training programs for 240 loan officers and managers from PFIs and other financial institutions.
- Ensure topics covered include but not limited to: agricultural lending, risk assessment, livestock product design, rural outreach, digital finance, and use of alternative data such as remittance flows.
- Facilitate feedback loops between trained staff and PFIs to assess training impact and identify follow-up needs.
- Monitor participation and effectiveness of capacity-building efforts.

Facilitation of Access to Finance for Smallholders

- Coordinate with Zamonat to operationalize the partial loan guarantee mechanism for smallholders lacking collateral.
- Ensure guarantee instrument is well understood and accessible to financial institutions and smallholder clients.
- Track identification and linkage of smallholder beneficiaries (from Subcomponent 1.3 and Activity 2.2.2.1) with PFIs.
- Monitor use of guarantees, loan uptake, and repayment performance for approx. 444 small-holders.
- Support Zamonat in managing the guarantee fund, including reporting, fund rotation, and sustainability planning, as required.
- Ensure proper documentation of the exit strategy, including return of principal to the state guarantee fund.

Cross-Cutting Responsibilities

- Act as focal point for all implementing partners under Subcomponent 2.2, ensuring regular coordination and information sharing.
- Collaborate closely with the PIU M&E team to collect relevant data, track KPIs, and contribute to project reports.
- Identify operational bottlenecks and recommend adjustments to sequencing or delivery modalities.
- Ensure gender and youth targets are met.
- Document lessons learned and contribute to adaptive management of Subcomponent 2.2 activities.

Qualifications and Experience

- Master's degree in finance, economics, business administration, rural development, or related field.
- At least 5 years of professional experience in enterprise development, MSME finance, or financial inclusion projects.
- Proven experience working with financial institutions (banks, MFIs), donor-funded programs, or enterprise support initiatives.
- Strong coordination and stakeholder engagement skills.
- Familiarity with loan guarantee instruments and blended finance mechanisms is an asset.
- Excellent communication, facilitation, and report-writing skills.
- Proficiency in English, Tajik, and Russian is required.

Deliverables

- Workplan for Subcomponent 2.2 activities and stakeholder coordination
- Regular progress updates and contribution to project reporting
- Reports on TA delivery and financial service uptake by beneficiaries
- Data inputs for M&E reporting and outcome tracking
- Final implementation summary report at the end of contract period

Terms of Reference: Grant Management Company

Background

The AMAL Project, financed by IFAD and implemented in partnership with the Ministry of Agriculture, includes Subcomponent 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains. A key activity under this subcomponent involves blended finance packages for Micro, Small, and Medium Enterprises (MSMEs), combining project-financed grants with commercial loans from Participating Financial Institutions (PFIs). To ensure transparency, compliance, and effectiveness in the administration of these grants, the project will contract a Grant Management Company (GMC) through a competitive process.

Objective of the Assignment

The GMC will be responsible for administering and managing the grant portion of enterprise financing packages, ensuring alignment with project objectives, eligibility criteria, and fiduciary requirements. The GMC will serve as the central entity ensuring accountability, transparency, and effective delivery of grants to eligible enterprises.

Scope of Work

The GMC will carry out the following key tasks:

Grant Administration

- Develop and implement grant management procedures in line with IFAD guidelines and the AMAL PIM.
- Review and verify enterprise applications against eligibility criteria.
- Maintain a transparent and auditable grant disbursement process.
- Ensure alignment with national laws and regulations on financial management and reporting.

Screening and Eligibility Verification

- Confirm applicant eligibility based on sector focus, ownership (e.g., women/youth inclusion targets), financial capacity, and business potential.
- Validate that MSMEs meet project compliance requirements (legal registration, tax compliance, environmental and social safeguards).
- Apply a standardized scoring and ranking methodology to ensure fairness and transparency.

Business Plan Verification

- Review business plans submitted by MSMEs to ensure alignment with value chain priorities (dairy, meat, poultry, feed/fodder).
- Assess the viability of proposed investments and their potential to generate employment, income, and value addition.
- Provide structured feedback to enterprises on areas for improvement prior to final approval.

Capacity Building and Guidance

- Provide guidance to applicants on preparing compliant documentation.
- Develop simple user manuals and FAQs for applicants.
- Organize periodic orientation sessions for MSMEs on grant rules, eligible costs, and compliance requirements.

Reporting and Knowledge Management

- Maintain a database of all beneficiaries, disbursements, and grant performance indicators.

- Submit quarterly and annual reports to the PMU and IFAD on grant utilization, compliance, and outcomes.

- Contribute to project knowledge management by documenting lessons learned and best practices in grant administration.
- Support independent audits by providing timely access to records, beneficiaries, and documentation.
- Develop a final exit report with recommendations for integrating grant mechanisms into national programs or financial sector institutions.

Key Deliverables

The Grant Verification Company (GVC) will be responsible for producing the following deliverables in line with the implementation schedule and reporting requirements of the AMAL Project:

Grant Verification Framework (Month 1–3):

Detailed verification procedures, including eligibility criteria, scoring methodology, and compliance protocols, developed in line with IFAD and national requirements.

Templates for application review, business plan verification, and compliance reporting.

Eligibility & Compliance Reports (continuous, submitted monthly/quarterly):

Reports verifying whether MSME applicants meet eligibility requirements (legal registration, sector focus, gender/youth participation, safeguards).

Business plan verification summaries confirming alignment with project priorities (value chains, employment, income-generation potential).

Verification Clearance Notes (per approved case):

For each proposed financing package, the GVC will issue a "verification clearance note" to the PIU and PFIs confirming that the enterprise meets eligibility criteria and is cleared for blended financing.

These notes will serve as the formal basis for PIU to transfer the grant portion to PFIs.

Beneficiary Database (continuous, updated quarterly):

A digital database of all applicants reviewed, indicating status (eligible/ineligible), reasons for rejection, and disaggregated data (gender, age, region, subsector).

Monitoring & Compliance Reports (semi-annual):

Spot-checks of selected MSMEs to confirm grant funds are used for eligible purposes.

Risk-based assessments highlighting trends, compliance challenges, and corrective action needs.

Capacity Building Outputs (annual):

At least one orientation workshop per year for MSMEs on eligibility requirements and compliant business planning.

Distribution of short guidance notes and FAQs in Tajik and Russian to support applicants.

Knowledge Products (annual):

Case studies, lessons learned, and best practices on blended finance eligibility and verification.

Contributions to IFAD/PMU knowledge-sharing events.

Annual Consolidated Report (Years 2–6):

Comprehensive report on all applications reviewed, verification outcomes, clearance notes issued, compliance observations, and recommendations.

Audit Support Package (annual):

Submission of all verification records, clearance notes, and monitoring reports to support external audits.

Final Exit Report (Year 7):

Synthesis of verification results, compliance rates, and lessons learned.

Recommendations for institutionalizing verification functions within national systems or future projects.

Terms of Reference: Participating Financial Institutions (PFIs)

Activity: Financing Packages for Enterprise Development
Reporting to: Enterprise Development and Credit (EDC) Specialist, PIU
Duration: Full-time, for the duration of the project (with annual performance evaluation)

Background

Under Subcomponent 2.2, the project aims to support inclusive rural transformation by improving access to finance for Micro, Small, and Medium Enterprises (MSMEs) operating along the livestock value chain. Through blended financing packages – comprised of 50% grant and 50% commercial co-financing from PFIs – the project will enable eligible livestock enterprises to invest in production, storage, processing, and distribution of livestock-related products such as meat, dairy, eggs, fibre, and fodder. The PIU will engage qualified banks and microfinance institutions as PFIs to identify and co-finance eligible enterprises and disburse financing packages, following project-specific eligibility and operational procedures.

Objective

The objective of the PFIs' engagement is to co-finance livestock MSMEs through blended financing packages, leveraging project grant funds, and to ensure that eligible beneficiaries receive timely, sustainable, and well-structured financing in line with project goals.

Roles and Responsibilities

The selected PFIs will:

Pipeline Development

- Identify and screen a pipeline of eligible MSMEs in livestock value chains operating in the project's target regions.
- Submit investment proposals for consideration by the Grant Management Company (GMC) and PIU Committee.

MSME Due Diligence & Assessment

- Conduct full credit assessment of applicant enterprises, including business plan viability, repayment capacity, and risk factors.
- Ensure that loan terms are tailored to livestock sector needs (e.g., seasonal repayments, grace periods).

Financing Packages Disbursement and Management

- Open a dedicated account for the grant portion of the financing packages.
- Receive and manage up to USD 1 million in project grant funds for co-financing packages, which will be transferred to a dedicated account opened by the PFI and used exclusively for the disbursement of the grant portion of the financing packages. The total financing package (comprising both the grant and matching loan funds) must not exceed **20% of the institution's MSME loan portfolio.**
- Disburse the full financing package (grant + loan) to eligible beneficiaries only after:
    - GMC confirms eligibility,
    - TA support (if needed) is delivered,
    - Business plan is submitted,
    - Approval is obtained from the PIU Credit Committee.

Monitoring & Reporting

- Monitor loan performance and ensure use of funds aligns with approved business plans.
- Submit regular reports to the PIU, including disbursed amounts, repayment performance, and beneficiary data (sex, age, sector, location).

- Track and report on key project indicators including percentage of women and youth beneficiaries (target: at least 30%).

Eligibility Criteria for PFIs

PFIs must:

- Be legally registered and licensed by the National Bank of Tajikistan.
- Have operational presence in at least part of the project target regions.
- Demonstrate a strong track record in agricultural/MSME lending.
- Offer loan products with flexible terms tailored to rural and livestock sector needs.

Maintain sound financial standing and institutional governance.

Borrower Eligibility and Lending Activity Guidance

#	Criterion	Description
1	Targeting criteria	Small-scale commercial livestock farmers, micro, small, and medium enterprises (MSMEs) engaged in livestock value chains and holding productive potential, including: • Women borrowers: at least 30% • Youth borrowers: at least 30%
2	Target MSMEs	Under Subcomponent 2.2, AMAL will target micro, small and medium enterprises (MSMEs) that operate along the livestock value chains in project districts. The following categories of MSMEs have been identified as priority beneficiaries: **Livestock Production Aggregators and Processors** Small-scale dairy processors (milk collection, pasteurization, yoghurt/cheese production). Meat processors and butchers' cooperatives seeking to improve hygienic slaughtering and packaging. Egg and poultry processors adding value through grading, packaging, and distribution. **Input and Service Providers** Fodder and feed producers and distributors, including storage and sales units. Providers of veterinary pharmaceuticals, animal health services, and AI services. Small enterprises producing and selling resilient fodder seed varieties. **Marketing and Distribution Enterprises** Cold chain and refrigerated transport services. Wholesale and retail outlets for livestock products (e.g., dairy kiosks, butcher stalls, small retail pavilions with cold storage). Enterprises offering logistics solutions for smallholder producers to access local and regional markets. **Youth- and Women-led Enterprises** Start-ups and MSMEs led by women and youth in areas such as small-scale dairy processing, livestock product packaging, fodder trading, and digital marketing platforms. Enterprises specializing in innovative or niche products (e.g., organic dairy, goat meat, traditional processed products). **Cross-cutting and Support Services**

		Microenterprises providing financial, digital, or marketing services to livestock producers. Small enterprises in waste management and by-product utilization (e.g., composting, bio-digestion, hides and skins processing). **Eligibility Criteria for MSMEs will include:** Legal registration as a business entity (LLC etc), cooperative, dehkan farm or producer group. Operating primarily within the livestock value chains for the last 3 years. Willingness to co-finance investments through loans in blended finance packages. Commitment to good business practices, gender equity, and environmental standards.
3	Target regions	*Khatlon:* Dushti, Nosiri Khusrav, Shahritus, Qubodiyon *Sughd:* Devashtich, Spitamen, Shahriston, Kohistoni Mastchoh, Babojon Gafurov, Asht *DRS:* Lakhsh, Nurobod (DRS), Rasht, Sangvor, Tojikobod
4	Target value chains	Key livestock value chains, including meat, dairy, eggs, fibre, and feed and fodder
5	Loan purpose	Eligible loan purposes will include all activities that contribute to value addition and improved efficiency, such as: • Production: investments in improved livestock breeds, animal housing, feed, veterinary services, and equipment for small-scale production (e.g., milking machines, egg incubators, shearing tools).Installation of water supply systems, small-scale biogas units, and renewable energy solutions for livestock farms. • Storage and handling: construction or rehabilitation of cold storage, milk collection points, egg and meat cooling units, and hygienic storage facilities for raw materials or inputs. Introduction of digital weighing, grading, and quality-control equipment. • Processing: equipment for meat and dairy processing (e.g., pasteurizers, chillers, grinders, packaging machines), wool and fibre cleaning or spinning units, and facilities for small-scale transformation of animal products. Investments in food safety and certification systems (HACCP, ISO standards) to meet domestic and export requirements. • Transport and logistics: vehicles and tools for transporting live animals, meat, milk, eggs or feed to markets or processing centers, including cold-chain solutions. Mobile collection units or portable cooling tanks to serve remote rural areas. • Input supply and feed production: machinery or infrastructure to grow, process, or store animal feed and fodder, as well as the establishment of input supply points for smallholders. Development of local veterinary pharmacies and input shops. • Digitalization and Market Access: Digital platforms for input supply, aggregation of products, and e-payments. Investments in e-commerce tools and mobile applications to connect producers with markets. Environmental Sustainability and Climate Resilience: Waste management systems (manure composting, biofertilizer production). Water-saving irrigation technologies linked to fodder production. Renewable energy solutions (solar dryers for fodder, solar cooling for milk/eggs).
6	Ineligible purposes	Ineligible purposes include but are not limited to: • Debt repayment or refinancing • Personal consumption • Speculative or purely financial investments • Activities causing environmental harm • Arms or military equipment • Alcohol, tobacco, or narcotics • Activities linked to child labor or forced labor • Activities violating labor, environmental, or social standards • Luxury goods and services • Political or religious activities
7	Financing package amount	Up to USD 50,000, including up to USD 25,000 grant + up to USD 25,000 loan

8	Financing package currency	Local currency – Tajik Somoni (TJS)
9	Loan term, grace period and repayment schedule	Will be determined by PFIs in line with their internal lending policies and risk assessment procedures. Wherever feasible, these terms should be tailored to reflect the business cycle and cash flow patterns of agricultural enterprises.
10	Interest rates	Will be determined by PFIs.
11	Commissions	Loan commissions will not be charged to the project loan beneficiaries.
12	Loan portfolio quality	The total share of loans past due over 30 days and rescheduled loans issued as part of the financing packages should be below 5% of portfolio outstanding (under normal, non-force majeure circumstances).
13	PFI reporting requirements (see format below)	• Number of financing packages disbursed (grants + loans), disaggregated by PFI, gender, age (youth/non-youth), region, subsector (for period and project-to-date) • Value of financing packages disbursed in USD (grants + loans), disaggregated by PFI, gender, age (youth/non-youth), region, subsector (for period and project-to-date) • Gross outstanding loan portfolio in USD (as of reporting date) • Number of active borrowers disaggregated by PFIs (as of reporting date) • Portfolio at risk over 30 days, %, including: renegotiated loans and past due loans disaggregated by PFIs (as of reporting date) • Loan write-off rate, % disaggregated by PFIs (for period and project-to-date)

Definition of Key Indicators

Indicator	Unit	Definition/calculation	What it measures	Interpretation
Outreach				
1. Total number of active borrowers	Number	Total number of individuals who currently have an outstanding loan balance with the FSP as of 31 December of that year[a]	Number of people the FSP reaches with loans	Compare this with the number of potential borrowers in the market
2. Total number of active women borrowers	Number and percentage	Total number of women who currently have an outstanding loan balance with the FSP as of 31 December of that year[a]	Number of women the FSP reaches with loans	Compare this with the number of potential women borrowers in the market
3. Total value of gross loan portfolio	US$	Total outstanding principal of all outstanding loans[a] • Includes all loans – current and non-current • Excludes non-microfinance loans, interest receivable and loans that have been written off	Total value of loans made by the FSP at a certain time	Compare this with the total estimated demand for microcredit in the market

9. Portfolio at risk > 30 days (PAR)	Percentage	Outstanding balance of all loans with a payment over 30 days late / Gross loan portfolio Value of outstanding loans that have an instalment past due by more than 30 days, as a percentage of the value of the entire portfolio of all outstanding loans Include the outstanding value of all renegotiated loans, including rescheduled and refinanced loans, because they have higher than normal risk, especially if a payment is missed after renegotiation	• Risk • Risk of the loan portfolio of an FSP	The lower the percentage, the healthier, less risky the loan portfolio Target: Less than 5% Sector median: 3.1% Trouble: More than 10%

Reporting formats

Amount of financing packages disbursed (separately for reporting period and project-to-date)

		Disbursed, USD			Demographics		Regions			Sectors			Business size	
#	PFI	Loan	Grant	Total	Women, %	Youth, %	Khatlon, %	Sughd, %	DRS, %	Meat, %	Dairy, %	Other, %	SME, %	Micro, %
1														
2														
3														
4														
5														

Number of financing packages disbursed (separately for reporting period and project-to-date)

		Number of packages			Demographics		Regions			Sectors			Business size	
#	PFI	Loan	Grant	Total	Women, %	Youth, %	Khatlon, %	Sughd, %	DRS, %	Meat, %	Dairy, %	Other, %	SME, %	Micro, %
1														
2														
3														
4														
5														

Loan portfolio quality (as of reporting date)

		Total portfolio	Number of loans	Loans in arrears > 30 days		Loans rescheduled		Total at risk		PAR > 30
#	PFI	outstanding	outstanding	Balance, USD	Number	Balance, USD	Number	Balance, USD	Number	%
1										
2										
3										
4										
5										

Terms of Reference for State Enterprise Business Incubator of Tajikistan (SIBI)

Activity 2.2.2.1: Technical Assistance for MSMEs

Reporting to: Enterprise Development and Credit (EDC) Specialist, PIU

Duration: Full-time, for the duration of the project (with annual performance evaluation**)**

Background

The Livestock Sector Development Project aims to improve rural livelihoods and nutrition by supporting inclusive, sustainable growth of the livestock sector in Tajikistan. As part of Subcomponent 2.2 – *Enterprise Development and Access to Finance along the Livestock Value Chains* – the project will strengthen the capacity of financial institutions (FIs) to lend to livestock-sector MSMEs and smallholders through tailored technical assistance (TA).

MSMEs face persistent constraints in Tajikistan's rural economy, including weak business planning, low financial literacy, limited knowledge of value chain opportunities, and poor access to markets and modern technologies. To address these challenges, the project will deliver comprehensive technical assistance (TA) to MSMEs and smallholders, ensuring they develop bankable business plans, adopt improved livestock-sector practices, and access financing under Activity 2.2.1.

The State Institution "Business Incubator of Tajikistan" (SIBI), established under the State Committee on Investment and State Property Management (SCISPM), is a government-owned enterprise with nationwide coverage and an established mandate to support MSME development. SIBI has proven experience in enterprise incubation, start-up support, business skills training, and advisory services, positioning it as a strategic national partner to deliver TA under the AMAL Project.

Note: While the State Enterprise "Business Incubator of Tajikistan" is designated as the initial service provider to ensure rapid project startup, this arrangement is not exclusive for the project's full duration. After the initial inception phase, the implementation of subsequent capacity-building activities under this component shall be subject to competitive bidding processes in accordance with IFAD procurement procedures, allowing for the participation of any newly emerged qualified service providers.

Objective of the Assignment

The objective is to strengthen the managerial, financial, and technical capacity of 240 MSMEs and 500 smallholders (740 beneficiaries in total) to improve their participation in livestock value chains, access finance, and adopt climate-smart and food-safety-compliant practices.

Table: Distribution of Interventions Across Districts

Oblast	**Districts**	**Tier 1:** Livestock productivity enhancement	**Tier 2:** Natural resource management in ecologically vulnerable zones	**Tier 3:** Enterprise development and value chain interventions
		Focus at Village level	**Focus at Eco-system level**	**Focus at District level**
Khatlon	Dushti	X	x	x
	Nosiri Khusrav	X	x	x
	Shahritus	X	x	x
	Qubodiyon	X	x	x
Sughd	Devashtich	X	x	x
	Spitamen	X	x	x
	Shahriston	X	x	x
	Kohistoni Mastchoh		x	x

	Babojon Gafurov			x
	Asht			x
DRS	Lakhsh		x	x
	Nurobod (DRS)		x	x
	Rasht		x	x
	Sangvor		x	x
	Tojikobod		x	x

Scope of Work and Responsibilities

1. Needs Assessment and Curriculum Development

Conduct a **baseline needs assessment** of MSMEs and smallholders in project target areas to identify training needs in business planning, livestock management, and financial literacy.
Develop a **comprehensive TA curriculum with 15 training modules**, ensuring gender and youth responsiveness. Modules will include:

- Business planning and financial literacy.
- Herd and feed management.
- Value addition and product diversification.
- Food safety and HACCP basics.
- Marketing, branding, and customer relations.
- Climate-smart livestock practices (fodder efficiency, waste management, water use).
- Digital literacy and use of e-commerce platforms.

Prepare simple manuals, templates, and digital tools for wider dissemination.

2. Training and Mentorship Delivery

Deliver trainings through a **blended approach**: workshops, on-site coaching, peer-to-peer learning, and digital platforms.
Provide **mentorship support** to ensure practical application of knowledge at enterprise level.
Train:

240 MSMEs to develop fully bankable business plans.
500 smallholders in business management practices and financial literacy.

Ensure inclusivity: at least **30% women and 30% youth participation**.

3. Business Plan Development and Linkages to Finance

- Support MSMEs in preparing **at least 240 bankable business plans**, aligned with Activity 2.2.1 financing packages.
- Facilitate linkages with Participating Financial Institutions (PFIs) and Zamonat for access to finance and guarantee mechanisms.
- Provide tailored advisory support to MSMEs in presenting their proposals to lenders.

4. Knowledge Sharing and Sustainability

- Institutionalize the developed modules into SIBI's national training programs for MSMEs.
- Build a digital repository of training materials and business templates accessible to rural enterprises beyond the project.
- Document and share lessons learned to inform future SME development programs in Tajikistan.

Implementation Modality and Financing

1. SIBI will sign an **Implementation Agreement with the PIU** detailing deliverables, reporting, and disbursement procedures.
2. Financing:
    a. An initial **5% tranche** of the (USD 148 500) allocation will support the needs assessment and curriculum design.

b. Subsequent tranches will be disbursed against approved training plans and verified deliverables.
3. SIBI will follow project financial management and audit procedures.

Coordination and Supervision

SIBI will coordinate closely with:

- **PIU (EDC Specialist)** for technical oversight and approval.
- **PFIs and Zamonat** for financing linkages and guarantee mechanisms.
- **AFOT** to ensure consistent messaging between MSME TA and FI training.
- Other local stakeholders, including Chambers of Commerce and local government bodies, for outreach.

The PIU will oversee and approve all deliverables, ensuring consistency with AMAL objectives.

Deliverables

1. **Inception Report**: baseline needs assessment, TA curriculum (15 modules), and budget.
2. **Training materials** and business templates adapted for Tajikistan's livestock sector.
3. **Quarterly training delivery reports**, including participant data and feedback.
4. **Bankable business plans** developed with at least 240 MSMEs.
5. **Final dissemination report** with all training content and tools institutionalized in SIBI's programs.
6. **Completion report** summarizing outcomes, challenges, and lessons learned.

Indicators and Targets

Indicator	Targets
Number of MSMEs trained (disaggregated by gender, age, region, subsector)	240
Number of smallholders trained (financial literacy & business management)	500
Number of MSMEs and smallholders with bankable business plans developed	240
Number of training modules developed and delivered	15
Average training evaluation score	≥80% satisfaction
Share of women participants	≥30%
Share of youth participants	≥30%
Share of trainees reporting improved practices by end of project	≥50%

Monitoring, Reporting, and Oversight

SIBI will implement a robust monitoring and reporting system aligned with the AMAL Project's M&E framework. The following arrangements will apply:

Reporting frequency: SIBI will submit **quarterly progress reports** to the PIU through the EDC Specialist. Reports will cover training delivery, participant statistics (disaggregated by gender, age, and location), satisfaction scores, mentorship outcomes, and bankable business plan development.

Annual reports: A consolidated annual progress report will summarize achievements, lessons learned, and any corrective actions required.

Final report: At project close, SIBI will produce a **Completion Report** capturing cumulative outputs, outcomes, and recommendations for scaling.

Oversight by PIU:

The PIU, through the EDC Specialist and the M&E Officer, will **review and approve all deliverables**.

Monitoring visits will be conducted by the PIU at least **twice annually** to verify training delivery, participant feedback, and use of TA tools.

Findings will feed into semi-annual IFAD supervision missions.

M&E integration:

SIBI will use **standardized monitoring templates** (provided by the PIU) to ensure consistency.

Key indicators (as outlined above) will be tracked and reported regularly.

Data collection will include **pre- and post-training surveys** to assess changes in knowledge and practice.

Knowledge management:

Training materials, manuals, and business plan templates will be digitized and uploaded to SIBI's website and AMAL's knowledge repository.

Case studies and success stories will be documented and shared with IFAD and national stakeholders.

Terms of Reference: Implementing Partner – Association of Financial Organizations of Tajikistan (AFOT)

Activity: TA for Financial Institutions

Reporting To: Enterprise Development and Credit (EDC) Specialist, PIU

Duration: Full-time, for the duration of the project (with annual performance evaluation)

Background

The Livestock Sector Development Project aims to improve rural livelihoods and nutrition by supporting inclusive, sustainable growth of the livestock sector in Tajikistan. As part of Subcomponent 2.2 – *Enterprise Development and Access to Finance along the Livestock Value Chains* – the project will strengthen the capacity of financial institutions (FIs) to lend to livestock-sector MSMEs and smallholders through tailored technical assistance (TA).

The Association of Financial Organizations of Tajikistan (AFOT), established in 2004, is a well-recognized, non-profit platform uniting over 95% of Tajikistan's microfinance market. AFOT is uniquely positioned to deliver the required training and capacity-building support, given its experience in the financial sector, its dedicated training center, and its strong track record of collaboration with development partners including IFAD.

Note: While AFOT is designated as the initial service provider to ensure rapid project startup, this arrangement is not exclusive for the project's full duration. After the initial inception phase, the implementation of subsequent capacity-building activities under this component shall be subject to competitive bidding processes in accordance with IFAD procurement procedures, allowing for the participation of any newly emerged qualified service providers.

Objective

The objective of this engagement is to build the capacity of at least 10 financial institutions (banks and MFIs) working in the livestock sector in the project target areas (see Table below), by delivering 12 training sessions to a minimum of 240 financial sector staff over the project's lifetime, while ensuring sustainability and knowledge dissemination.

Table: Distribution of Interventions Across Districts

Oblast	**Districts**	**Tier 1:** Livestock productivity enhancement	**Tier 2:** Natural resource management in ecologically vulnerable zones	**Tier 3:** Enterprise development and value chain interventions
		Focus at Village level	**Focus at Eco-system level**	**Focus at District level**
Khatlon	Dushti	X	x	x
	Nosiri Khusrav	X	x	x
	Shahritus	X	x	x
	Qubodiyon	X	x	x
Sughd	Devashtich	X	x	x
	Spitamen	X	x	x
	Shahriston	X	x	x
	Kohistoni Mastchoh		x	x
	Babojon Gafurov			x
	Asht			x
DRS	Lakhsh		x	x
	Nurobod (DRS)		x	x
	Rasht		x	x

	Sangvor		x	x
	Tojikobod		x	x

Scope of Work and Responsibilities

AFOT will act as the implementing partner for Sub-activity 2.2.2.2 and will be responsible for the following:

Needs Assessment and Planning

- Conduct a needs assessment of FIs operating in the target regions to identify specific gaps and capacity constraints in livestock-sector lending.
- Prepare a training and technical assistance plan, including a detailed budget and timeline.
- Identify if new training modules or customized content are required to address identified gaps.

Capacity Building and Training Delivery

- Deliver 12 training sessions over Years 2–4 of the project, averaging one training per quarter.
- Target at least 240 staff of financial institutions, including regional managers and credit officers.
- Ensure at least 30% participation of women and youth among training beneficiaries, in line with project inclusivity targets.
- Adapt training content to focus on relevant areas such as:
    - Agricultural loan appraisal
    - Livestock-focused financial product development
    - Risk assessment and mitigation strategies
    - Rural outreach and client relationship management
    - Use of remittance and alternative data for credit scoring
    - Use of digital technology to reach remote and rural areas

Dissemination and Sustainability

- Develop a dissemination plan to ensure wider sectoral learning and impact.
- Leverage the outreach infrastructure of IFAD's CASP+ mobile offices and PRIME project experience.
- Update and maintain AFOT's website to host training materials, tools, and manuals for ongoing access by FIs beyond the project period.

Monitoring, Evaluation, and Reporting

- Collect and analyze training participation and feedback data, disaggregated by gender, age, and institution.
- Submit quarterly progress reports to the PIU, including implementation status, results achieved, and issues encountered.
- Contribute to the project's M&E system and learning agenda as requested by the PIU.

Implementation Modality and Financing

AFOT will receive funding in tranches as follows:

- An initial 5% of the total allocated budget of USD 0.25 m will be disbursed upon signing of the Implementation Agreement to support the needs assessment and training plan development.
- Subsequent tranches will be disbursed in accordance with the approved training plan and implementation schedule.

All expenditures must be accounted for in line with agreed budget lines and financial management procedures.

Coordination and Supervision

AFOT will coordinate closely with:

- The Project Implementation Unit (PIU) – the Enterprise Development and Credit Specialist – for overall guidance and approvals.
- Participating Financial Institutions (PFIs) and Zamonat for alignment with other subcomponent activities.
- Other implementing partners under Subcomponent 2.2 to ensure consistent messaging and cross-learning.

The PIU will review and approve all deliverables, and retain oversight of the implementation through regular monitoring and evaluation.

Deliverables

- Inception Report including needs assessment and training plan (including content development, as needed) and budget
- Training modules (new or adapted) and materials
- Quarterly training delivery and progress reports
- Final dissemination report and digital materials uploaded to AFOT website
- Completion report summarizing all outcomes and lessons learned

Indicators and Targets

Indicators	Targets
1. Total number of financial institutions reached, disaggregated by type of FI, region (for period and project-to-date)	10
2. Total number of participants – FI staff, disaggregated by type of FI, position (credit officer, regional manager, etc.), region, gender, age (youth/non-youth) (for period and project-to-date)	240
3. Total number of trainings/TA packages delivered (for period and project-to-date)	12
4. Average training evaluation score disaggregated by type of training	80% (e.g., 4 out of 5)
5. Number of women reached with trainings/TA	30% of total
6. Number of youth reached with trainings/TA	30% of total

Reporting and Oversight

AFOT will report directly to the Enterprise Development and Credit (EDC) Specialist of the Project Implementation Unit (PIU) and will coordinate closely with the M&E team and other relevant partners. Oversight will focus on compliance with project objectives and effective use of funds.

Terms of Reference: Implementing Partner - Public Organization "Zamonat" (Guarantee Fund)

Activity: Facilitation of Access to Finance for Smallholders

Reporting To: Enterprise Development and Credit (EDC) Specialist, PIU

Duration: Full-time, for the duration of the project (with annual performance evaluation)

Background

Under Subcomponent 2.2 of the project, Activity 2.2.3 aims to improve smallholder access to finance by addressing two major barriers: (i) limited linkages with financial institutions, and (ii) lack of acceptable collateral. The project will support smallholders in the livestock value chain—including meat, dairy, eggs, fibre, and feed and fodder production—through a loan guarantee mechanism implemented by Public Organization "Zamonat".

Zamonat is a non-profit public guarantee fund authorized by the National Bank of Tajikistan (NBT) with proven experience in delivering partial loan guarantees. As an implementing partner, Zamonat will manage the guarantee facility and play a critical role in connecting underserved smallholders to finance through deposit-taking financial institutions.

Objective of the Assignment

To operationalize and manage a sustainable loan guarantee mechanism that increases smallholder access to credit, with a focus on vulnerable groups lacking collateral. The guarantees will support productive investments in the livestock sector and promote financial inclusion in target regions.

Scope of Work and Responsibilities

Zamonat will be responsible for the following:

Implementation of the Guarantee Instrument

- Zamonat will provide partial loan guarantees covering up to 30% of loans up to USD 1,500 in local currency equivalent for eligible smallholders operating in livestock-related activities.
- The total amount of the guarantee fund will be USD 200,000, provided to Zamonat by the project via signing a loan agreement with the PIU; the funds will be converted into local currency using the exchange rate as of the date of the funds transfer.
- The funds will be provided to Zamonat as an interest-free loan for the duration of the project, including the period after the project end, in order to cover any outstanding loan guarantee obligations issued during the project.
- Zamonat will ensure that guarantees are issued in line with the project's target livestock sectors (meat, dairy, eggs, fibre, feed, and fodder), target groups (30% of women and youth) and target regions (see Table below).
- Zamonat will monitor compliance with project criteria on beneficiary eligibility and ensure that supported loans meet defined purposes and limits.

Table: Distribution of Interventions Across Districts

Oblast	**Districts**	**Tier 1:** Livestock productivity enhancement	**Tier 2:** Natural resource management in ecologically vulnerable zones	**Tier 3:** Enterprise development and value chain interventions
		Focus at Village level	**Focus at Eco-system level**	**Focus at District level**
Khatlon	Dushti	X	x	x
	Nosiri Khusrav	X	x	x
	Shahritus	X	x	x
	Qubodiyon	X	x	x
Sughd	Devashtich	X	x	x
	Spitamen	X	x	x

	Shahriston	X	x	x
	Kohistoni Mastchoh		x	x
	Babojon Gafurov			x
	Asht			x
DRS	Lakhsh		x	x
	Nurobod (DRS)		x	x
	Rasht		x	x
	Sangvor		x	x
	Tojikobod		x	x

Selection and Management of Financial Institutions

- Select deposit-taking financial institutions (FI) to place project-provided loan funds as interest-bearing deposits with these institutions, following the same eligibility criteria as those used for selecting PFIs under Activity 2.2.1 (e.g., licensing, financial health, outreach capacity, agri-lending experience – see Project Implementation Manual – PIM).
- Note: Zamonat will not be required to use the same PFIs as in Activity 2.2.1 but must justify selections based on approved criteria.
- Establish and manage agreements with selected financial institutions for the placement of deposits and administration of guaranteed loans.

Fund Management and Financial Sustainability

- Manage the project-provided interest-free loan of USD 200,000, to be converted into local currency and deposited with financial institutions to earn interest.
- Use interest income to cover operating expenses, with a cap of up to 6% of the guarantee fund annually, as denominated in local currency.
- Capitalize at least 25% of the guarantee fund (as denominated in local currency over the life of the project to ensure long-term sustainability.
- Return the principal amount of the loan (as denominated in local currency as of the date of the loan transfer) to a designated government agency (e.g., state guarantee fund) upon project completion and after Zamonat's fulfilment of any outstanding loan guarantee obligations issued during the project.

Monitoring, Reporting, and Coordination

- Maintain records of all guarantees issued, including borrower profiles, loan terms, sectors, and repayment performance (see list of indicators below).
- Submit monthly, quarterly and annual reports to the Project Implementation Unit (PIU), via Enterprise Development and Credit (EDC) Specialist, including financial statements, outreach data, and updates on fund capitalization.
- Participate in regular coordination meetings with the PIU and other implementing partners.
- Collaborate with PFIs and the project's M&E team to support data collection and impact assessment.

Deliverables

- Loan guarantee operations manual aligned with project criteria and approved by the PIU
- Agreements signed with eligible financial institutions
- Monthly and quarterly progress reports including performance and financial data
- Annual financial statements including fund capitalization and use of operating budget
- Final report and transfer documentation of the guarantee fund principal amount to the designated agency

Indicators and Targets

Indicators	Targets

1. Number of loan guarantees provided, disaggregated by FI, gender, age (youth/non-youth), region, subsector (for period and project-to-date)	888
2. Value of loan guarantees provided in USD, disaggregated by FI, gender, age (youth/non-youth), region, subsector (for period and project-to-date)	USD 200,000 in local currency
3. Gross outstanding guarantee portfolio in USD disaggregated by FI (as of reporting date)	n/a
4. Number of active guarantees disaggregated by FI (as of reporting date)	n/a
5. Portfolio at risk over 30 days on guaranteed loans, %, including: renegotiated loans and past due loans disaggregated by FI (as of reporting date)	Below 5% of the total outstanding loan portfolio guaranteed
6. Guarantee payout rate disaggregated by FI, % (for period and project-to-date)	Below 2% of the fund in local currency per annum
7. Value of loans disbursed by FIs with guarantees provided, in USD, disaggregated by FI, gender, age (youth/non-youth), region, subsector (for period and project-to-date)	USD 666,667 in local currency
8. Guarantee fund capitalization rate, % (for period and project-to-date)	Min. 25% of the fund in local currency over the project duration
9. Operating expense ratio, % of guarantee fund	Max. 6% of the fund in local currency per annum
10. Number of women reached with loan guarantees	30% of total borrowers
11. Number of youth reached with loan guarantees	30% of total borrowers

Duration and Payment

- The agreement will cover the entire project period, with performance reviewed annually.
- Disbursement of the interest-free loan will be made upon signature of the implementation agreement and submission of required documentation.

Reporting and Oversight

Zamonat will report directly to the Enterprise Development and Credit (EDC) Specialist of the Project Implementation Unit (PIU) and will coordinate closely with the M&E team and other relevant partners. Oversight will focus on compliance with project objectives, financial sustainability, and effective use of funds.

Sub-component 2.3 — Building Models for Demand Generation through Public Procurement: School Feeding Programme

Terms of Reference (ToR) for SFSP- Service Provider

1. Background and Rationale

Under IFAD's AMAL Project, Sub-component 2.3 builds on the experience of the School Feeding Support Programme (SFSP) implemented under the Livestock and Pasture Development Project II (LPDP II). The initiative aims to develop a sustainable, locally anchored school feeding model linking schools with local dairy and livestock producers through public procurement, while improving children's nutrition and supporting local market systems.

The model will be piloted in 13 schools across Khatlon and the Districts of Republican Subordination (DRS). The Service Provider (SP) will provide technical assistance and implementation support for developing school plans, designing and supervising infrastructure, building capacities of school communities, conducting nutrition awareness activities, and establishing systems for monitoring and evaluation.

2. Objectives of the Assignment

The Service Provider will ensure that participating schools and communities are effectively mobilized, have the capacity to plan and manage their school feeding interventions, and are supported in implementing activities related to:

- Preparation and validation of School Action Plans (SAPs)**;**
- Designing and conducting baseline (see Appendix 13 for Baseline-list of topics)
- Infrastructure design and supervision for kitchens, storage, and gardens;
- Capacity building of school management, PTAs, and kitchen staff;
- Implementation of nutrition support and awareness campaigns;
- Liaising with District and Jamoat authorities
- Monitoring, evaluation, and documentation of lessons learned.

3. Scope of Work and Key Responsibilities

3.1 Programme Planning and Mobilization

- Participate in coordination meetings with the School Feeding Centre (SFC), Ministry of Education and Science, and district education departments to finalize the list of participating schools.
- Conduct school visits to validate eligibility against the agreed selection criteria (WFP support, 100–150 students, kitchen & garden availability, active PTA, water access within 500 m, etc.).
- Mobilize school administrations, teachers, and PTAs to establish management and implementation structures.

3.2 Development of School Action Plans

- Facilitate School Plan Development Workshops at Oblast level (Khatlon and DRS) to assist schools in drafting SAPs aligned with project templates.
- Provide technical assistance for finalizing activities, budgets, and procurement.
- Support validation and endorsement of SAPs by district education authorities and submission to the AMAL PMU for approval.

3.3 ***Establishment of School Nutrition Infrastructure***

- Conduct infrastructure assessments and prepare standardized designs and cost estimates for kitchens, storage areas, and connections to water and electricity.
- Supervise procurement and civil works, ensuring adherence to national safety, hygiene, and energy-efficiency standards.
- Oversee procurement and installation of kitchen and furniture equipment, ensuring timely delivery and user training.

- Facilitate the establishment of school kitchen gardens by providing seeds, manure, tools, and technical guidance.
- Ensure climate-resilient and food-safety-compliant designs and maintain a record of quality-assurance inspections.

3.4 Capacity Building and Mentoring

- Design and deliver training modules for school administrators, PTAs, and teachers on financial management, procurement, and school feeding oversight in each of the 13 schools.
- Conduct Management of School Feeding Program Training for School staff and Parent Teacher's Association
- Conduct Fund Transfer Pilot (FTP) training to enable schools to manage small-scale direct procurement following IFAD and national guidelines.
- Facilitate hands-on training for cooks and kitchen staff on hygienic and nutritious preparation, menu planning, and efficient equipment use.
- Organize peer-learning workshops (one in each Oblast) between schools to share good practices and lessons learned.

3.5 Nutrition Support and Awareness

- Plan and support the implementation of quarterly school nutrition awareness events, including cooking demonstrations, exhibitions of school gardens, and student-led performances for year .
- Support procurement of locally sourced dairy products for supplementary feeding (classes 1–4).
- Develop, print and distribute nutrition communication materials (posters, banners, etc.) in each school promoting healthy diets and hygiene.
- Collaborate with local dairy processors to strengthen supply-chain linkages and promote safe dairy consumption.

3.6 Monitoring, Evaluation, and Reporting

- Conduct a baseline survey to capture pre-intervention data on school infrastructure, attendance, and nutrition awareness; integrate with AMAL's overall baseline.
- Undertake regular supervision visits with the PMU Coordinator and district education authorities to track implementation and compliance.
- Maintain a monitoring database to record progress on construction, capacity building, and nutrition events.
- Contribute to design of the midline and final impact assessments, measuring changes in attendance, nutrition knowledge, and local procurement linkages.
- Document lessons learned and success stories to inform replication and scaling.
- Submit quarterly technical and financial reports to the PMU, including data, photographs, and analysis of performance indicators.

4. Staffing Requirements

The SP must field a multidisciplinary team with the following minimum composition to cover the two regions:

- Project Manager / Team Leader (overall coordination and reporting)
- Nutrition Specialist
- Cook-Technologist / Food Safety Expert
- Agricultural Specialist / Lead Agronomist
- Engineer (Civil / Infrastructure)
- 2 Community Development Specialists (including a woman facilitator)
- Accountant / Financial Management Officer
- Monitoring & Evaluation Officer

All staff must have relevant experience in school feeding, community mobilization, construction supervision, and participatory capacity building.

5. Reporting Requirements

During this assignment, the SP will directly report to the Project Director. The SP will be required to provide brief monthly progress reports defining the status of ongoing and indicating planned activities as well as problems encountered with proposed solutions. Other report requirements would be agreed during contract negotiations.

6. Duration and Contractual Arrangements

The duration of the contract is 36 months, renewable subject to satisfactory performance and funding availability. The contract will be performance-based, with deliverables tied to verified outputs (e.g., completed SAPs, training sessions, infrastructure readiness, nutrition events).

The SP will operate under the supervision of the School Feeding Coordinator within the PMU and will follow the procedures outlined in the Project Implementation Manual (PIM) and relevant IFAD and Government of Tajikistan guidelines.

7. Expected Deliverables

1. Validated list of schools meeting agreed selection criteria.
2. Thirteen School Action Plans (SAPs) finalized, endorsed, and approved.
3. Kitchens, storage units, and gardens established and operational.
4. At least four training modules delivered per school covering management, nutrition, and hygiene.
5. School Kitchen staff trained in safe, nutritious and hygienic food preparation.
6. Nutrition communication materials (posters, banners, etc) promote healthy diets and hygiene developed, printed, and distributed to each school.
7. Quarterly nutrition events organized in all pilot schools.
8. Baseline, supervision, and final impact assessment reports submitted.
9. Consolidated quarterly progress and financial reports shared with the PMU.

Terms of Reference (ToR) for Coordinator Building Models for Demand Generation through Public Procurement

1. Background
Under the AMAL Project, Sub-component 2.3 aims to pilot and institutionalize a sustainable school feeding model linking schools to local dairy and livestock producers through public procurement. The model will enhance child nutrition, strengthen school-community systems, and stimulate local agricultural markets. The School Feeding Subcomponent Coordinator will lead the planning, coordination, supervision, and reporting of all activities under Sub-component 2.3, ensuring alignment with IFAD and Government of Tajikistan standards and collaboration with the School Feeding Centre (SFC), Ministry of Education and Science, and regional education departments.

2. Purpose of the Position
To provide overall leadership and coordination of the School Feeding subcomponent, ensuring effective planning, implementation, monitoring, and reporting of all related activities in 13 pilot schools across Khatlon and DRS.

3. Key Responsibilities

3.1 Coordination and Planning
• Lead operational planning and annual work plan preparation for Sub-component 2.3.
• Serve as the focal point between the PIU, SFC, Ministry of Education and Science, district departments, and Service Provider.
• Facilitate consultations for school selection and School Action Plan (SAP) finalization.
• Ensure equitable school distribution across 10 Tier 1 districts based on agreed selection criteria.

3.2 Oversight of Service Provider
• Supervise the contracted Service Provider (SP) for community mobilization, training, and infrastructure design.
• Review SP work plans, deliverables, and reports for compliance with IFAD procedures.
• Ensure technical and operational alignment with AMAL's objectives and standards.

3.3 School Selection and Mobilization
• Conduct validation visits to prospective schools to confirm eligibility.
• Orient school authorities, PTAs, and community members on project objectives and participation requirements.
• Support signing of MoUs between AMAL, district governments, and schools for programme implementation.

3.4 Technical Support and Capacity Building
• Guide schools and SPs in preparing and finalizing SAPs.
• Oversee infrastructure and kitchen garden design and implementation.
• Ensure capacity building for school management, kitchen staff, and PTAs on feeding management and hygiene.

3.5 Monitoring and Evaluation
• Conduct joint supervision visits with the SP and education authorities.
• Track progress against indicators including attendance, feeding frequency, and infrastructure functionality.
• Consolidate quarterly progress and financial reports for submission to PMU and IFAD.
• Support baseline, midline, and impact assessments with the M&E team.

3.6 Stakeholder Engagement
• Represent AMAL in coordination meetings with national and regional stakeholders.
• Maintain collaboration with WFP, UNICEF, and other partners.
• Promote project visibility through documentation of success stories and knowledge sharing.

4. Deliverables

- Annual and quarterly work plans and budgets.
- Approved and validated list of participating schools and SAPs.
- Supervision and monitoring reports summarizing implementation progress.
- Consolidated technical and financial reports.
- Documentation of lessons learned and recommendations for scaling up.

5. Qualifications and Experience

- Master's degree in Education, Nutrition, Public Health, Development Studies, or related field.
- 7–10 years of experience managing or coordinating donor-funded programmes.
- Proven record in school feeding, community mobilization, or social protection programming.
- Experience with infrastructure supervision, M&E systems, and stakeholder coordination.
- Strong leadership, analytical, and communication skills (Tajik, Russian, and English).
- Knowledge of IFAD/UN project procedures is an asset.

6. Duration and Supervision

The Coordinator will be contracted full-time for 36 months, reporting directly to the Project Director. Performance will be reviewed annually based on key deliverables and outputs achieved.

Monitoring & Evaluation

Terms of Reference: M&E Specialist – PIU-MOF
Reporting to: Project Coordinator
Supervise: M&E Assistant – PIU-MOF
Duration: Entire project period
Duty Station: Dushanbe, Tajikistan (with frequent field visits to project sites)
Type of Contract: Full-time

BACKGROUND

The *Access to Market and Adaptation for Livestock (AMAL) Project* is a seven-year initiative (2027-2033) funded by the Government of Tajikistan, IFAD and the Adaptation Fund. The project aims to increase incomes, nutrition, and resilience through more productive livestock-related, climate-adapted, and inclusive livestock value chains in Tajikistan.

A robust Monitoring and Evaluation (M&E) system is essential for tracking progress, accountability, evidence-based decision-making and learning. Gender equality, youth inclusion, and social equity are cross-cutting objectives of AMAL. The M&E system must therefore capture and analyze the differentiated impacts of project interventions on women, men, youth, and vulnerable groups to ensure equitable benefits and inform corrective actions. The PIU-MOF M&E Specialist will play a central role in establishing and maintaining this system.

KEY RESPONSIBILITIES AND TASKS

M&E System Design and Management

- Finalize and regularly update the project M&E Plan and logframe.
- Develop standardized data-collection tools and reporting formats for all partners.
- Integrate monitoring and reporting obligations in partner contracts and TORs.
- Monitor physical progress of project against annual workplan and budget, analyzing sex-disaggregated data to assess equity of participation and benefit distribution.
- Support implementation of the beneficiary-feedback and grievance-redress mechanisms; Analyse trends and propose improvements.
- Ensure all data are disaggregated, when possible, by gender, age, and socio-economic status.

Data and Management Information System (MIS)

- Lead development and customization of the project MIS and train users.
- Ensure timely entry of validated data from partners and field offices.
- Conduct data-quality reviews and random field verifications (10 %).
- Set-up and supervise entry of geo-referenced datasets and ensure alignment with ESMP indicators.
- Ensure data are disaggregated by age, sex and socio-economic status when possible.
- Maintain a beneficiary database and a geo-referenced data repository of all AMAL activities, output, outcome and impact data, to be integrated into the MIS.
- Coordinate monthly statistical and quarterly narrative report submissions from all implementing partners with sections on social inclusion.

Surveys and Impact Assessment

- Prepare TORs for baseline, mid-term and completion surveys and manage procurement of survey firms (with Procurement Specialist and IFAD).
- Review survey reports and ensure IFAD approval.

- Ensure survey datasets are archived and accessible.

Reporting, Annual Work Plan and Budget

- Prepare monthly statistical reports.
- Prepare quarterly and annual progress reports and contribute to supporting, supervision, MTR and PCR missions.
- In collaboration with the Project Coordinator, support the AWPB preparation process, including consolidating inputs from stakeholders; organising the annual planning workshop; preparing the AWPB report.
- Identify and document lessons learned and share them with the Knowledge Management and Communication Specialist.

Coordination and Collaboration

- Coordinate with CEP M&E and GIS Specialists, component leads, technical specialists and the Knowledge Management Specialist.
- Align M&E reporting with financial and procurement data.
- Serve as primary liaison with IFAD's country M&E focal point.
- Supervise and mentor the M&E Assistant.
- Participate in monthly M&E coordination meetings with CEP M&E Unit
- Participate in regular (monthly) project management meetings.

Capacity Building

- Conduct M&E training for project staff, implementing partners and service providers.
- Organise training of M&E team, including on GIS basics.

Other Duties

- Participate in field visits to monitor implementation quality and verify data ensuring interaction with both women and men.
- Represent the project in M&E working groups and technical meetings.
- Contribute to project visibility and communication activities.
- Perform any other duties as assigned by the Project Coordinator

DELIVERABLES

A finalized M&E Plan and logframe, an operational MIS and beneficiary database, validated baseline, mid-term and completion surveys, regular data-quality reviews and quarterly/annual progress reports aligned with the AWPB and IFAD Core Indicators, plus annual M&E updates and inputs to the MTR and PCR.

QUALIFICATIONS AND EXPERIENCE

- Advanced university degree (Master or equivalent) in statistics, economics, development studies, agriculture economics, social sciences, or a related field.
- Minimum 5 years of progressively responsible experience in monitoring and evaluation or results-based management in the context of development projects
- Demonstrated experience with M&E system design, implementation oversight, and quality assurance, preferably in complex projects.
- Significant working experience in projects financed by international donors, with a strong understanding of their M&E requirements and reporting standards, experience with IFAD or similar institutions is key.
- Strong analytical skills, ability to provide high-level support to senior staff, conduct data analysis, provide technical recommendations, plan own work, and manage conflicting priorities.

- Ability to communicate effectively and work collaboratively in a team environment with various stakeholders, including project staff, partners, and government officials.
- Fluency in written and oral Tajik and Russian languages and working knowledge of English are mandatory.
- Compulsory computer knowledge of Windows (Microsoft Office package – Word, Excel, PowerPoint). Experience with M&E databases (MIS), data collection tools (e.g. Kobo Toolbox), statistical software and GIS software (Google Earth, QGIS) is desirable.
- Willingness to travel frequently to field sites.

PERFORMANCE EVALUATION

Performance will be evaluated annually based on the timely delivery of outputs, data quality, and contribution to project learning.

Terms of Reference: M&E Assistant – PIU-MOF
Reporting to: M&E Specialist – PIU-MOF
Duration: Entire project period
Duty Station: Dushanbe, Tajikistan (with frequent field visits to project sites)
Type of Contract: Full-time

BACKGROUND

The *Access to Market and Adaptation for Livestock (AMAL) Project* (2027–2033) is a seven-year initiative funded by the Government of Tajikistan, IFAD, and the Adaptation Fund. The project aims to increase incomes, nutrition, and resilience through more productive, climate-adapted, and inclusive livestock value chains.

A robust Monitoring and Evaluation (M&E) system is essential for tracking progress, accountability, evidence-based decision-making and learning. Gender equality, youth inclusion, and social equity are cross-cutting objectives of AMAL. The M&E system must therefore capture and analyze the differentiated impacts of project interventions on women, men, youth, and vulnerable groups to ensure equitable benefits and inform corrective actions. To support this system, the M&E Assistant will provide day-to-day operational support to the M&E Specialist in collecting, validating, managing, and reporting data from implementing partners and field activities.

KEY RESPONSIBILITIES AND TASKS

Data Collection and Validation

- Support collection and consolidation of data from implementing partners, service providers, and district-level stakeholders.
- Verify completeness and accuracy of data prior to entry in the MIS or M&E database.
- Conduct regular field visits to monitor implementation progress and validate reported results.
- Ensure all data are disaggregated by sex, age, and socio-economic group where applicable.
- Assist in maintaining documentation and evidence for all reported outputs and outcomes.

MIS and Database Support

- Enter validated data into the project's Management Information System (MIS) and maintain updated records.
- Assist in troubleshooting MIS-related issues and ensure timely uploads of datasets.
- Maintain the beneficiary database and geo-referenced records of project interventions.
- Support preparation of data summaries and visualizations for management meetings and reports.

Monitoring and Reporting

- Assist in compiling monthly, quarterly, and annual M&E reports.
- Support the preparation of data inputs for supervision missions, Mid-Term Review (MTR), and the Project Completion Report (PCR).
- Prepare short monitoring notes after each field visit, highlighting progress, challenges, social inclusion, and verification of data.
- Support coordination with CEP and implementing partners to ensure timely submission of reports.
- Assist the M&E Specialist in documenting lessons learned.

Surveys and Assessments

- Assist in preparation and implementation of baseline, mid-term, and completion surveys.
- Support storage and organization of survey data and related documentation.

Capacity Building and Learning

- Participate in M&E-related training sessions and workshops.
- Support delivery of M&E orientation sessions for implementing partners and community facilitators.

Other Duties

- Assist in monitoring implementation of the Environmental and Social Management Plan (ESMP) indicators.
- Support organization of project review, planning, and coordination meetings.
- Perform any other M&E-related tasks assigned by the M&E Specialist or Project Coordinator.

DELIVERABLES

Updated and validated M&E datasets and MIS entries, accurate beneficiary and activity records, concise field verification reports, and timely data inputs for quarterly and annual reports. The M&E Assistant will also support survey planning, data cleaning, and documentation of lessons learned under the guidance of the PIU-MOF M&E Specialist.

QUALIFICATIONS AND EXPERIENCE

- Bachelor's degree (or equivalent) in statistics, economics, development studies, agriculture economics, social sciences, or related field.
- Minimum 3 years of experience in data collection, monitoring, or evaluation for development projects, preferably under IFAD or other donor-funded programs.
- Familiarity with results-based management and data-collection tools (e.g., Kobo Toolbox, ODK).
- Experience with database management (Excel, or other databases).
- Basic knowledge of GIS software (Google Earth, QGIS) is an asset.
- Strong computer literacy (MS Word, Excel, PowerPoint).
- Fluency in Tajik and Russian; working knowledge of English is an advantage.
- Willingness to travel frequently to field sites.

PERFORMANCE EVALUATION

Performance will be assessed annually based on accuracy and timeliness of data collection and entry, quality of reporting, reliability of field verification, and contribution to the overall functioning of the M&E system

Terms of Reference: M&E Specialist – Committee on Environmental Protection (CEP)
Reporting to: CEP Project Coordinator
Supervises: M&E Assistant – CEP; District Project Officers (M&E functions)
Duration: Entire project period
Duty Station: Dushanbe, Tajikistan (with frequent field visits to project sites)
Type of Contract: Full-time

BACKGROUND

The *Access to Market and Adaptation for Livestock (AMAL) Project* is a seven-year initiative (2027-2033) funded by the Government of Tajikistan, IFAD and the Adaptation Fund. The project aims to increase incomes, nutrition, and resilience through more productive livestock-related, climate-adapted, and inclusive livestock value chains in Tajikistan.

The Committee on Environmental Protection (CEP), through its *Centre for Implementation of Investment Projects (CIIP)*, manages the participatory design and implementation of Climate Sensitive Community Action Plans (CsCAPs) in over 100–150 villages across Khatlon, DRS, Sughd.

Gender equality, youth inclusion, and social equity are cross-cutting objectives of AMAL. The M&E system must therefore capture and analyze the differentiated impacts of project interventions on women, men, youth, and vulnerable groups to ensure equitable benefits and inform corrective actions The CEP M&E Specialist will lead the design, coordination, and management of monitoring and evaluation activities for CEP-implemented sub-components, ensuring consistency with IFAD corporate indicators, the Adaptation Fund framework, and the national reporting systems.

KEY RESPONSIBILITIES AND TASKS

M&E System Development and Implementation

- Collaborate closely with the PIU-MOF M&E Specialist and the Social Inclusion and Nutrition Specialist to finalize and periodically update a gender and social inclusion responsive M&E Plan and logframe for CEP sub-components.
- Develop and maintain village-level M&E tools and data-collection formats tailored to CsCAPs, CsCAPs service providers, Village Organizations (VOs), and Pasture User Unions (PUUs).
- Integrate M&E and reporting obligations into all agreements and contracts with project staff, service providers, NGOs, and community institutions.
- Monitor progress of CEP sub-components against the Annual Workplan and Budget (AWPB) and provide timely variance analysis and recommendations, highlighting gender-related results and gaps.
- Support implementation of beneficiary feedback and grievance mechanisms at community level, ensuring systematic documentation and follow-up.
- Ensure all data are disaggregated, when possible, by gender, age, and socio-economic status.

Data Collection, Validation, and Quality Assurance

- Oversee data collection from Service Providers, VOs, PUUs, and District Project Officers, ensuring completeness, accuracy, and consistency.
- Conduct regular field verifications and spot-checks (minimum 10%) of reported data.
- Maintain village-level databases and ensure disaggregation by sex, age, socio-economic status, and funding source (IFAD/AF).
- Implement data-quality assessment protocols and feed validated data to the PIU-MOF M&E Specialist for consolidation.

Management Information System (MIS) and GIS Data

- Collaborate with the PIU-MOF M&E Specialist and CEP GIS Specialist on the development and operation of the project's MIS, including integration of geo-referenced data.
- Enter and regularly update data from CEP sub-components in the MIS and ensure spatial data integration (geo-referenced investments, CsCAP sites, etc.).
- Train CEP staff, DPOs, and Service Providers on MIS data entry and reporting.
- Ensure integration of geospatial data with environmental and climate indicators (pasture restoration, water management, climate-resilient practices).
- Coordinate with IFAD ECG Team to ensure calculation of carbon sequestration/emission-related indicators.

Surveys and Evaluations

- Provide field-level support and sampling frames for baseline, mid-term, and completion surveys coordinated by the PIU-MOF, especially with regards to village data, ensuring inclusion of gender and social inclusion questions and appropriate sampling of women, men, and youth.
- Ensure Adaptation Fund-specific indicators and CEP sub-component indicators are included in survey instruments and review results.

Reporting and Compliance

- Consolidate and submit monthly statistical reports and quarterly narrative reports from DPOs, Service Providers, and community institutions.
- Prepare annual Adaptation Fund progress reports covering AF-funded activities in DRS and Sughd, distinguishing between direct and indirect beneficiaries. Maintain – together with the PIU-MOF M&E specialist – the beneficiary database.
- Contribute validated inputs to the project's consolidated Quarterly and Annual Progress Reports, Mid-Term Review (MTR), and Project Completion Report (PCR).
- Ensure reporting follows both IFAD and Adaptation Fund requirements.
- Capture and document lessons learned from field-level implementation and participatory monitoring processes and share them with the PIU-MOF M&E Specialist and the Knowledge Management and Communication Specialist.

Annual Workplan and Budget (AWPB)

- Coordinate with the PIU-MOF M&E Specialist and CEP Project Coordinator to prepare inputs for the AWPB.
- Ensure CEP's M&E activities are costed and implemented according to approved plans and timelines.

Capacity Building and Participatory Monitoring

- Together with PIU-MOF M&E Specialist, organise training for DPOs, service providers, and community institutions (VOs/PUUs) on data collection, participatory monitoring, and reporting.
- Support gradual transfer of M&E responsibilities to community institutions as capacities strengthen.
- Facilitate participatory review meetings at district and village level to discuss performance, feedback, and lessons learned.

Coordination and Collaboration

- Work under the direct supervision of the CEP Project Coordinator, with tight functional collaboration with the PIU-MOF M&E Specialist.

- Identify success stories and case studies for potential development into knowledge products and communicate these to the Knowledge Management and Communication Specialist (PIU-MOF)
- Collaborate with the Social Inclusion and Gender Specialist to ensure that success stories, case studies and knowledge projects highlight the successes of women and youth.
- Collaborate with the CEP GIS Specialist and Finance/Procurement Officers to ensure data consistency across systems.
- Coordinate with IFAD supervision missions and ensure timely provision of data and documentation for field reviews.

Other Duties

- Conduct frequent field visits to monitor implementation quality and verify data ensuring interaction with women, men and youth.
- Represent CEP in project-level M&E coordination meetings and technical working groups.
- Contribute to project visibility and communication activities focusing on field-level results.
- Perform any other duties as assigned by the CEP Project Coordinator.

DELIVERABLES

Updated M&E Plan and logframe for CEP sub-components, validated monthly, quarterly, and annual M&E reports, and a functional village-level geo-referenced MIS and database. The Specialist will produce Adaptation Fund-specific annual reports, data quality and spot-check reports, and training and capacity-building outputs for field and community stakeholders. Additional deliverables include annual updates of the M&E Plan and contributions to the MTR and PCR for CEP sub-components.

QUALIFICATIONS AND EXPERIENCE

- Advanced university degree (Master or equivalent) in statistics, economics, development studies, agriculture economics, social sciences, or a related field.
- Minimum 5 years of progressively responsible experience in M&E for community-based or environmental/climate adaptation projects.
- Demonstrated experience with M&E system design, implementation oversight, and quality assurance, preferably in complex projects.
- Significant working experience in projects financed by international donors, with a strong understanding of their M&E requirements and reporting standards, experience with IFAD or similar institutions is key.
- Strong analytical skills, ability to provide high-level support to senior staff, conduct data analysis, provide technical recommendations, plan own work, and manage conflicting priorities.
- Fluency in written and oral Tajik and Russian languages and working knowledge of English are mandatory.
- Compulsory computer knowledge of Windows (Microsoft Office package – Word, Excel, PowerPoint).
- Demonstrated experience with data collection tools (e.g. Kobo Toolbox), and GIS software (Google Earth, QGIS).
- Willingness to travel frequently to field sites.

PERFORMANCE EVALUATION

Performance will be evaluated annually based on the timely delivery of outputs, data quality, and contribution to project learning.

Terms of Reference: M&E Assistant – Committee on Environmental Protection (CEP)
Reporting to: CEP M&E Specialist
Duty Station: Dushanbe, Tajikistan (with frequent travel to project sites)
Duration: Entire project period
Type of Contract: Full-time

BACKGROUND

The *Access to Market and Adaptation for Livestock (AMAL) Project* is a seven-year initiative (2027-2033) funded by the Government of Tajikistan, IFAD and the Adaptation Fund. The project aims to increase incomes, nutrition, and resilience through more productive livestock-related, climate-adapted, and inclusive livestock value chains in Tajikistan.

The Committee on Environmental Protection (CEP), through its *Centre for Implementation of Investment Projects (CIIP)*, manages the participatory design and implementation of Climate Sensitive Community Action Plans (CsCAPs) in over 100–150 villages across Khatlon, DRS, Sughd.Gender equality, youth inclusion, and social equity are cross-cutting objectives of AMAL. The M&E system must therefore capture and analyze the differentiated impacts of project interventions on women, men, youth, and vulnerable groups to ensure equitable benefits and inform corrective actions To support effective monitoring of community-level activities, the M&E Assistant will work under the supervision of the CEP M&E Specialist to assist with data collection, verification, entry, and reporting for CEP-managed components, ensuring high data quality and timely information flow from field to project level.

KEY RESPONSIBILITIES AND TASKS

Data Collection and Verification

- Collect, compile, and verify data and progress reports from DPOs, Service Providers, Village Organizations (VOs), and Pasture User Unions (PUUs).
- Ensure completeness, accuracy, and timely submission of all field data.
- Conduct regular field visits (jointly with DPOs or the M&E Specialist) to verify reported information and document observations ensuring interactions with women, men and youth.
- Assist in maintaining a comprehensive evidence base (attendance lists, photos, GPS coordinates, activity records).
- Ensure all data are disaggregated by sex, age, and socio-economic group where applicable.

Data Entry and MIS Support

- Enter validated geo-referenced field data into the Management Information System (MIS) and beneficiary database.
- Assist the CEP M&E Specialist and GIS Specialist in maintaining geo-referenced records of all village-level investments.
- Check data consistency between hard-copy reports, digital submissions, and MIS records.
- Generate summary tables and graphs for use in reports and review meetings.

Reporting

- Support preparation of monthly statistical and quarterly narrative summaries from field-level data with a section on social inclusion.
- Assist in compiling Adaptation Fund progress indicators and direct and indirect beneficiaries.
- Contribute data inputs for annual progress reports, mid-term review (MTR), and project completion report (PCR).

- Maintain a filing system for all M&E-related documentation, reports, and survey datasets.
- Support the CEP M&E Specialist in recording field observations and lessons learned.

Surveys and Assessments

- Provide logistical and data management support for baseline, mid-term, and completion surveys, including coordination with Service Providers and enumerators.
- Support data cleaning, verification, and safe storage of survey datasets.

Capacity Building and Community Support

- Participate in M&E training sessions organized for DPOs, Service Providers, and community institutions.
- Assist in documenting lessons learned, success stories, and feedback from communities for knowledge-sharing purposes.

Other Duties

- Assist in Environmental and Social Management Plan (ESMP) and ESIAs relevant to CEP sub-components.
- Support preparation of materials and data for supervision missions and review workshops.
- Perform any other duties related to M&E and data management as assigned by the CEP M&E Specialist or Project Coordinator.

DELIVERABLES

Timely and validated field-level datasets, accurate and disaggregated beneficiary and activity records, regular data entries in the MIS, concise field verification summaries, and data inputs for quarterly and annual progress reports. The M&E Assistant will also support survey planning, data cleaning, and documentation of training for community monitoring activities under the guidance of the CEP M&E Specialist.

QUALIFICATIONS AND EXPERIENCE

- Bachelor's degree (or equivalent) in agriculture, natural resource management, economics, statistics, social sciences, or a related field.
- Minimum 3 years of experience in data collection, monitoring, or evaluation for development projects, preferably under IFAD or other donor-funded programs.
- Familiarity with participatory M&E, community-based projects, or rural development preferred.
- Strong computer literacy (MS Word, Excel, PowerPoint).
- Working knowledge of data management tools (Kobo Toolbox) and GIS basics (Google Earth or QGIS) is desirable.
- Excellent attention to detail, organizational skills, and ability to work with multiple stakeholders.
- Fluency in Tajik and Russian; working knowledge of English is an advantage.
- Willingness to travel frequently to field sites.

PERFORMANCE EVALUATION

Performance will be assessed annually based on accuracy and timeliness of data collection and entry, quality of reporting, reliability of field verification, and contribution to the functioning of the CEP M&E system.

Knowledge Management

Terms of Reference: Knowledge Management and Communication Specialist– PIU-MOF

Reporting to: Project Coordinator
Duration: Entire project period
Duty Station: Dushanbe, Tajikistan (with regular field visits)
Type of Contract: Full-time

BACKGROUND

The *Access to Market and Adaptation for Livestock (AMAL) Project* is a seven-year initiative (2027-2033) funded by the Government of Tajikistan, IFAD and the Adaptation Fund. The project aims to increase incomes, nutrition, and resilience through more productive livestock-related, climate-adapted, and inclusive livestock value chains in Tajikistan.

Knowledge generation, capitalization, and dissemination are central to achieving AMAL's objectives. The project will generate technical, institutional and policy knowledge and share it with key stakeholders to support evidence-based decision-making, replication and scaling-up of good practices.

Gender equality and social inclusion are cross-cutting priorities for AMAL. Knowledge management and communication activities will ensure that the experiences, needs, and voices of women, youth, and poorest smallholder farmers are systematically captured, analyzed, and disseminated to promote gender-responsive learning and policy dialogue.

KEY RESPONSIBILITIES AND TASKS

Knowledge Management and Learning

- Develop and update a Knowledge Management and Communication Plan.
- Synthetize lessons learned from project implementation, supervision and evaluation activities in collaboration with the M&E Specialists of PIU-MOF and CEP.
- Maintain a repository of project studies, reports, media materials, and communication outputs to serve as a knowledge archive for AMAL.
- Contribute to internal learning by supporting regular reflection sessions and learning events within the PIU-MOF and with partners.

Studies and Knowledge Product Development

- Coordinate the preparation of studies, discussion papers, case studies and policy briefs, ensuring quality, accuracy and relevance to AMAL.
- Ensure that commissioned studies and knowledge products analyze gender-differentiated impacts and document successful practices in women's empowerment, leadership, and equitable access to resources and markets.
- Draft and finalize terms of reference for external consultants or institutions commissioned to prepare studies and knowledge products and supervise their outputs.
- Provide support for data collection and layout of knowledge products, ensuring youth and women are consulted and their experiences captured.

Communication and Dissemination

- Establish and regularly update the project website and social media platforms (Facebook and Instagram) to disseminate project updates, lessons learned, studies, and knowledge products. Ensure gender-balanced stories and visuals, highlighting the roles and achievements of women and youth in livestock development.
- Prepare press releases, news articles, newsletters, and media-ready summaries for national and international distribution.
- Facilitate internal communication through WhatsApp staff group(s) to share success stories and encourage peer learning.
- Organize and coordinate three national workshops to present project progress, studies and knowledge products with equitable participation of women.
- Ensure that all communication activities use gender–sensitive language and comply with IFAD and Government visibility and branding requirements.

Coordination

- Work closely with the M&E Units of PIU-MOF and CEP to identify studies, case studies, success stories, and innovations to be documented.
- Work in collaboration with the Social Inclusion and Nutrition Specialist to ensure that lessons on gender equality and empowerment and youth empowerment are captured and integrated into case studies, briefs and the national workshops.
- Participate in project coordination and M&E meetings and provide inputs on communication and knowledge management aspects.

Perform any other duties as assigned by the Project Coordinator

DELIVERABLES

A finalized Knowledge Management and Communication Plan, an operational website and social media accounts (Tajik, Russian, and English if appropriate) regularly updated, three studies, one to two knowledge products each year (case studies, discussion papers or policy briefs), three national knowledge-sharing workshops, at least one lesson learned synthetized and documented every year, quarterly and annual inputs to the project's M&E progress reports.

QUALIFICATIONS AND EXPERIENCE

- Advanced university degree in communication, media, knowledge management, social science or a related field.
- At least 5 years of progressive professional experience in knowledge management and communication.
- Demonstrated experience in developing and disseminating knowledge products and managing digital communication tools (website, social media).
- Excellent organizational and interpersonal skills and ability to work collaboratively with multidisciplinary teams.
- Strong writing and editing skills in English and fluency in Russian and Tajik are mandatory.
- Experience working in projects financed by international donors or in the rural development sector is desirable.
- Skills in conducting field research (interviews, case studies documentation) would be an asset.
- Compulsory computer knowledge of Windows (Microsoft Office package – Word, Excel, PowerPoint). Experience with Content Management Systems for website management and social media platforms. Familiarity with graphic design and publishing software is a bonus.

- Willingness to travel to field sites.

PERFORMANCE EVALUATION

Performance will be evaluated annually based on the timely delivery and quality of studies and knowledge products, the effectiveness of collaboration with the M&E Units, and the overall contribution to the project's learning, communication, and visibility objectives.

Component 3 Enabling policy environment and project management.

Sub-component 3.1. National Livestock Strategy Terms of Reference (ToR)

Terms of Reference for a Consultancy Firm for Development of the National Livestock Strategy

Background

Under Component 3 of AMAL, the Government of Tajikistan aims to strengthen the enabling environment for livestock sector development. A key activity is the development of a **National Livestock Strategy** that will guide medium- and long-term investments, regulatory reforms, and institutional coordination. The strategy will contribute to national efforts to strengthen sanitary standards for animal products, develop animal identification and traceability systems (in synergy with the World Bank–supported One Health project), and clarify the mandates and roles of key national institutions.

The Ministry of Agriculture (MoA) will lead the strategy development, with technical assistance provided through AMAL and formalized via an MoU between the Project Implementation Unit (PIU) under the Ministry of Finance and the MoA. Close collaboration will be sought with the Asian Development Bank, and the process will leverage global experience, including FAO, ILRI, and CIRAD Livestock Master Plans in other countries.

Objective of the Assignment

To support the Ministry of Agriculture in developing a comprehensive, evidence-based National Livestock Strategy that establishes strategic priorities, regulatory reforms, institutional arrangements, and investment pathways for sustainable livestock development in Tajikistan.

Scope of Work

The Consultant/Firm will:

1. **Sector Assessment & Diagnostic Review**
    - Conduct a comprehensive assessment of the livestock sector: production systems, animal health services, disease control, sanitary and phytosanitary (SPS) standards, value chains, market access, and service delivery models.
    - Review existing national policies, strategies, and legal frameworks relevant to livestock development.
2. **Regulatory Framework Analysis**
    - Assess current sanitary and food safety standards for livestock products.
    - Evaluate the status of animal identification and traceability systems, ensuring alignment with One Health initiatives and international standards (OIE/WOAH, Codex).
    - Recommend regulatory reforms and implementation pathways.
3. **Institutional Mapping & Capacity Assessment**
    - Analyze roles, mandates, and capacities of relevant institutions (MoA, State Veterinary Inspection, research institutes, laboratories, local authorities, private sector actors).
    - Recommend institutional strengthening measures and coordination mechanisms for strategy implementation.

4. **Scenario Development & Strategic Options**
    - Develop alternative development scenarios (production growth, SPS strengthening, climate resilience, market integration).
    - Conduct economic, environmental, and social impact analyses for each scenario.
5. **Stakeholder Consultations**
    - Facilitate structured consultations with government agencies, private sector, producer organizations, women and youth groups, academia, development partners (ADB, FAO, ILRI, CIRAD), and civil society.
    - Document priorities, constraints, and consensus positions.
6. **Drafting of the National Livestock Strategy**
    - Develop a strategic framework outlining vision, goals, investment priorities, institutional roles, regulatory reforms, and an implementation roadmap.
    - Include monitoring indicators, risk management tools, and financing options.
7. **Finalization and Validation**
    - Present the draft strategy to the MoA, PIU, and stakeholders for review.
    - Prepare the final National Livestock Strategy incorporating feedback.

Deliverables

- Inception Report with methodology, stakeholder mapping, and work plan.
- Sector Diagnostic and Regulatory Framework Report.
- Scenario Development and Strategic Options Report.
- Draft National Livestock Strategy.
- Final National Livestock Strategy and presentation materials.

Duration

The assignment is expected to be completed within **12 months**, depending on consultation needs and coordination with MoA and development partners.

Qualifications

- Consultancy firm or senior expert(s) with at least **10 years of experience** in livestock sector policy, strategy development, and regulatory frameworks.
- Proven experience with Livestock Master Plans or similar national strategy processes (FAO, ILRI, CIRAD methodologies).
- Expertise in animal health systems, SPS standards, identification/traceability systems, and institutional analysis.
- Strong capacity in economic modeling, scenario development, and stakeholder consultation processes.

- Experience in Central Asia preferred; familiarity with IFAD and World Bank approaches is an asset.
- Fluency in English and Russian; Tajik language capability is an advantage.

Appendix 6: Implementation Agreements and Cooperation Framework

The document outlines the institutional framework and multiple Memoranda of Understanding (MOUs) that define roles, responsibilities, coordination mechanisms, and compliance standards among the Ministry of Agriculture, the PIU Ministry of Finance, Committee for Environmental Protection, and various implementing partners for the effective execution of the Access to Market and Adaptation for Livestock (AMAL) Project in Tajikistan, covering components related to livestock productivity, market access, school feeding, and decentralized implementation to ensure project coherence and fiduciary integrity.

The draft agreements listed below have been developed to ensure that roles and responsibilities are defined between a) the MOA as Lead Project Agency (LPA - as per definition of IFAD General Conditions for Agricultural Development Financing) and the two main implementing entities, i.e. PIU in MOF and CIIP in CEP, and b) between the two implementing entities and the other implementing entities in charge of specific deliverables under AMAL.

Agreement Type	Responsibility	Timeline (Stage)
MOU between LPA and main project parties	Tripartite Memorandum of Understanding (MoU) between MOA,(as LPA) PIU-MOF and CIIP-CEP	At project start-up
Sub-Component 1.3	MOU between CIIP-CEP and Committee on Food Security (CFS) MOU between CIIP-CEP and SEABAI	During year 1 of project implementation
Sub-Component 2.1	MOU between PIU and District Governments	During year 1 of project implementation
Sub-Component 2.2	MoU among Participating Financial Institutions (PFI)/Ministry of Finance (MoF), PIU, Grant Management Company (GMC), and Technical Service Providers	During year 1 of project implementation
Sub-Component 2.3	MoU between the Ministry of Finance and Ministry of Education for School Feeding Programme implementation	During year 1 of project implementation

ACCESS TO MARKET AND ADAPTATION FOR LIVESTOCK (AMAL) PROJECT

MEMORANDUM OF UNDERSTANDING

BETWEEN

MINISTRY OF AGRICULTURE

OF THE REPUBLIC OF TAJIKISTAN

and

PROJECT IMPLEMENTATION UNIT UNDER THE MINISTRY OF FINANCE

OF THE REPUBLIC OF TAJIKISTAN

and

CENTER FOR IMPLEMENTATION OF INVESTMENT PROJECTS WITHIN THE COMMITTEE FOR ENVIRONMENTAL PROTECTION

UNDER THE GOVERNMENT OF THE REPUBLIC OF TAJIKISTAN

This Memorandum of Understanding (the "MoU") is entered into by and between:

(a) MINISTRY OF AGRICULTURE OF THE REPUBLIC OF TAJIKISTAN ("MoA") and

(b) CENTER FOR IMPLEMENTATION OF INVESTMENT PROJECTS within the COMMITTEE FOR ENVIRONMENTAL PROTECTION UNDER THE GOVERNMENT OF THE REPUBLIC OF TAJIKISTAN (the "CIIP-CEP")

(c) PROJECT IMPLEMENTATION UNIT under the MINISTRY OF FINANCE OF THE REPUBLIC OF TAJIKISTAN ("PIU-MoF")

MoA as the Lead Project Agency (LPA) as per definition of IFAD General Conditions for Agricultural Development Financing; PIU-MoF and CIIP-CEP each as Project Party as identified in Section C of the Financing Agreement between IFAD and ROT.

PREAMBLE

WHEREAS,

- International Fund for Agriculture Development (IFAD) and the Republic of Tajikistan (RoT) signed a Financing Agreement related to Grant XXXXX for an amount of USD XXXX for the implementation of the AMAL Project,

WHEREAS, the goal of the AMAL Project ('Project') is to improve the livelihoods and conditions of livestock smallholders and pastoral communities in rural Tajikistan by way of increasing incomes, nutrition and resilience of targeted households through more productive and climate adapted livestock value chains and whereas the Project will be implemented through three components: (1) Improving Livestock Productivity and Climate Resilience; (2) Market Access, Enterprise Development, and Improved Nutrition; and (3) Enabling policy environment and project management.

NOW, THEREFORE, taking into account the responsibilities and the competencies of MoA, CIIP-CEP and PIU-MoF for the implementation of the Project, it was agreed that a Memorandum of Understanding (MoU) is prepared.

Article 1

Purpose

1. The purpose of this Memorandum of Understanding is to support the realization of activities for the Project, management and inventories by determining technical modalities of cooperation and support to enable launching and monitoring of the implementation of activities and sub-activities

Article 2

Rights and Obligations of the Parties

2. MoA is the Lead Project Agency in accordance to the role and responsibilities identified for Lead Project Agency under the IFAD General Conditions for Agricultural Development Financing.

3. MoA will provide strategic oversight and chair the Project Steering Committee (PSC).

4. PIU-MoF and CIIP-CEP are responsible for the implementation of the Project in accordance to the role and responsibilities identified for project parties under the IFAD General Conditions for Agricultural Development Financing.

5. The AMAL project is conceived as one project, with all parties aligned to the project theory of change and contributing to the project objectives.

6. CIIP-CEP and PIU-MoF will contribute to the project co-financing (relevant letter of commitment with indication of amounts committed are annexed to the MoU).

Article 3

Project Steering Committee

7. Coordination amongst all key stakeholders will be ensured through the Project Steering Committee (PSC) that will be chaired by MoA.

8. Members of the PSC will include: Committee for Environmental Protection (CEP), the Ministry of Finance, the Ministry of Economic Development and Trade, the State Committee on Investment and State Property Management, the Committee on Food Security (CFS), the Ministry of Energy and Water Resources (MoEWR), the Pasture Meliorative Trust, the State Forest Agency, the Committee on Land Management and Geodesy (CLMG), the Tajik Academy of Agricultural Sciences (TAAS), the Agency for Land Reclamation and Irrigation (ALRI), State Agency for Hydrometeorology, State Enterprise for Animal Breeding and Artificial Insemination, the Ministry of Education and Science, the State Committee on Land Management and Geodesy, the Tajik Academy of Agricultural Sciences, and Committee of the Emergency Situations and Civil Defense. Development partners committed to climate adaptive strategies and mitigation will participate as observers.

9. The PSC will also ensure institutional coordination with the Adaptation Fund to strengthen linkages with and build on the on-going AF and other climate investments in the country. The secretariat of the PSC will be provided by the Director of PIU-MOF. The PSC's main role is to: (i) validate the Project's annual work plans and budget (AWPBs); (ii) evaluate progress made on Project activities, their results and their alignment with strategies for rural areas; and (iii) manage Project-related grievances that cannot be resolved at the regional level.

Article 4

Activities

10. Each Project Party will have the execution responsibility for their respective Project sub-activities listed in the Annex - Execution Responsibility by Sub-Activity of this agreement.

11. Each Project Party will prepare an AWP&B and M&E progress reports according to the agreed activities under its execution responsibility. Reports and AWP&B will be structured by activity, allowing full accountability to the Project Party. PIU-MoF will be responsible for gathering the inputs from the various executing entities.

12. CIIP-CEP will be responsible with the following project coordination tasks, for the activities under its execution responsibility:
    - the coordination and accountability for effective performance of the combination of its own staff and technical inputs from the government's technical agencies, public organizations and Project's contracted service providers in the implementation of the activities for which CIIP CEP is responsible,
    - the M&E of its own activities, including monitoring of the related performance indicators, developing formats for databases, assembly and dissemination of information for knowledge management, and the related reporting both to its own management and in a synthesized form to the PIU MoF,
    - the Procurement and Financial management of all its activities including disbursement, accounting, auditing and financial reporting,
    - Preparing and submitting to PIU MoF, the AWP&Bs for the activities under its responsibility,
    - Financial Management functions: adhering to the project financial management arrangements included in the project Financial Management and Financial Control Arrangement Letter (FMFCL),
    - Audit; work with auditors and PIU MoF to finalize the project annual audit work,
    - Submitting IFRs to PIU MoF on quarterly basis within 30 days for consolidation,
    - Submitting unaudited financial statements to PIU MoF after the end of the year within 3 months for consolidation,
    - Submit annual financial statements to PIU MoF after the end of the year within 2 to 4 months for consolidation.

13. PIU-MoF will be responsible with the following project coordination tasks, for the activities under its execution responsibility:
    - Preparing the AWP&Bs and M&E reports for the activities under its execution responsibility,
    - Submission of AWP&Bs to MoA (LPA)
    - Procurement functions for the activities under its execution responsibility,
    - Financial Management functions: adhering to the project financial management arrangements included in the project Financial Management and Financial Control Arrangement Letter (FMFCL) and ensure overall compliance for both units,
    - Prepare and submit Monitoring / progress report, with tracking of the Logical Framework indicators and analysis of their achievement.

14. PIU-MoF will be responsible with the following project coordination responsibilities for the totality of the project:
    - Consolidate and submit AWP&B with inputs from each Project Party,
    - Approvals & Validation,
    - Consolidate and submit overall project M&E reports,
    - Audit; work with auditors and CIIP to finalize the project annual audit,
    - Submit final audit report (consolidated) to IFAD on annual basis within 6 months of the year-end,
    - Submit consolidated IFRs to IFAD on quarterly basis within the specified deadlines in the FMFCL,
    - Submit consolidated unaudited financial statements to IFAD within 4 months of the year end,

- Submit consolidated annual financial statements to the auditors after the end of the year as basis for audit work,
- Evaluations & Third-Party Surveys.

15. CIIP-CEP will provide PIU-MoF and IFAD with narrative Technical Annual Reports on the progress of the Activities and SECAP compliance (including status of complaints received through GRM), under the implementation responsibility of CIIP CEP. The Technical Annual Reports (known as Annual Progress Reports) will be developed based on the IFAD reporting guidelines and will be submitted by CIIP CEP to PIU MoF and IFAD by January 15th each year, from 2027 to 2033.

16. CIIP-CEP will provide PIU MoF and IFAD with a Completion Report, based on the IFAD reporting guidelines, within 4 months after the Project Completion Date, which will be consolidated by PIU MoF with inputs from all Project Parties and submitted to IFAD within 5 months after the Project Completion Date.

17. The partners of the hired delivery and specialists provide the relevant regulations and instructions, documentation according to the standards and other policy documents related to the project management.

18. MoA, PIU-MoF and CIIP-CEP may involve the agencies (members of the PSC) listed in Article 3 of this agreement and other relevant agencies in the implementation of the Project activities.

Article 5

Monitoring of the Implementation of the MoU

19. The Project Coordinators appointed at the CIIP-CEP and PIU-MoF will provide oversight for the implementation of this agreement to ensure smooth and good quality implementation of all activities under activities and sub-activities of the Project.

20. In furtherance of its monitoring and supervision responsibilities, CIIP-CEP undertake, with the cooperation of the PIU MoF and as appropriate in collaboration with the IFAD, evaluation, management or technical review missions in order to assist in monitoring the progress of the activities, and as required, advise on ways to improve the efficiency and effectiveness of the Project implementation.

Article 6

Changes

21. The Provisions of this MoU may be revised by mutual agreement of the CIIP-CEP, PIU-MoF and MoA. The consultations with a view of amending this Memorandum may be made at the request of each of party and the written consent of the other party. Any change to which will be agreed, it will be made in the form of a Protocol, which will be an integral part of this Memorandum.

Article 7

Settlement of Disputes

22. If the Parties are unable to resolve a Dispute through mutual consultation within sixty (60) days, and any claims, controversies or disputes arising hereunder or thereunder shall be exclusively governed by the terms and conditions of this MoU and national law of the Republic of Tajikistan.

Article 8

FORCE MAJEURE

23. The term force majeure as employed herein shall mean any unforeseen event beyond the control of the Parties, which makes the performance of obligations under this MoU impossible in whole or in part, and which reasonably justifies the suspension or termination of this MoU, in whole or in part.

24. Neither Party shall be considered to be in breach of this Agreement to the extent that performance of an obligation under it is prevented by a force majeure event, which shall be notified to the other Party no later than fourteen (14) days from the date of the beginning of the occurrence of such event.

Article 9

Entry into force, and duration and termination

25. This MoU shall enter into force upon signature and shall remain in force until the closing of the Project.

26. This MoU may be terminated or suspended by either Party if the other Party has failed to comply with the terms of this MoU, or for any reason if such termination is in the best interest of the terminating agency, upon thirty (30) days written notice. The notice of termination or suspension shall state the reasons for termination or suspension.

27. This MoU is made in three (3) identical copies, in Tajik language; each copy has equal value, a copy of each signatory.

For and on behalf of **the Minister of Agriculture of the Republic of Tajikistan**	For and on behalf of the **PIU under the Ministry of Finance of the Republic of Tajikistan**	For and on behalf of the **CIIP within Committee for Environmental Protection under the Government of the Republic of Tajikistan**

Annex – Execution Responsibility by Sub-Activity

Outputs, Activities, Sub-activities	Project Party
Sub-component 1.1 Climate-sensitive Community Action Plans (CsCAPs) Developed	
Activity 1.1.1: Participatory Orientation and Village Diagnostics	
1.1.1.1. Orientation with Local Governments and Village Leaders:	CIIP-CEP
1.1.1.2. Village-level Diagnostics and Resource Mapping	CIIP-CEP
Activity 1.1.2: Formation of CsCAP Committee and Village Organisation Capacity Building	
1.1.2.1. Formation of CsCAP Committees	CIIP-CEP
1.1.2.2. Training of Community Representatives	CIIP-CEP
Activity 1.1.3. Preparation and Validation of Community Action Plans	
1.1.3.1. Drafting of CsCAPs	CIIP-CEP
1.1.3.2. Alignment with Jamoat Plans and Budgets, Feasibility Assessment	CIIP-CEP
1.1.3.3. Feasibility Assessment	CIIP-CEP
1.1.3.4. Validation with Communities:	CIIP-CEP
Activity 1.1.4: Formalisation and final agreement of CsCAPs	CIIP-CEP
Sub-component 1.2: Community Action Plans Implemented	
Activity 1.2.1: Preparation of Designs, Capacity Building and Procurement	
1.2.1.1. Detailed Designs and Costing	CIIP-CEP
1.2.1.2. Strengthening of Community Institutions	CIIP-CEP
1.2.1.3. Procurement of Goods and Services	CIIP-CEP
Activity 1.2.2: Implementation of Community Investments and Trainings	
1.2.2.1. Training for Village Women in Leadership and Nutrition	CIIP-CEP
Activity 1.2.3. Finalisation and Monitoring	CIIP-CEP
Sub-component 1.3 Climate-smart animal health, breeding and feed services delivered	
Activity 1.3.1: Improved access to animal health services	
1.3.1.1. Provision of Mobile Veterinary Laboratories	CIIP-CEP
1.3.1.2. Installation of young graduate veterinarians	CIIP-CEP
1.3.1.3. Animal Identification system	CIIP-CEP
Activity 1.3.2: Improved access to animal genetic resources for productive and resilient breeds	
1.3.2.1. Improved animal genetic resources in project areas	CIIP-CEP
1.3.2.2. Provision of Dairy Bulls	CIIP-CEP
Activity 1.3.3: Improved access to feed and fodder for resilience to drought	
1.3.3.1. Selection and initial multiplication of seeds by the State Unitary Enterprise for Seed Production	CIIP-CEP
1.3.3.2. Seed dissemination and multiplication	CIIP-CEP
1.3.3.3. Development of feed and fodder balance mechanisms at national and district levels	CIIP-CEP
Sub-component 2.1 Improved public livestock infrastructure	
Subcomponent 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains	
Activity 2.2.1: Financing Packages for Enterprise Development	PIU-MoF
Activity 2.2.2: Technical Assistance for MSMEs and Financial Institutions	PIU-MoF
2.2.2.1: Technical Assistance for MSMEs	PIU-MoF
2.2.2.2: Technical Assistance for Financial Institutions	PIU-MoF
Activity 2.2.3: Facilitation of Access to Finance for Smallholders	PIU-MoF
Sub-component 2.3 Building Models for demand generation through public procurement - School feeding	
Activity 2.3.1 Preparatory Activities	
2.3.1.1 Recruitment of School Feeding Coordinator & Service Provider	PIU-MoF
2.3.1.2 Orientation and Consultations with National Regional and District Stakeholders	PIU-MoF
2.3.1.3 School Selection	PIU-MoF
Activity 2.3.2 Development of School Plans	
2.3.2.1 School Action Plan Development Workshops	PIU-MoF
2.3.2.2 Validation and Completion of School Action Plans:	PIU-MoF
2.3.2.3 Approval and Submission of School Action Plans:	PIU-MoF
2.3.4.5 Peer Learning Workshops	PIU-MoF
Activity 2.3.3 Establishing School Nutrition Infrastructure.	
2.3.3.1 Infrastructure Assessment, Design, Procurement and Construction for Kitchen, Storage and Connections (Electricity & Water)	PIU-MoF
2.3.3.2 Procurement and Installation of Kitchen and Furniture Equipment	PIU-MoF
2.3.3.3 Establishment of School Kitchen Gardens	PIU-MoF
Activity 2.3.4 Capacity Building for SFSP.	
2.3.4.1 Training in Management of School Management Committees and PTAs	PIU-MoF
2.3.4.2 Fund Transfer Pilot training:	PIU-MoF
2.3.4.3 Training of Kitchen Staff on Meal Preparation and Equipment Use	PIU-MoF
Activity 2.3.5 Nutrition Support and Awareness	
2.3.5.1 Purchase of Supplementary Food Item	PIU-MoF

2.3.5.2 School Nutrition Awareness Events	PIU-MoF
Activity 2.3.6 Monitoring and Evaluation	
2.3.6.1 Baseline & Midline Survey	PIU-MoF
2.3.6.2 Monitoring and Supervision	PIU-MoF
2.3.6.3 Impact Assessment	PIU-MoF
2.3.6.4 Data Management and Reporting	PIU-MoF
2.3.6.5 Documentation of Lessons Learned and Knowledge Sharing	PIU-MoF
Sub-component 3.1. National Livestock Strategy	MoA with PIU-MOF

MEMORANDUM OF UNDERSTANDING

BETWEEN **THE CENTER FOR IMPLEMENTATION OF INVESTMENT PROJECTS (CIIP) WITHIN THE COMMITTEE FOR ENVIRONMENTAL PROTECTION (CEP) OF THE REPUBLIC OF TAJIKISTAN** (Hereinafter referred to as the "CIIP-CEP") *AND* **THE COMMITTEE ON FOOD SECURITY (CFS) OF THE REPUBLIC OF TAJIKISTAN** (Hereinafter referred to as the "Co-Implementing Partner")

ARTICLE I: CONTEXT AND OBJECTIVES

1.1 Project Mandate

This Memorandum of Understanding (MOU) is established within the framework of the **Access to Market and Adaptation for Livestock (AMAL)** Project, which is financed by the International Fund for Agricultural Development (IFAD) and likely be co-financed by the Adaptation Fund (AF). The project aims to improve incomes, nutrition, and resilience across targeted livestock value chains.

1.2 Purpose

The objective of this MOU is to formally define the operational relationship, coordination mechanisms, and functional responsibilities between the CIIP-CEP and the Co-Implementing Partner to ensure the efficient, compliant, and integrated execution of activities aiming to improve animal and herd productivity under **Component 1** of the AMAL Project.

ARTICLE II: INSTITUTIONAL ROLES AND RESPONSIBILITIES

2.1 Role of the CIIP-CEP

CIIP CEP maintains the executive, legal, procurement and fiduciary responsibilities for the AMAL Project as stipulated in Financing Agreement between IFAD and Republic of Tajikistan and further elaborated in the MOU between MoA, CIIP-CEP and PIU-MOF. Detailed activities under the responsibility of CIIP CEP are the following:

1. Deployment of Mobile Veterinary Laboratories: Procurement of 8 mobile veterinary laboratories and relative equipping. Ensuring their deployment to remote districts for disease diagnostics, surveillance, clinical support, and food safety testing.
2. Procurement of 40 motorcycles for 40 recent veterinary graduates to establish private practices and improve last-mile service delivery.

2.2 Role of the Co-Implementing Partner (CFS)

The Committee on Food Security (CFS) is mandated to deliver activities as identified in the following sub-section under the Sub-component 1.3, "Climate-smart animal health, breeding and feed services," under Component 1:

I. Animal Health Service Delivery:

1. Mobile Veterinary Laboratories: Participate in the tendering process to verify mobile veterinary laboratories technical specifications, support the equipping and deployment of mobile veterinary laboratories to remote districts for disease diagnostics, surveillance, clinical support, and food safety testing.
2. Support for Private Veterinary Practice: Facilitate the training, licensing, and start-up of 40 recent veterinary graduates to establish private practices and improve last-mile service delivery.

3. Disease Surveillance: Strengthen the national disease surveillance and response system for Transboundary Animal Diseases, zoonoses, and parasitic diseases.

II. National Livestock Identification and Traceability:

1. System Implementation: Lead the pilot implementation of a national animal identification and traceability IT system for cattle, including the tagging of 50,000 bovine animals.
2. Capacity Building: Oversee capacity development for relevant institutions on the use of the database for animal health tracking, breeding performance monitoring, and value chain traceability.

III. Management and Reporting:

1. Operational Planning: Prepare detailed, high-quality Annual Work Plans and Budgets (AWPBs) for its mandated activities within Component 1, submitting them to the CIIP-CEP for consolidation.
2. Performance Monitoring: Conduct continuous monitoring of the achievement of Component 2 indicators (e.g., enterprises established, nutrition knowledge increase) and submit timely, accurate performance reports to the CIIP-CEP M&E Specialist.

ARTICLE III: GOVERNANCE AND COORDINATION MECHANISMS

3.1 Project Steering Committee (PSC)

Both the CIIP-CEP and the CFS shall be represented at the strategic level on the PSC to ensure that policy decisions align with operational feasibility and market development goals.

3.2 Information Exchange and Data Integrity

The CIIP-CEP and the CFS shall maintain absolute transparency in the exchange of operational data. The CFS must utilize the standardized reporting templates established by the CIIP-CEP to ensure data compatibility for overall project reporting.

3.3 Joint Review Meetings

Quarterly review meetings shall be held between the management teams of the CIIP-CEP and the CFS to assess progress, resolve implementation bottlenecks, and coordinate procurement scheduling, particularly for high-value technical assistance and market studies.

ARTICLE IV: GENERAL PROVISIONS

4.1 Relationship to the Financing Agreement

This MOU is an operational instrument for the implementation of component 1 of the AMAL Project. The terms of the Financing Agreement between IFAD and the Government of Tajikistan take precedence over this MOU in the event of any conflict.

4.2 Confidentiality

The Parties agree to treat as confidential all non-public information and project documents shared during the execution of this MOU.

IN WITNESS WHEREOF, the authorized representatives of the Parties have executed this Memorandum of Understanding as of the dates set forth below.

SIGNED:
For and on behalf of **THE CENTER FOR IMPLEMENTATION OF INVESTMENT PROJECTS (CIIP) WITHIN THE COMMITTEE FOR ENVIRONMENTAL PROTECTION (CEP)**

_____

Date:

SIGNED:
For and on behalf of **THE COMMITTEE ON FOOD SECURITY (CFS)**

_____

Date:

MEMORANDUM OF UNDERSTANDING

BETWEEN **THE CENTER FOR IMPLEMENTATION OF INVESTMENT PROJECTS (CIIP) WITHIN THE COMMITTEE FOR ENVIRONMENTAL PROTECTION (CEP) OF THE REPUBLIC OF TAJIKISTAN** (Hereinafter referred to as the "CIIP-CEP") *AND* **THE STATE ENTERPRISE FOR ANIMAL BREEDING AND ARTIFICIAL INSEMINATION (SEABAI)** (Hereinafter referred to as the "Co-Implementing Partner")

ARTICLE I: CONTEXT AND OBJECTIVES

1.1 Project Mandate

This Memorandum of Understanding (MOU) is established within the framework of the **Access to Market and Adaptation for Livestock (AMAL)** Project, which is financed by the International Fund for Agricultural Development (IFAD) and the Adaptation Fund (AF). The project aims to improve incomes, nutrition, and resilience across targeted livestock value chains.

1.2 Purpose

The objective of this MOU is to formally define the operational relationship, coordination mechanisms, and functional responsibilities between the CIIP-CEP and the Co-Implementing Partner to ensure the efficient, compliant, and integrated execution of activities aiming to improve animal and herd productivity under **Component 1** of the AMAL Project.

ARTICLE II: INSTITUTIONAL ROLES AND RESPONSIBILITIES

2.1 Role of the CIIP-CEP

CIIP CEP maintains the executive, legal, procurement and fiduciary responsibilities for the AMAL Project as stipulated in Financing Agreement between IFAD and Republic of Tajikistan and further elaborated in the MOU between MoA, CIIP-CEP and PIU-MOF. Detailed activities under the responsibility of CIIP-CEP are the following:

1. Rehabilitation of Breeding Centers: Provision of additional equipment (laboratory equipment for semen production, AI kits for technicians, liquid nitrogen production machine, start-up doses of semen) and procurement of services.
2. Provision of Genetic Material: Manage the production, acquisition, and distribution of improved semen doses from high-quality local and exotic breeds to smallholder farmers.
3. Bull Management: Procurement, maintenance, and strategic deployment of dairy bulls to breeding centers or contracted local farmers to enhance local breeding capacity.

2.2 Role of the Co-Implementing Partner (SEABAI)

The State Enterprise for Animal Breeding and Artificial Insemination (SEABAI) is mandated to deliver activities as identified in Activity 1.3.2, "Improved access to animal genetic resources for productive and resilient breeds," under Sub-component 1.3.

I. Strengthening Breeding Infrastructure and Services:

1. Rehabilitation of Breeding Centers: Support the equipping of laboratories for semen production.
2. Provision of Genetic Material: Participate in the acquisition process and support the distribution of improved semen doses from high-quality local and exotic breeds to smallholder farmers.
3. Bull Management: Support the maintenance, and strategic deployment of dairy bulls to breeding centers or contracted local farmers to enhance local breeding capacity.

II. Delivery of Genetic Improvement Programs:

1. Implementation of Cross-Breeding Programs: Execute larger-scale cross-breeding programs for local cattle using improved genetic resources to increase meat and milk production while conserving resilient traits.
2. Technical Support to Farmers: Provide direct technical support and artificial insemination services to smallholders, facilitating their access to productive and climate-resilient animal genetics.

III. Management and Reporting:

1. Operational Planning: Prepare detailed, high-quality Annual Work Plans and Budgets (AWPBs) for its mandated activities within Component 1, submitting them to the CIIP-CEP for consolidation.
2. Performance Monitoring: Conduct continuous monitoring of the achievement of its activities (e.g., centers upgraded, services delivered, farmers reached) and submit timely performance reports to the CIIP-CEP M&E Specialist.

ARTICLE III: GOVERNANCE AND COORDINATION MECHANISMS

3.1 Project Steering Committee (PSC)

Both the CIIP-CEP and the SEABAI shall be represented at the strategic level on the PSC to ensure that policy decisions align with operational feasibility and market development goals.

3.2 Information Exchange and Data Integrity

The CIIP-CEP and the SEABAI shall maintain absolute transparency in the exchange of operational data. The SEABAI must utilize the standardized reporting templates established by the CIIP-CEP to ensure data compatibility for overall project reporting.

3.3 Joint Review Meetings

Quarterly review meetings shall be held between the management teams of the CIIP-CEP and the SEABAI to assess progress, resolve implementation bottlenecks, and coordinate procurement scheduling, particularly for high-value technical assistance and market studies.

ARTICLE IV: GENERAL PROVISIONS

4.1 Relationship to the Financing Agreement

This MOU is an operational instrument for the implementation of component 1 of the AMAL Project. The terms of the Financing Agreement between IFAD and the Government of Tajikistan take precedence over this MOU in the event of any conflict.

4.2 Confidentiality

The Parties agree to treat as confidential all non-public information and project documents shared during the execution of this MOU.

IN WITNESS WHEREOF, the authorized representatives of the Parties have executed this Memorandum of Understanding as of the dates set forth below.

SIGNED:
For and on behalf of **THE CENTER FOR IMPLEMENTATION OF INVESTMENT PROJECTS (CIIP) WITHIN THE COMMITTEE FOR ENVIRONMENTAL PROTECTION (CEP) OF THE**

_____

Date:

SIGNED:
For and on behalf of **THE STATE ENTERPRISE FOR ANIMAL BREEDING AND ARTIFICIAL INSEMINATION (SEABAI)**

_____

Date:

MEMORANDUM OF UNDERSTANDING

REGARDING EXECUTION OF FINANCIAL SERVICES AND TECHNICAL ASSISTANCE FOR THE AMAL PROJECT

BETWEEN **THE PROJECT IMPLEMENTATION UNIT (PIU) UNDER THE MINISTRY OF FINANCE (MoF) OF THE REPUBLIC OF TAJIKISTAN** (Hereinafter referred to as the "PIU-MoF") *AND* **PARTICIPATING FINANCIAL INSTITUTIONS (PFIs), GRANT MANAGEMENT COMPANIES (GMCs), AND TECHNICAL SERVICE PROVIDERS (TSPs)** (Hereinafter collectively referred to as the "Execution Partners")

ARTICLE I: CONTEXT AND OBJECTIVES

1.1 Project Mandate

This Memorandum of Understanding (MOU) is established within the framework of the **Access to Market and Adaptation for Livestock (AMAL)** Project, which is financed by the International Fund for Agricultural Development (IFAD) and likely be co-financed by the Adaptation Fund (AF). The project aims to improve incomes, nutrition, and resilience across targeted livestock value chains.

1.2 Purpose

The objective of this MOU is to define the roles, responsibilities, reporting obligations, and compliance standards governing the relationship between the PIU-MoF and the Execution Partners, thereby ensuring fiduciary integrity, technical quality, and timely delivery of financial and non-financial services to project beneficiaries in accordance with **Component 2** of the AMAL Project.

ARTICLE II: ROLES AND RESPONSIBILITIES

2.1 Role of the PIU-MoF

The PIU-MoF holds the primary legal and fiduciary responsibility for the AMAL Project. Its responsibilities concerning the Execution Partners include:

1. Contractual Oversight: Establishing formal, legally binding contracts with each Execution Partner based on selection criteria approved by IFAD.
2. Fund Management: Ensuring the timely and authorized channelling of project funds (for grants, matching funds, or credit lines) to the PFIs and GMCs, strictly adhering to the Project's Financial Management Manual.
3. Monitoring and Evaluation (M&E): Providing standardized M&E tools and conducting quality assurance checks to verify the performance, impact, and compliance of services delivered by the Execution Partners.
4. Policy Interpretation: Serving as the final authority on the interpretation of project eligibility criteria, IFAD safeguard policies, and project operational procedures for all partners.

2.2 Role of the Execution Partners

The Execution Partners are mandated to deliver specific Component 2 services and financial products efficiently and responsibly:

I. Participating Financial Institutions (PFIs) - Credit and Financial Intermediation:

1. Pipeline Development: Identify and build a pipeline of potential livestock MSME clients for the blended finance packages.

2. Credit Appraisal & Due Diligence: Conduct commercial appraisal of business plans, assess creditworthiness, financial viability, and sustainability of the MSMEs.
3. Loan Disbursement: Disburse the full blended financing package (50% grant + 50% loan) directly to the approved MSMEs.
4. Fund Management: Manage the dedicated project account holding the grant funds and combine them with their own co-financing for disbursement.
5. Loan Monitoring & Repayment: Monitor the loans, track repayments, and manage the borrower relationship post-disbursement.
6. Risk Management: Applying standard banking practices and adequate internal controls to manage credit risk, ensuring the sustainability of the revolving credit fund where applicable.
7. Reporting: Providing detailed, disaggregated financial statements and operational reports to the PIU-MoF on credit utilization, repayment rates, and portfolio quality on a quarterly basis.

II. Grant Management Companies (GMCs) - Grant and Matching Fund Administration:

1. Grant Eligibility Assessment: Review and assess proposed CIGs and MSME investments against the project's specific grant criteria (e.g., sector focus, value addition).
2. Compliance Monitoring: Ensure proper targeting of beneficiaries, including adherence to inclusion goals (30% women, 30% youth) and ensuring that grant disbursements strictly follow the Grant Manual's rules, focusing on co-financing requirements and preventing fiduciary leakage.
3. Technical Assistance Referral: Identify MSMEs that need help developing bankable business plans and refer them to the Technical Service Provider (the Business Incubator).
4. Due Diligence: Conducting technical and financial due diligence on grant applications from eligible beneficiaries (CIGs, SMEs) and verifying the completion of investments prior to final disbursement.

III. Technical Service Providers (TSPs) - Technical Assistance and Training:

1. Needs Assessment & Training (Curriculum): Conduct baseline assessments and develop tailored training curricula.
2. Delivery of Training: Deliver training, mentorship, and coaching to MSMEs and smallholders.
3. Business Plan Support: Assist MSMEs in preparing and refining bankable business plans to meet financing requirements.
4. Facilitation of Linkages: Facilitate connections between trained MSMEs/smallholders and PFIs to access finance.

ARTICLE III: GOVERNANCE, COMPLIANCE, AND REPORTING

3.1 Compliance with IFAD Standards

All Execution Partners shall be bound by and comply with the following IFAD requirements, which are integrated into their respective contracts:

- Anti-Corruption Policy: Adherence to IFAD's Policy on Preventing Fraud and Corruption.
- Environmental and Social Safeguards (SECAP): Ensuring that all sub-projects and investments financed or supported by them comply with the project’s Environmental and Social Management Framework.

3.2 Reporting Frequency and Format

1. Financial Reporting: PFIs and GMCs shall submit financial reports, reconciled with the PIU-MoF’s records, within fifteen (15) days following the end of each quarter.

2. Operational Reporting: TSPs shall submit periodic progress reports detailing activities, trainees reached (disaggregated by gender and youth), and achievement of service milestones, as defined in their contracts.

3.3 Access to Information and Audit

The Execution Partners shall grant the PIU-MoF, IFAD, and appointed independent auditors full and unconditional access to all records, accounts, and project sites relevant to the services provided under this MOU and their respective contracts.

ARTICLE IV: GENERAL PROVISIONS

4.1 Relationship to Contracts

This MOU outlines the overarching framework. The specific operational and financial details (scope of work, budget, payment terms) for each partner are exclusively governed by the individual Service Contract, Grant Management Agreement, or Loan Agreement executed between the Partner and the PIU-MoF.

4.2 Liability

Each Execution Partner shall be solely liable for damages or losses arising from its own negligence or failure to comply with the terms of its respective contract and applicable laws.

IN WITNESS WHEREOF, the authorized representatives of the Parties have executed this Memorandum of Understanding as of the dates set forth below.

SIGNED:
For and on behalf of **THE PROJECT IMPLEMENTATION UNIT (PIU) UNDER THE MINISTRY OF FINANCE (MoF)**

_____

Date:

SIGNED:
For and on behalf of **[INSERT NAME OF EXECUTION PARTNER, e.g., FINANCING INSTITUTION X]**

_____

Date:

MEMORANDUM OF UNDERSTANDING

REGARDING DECENTRALIZED IMPLEMENTATION AND SUPPORT FOR THE ACCESS TO MARKET AND ADAPTATION FOR LIVESTOCK (AMAL) PROJECT

BETWEEN **THE PROJECT IMPLEMENTATION UNIT (PIU) UNDER THE MINISTRY OF FINANCE (MoF) OF THE REPUBLIC OF TAJIKISTAN** (Hereinafter referred to as the "**PIU-MoF**") *AND* **THE DISTRICT GOVERNMENTS (HUKUMATS) OF THE PROJECT TARGET DISTRICTS** (Hereinafter collectively referred to as the "District Authorities")

ARTICLE I: CONTEXT AND OBJECTIVES

1.1 Project Mandate

This Memorandum of Understanding (MOU) is established within the framework of the **Access to Market and Adaptation for Livestock (AMAL)** Project, which is financed by the International Fund for Agricultural Development (IFAD) and likely be co-financed by the Adaptation Fund (AF). The project aims to improve incomes, nutrition, and resilience across targeted livestock value chains. Project success is contingent upon robust support and institutional commitment at the district level, coordinating the efforts of the **PIU-MoF** with the decentralized administrative and technical organs (District Authorities).

1.2 Purpose

The objective of this MOU is to formally define the operational relationship, coordination mechanisms, and functional responsibilities of the District Authorities in facilitating the implementation of the Project, providing essential co-financing/in-kind contributions, and ensuring local sustainability and ownership across **Component 1** and **Component 2** activities.

ARTICLE II: INSTITUTIONAL ROLES AND RESPONSIBILITIES

2.1 Role of the PIU-MoF

The **PIU-MoF** holds the overall executive, legal, and fiduciary responsibility. Its key functions concerning the District Authorities include:

1. Strategic Direction: Providing the District Authorities with clear annual work plans, implementation timelines, and technical standards for all district-level activities.
2. Coordination: Acting as the primary liaison and conflict resolution mechanism between the District Authorities and implementing partners.

2.2 Role of the District Authorities

The District Authorities are essential co-implementers and are responsible for the following core activities within their jurisdiction:

1. Planning, Coordination, and Facilitation: Act as the primary local government liaison, facilitating project entry into communities, participating in planning processes, and coordinating with Jamoats and villages.
2. Validation and Endorsement: Officially review, validate, and endorse key project plans and selections to ensure they align with local development priorities and are feasible.
3. Implementation Support and Supervision: Provide active support during the implementation of infrastructure projects and community investments, often through their technical departments (e.g., Education, Health).
4. Operations and Maintenance (O&M): Assume long-term responsibility for the operation and maintenance of public infrastructure assets handed over by the project, ensuring their sustainability.

5. Grievance Redress Mechanism (GRM): Partner in establishing and supporting local GRMs to ensure transparency and address community complaints effectively.
6. Co-Financing Assurance: Ensuring the provision and appropriate allocation of local in-kind and/or financial co-financing commitments, particularly for the establishment and long-term maintenance of local investments.

I. Improving Livestock Productivity and Climate Resilience:

1. Community Mobilization: Actively supporting Jamoat (sub-district) level authorities in the transparent mobilization of communities for the participatory development of Climate-sensitive Community Action Plans (CsCAPs) and aligning CsCAPs with local development priorities.
2. Sign formal agreements for the implementation of community plans.

III. Infrastructure and Market Support (Component 2):

1. Supervision: Providing local technical supervision for the quality assurance and timely completion of small-scale market infrastructure works (e.g., milk collection points, local abattoirs) executed by contractors under the general oversight of the PIU-MoF.
2. Sustainability: Integrating all project-supported assets and NRM agreements into the District's formal maintenance and management plans to ensure long-term functionality beyond project closure.

ARTICLE III: GOVERNANCE AND COORDINATION MECHANISMS

3.1 Project Steering Committee (PSC) Engagement

District Authority representatives shall be invited to participate in PSC meetings on an *ad hoc* basis, particularly when the agenda directly impacts their implementation success or operational issues requiring local governmental input.

3.2 Inter-Agency Coordination

The District Project Liaison Officer shall participate in mandatory local coordination meetings involving the PIU-MoF field teams to ensure synchronization of activities across Component 1 and 2.

3.3 Conflict Resolution

Any operational or technical dispute arising at the district level shall first be escalated through the District Project Liaison Officer to the PIU-MoF Project Coordinator for mediation and resolution.

ARTICLE IV: GENERAL PROVISIONS

4.1 Legal Status

This MOU is a operational agreement and does not alter the District Authorities' statutory legal or administrative mandates under national law.

4.2 Term of Agreement

This MOU shall become effective upon signature by the Parties and shall remain in force until the formal closure of the AMAL Project.

4.3 Review and Amendment

This MOU shall be reviewed annually as part of the AWPB cycle and may be amended upon mutual written agreement between the PIU-MoF and the respective District Authority.

IN WITNESS WHEREOF, the duly authorized representatives of the Parties have executed this Memorandum of Understanding as of the dates set forth below.

SIGNED:
For and on behalf of **THE PROJECT IMPLEMENTATION UNIT (PIU) UNDER THE MINISTRY OF FINANCE (MoF)**

_____

Date:

SIGNED:
For and on behalf of **THE DISTRICT GOVERNMENT (HUKUMAT)**

OF [INSERT DISTRICT NAME]

_____

Date:

MEMORANDUM OF UNDERSTANDING

REGARDING THE EXECUTION OF THE SCHOOL FEEDING PROGRAMME (SFP) COMPONENT WITHIN THE AMAL PROJECT

BETWEEN **1. THE PROJECT IMPLEMENTATION UNIT (PIU) UNDER THE MINISTRY OF FINANCE (MoF) OF THE REPUBLIC OF TAJIKISTAN OF THE REPUBLIC OF TAJIKISTAN** (Hereinafter referred to as the "PIU-MoF") *AND* 2. **THE MINISTRY OF EDUCATION AND SCIENCE (MoES) OF THE REPUBLIC OF TAJIKISTAN** (Hereinafter referred to as the "Co-Implementing Partner ")

ARTICLE I: CONTEXT AND OBJECTIVES

1.1 Project Mandate

This Memorandum of Understanding (MOU) addresses the implementation of the **School Feeding Programme (SFP)** component, which is integrated within the broader **Access to Market and Adaptation for Livestock (AMAL)** Project. The SFP is designed to leverage the project's agricultural production gains to improve child nutrition and educational outcomes in targeted rural schools.

1.2 Purpose

The objective of MoU is to formally define the operational relationship, coordination mechanisms, and functional responsibilities between the PIU-MoF and the Co-Implementing Partner to ensure the efficient, compliant, and integrated execution of the SFP component under **Component 2** of the AMAL Project.

ARTICLE II: ROLES AND RESPONSIBILITIES

2.1 Role of the PIU-MoF

The PIU-MoF manages the flow of funds and provides centralized project coordination. Its responsibilities concerning the SFP component include:

1. Local Procurement Integration: Implementing a Home-Grown School Feeding (HGSF) approach by promoting the local procurement of food from project-supported farmers, farmer organizations, and enterprises (as facilitated by Component 2), thereby creating a sustainable market for local produce.
2. Procurement Management: Overseeing and managing the procurement process for goods, works, and non-consulting services required for the SFP (e.g., kitchen equipment, food procurement contracts), in collaboration with the MoES.
3. Finalization of School Action Plans (SAPs): PIU-MoF will finalize SAPs in collaboration with the MoES for integration into the annual work plan and budget.
4. Coordination: Consolidating the SFP's physical progress reports with the overall AMAL Project documentation for submission to IFAD.

2.2 Role of the Co-Implementing Partner (MoES)

The MoES is the sector-specific technical lead responsible for the operational success and integration of the SFP component into the national education system. Its responsibilities include:

1. Policy Alignment: MoES will ensure the project aligns with the national school feeding strategy and policies.
2. Identification and Selection of Schools: School Feeding Centre of the Ministry of Education and Science will support the identification of schools within target districts. The PIU-MoF and SFC-MoES will jointly decide on the list of schools within the target districts based on the project's pre-defined criteria.

3. Technical Design and Implementation: Developing the operational plan for the SFP, including defining the nutritional standards of the meals, and managing the daily logistics of food preparation and delivery.
4. Validation of School Action Plans (SAPs): The finalized SAPs developed for each school are reviewed and endorsed by the respective District Education Departments, which are local arms of the MoES.
5. Fund Transfer Pilot training: MoES will support the process for the modules already developed under the Fund Transfer Pilot initiative of the Government of Tajikistan to be used to train schools to manage small-scale direct procurement for food or materials.
6. Operational Planning: Prepare detailed, high-quality Annual Work Plans and Budgets (AWPBs) for its mandated activities within Component 2, submitting them to the PIU-MoF for consolidation.

ARTICLE III: GOVERNANCE AND COORDINATION

3.1 Project Steering Committee (PSC)

The Ministry of Education and Science shall be a formal member of the Project Steering Committee (PSC) to ensure that the SFP component receives necessary strategic policy endorsement and cross-sectoral coordination with the Ministries of Agriculture and Health.

3.2 AWPB Integration

The MoES shall be responsible for preparing the detailed SFP component section of the Annual Work Plan and Budget (AWPB), which must be fully reviewed, reconciled, and formally integrated by the PIU-MoF prior to submission to IFAD.

3.3 Data and Audit Access

The MoES shall ensure that the PIU-MoF has full and immediate access to all school records, kitchen logs, procurement documentation, and financial ledgers related to the SFP component for purposes of audit and evaluation.

ARTICLE IV: GENERAL PROVISIONS

4.1 Relationship to Principal Agreement

This MOU is an operational instrument for the implementation of component 2 of the AMAL Project. The terms and conditions of the principal Financing Agreement between IFAD and the Government of Tajikistan shall take precedence over this MoU in case of conflict.

4.2 Entry into Force

This MOU shall enter into force upon the date of the final signature by the authorized representatives of the Parties.

4.3 Review and Amendment

This MOU may be reviewed at least once every two years during the project lifespan and may be amended only by a written instrument signed by the Parties.

IN WITNESS WHEREOF, the authorized representatives of the Parties have executed this Memorandum of understanding as of the dates set forth below.

SIGNED:
For and on behalf of **THE PROJECT IMPLEMENTATION UNIT (PIU) UNDER THE MINISTRY OF FINANCE (MoF)**

_____

Date:

SIGNED:
For and on behalf of **THE MINISTRY OF EDUCATION AND SCIENCE (MoES)**

_____

Date:

MEMORANDUM OF UNDERSTANDING BETWEEN PIU DISTRICT HUKUMAT & JAMOAT

On Grant use with the purpose of facilitation of 'Building models for demand generation through public procurement' - School feeding sub-component of Access to Market and Adaptation for Livestock (AMAL) in district _____ on _____

The Government of the Republic of Tajikistan through the PIU-MoF is responsible for implementation of this sub-component.

The District Hukumat (Government) will fully support implementation of all activities implemented AMAL and ensures accomplishment of the following tasks:

- In liaison with the PIU-MoF and according to the requirements of the IFAD endorses the list of schools for the implementation of the Project;
- Provide full support in in developing, approval and implementation of School Action Plans (SAPs).

Jamoat Administration will be closely involved in all activities at the local level and will provide support in implementation of all planned activities and will ensure accomplishment of the following tasks:

- Support in community mobilization in the targeted school;
- Participate in monitoring of AMAL activities in the school;
- Provides necessary information for the implementation of the sub-component to the PIU;
- Solve the disputes arising during the implementation of the project in the territory of the Jamoat.

The PIU of "AMAL", the District Hukumat and Jamoat Administration have agreed that end of validity of the present Memorandum is same as completion date of AMAL.

Amendments and changes to this Memorandum can be introduced based on written agreement of parties.

The Memorandum has been prepared in two pages and three copies in Tajik language.

Director of PIU, AMAL **Head of District** **Head of Jamoat**

_____ _____ _____

_____ _____ _____

(Signature, stamp) (Signature, stamp) (Signature, stamp)

Appendix 7: Code of Conduct for Project Parties

Preamble

IFAD and the Government of the Republic of Tajikistan signed a Financing Agreement ("the Agreement") for the **Access to Market and Adaptation for Livestock** Project ("the Project).

Code of Conduct of Project Parties (2023)

Access to Market and Adaptation for Livestock (AMAL)

Financial Management section of PIM

Contents

Glossary of terms 3
1.Introduction 4
2.Project cycle and financial management activities 5
3.Pre-implementation activities 6
4.IFAD Anticorruption policy 7
5.FM organisational structure, roles and responsibilities 9
6. Planning and budgeting 9
7. Internal controls 10
8. Flow of funds 14
9. Accounting 16
10. Transfers from DA to Project Local Currency Account 19
11. Disbursements 19
12. Processing of payments 26
13. Financial Reporting 36
14. Audit matters 40
15. Records Management 42
16. Fixed Asset Management 44
17. IFAD financial management support 45
18. Project completion and closure 47
19. IFAD Financing agreements – amendments and budget reallocations 48
20. Useful links 48
21. Annexes 50
21.1 AWPB Structure and preparation checklist 50
21.2 Information checklist – preparing for IFAD missions 53
21.3 Terms of reference: Financial Management Specialist 54
21.4 Terms of reference: Disbursement Officer 57
21.5 Terms of reference: Internal Audit Services 59
21.6 Supporting documentation for withdrawal applications 62

21.7 Terms of reference: External Auditor 63
21.8 Travel advance report 69
21.9 Illustrative financial statements 70
21.10 Appendix 1 86
21.11 Vehicle and fuel documents 88
21.12 Implementing agencies – MOU/agreements terms 90
21.13 Interim Financial Reports (IFRs) 91

Glossary of terms

Term	Description
AMAL	Access to Market and Adaptation for Livestock
PIU	Project Implementation Unit
CEP	Committee on Environmental Protection
Borrower	Government of the Republic of Tajikistan
DSA	Daily Subsistence Allowance
FM	Financial Management
GoT	Government of Tajikistan
IAs	Implementing Agencies
ICP	IFAD Client Portal
IFAD	International Fund for Agricultural Development
IPSAS Cash	International Public Sector Accounting Standards - Financial Reporting Under the Cash Basis of Accounting
TJS	Tajik Somoni
MoA	Ministry of Agriculture
MoF	Ministry of Finance
PFM	Procurement and Financial Management Division
SOE	Statement of Expenditure
TOR	Terms of reference
WA	Withdrawal Application
IFRs	Interim Financial Reports

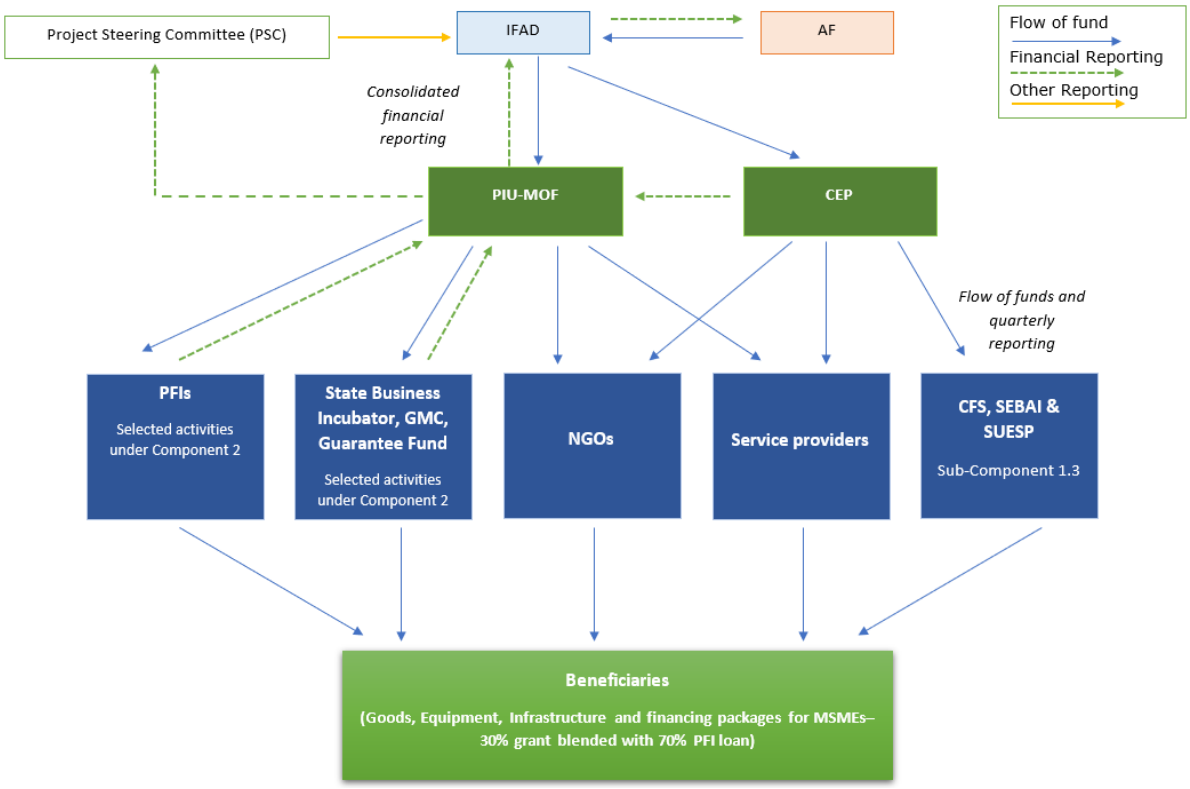
1.Introduction

The Project is jointly implemented by PIU-MOF and CIIP-CEP under the terms and conditions of the financing agreement signed between the Republic of Tajikistan and IFAD. PIU and CEP will have the responsibility to implement sound financial management practices. This financial manual outlines the financial management processes and procedures to be implemented by both PMUs during the duration of the Project.

The AMAL Project will use multiple implementing partners to carry out specific sub-components. *CIIP-CEP* and *PIU-MOF* will enter into MOUs/agreements with technical partners and implementing entities. These agreements will define the financial management roles and responsibilities of each party. Refer to 21.12 for proposed MOU/agreements terms. Under certain components, funds will be decentralized to implementing partners, particularly for community-based investments and access-to-finance activities, including credit lines/grants managed through PFIs and guarantee mechanisms managed through Public Organization *Zamonat*.

Refer to section 3.4 of the PIM for an overview of the implementation arrangements.

(update diagram in line with final PIM)



Reference material

This document should be read together with the:

- ✓ Project financing agreement entered into between the Borrower and IFAD
- ✓ Project Financial Management and Financial Control Arrangements Letter
- ✓ IFAD General Conditions for Agricultural Development Financing
- ✓ Project Financial Management and Financial Control Handbook for Borrowers
- ✓ IFAD Handbook on Financial Reporting and Auditing of IFAD-funded projects

Click here for links to documents.

Updates and changes to financial management arrangements

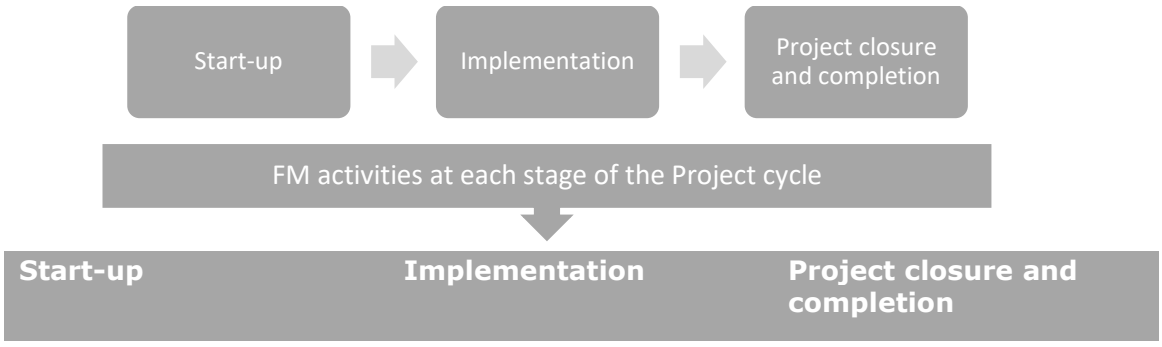
AMAL is an IFAD-funded Project, therefore, in line with IFAD's efforts to capacitate and support projects, this section was developed during the project design process. It is envisaged that on-going improvements and updates to financial management arrangements be updated in this section of the PIM under supervision of the Finance Specialist and subject to IFAD no objection.

Project summary

Project name	Access to Market and Adaptation for Livestock
Financiers, contributors, facilities	IFAD Grant $19.721 million AF $9.22 million Government of the Republic of Tajikistan Taxes $2.33 million Beneficiaries $2.86 million PFIs $8.79 million Districts $0.34 million CEP $0.30 million PIU $0.85 million
Total Project Cost	$44.40 million
Project effective date	
Implementation period	7 years (2027 to 2033)
Project completion date	
Project closure date	
Project area	15 districts in the Oblasts of Khatlon, Sughd and the Districts of Republican Subordination (DRS)

2.Project cycle and financial management activities

The Finance Specialist of PIU will have final responsibility for the execution of the financial management activities at each stage of the Project cycle as outlined below:



▪ Fill staff vacancies ▪ Implement project module in 1C accounting software ▪ Identify possible 1C customisations and implement (related to financial reporting) ▪ Preparation of first annual work plan and budget ▪ Opening of bank accounts ▪ Start-up training ▪ Take IFAD Anticorruption training ▪ Take IFAD FM e-learning course ▪ PIU & CEP: conclude MOUs with implementing partners	▪ On-going improvements to the Financial Manual ▪ Budgeting ▪ Accounting ▪ Follow up on quarterly reporting from PFIs ▪ Follow up on guarantee fund quarterly financial reporting ▪ Disbursements and withdrawals ▪ Record keeping ▪ Internal controls ▪ Cashflow forecasting ▪ Internal audit ▪ Auditing ▪ On-going training ▪ Implement performance evaluation[1] PIU only: ▪ Financial reporting to IFAD	▪ IFAD Specific completion and closure procedures ▪ Final audit ▪ Asset and inventory handover ▪ Budget wrap up

IFAD on-going support

NB: The PIU Finance Specialist will have the final responsibility to prepare consolidated financial reports for submission to IFAD. Refer to 13. for more detail.

3.Pre-implementation activities

During the start-up of the Project it is recommended that Project staff undertake the following activities. These activities are recommended to ensure that Project staff are well informed and knowledgeable with regards to the financial management aspects of the Project once implementation commences:

Activity	Overview
Financial management staff appointment	• Fill vacancies within CEP & PIU (as per agreed structure with IFAD) to ensure that both agencies are capacitated to manage the Project. Refer to 4. for the proposed organigram.
Accounting software	▪ CEP & PIU to incorporate a stand-alone module in the existing 1C accounting software and ensure that new staff (if any) are trained in the use of 1C (version 8.3)

▪ [1] *Develop (in consultation with the Project Coordinator) a performance evaluation process for FM staff within 1 year of project commencement and document process in the PIM. This process should identify skills gaps and assist with identifying appropriate training interventions.*

	▪ Incorporate correct chart of accounts (categories and components) in line with the detail in Cost Table and Schedule 2 of the Financing agreement with IFAD. ▪ Upload the Cost Table/AWPB to the accounting software for the purposes of budgeting / monitoring.
Open bank accounts	▪ The Finance Specialists of PIU and CEP, with the assistance from the MoF, will be responsible for the opening of the Project bank accounts. Refer 8.1 for overview of required bank accounts.
Preparation of first annual work plan and budget	▪ The PIU Finance Specialist will be responsible for the compilation of the first Annual Work plan and Budget, as directed by the Project Coordinator, subject to IFAD no-objection, following the process as outlined in 6.
Staff training and capacity building	▪ Newly appointed financial Management staff at both PMUs (if any) will be required to complete the IFAD FM e-learning (available in Russian) and submit completion certificates to IFAD within 2 months of date of appointment. Refer 20. for link to training. ▪ Existing PIU & CEP financial management staff will be required to complete the IFAD FM e-learning within 1 month of project start-up (if not yet completed) and submit the completion certificate to IFAD. ▪ All staff are required to study the project related documents at project start-up. ▪ IFAD Finance Officer will deliver briefing on IFAD Financial Management (FM) guidelines and requirements at start-up.

4.IFAD Anticorruption policy

The management of Project funds shall be sufficiently rigorous to safeguard against Fraud and Corruption. Fraud and corruption include, but are not limited to (as defined in the IFAD anticorruption policy):

- Corrupt practice - offering, giving, receiving, or soliciting, directly or indirectly, anything of value to influence improperly the actions of another party.
- Fraudulent practice - any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain a financial or other benefit or to avoid an obligation.
- Collusive practice - an arrangement between two or more parties designed to achieve an improper purpose, including influencing improperly the actions of another party.
- Coercive practice - impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.
- Obstructive Practice:
  - Deliberately destroying, falsifying, altering or concealing evidence that may be material to an investigation by the Fund or making false statements to investigators in order to materially impede an investigation by the Fund;
  - Threatening, harassing or intimidating any party in order to prevent that party from disclosing its knowledge of matters relevant to an investigation by the Fund or from pursuing such an investigation; and/or
  - The commission of any act intended to materially impede the exercise of the Fund's contractual rights of audit, inspection and access to information.

IFAD applies a zero-tolerance policy towards fraudulent, corrupt, collusive or coercive actions in Projects financed through its loans and grants. 'Zero tolerance' means that IFAD

will pursue all allegations falling under the scope of this policy and that appropriate sanctions will be applied to parties or entities involved where the allegations are substantiated. IFAD takes all possible actions to protect individuals who submit allegations of fraudulent or corrupt practices in its activities from reprisal. The primary responsibility for enforcing the Anticorruption Policy lies with the AMAL, and the first defence for controls shall be exercised by Project staff and counterparts Pursuant to this, the AMAL shall have the responsibility to incorporate pertinent provisions of the Anticorruption Policy in its contracts with Project staff, cooperating/implementing partners, and suppliers/consultants.

It is the Project Coordinator and the Project Financial Specialist's responsibility to make sure that all Project staff are aware of IFAD's and the National's anticorruption policies and whistle blowing procedures.

AMAL can contact the IFAD Office of Audit and Oversight to report events.

How to contact the IFAD Office of Audit and Oversight

All communications are treated with the utmost CONFIDENTIALITY.

By phone: +39 06 54592888

By fax: +39 06 54597888

By e-mail: anticorruption@ifad.org

Through the online complaint form:

www.ifad.org/governance/anticorruption/how.htm

In person or by mail to:

IFAD Office of Audit and Oversight, Investigation Section

Via Paolo di Dono, 44

00142 Rome, Italy

(Mark all mail "Personal and confidential")

Responsibilities of Recipients:

- Conduct due diligence checks of selected bidders/contractors (check if cross-debarred by other IFIs www.worldbank.org/debarr).
- Inform bidders and contractors of the AC policy and anticorruption@ifad.org
- Include clauses in procurement documents and contracts;
  - disclosure convictions, sanctions, use of agents, and conflicts of interest
  - requirement to report to IFAD allegations of prohibited practices
  - IFAD jurisdiction to investigate and require cooperation
  - maintenance of records for an adequate period of time
  - early termination of contract or suspension if sanctioned
- Promptly report to IFAD any allegations of prohibited practices.
- Maintain records for an adequate period of time.
- Cooperate with investigation including ensuring confidentiality.
- Adopt appropriate fiduciary and administrative practices and institutional arrangements.
- If there is a finding of Prohibited Practices;
  - Take appropriate corrective measures in coordination with the Fund
  - Give full effect to any temporary suspension or sanction imposed
- Inform IFAD of designated independent and competent local authority who will receive and take action on fraud and corruption allegations.
- Take timely action, coordinate with IFAD, and inform IFAD of actions taken.

- Encouraged to have whistleblower protection measures and confidential reporting channels.

Refer to annexure 20 for useful links.

5.FM organisational structure, roles and responsibilities

5.1 Overview of FM organizational structure

The Financial Management Units within CIIP-CEP and PIU-MOF each are currently staffed with a Chief Accountant supervising all donor-funded projects and dedicated finance staff recruited under each project. Within AMAL there should be a full-time Finance Specialist and Disbursement Officer with relevant finance and accounting educational backgrounds and experience in donor-funded projects under each implementing entity. Both positions in CEP and PIU-MOF would be filled with qualified and experienced staff.

5.2 FM staff - key roles and responsibilities

Detailed job descriptions for the Financial Specialist and Disbursement Officer are outlined in 21.3 and 21.4.

6. Planning and budgeting

Project financing has been approved in line with the following expenditure components and categories which will be an important reference for preparation and monitoring of the AWPB and progress in line with the approved financing agreements:

Components	Expenditure categories
Component 1: Improving Livestock Productivity and Climate Resilience	✓ Goods, Equipment & Materials ✓ Technical Assistance, Training & Workshops ✓ Grants & Subsidies ✓ Operating cost
Component 2: Market Access, Enterprise Development, and Improved Nutrition	✓ Works ✓ Goods, Equipment & Materials ✓ Technical Assistance, Training & Workshops ✓ Grants & Subsidies ✓ Credit ✓ Operating cost
Component 3: Enabling Policy Environment and Project Management	✓ Technical Assistance, Training & Workshops ✓ Goods, Equipment & Materials ✓ Salaries and Allowances ✓ Operating cost

NB: Credit lines are not funded from IFAD or AF financing and will be co-financed by the PFIs and the contributions of beneficiaries within the blended financial package.

[INSERT TABLES FROM SCHEDULE 2 OF FINANCING AGREEMENT]

The PIU-MOF Finance Specialist Manager will be responsible for preparing a consolidated AWPB with input from the PIU & CEP technical team. The budget is prepared in Excel using the required format as outlined in 21.1. A bottom up approach is required, whereby budgets are compiled from the community level upwards. The Financial Specialist shall start with the AWPB process with sufficient time to seek IFAD no objection as required in terms of the Financing Agreement.

Once the AWPB has been developed and approved, it must be inserted in the budget module of the accounting system for the purposes of monitoring actual implementation in

line with the budget. PIU should monitor budget to actual expenditure for project components and categories of expenditures at least once a month.

The PIU Financial Specialist needs to ensure that consolidated expenditure per category is in line with the approved totals in the Financing Agreement. If the budget monitoring process indicates and expected over-expenditure on one or more of the cost categories, the Project will have to obtain a no objection from IFAD, allowing a reallocation amongst categories.

7. Internal controls

7.1 Overview of internal controls

Both PMUs will follow internal control requirements, which are established by the Republic of Tajikistan and IFAD, which are outlined in detail in this Project Implementation Manual (PIM).

CEP and PIU will ensure that reliable and adequate internal controls are applied over project operations, procedures, assets, and financial transactions, to provide assurance that project funds are being used as intended with regard to economy and efficiency and that these internal control arrangements are maintained throughout the implementation period.

Component two of the project includes blended financing packages (30% grant from the project and 70% commercial loan provided by Participating Financial Institutions (PFIs)) that will be implemented through PFIs. The PIU will perform due diligence on PFIs that will participate in the implementation of component 2 prior to signing an MOU. If the PFI passes due diligence, an Implementation Agreement/MOU will be signed between PIU and PFI. The PIU will monitor if satisfactory internal control arrangements are maintained at PFIs throughout the project lifecycle.

In addition, a Guarantee Fund managed by the Public Organization "Zamonat", which has the authorization from the financial sector regulator – the National Bank of Tajikistan and has prior experience in providing such instruments, will offer partial credit guarantees to reduce lending risks. In parallel, a Grant Management Company (GMC) will review and assess the grant eligibility of proposed MSMEs, cooperatives, and entrepreneurs.

It is recommended that the Finance staff of PIU & CEP considers the guidance outlined in *Guidelines for internal controls for Public Sector Entities (INTOSAI GOV 9100)* when developing/improving the system of internal control *(also see COSO Integrated Framework – Internal Control).*

In terms of the Guidelines for Internal Control Standards for the Public Sector (INTOSAI GOV 9199):

Internal control is an integral process that is effected by an entity's management and personnel and is designed to address risks and to provide reasonable assurance that in pursuit of the entity's mission, the following general objectives are being achieved:

- ✓ *executing orderly, ethical, economical, efficient and effective operations;*
- ✓ *fulfilling accountability obligations;*
- ✓ *complying with applicable laws and regulations;*
- ✓ *safeguarding resources against loss, misuse and damage.*

Internal control is a dynamic integral process that is continuously adapting to the changes an organisation is facing. Management and personnel at all levels have to be involved in this process to address risks and to provide reasonable assurance of the achievement of the entity's mission and general objectives.

At project start-up it is recommended that the Finance Specialist of PIU uses the general framework for considering the internal control environment with the

intention of improving the existing control environment. In terms of the general framework:

1) Perform a risk assessment
2) Develop control activities which address identified risks (or improve existing control activities)
3) Implement control activities (by documenting controls, updating the information systems, communicating to relevant parties)
4) Develop a system for monitoring the effectiveness of controls implemented

Control activities should be developed with consideration of the following categories:

Control activities	Description
Authorisation and approval procedures	Authorisation controls require certification that a transaction or event is acceptable for further processing. The delegated authority of staff should ensure efficient implementation while mitigating related risks. Authorisation levels of Project staff should be in line with their underlying roles. For example, only the Project Coordinator may be authorised to approve payments.
Segregation of duties	An important element in any control system is the separation of those duties which would, if combined, enable one individual to record and process a complete transaction. For example, an Accountant might prepare a document, but it would then be reviewed and cleared by the FM Specialist, and then approved by the Project Coordinator. It is the FM Specialist's responsibility to ensure that certain duties are segregated, including authorising, processing, recording and reviewing.
Access to resources and records	All data, records and assets should be kept in a physically secure environment. Petty cash should be kept secure. Financial data and other records should also be protected by back up procedures and copy records should be stored securely off site.
Verifications	Transactions and significant events are verified before and after processing, e.g. when goods are delivered, the number of goods supplied is verified with the number of goods ordered. Afterwards, the number of goods invoiced is verified with the number of goods received.
Reconciliations	Reconciliations between independent, corresponding sources of data are a key control for identifying errors and discrepancies in balances. The reconciliations should be done on a monthly basis. Any reconciling or balancing amounts should be promptly cleared. Unusually long outstanding reconciling items should be investigated. Physical checks should also be performed on assets and petty cash.
Reviews of operating performance	Operating performance is reviewed against a set of standards on a regular basis, assessing effectiveness and efficiency. If performance reviews determine that actual accomplishments do not meet established objectives or standards, the processes and activities established to achieve the objectives should be reviewed to determine if improvements are needed.

Control activities	Description
Reviews of operations, processes and activities;	Operations, processes and activities should be periodically reviewed to ensure that they are in compliance with current regulations, policies, procedures, or other requirements.
Supervision	Competent supervision helps to ensure that internal control objectives are achieved. This includes assigning, reviewing, and approving an employee's work.
Information and technology related controls	Information and technology controls can be both general and related to applications. The major categories of general controls are (1) entity-wide security program planning and management, (2) access controls, (3) controls on the development, maintenance and change of the application software, (4) system software controls, (5) segregation of duties, and (6) service continuity. Application controls are the structure, policies, and procedures that apply to separate, individual application systems, and are directly related to individual computerized applications. These controls are generally designed to prevent, detect, and correct errors and irregularities as information flows through information systems.

Both PMUs should reach an adequate balance between detective and preventive control activities. Corrective actions are a necessary complement to control activities in order to achieve the objectives.

The Financial Manual incorporates practical guidance on recommended control activities in the sections that follow which can be considered by FM Specialists of both PMUS when developing/improving internal controls. **New/improved controls should be documented in detail in the Financial Manual Controls should be considered at both the central offices and Oblast offices.**

7.2 Authorization and approval
- ✓ Each payment to be uploaded to 1C based on an approved payment request
- ✓ Payments released on online banking platform by 2 authorized signatories (by using authorized log-in credentials)

7.3 Segregation of duties
- ✓ Payment requests prepared by disbursement officer
- ✓ Payments reviewed/approved by FM Specialist / Project Coordinator
- ✓ Payments recorded in 1C by Accountant
- ✓ Payments released by authorized signatories (FM Specialist/Project Coordinator)

7.4 Access to resources and assets
- ✓ Financial Management Office to be locked after working hours and key retained by the Chief Accountant
- ✓ Other project offices locked after working hours when not in use

7.5 Verifications
- ✓ Semi-annual fixed asset verifications (register to floor and floor to register)
- ✓ Fixed assets are tagged with unique number or barcode

7.6 Reconciliations, reviews, supervision
The following reconciliations, checks, monitoring and review activities should be prepared on a monthly basis (Both PMUs central office level):

Type	Description	Preparer	Reviewer (signed by)
Designated account bank reconciliation	Reconciliation of the bank balance of the designated accounts to the cash book balance. (IFAD format outlined in Appendix 21.9)	Disbursement Officer or Accountant	CEP &PIU Finance Specialist & Chief Accountant
Transit accounts / interest accounts / tender accounts reconciliations (local currency)	Reconciliation of the bank balance of the transit accounts to the cash book balance.	Disbursement Officer or Accountant	CEP & PIU Finance Specialist & Chief Accountant
Advance justifications	Clear all outstanding advances within 2 days of each quarter (received and record approved expenditure) and follow up on long overdue items for which invoices/supporting documentation has not been received.	Disbursement Officer	CEP & PIU Finance Specialist & Chief Accountant
Review of monthly reports from Implementing agencies (as per 21.16)	Obtain monthly reports from implementing agencies and confirm: ✓ Report was approved by IA Coordinator ✓ Bank balances agree to bank statement / bank reconciliation ✓ Petty cash balances agree to petty cash reconciliation ✓ Listed expenses are supported by valid invoices and other supporting documentation (review original documentation) ✓ All advances from PIU/CEP are recorded in line with advances recorded in 1C ✓ Expenses have been incurred in line with the approved AWPB	Implementing Agency Accountant	CEP & PIUDisbursement Officer
Quarterly and Monthly internal report	Prepare internal reports for the purposes of monitoring project progress and identifying issues. Refer section 13.7.	Finance team	Project Coordinator

In all instances, issues identified during the review/reconciliation process should be followed up and resolved in a timely manner.

7.6 Information and technology related controls

- ✓ Password is required to log into 1C
- ✓ 1C to require password change on a regular basis
- ✓ User rights are defined and documented and linked to log-in credentials
- ✓ Daily back-up of 1C data on server
- ✓ Sensitive information (e.g. payroll files) are password protected
- ✓ Regular software updates are undertaken to ensure that 1C version is supported by technical team at 1C
- ✓ Offsite backup of data on a weekly basis
- ✓ Financial Management staff are not allowed to share 1C passwords or use login credentials of another
- ✓ Desktop access requires login with a password
- ✓ Operating system software updates are performed regularly
- ✓ Use authorized signatory to have log-in credentials for on-line banking

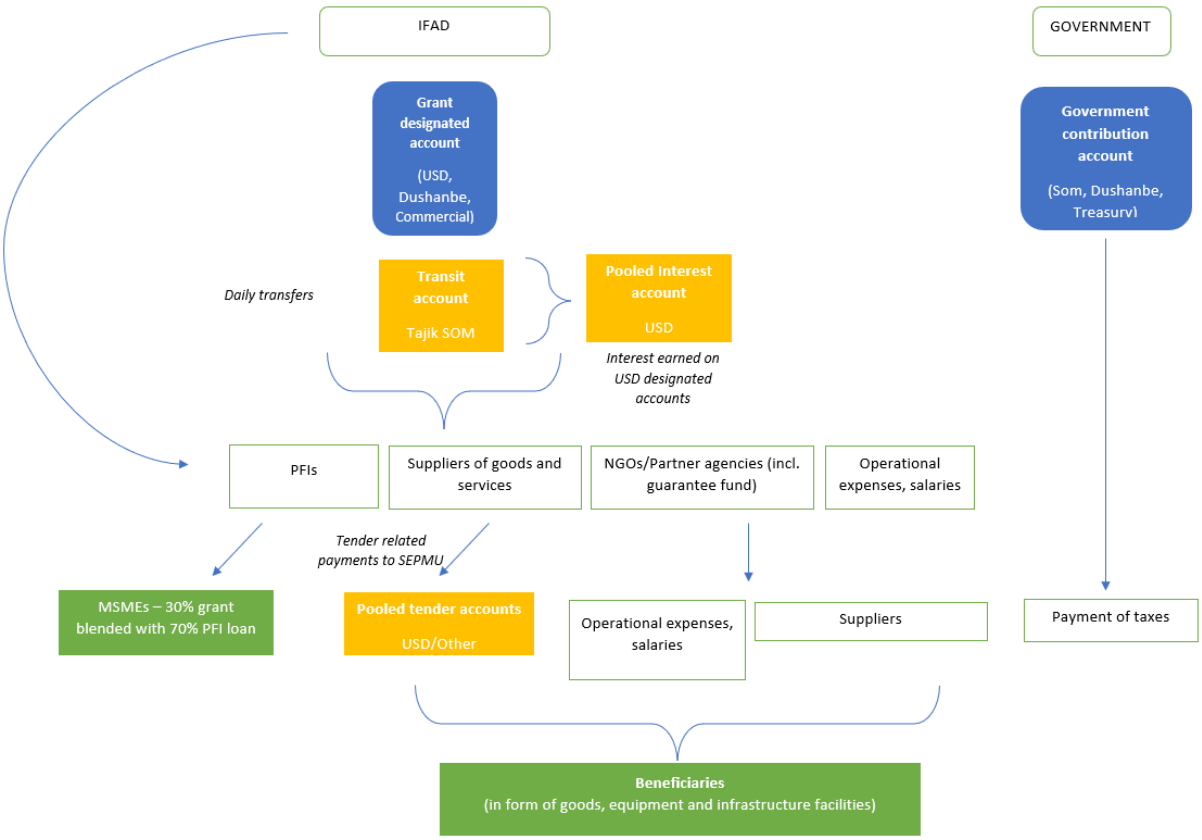
7.7 Internal control environment – implementing agencies
The Financial specialists of PIU & CEP will be responsible for the assessment of the internal control environment of implementing agencies which report to it. In terms of the MOUs, it will be required that implementing agencies perform an annual self-assessment of their financial management arrangements are outlined in 21.12 It is recommended that the FM Specialist uses the information contained in this section to consider the soundness of the internal control environments and provide guidance on improving controls if weaknesses are identified.

8. Flow of funds

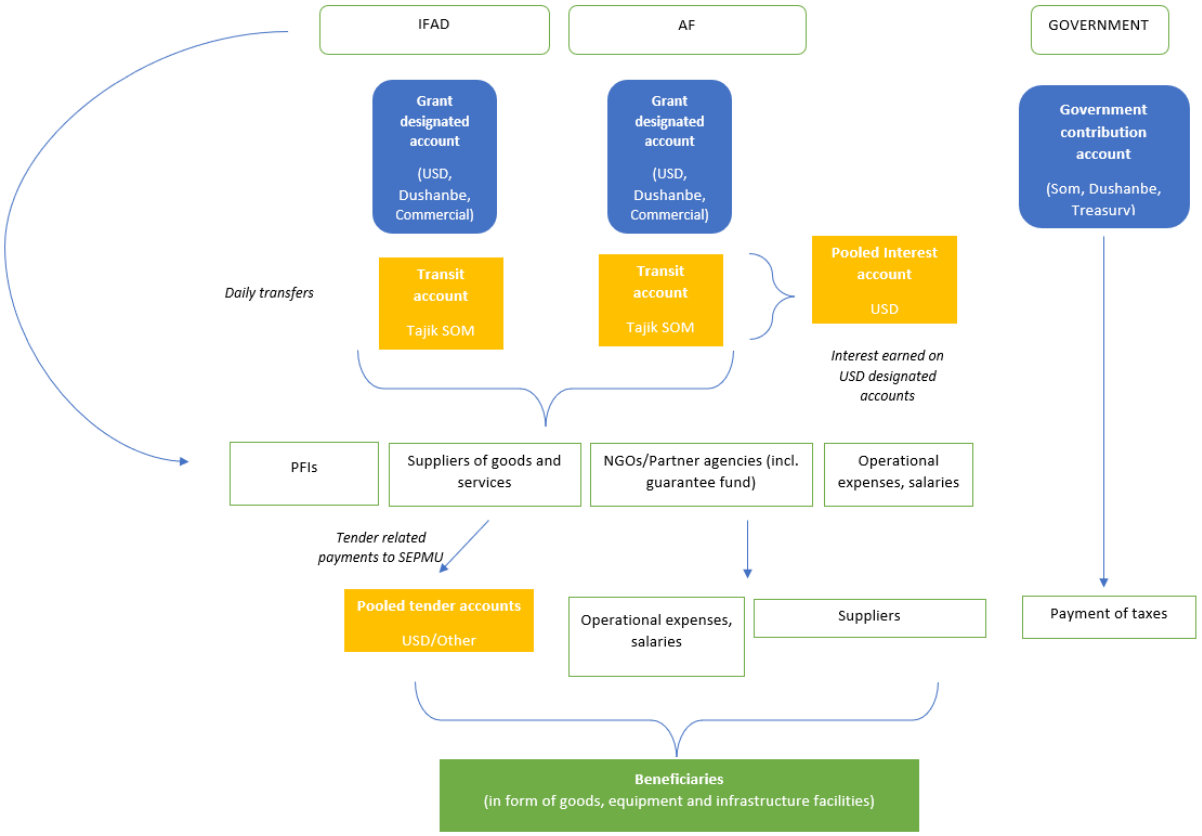
8.1 General flow of funds arrangements:

- ✓ PIU & CEP will both have the ability to request funds from IFAD (via withdrawal application process) using the report based disbursement mechanism.
- ✓ IFAD funds will be disbursed in USD to designated accounts opened with commercial banks to IFAD satisfaction.
- ✓ A designated account will be opened for each facility (IFAD grant, AF grant) - therefore 1 USD account for PIU and 2 USD accounts for CEP
- ✓ Local transit accounts will be opened for the purposes of converting USD to local currencies (used for payments).
- ✓ Daily transfers to the transit accounts (Tajik Somoni - TJS) will be based on project cash flow needs as determined by the 1C accounting software.
- ✓ Cash will not be kept in local currency for extended periods of time to reduce exchange rate exposure.
- ✓ A dedicated Interest Account will be opened in USD for the purposes of receiving interest on the designated accounts. (proceeds in these accounts to flow back to MoF)
- ✓ A dedicated tender account will be opened in USD (and other currencies) for the purposes of receiving tender related payments (purchase of bids documents)/ (if applicable).
- ✓ NGOs/Implementing partnersreporting to PIU or CEP to submit written requests for funds. Funds advanced to implementing agency bank accounts and recorded as advances until justified.
- ✓ IFAD may make direct payments to suppliers especially for hard currency payments.

The flow of funds for PIU is depicted below:



The flow of funds for CEP is depicted below:



8.2 Petty cash account
In addition to the bank accounts as per above, PMUs will operate a petty cash account in Tajik Somoni (if applicable). The purpose of the petty cash is to allow PMU to make payments for low value items in a quick and efficient manner. Payments through petty cash will only be allowed for amounts up to equivalent of 50 USD.

8.3 Authorised bank signatories
All bank accounts will have 3 authorised signatories. All bank transfers will be required to be released by 2 authorised signatories.

9. Accounting

9.1 Accounting system
Most of the Project activities result in the receipt, commitment or expenditure of funds. The accounting system records, processes and organizes this data in order to produce useful financial information in the form of AWPB, Financial Reports, Withdrawal Applications, Financial Statements etc. needed by the financier and project management. The accounting system should reflect the Project's needs and be designed to provide the financial information required by all interested parties. It should also fulfil all the legal and regulatory requirements of AMAL. In addition, the accounting system should incorporate the reporting requirement of the chosen accounting standard for AMAL AMAL which is IPSAS, Financial Reporting under the Cash Basis of Accounting.

9.2 Centralised accounting at PIU
The accounting function will be centralised at PIU and maintained under the supervision of the respective FM Specialist.

(if applicable) PIU will consolidate the accounting transactions from the various implementing agencies on a monthly basis by receiving each agency's transactions (in monthly report format) as outlined in 21.16. PIU will record the transactions on a manual basis in the 1C accounting software and clear related advances.

(NB: Advances to implementing agencies are recorded in 1C (indicating the relevant implementing agency only). Only once advances are cleared, expenses are recorded at the historical exchange rate / within the correct component and expenses category).

9.3 Accounting software
1C accounting software will be used for AMAL. PIU & CEP will configure a dedicated module in its existing accounting software. At project start-up the Financial Specialists should identify required customization to ensure that 1C can generate forms/reports in the formats required by IFAD and/or other financiers.

9.4 Chart of accounts
The accounting software should include the appropriate Chart of Accounts. The Chart of Accounts should be developed to cater for:

- All components and sub-components are incorporated in the AWPB (outlined in the financing in agreement)
- All categories as outlined in the financing agreements
- Sources of finance (Government, IFAD, Beneficiaries, AF, PFIs)
- Sub categorisation to cater for activities at the various states

The Chart of Accounts should mirror the cost tables (as presented in the Project design report and section 1 of this manual) to enable comparison of actual Project costs during implementation with those estimated during the Project preparation.

9.5 Recording and processing of transactions
Whenever a transaction takes place under the Project, it should be recorded and processed using the accounting software. Transactions are recorded on the cash basis of accounting which requires the recognition of cash flows when they occur (inflows and outflows).

Each transaction should be recorded in the accounting software based on the following:

- Use double entry accounting (debit and credit, with cash always being one of the entries)
- Capture the transaction using the correct account code (as determined by the chart of accounts) – for all transaction, to be confirmed the FM Specialist
- Capture transactions which has the required supporting documentation
- Capture information accurately and completely
- Capture correct classification for each transaction per component and expenditure category.

For detailed instructions on how to record the expenditures in the accounting software, please refer to the accounting user manual.

9.7 Accounting for kind contributions

In terms of the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects, AMAL is required to account for and disclose in-kind contributions. In order to meet this requirement, the Project is required to measure contributions as outlined below and record in the accounting system.

Beneficiaries' contributions will be 10% out of Activity on Community action plans for Khatlon, DRS/RRS, Sughd under Subcomponent 1.2; amount estimated is US$ 1,242,000.

Under subcomponent 2.2, beneficiary contribution will form 15% of the financial packages activity.

It is expected that the following in-kind contributions will be received by AMAL:

To be updated by PIU & CEP Finance Specialists and staff once type of in-kind contribution is identified

From Beneficiaries:

- Xxxx PMUs to provide more details on the nature of the contribution

From PIU & CEP:

- Xxxx PMUs to provide more details on the nature of the contribution

The following process is followed to account for in-kind contributions received from Districts/ beneficiaries: : (to be updated by PMUs based on nature of the in-kind contribution provided)

Measure	Value of contributions are measured by CEP & PIU, after identifying types and value of contribution, on a monthly basis as outlined in the table below.
Review	The Disbursment Officer reviews the calculations and supporting documentations.
Approve	The Finance Specialist and the Project Coordinator approves the calculations and supporting documentation before recording the information in the accounting software.
Record	Once approved, the Disbursement Officer captures the contributions in the accounting software. The information is captured in line with the relevant expense category &

	component (source of funds: beneficiaries) on a monthly basis. NB: Sources = expenses

Type	Measurement calculation	Supporting documentation to be retained
Labour hours	Value = total hours worked X applicable wage rate (in most cases the applicable minimum wage rate for uneducated labour in the country)	Time sheet outlining the persons, and the hours they contributed during a specified time period. The time sheet should be duly signed. In case of individuals, evidence of wage rate.
Maintenance costs	Value = actual cost of materials purchased	Copies of invoices.
Construction material – gravel	Value = cubic meters of gravel	Bill of lading prepared by the consulting engineer which indicated the estimation of gravel volume. The sheet should be duly signed by the community representative and Project technical/M&E staff
Construction material – other	Value = actual cost of materials purchased	Copies of invoices.

When recording the in-kind contributions, it is important that the in-kind contributions are classified according to the same principles as regular Project expenditures; that is, every contribution must be by linked to an activity/component, by category and by financing source (government and/or beneficiaries) to ensure that consolidated financial reports can be produced without any extra effort.

In-kind contributions should be disclosed separately in the financial statements. The notes of the financial statements should also briefly explain the methodology of how it was calculated. On the other hand, when in-kind contributions cannot be reliably measured, for example the use of office space, then these should also be discussed in the notes to the Project financial statements.

NB: Government will pay for project related taxes. This is not considered in-kind unless Government provides an exemption instead of transferring the tax portion to the AMAL.

9.9 Accounting for exchange rate matters

When claiming expenditures in local currency in Withdrawal Applications (forms 101, 102 and 104) or preparing a financial report, it is important to use the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account (denominated in USD) to the local currency account. Subsequent expenditures should be recorded on the First in First Out basis.

For example:

Conversion of local currency expenditures funded from the designated account.

- IFAD transfers funds to the Designated Account (in USD) as per the approved WA

- A portion of the funds in the Designated Account (usually the estimated local currency expenditures of the Project for the next 3 months) is transferred to the transit account in the local currency and is topped up as the need arises
- Local currency expenditures are then funded from the transit account.
- When justifying the local currency expenditures to IFAD, these expenditures are converted into the denomination of the designated account, using the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account to the Project Operating Account.

9.10 Accounting for advances
The Project may make advances (travel related, advances to implementing agencies etc.) either in the form of cash or by bank transfer.

In terms of accounting for advances:

- Advances are recorded in the accounting system at the date that the advance is made, subject to the required approval process.
- The transaction is not recorded as an expenditure (in terms of categories, components) on this date.
- All advances should be cleared in a timely manner by the submission of original invoices.
- All outstanding advances should be cleared by no later than 10 days after the end of the fiscal year-end.
- In terms of the cash basis of accounting advances at the end of the period should be expensed and disclosed in the financial report.

10. Transfers from DA to Project Local Currency Account

Project cash flow needs (amount to be transferred from the designated accounts to transit accounts) are managed on a daily basis. The daily transactions loaded into 1C will determine the amount of cash to be transferred in order to ensure that project funds are not retained in local currency for extended periods of time. In all instances, cash may not be retained in local currency for more than 15 days.

The withdrawal application process as outlined in 11.2 will ensure that sufficient funds are available in the designated accounts.

11. Disbursements

Start-up costs:
To further expedite start-up, a withdrawal of up to USD 400 000 may be made under IFAD-approved start-up costs before fulfilment of the condition's precedent to disbursement as soon as the Financing Agreement has entered into force. The key activities could include the following:

- Setting up of the monitoring and reporting system of the project with mechanisms for coordination and consolidation of the reports by the two key implementation units as well as other partners with whom MOUs have been signed
- Setting up of the accounting and financial management system and the mechanisms for overall reporting of the physical and financial progress of the project.
- Appointment/recruitment for key project staff as defined in the financing agreement and according to the TORs specified in the PIM. Their salaries can be covered using the start-up advance until the first disbursement, but for no longer than nine (9) months in total.
- Start-up workshop involving all key staff from the two main implementing agencies and other partners and mini-workshops for the staff of the participating districts.

- Orientation training of all PIU and CIIP staff members on project implementation activities, including SECAP; and f) Setting up of MIS and M&E system and carrying out the baseline survey.
- Initiation of the procurement and implementation of initial activities as indicated in the AWPB and procurement plan for the first 18 months.

Start-up costs will be accounted for and included in the first set of aggregate financial statements

The project will be using the Report based Disbursement Mechanism that aims to enhance project capacity to plan, ensure better liquidity management in place, systemize the submission of the WAs and ensure efficiency of funds allocation. The Report based Disbursement Mechanism include submission of quarterly IFRs within 45 days of the reporting period end. (for illustrative reports, refer to 21.17).

11.1 Cash forecasts

The project will be disbursing funds based on the quarterly submitted cash forecasts that will be covering 6-month period for the upcoming two quarters. The project should work on producing reliable estimate of future expenditures in order to ensure availability of sufficient funds for implementation of project activities.

In order to prepare realistic cash forecasts that are reliable and include good estimates, the cash forecasts should:

1. Start from the AWPB and Procurement Plan.
2. Consider the contract's payments timeline.
3. Keep monitoring the actuals and forecasted expenditures.
4. Keep revising your forecast based on field reality.

The cash forecast is a core statement of the IFRs, it shall be prepared (refer to 20.9):

1. For the next 2 quarters
2. In the DA dominated currency
3. For each financing instrument

11.2 Eligibility of expenditures

In accordance with the IFAD disbursement procedures, between the date of entry into force of the Financing Agreement and the Financing Closing Date, AMAL may request withdrawals from the IFAD Grant and IFAD Loan for eligible expenditures.

Eligible expenditures are defined in the IFAD General Conditions Section 4.07 as follows:

The Financing shall be used exclusively to finance expenditures meeting each of the following eligibility requirements:

- *The expenditure shall meet the reasonable cost of goods, works and services required for the Project and covered by the relevant AWPB and procured in conformity with the Fund's Procurement Guidelines.*
- *The expenditure shall be incurred during the Project Implementation Period, except that expenditures to meet the costs of winding up the Project may be incurred after the Project Completion Date and before the Financing Closing Date.*
- *The expenditure shall be incurred by a Project Party.*
- *If the Agreement allocates the amount of the Financing to categories of Eligible Expenditures and specifies the percentages of such Eligible Expenditures to be financed by the Financing, the expenditure must relate to a category whose allocation has not been depleted and shall be eligible only up to the percentage applicable to such category.*
- *The expenditure shall be otherwise eligible in accordance with the terms of the Financing Agreement.*
- *The Fund may from time to time exclude certain types of expenditure from eligibility.*

- *Any payment prohibited by a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations, shall not be eligible for financing by the Financing.*
- *Any payments to a person or an entity, or for any goods, works or services, if making or receiving such payment constitutes a coercive, collusive, corrupt or fraudulent practice by any representative of the Borrower/Recipient or any Project Party, shall not be eligible for financing by the Financing.*
- *All expenditures must be supported by sufficient supporting documentation as stated in the FMFCL and the IFAD disbursement handbook (please see section below on supporting documentation).*
- *The proceeds of the financing shall not be used to pay taxes. However, taxes paid by the ultimate recipient of an expenditure (e.g. withholding tax, income taxes paid by a Project employee or taxes on the profits of a contractor) are not considered to be taxes paid by the Project.*

The IFAD disbursement procedures as outlined below are governed by the Project Financial Management and Financial Control Arrangements Letter (FMFCL) and IFAD Project Financial Management and Financial Control Handbook. The handbook is also available on the IFAD website. The PMU should ensure that they refer to the most recent version as published at https://www.ifad.org/en/-/document/loan-disbursement-handbook-for-projects-approved-under-gcs-effective

11.3 Disbursement procedures

The following disbursement procedures may be used for withdrawal from the IFAD Loan:

Type	Description
Initial advance withdrawal	Based on a cash forecasts for the next two reporting quarters. The forecast will be based on the first AWPB. It will be submitted once the disbursement conditions have been met (as applicable).
Additional Advances	• Amount to be disbursed = (total cash forecast for the next 2 quarters) – (cash available at the end of the reporting quarter). • The project may not need a new disbursement/advance every quarter
Justifications	Amount to be justified = actual expenditures incurred during the reporting quarter per categories and components (Sources and Uses of Funds statements)
Direct payment *(only for payments above EUR/USD 200,000 and with pre-agreement with IFAD. Currency to be determined in the FMFCL)*	The direct payment modality is used for eligible Project expenditures to be paid directly by IFAD. This payment method is used when IFAD has been requested to pay the Supplier directly and is suitable in the following situations: ▪ Payment of large civil works ▪ Retention payments ▪ Consultancy fees ▪ Importing goods (when a letter of credit is not practical) ▪ When exchange control regulations are present in the country. Consultancies and services provided by a third party based in the country is not eligible for Direct payments. The Withdrawal Application MUST indicate the date on which payment becomes due to the supplier.

Reimbursement	Reimbursement is applicable when eligible Project expenditures are pre-financed by the Recipient before access to IFAD Grant finance is possible. Such reimbursements are expected to be claimed no later than 90 calendar days from the date of payment by the Recipient. Reimbursement are used in cases of Retroactive Financing.

Request for disbursement from Government should be submitted on a quarterly basis, in the format required by Government.

11.4 Evidence of Authority to sign Withdrawal Applications

IFAD requires AMAL's representative, as designated in the financing agreement, to furnish satisfactory evidence of the authority and authenticated specimen signatures of the individuals who will sign WAs on behalf of AMAL. This evidence must reach IFAD before the first WA is presented by AMAL and could be submitted either in original or as scanned copy. Each WA should be signed by such duly authorized individuals, and the Fund must be notified of any change in the signatories authorized to withdraw funds from the loan account.

IFAD must also be notified of the designated signatories for operating any designated and/or Project or other accounts, including changes thereto, whether or not these authorized signatories are included in the financing agreement. Such changes, as effected during the life of the Project, must be communicated promptly to the IFAD. AMAL, should provide the names and specimen signatures of the newly appointed signatories and include the date when such change is to take effect.

11.5 The Designated Account

The flow of funds for AMAL starts with the opening of the Project Designated Accounts (DAs) in Tajikistan, in accordance with IFAD's requirements identified in the Financing Agreement and the FMFCL (dollar denominated). The FM Specialist is responsible for opening and managing the Designated Account including preparing a monthly reconciliation and statement in line with the IFAD templates as outlined in 21.9.

11.6 Withdrawal of Financing Proceeds using withdrawal applications

The FM Specialists is required to ensure that WAs are prepared and submitted to IFAD with consideration of the following requirements:

Requirement	Guidance
Timeliness	Withdrawal applications should be prepared on quarterly basis and should be submitted in ICP with 45 days of the reporting period end.
Completeness and accuracy of supporting documentation	Prepare and submit the required reports and supporting documents as outlined in the FMFCL. Ensure that information is complete and accurate.
Account reconciliation	AMAL should submit the designated bank account statements for the three months of the reporting period. The statement should be reconciled with the project accounts. Project should ensure that the closing bank balances for all DAs correspond to the balances at the end of the same reporting period as indicated in the WA period.
Duly authorised	Ensure that WAs are duly authorised in terms of AMAL's authorisation procedures and signed by the duly authorised representatives.

Requirement	Guidance
Document retention	Submit copies of supporting documentation with the WA. Retain original documentation for inspection by IFAD upon request.
Minimize transaction costs	In order to minimize transaction costs, the finance manager must make sure that withdrawals from the grant accounts are made at a reasonable amount (not too low).

11.7 Initial advance

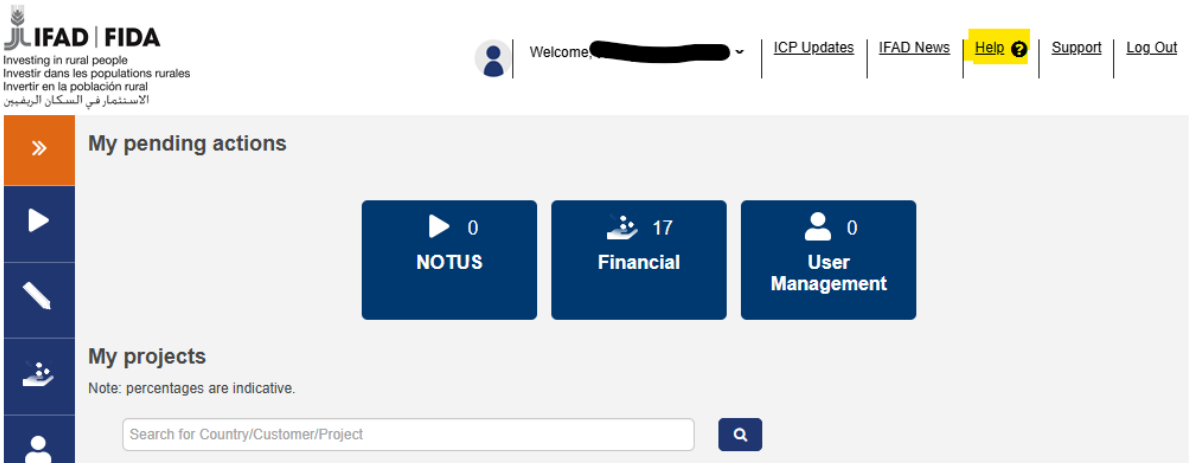
Ensure the disbursement conditions as per the financing agreement and the Project Financial Management and Financial Control Arrangements Letter (FMFCL) have been met. Main provisions include but not limited to:

- Evidence that a designated account has been opened and the names/titles of the persons authorised to operate this account.
- A letter from the AMAL, designating the name(s) of official(s) authorised to sign withdrawal applications including their specimen signature(s).

Initial (first) Advance amount shall be equivalent to the cash forecast for the first two quarters, as per the approved Annual Work Plan and Budget (AWPB) for IFAD financing.

Project would need to submit to IFAD the cash forecast report through the Financial Execution module in ICP. Then to submit the WA and link it to the IFRs through the WA module in ICP. Noting that linking IFRs for advances is mandatory.

For further guidance on how to submit WAs, please refer to ICP step-by-step quick guide for borrowers under "Help" section.



11.8 Additional advances

Following the withdrawal of the first advance, the project will be eligible to withdraw additional advances on quarterly basis through submitting the IFRs package in ICP. The additional advances will be based on the cash forecast that the project will prepare within the IFRs package. The cash forecast will cover the period of the next 6 months (after the end of the IFRs reporting period).

The additional advance amount will be equal to the total cash forecast for the next 2 quarters – cash available at the end of the reporting quarter.

The cash forecast should be done for each finance instrument/source separately. A WA should be submitted for each additional advance under each finance instrument separately.

Project would need to submit to IFAD the IFRs package through the Financial Execution module in ICP. Then to submit the WA and link it to the IFRs through the WA module in ICP. Noting that linking IFRs for advances is mandatory.

The interim Financial Reports Package must include:

a. The duly filled forms constituting the project's IFRs, as outlined in the FMFCL. Mainly they include:
   - Report I: Cash Forecast for next 2 quarters
   - Report II: Summary of Sources and Uses of Funds (Designated Account)
   - Report III: Designated Account Activity Statement
   - Report IV: Variance Analysis of Use of Funds by Quarter
   - Report V: Variance Analysis of Use of Funds for the Financial Year
   - Report VI: Variance Analysis of Use of Funds – cumulative

b. The bank statements of the Designated accounts for the reporting period, showing the accounts' opening and closing balance and a summary of the accounts' movements;

For further guidance on how to submit WAs, please refer to ICP step-by-step quick guide for borrowers under "Help" section.

11.9 Justification

The justification applications shall be submitted on quarterly basis within the IFRs package in ICP. The project will work on this in two phases:

1. IFRs package; enter the actual expenditures in the Summary of Sources and Uses of Funds within the IFRs package. These amounts will be reflected in the Designated Account Activity Statement and the Variances Statements as well.
2. In ICP; after uploading the IFRs package in the Financial Execution module, you need to go to the WA module to enter the actual expenditures amounts for each category directly in ICP under the "Justification" application type.

For further guidance on how to submit WAs, please refer to ICP step-by-step quick guide for borrowers under "Help" section.

11.10 Foreign exchange conversion in preparing withdrawal applications

When claiming expenditures in local currency in Withdrawal Applications or preparing a financial report, it is important to use the prevailing rate (historical exchange rate) at the time of transfer of funds from the Designated Account (denominated in EUR/USD) to the local currency account. This type of conversion is also called the First in First out (FIFO) basis.

The historical exchange rate/FIFO basis of converting is to be used in the following two cases in particular:

- When preparing a designated account reconciliation as part of a WA or a financial report, the closing balance of the local currency account(s), and any expenditures already incurred in local currency but not yet claimed must be converted to the denomination currency of the designated account using the historical exchange rate/FIFO basis of converting.
- When preparing withdrawal applications the expenditures incurred in local currency (or any other currency than the denomination currency of the designated account) and

claimed in the WA, must be converted to the denomination currency of the designated account using the historical exchange rate/FIFO basis of converting.

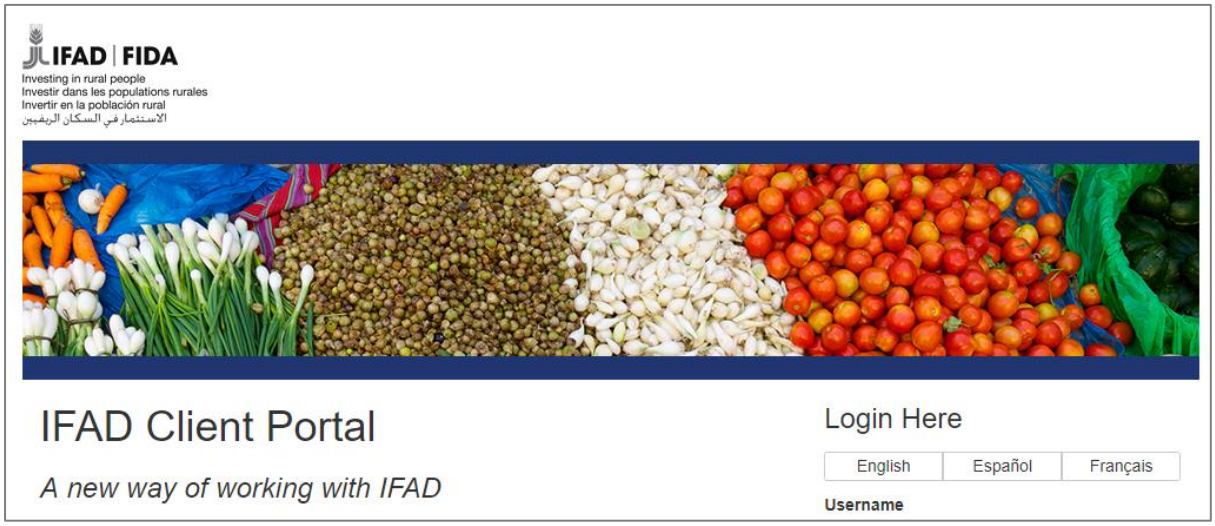
Example:

The Project has a Designated Accounts denominated in USD and an Operating Account denominated in Tajik Somoni:

- USD 100 000 is transferred to the Project Operating Account in TJS on 1 Oct 2018 at a prevailing rate of 50 TJS to 1 USD (equalling 5 000 000 TJS).
- During the reporting period of 1 Oct to 31 Dec 2018 the Project incurs expenditures in local currency up to 4000 000 TJS.
- Replenishment request for total expenditures incurred during the reporting period is submitted to IFAD in Jan 2019, but the exchange rate is now 55 TJS to 1 USD.
- The withdrawal application should be prepared using the historical rate of 50 TJS (therefore claim 4000 000/ 50 = 80 000 USD)

11.11 Suspension and the designated account
During a full suspension, IFAD will not replenish the designated account. However, Borrowers may continue, except as otherwise indicated, to use any balance in the designated account to meet eligible expenditures and applications documenting these expenditures should continue to be regularly submitted.

11.12 ICP



The IFAD client portal (ICP) enables PMUs to:

- access real-time financing information on country portfolios as well as operational and financial information related to Projects
- submit Withdrawal Applications directly and obtain electronic approvals required both from concerned ministries and IFAD
- submit IFRs directly in ICP and obtain IFAD verifications and review results on them.
- submit the unaudited financial statements and the audit report directly in the Financial Execution module in ICP for IFAD review.
- manage banking instructions electronically
- create and download relevant reports

The Project may submit electronic copies of its withdrawal applications and maintain hardcopies for audit purposes.

11.13 Refund of withdrawals

If the IFAD determines that any amount withdrawn from the Loan and/or Grant Accounts was not used for the purposes indicated or will not be needed thereafter to finance Eligible Expenditures, the Borrower shall promptly refund such amount to the IFAD upon instruction by the Fund.

12. Processing of payments

IFAD funds may not be used for payment of taxes, customs or duties unless otherwise agreed.

Procedures for payments is outlined as follows:

1. General payments (12.2)
2. International travel (12.3.1)
3. Local travel (12.3.2)
4. Civil works, equipment (12.4)
5. Consulting services (12.5)
6. Funds transfers to implementing agencies (12.6)
7. Other

12.1 Supporting documentation

The processing of all payments are subject to AMAL retaining the following original supporting documentation after processing:

Expenditure type	Supporting documentation

All	▪ Signed contract or confirmed purchase order – showing the specified amount that is due to be paid;
	▪ The bank guarantee for:
	  o advance payment, as specified in the contract documents;
	  o performance, as specified in the contract documents;
	▪ Copies of communications sent by the IFAD country Project manager to the AMAL providing the 'no objection' to the contract award; and
	▪ Evidence of payment made by AMAL.

Goods	▪ Items listed above under "all" ▪ Supplier's invoice, duly certified for payment by the Project Coordinator– specifying the goods, their quantities, and prices; ▪ Bills of lading or similar documents; and ▪ As appropriate, the certificate of delivery (to include condition of goods on delivery).
Civil works	▪ Items listed above under "all" ▪ The claim of the contractor, including a financial progress report, stating the work performed and the amount due; ▪ A certificate – signed by the Project consultants or owner's representative, if any, or by the borrower's chief engineering officer or resident supervising engineer assigned to the Project, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract; and ▪ A copy of the contract payment monitoring form signed in original by the certifying officer.

Expenditure type	Supporting documentation
Services (including consultants)	▪ Items listed above under "all" ▪ The supplier's or consultant's claim duly certified for payment by the Project Coordinator and showing sufficient detail. ▪ As appropriate, a certificate of delivery of satisfactory services.
For payment of Trips, fuel, stationary and other expenses	▪ Items listed above under "all" ▪ Supplier invoices; ▪ Evidence of payment; ▪ Back to office report; ▪ Training certificate, ▪ Travel authorization; and/or ▪ Expense reports by the traveller (including invoices) ▪ Boarding passes

Pro forma invoices are not acceptable replacements for invoices. In all instances, supporting documentation need to include final invoices.

12.2 General guidelines for processing of payments

For invoice related payments, the following general process is applicable:

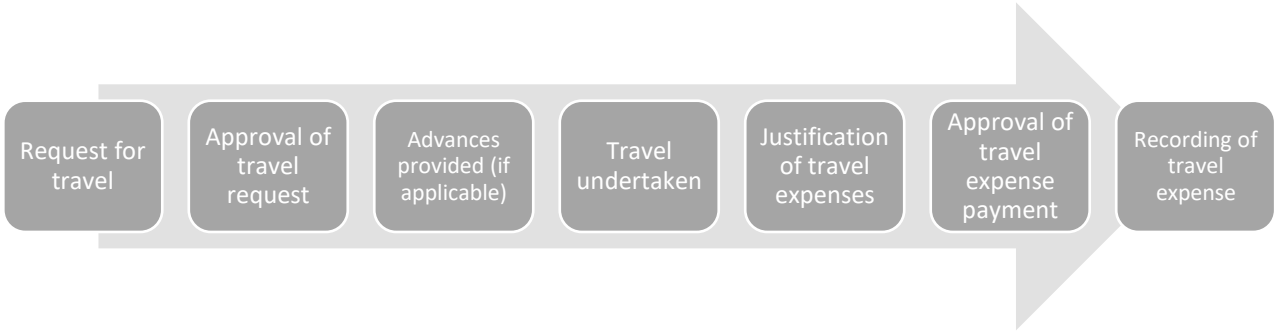
Activity	Procedures
Request and approve activity in line with AWPB	Generally, ensure that expenses are in line with the AWPB/Procurement Plan and that IFAD no objection has been obtained if required.
Service delivered, or goods received	Obtain evidence that the goods were delivered / services received to the satisfaction of the Project. Evidence to be retained for the purposes of providing supporting evidence for processing of invoice. (delivery notes, completion reports etc.)
Prepare payment request	▪ Once invoices are received, the Disbursement officer prepares a payment request which includes supporting documentation and indicates accounting codes, category of payment, component of payment and source of finance. ▪ The FM Specialist reviews the payment request for accuracy and validity. ▪ The FM Specialist adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The disbursement officer forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.
Review of payment request	The Project Coordinator shall review and sign the payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB ▪ IFAD no objection was obtained (if applicable). ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date.

Activity	Procedures
	▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer 12.1)
Approve payment request	The Project Coordinator shall review and sign payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer 12.1) ▪ The payment request was reviewed and approved by the FM Specialist.
Process payment	▪ The approved payment request with related documents shall be sent to the accountant for processing and uploading on the online banking platform. ▪ The accountant shall confirm that the bank details provided by the supplier corresponds to the signed legal agreement / original bank letter provided. ▪ Once loaded on the banking platform, the payment to be released by 2 authorised signatories (using unique digital signatures) **(NB: Cheques are not used for general payments)**
Record payment	▪ Account record the transaction in the accounting software, using the correct codes as captured on the payment request. ▪ File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

12.3 Travel related payments
The following type of travel may take place by Project staff or Project beneficiaries:

- International travel – 12.3.1
- Local travel – 12.3.2

All types of travel payments follow the general process:



The proses for each type of travel is outlined below:

12.3.1 International travel

International travel	
Type of travel	▪ Training which is conducted for Project staff or beneficiaries at an international location. ▪ Business trips
Overview of entitlement	▪ Individuals are entitled to DSA, paid based on the number of days of travel for training purposes. ▪ The per diem should be used to pay for the cost of accommodation, meals and travel ▪ Taxi trips to/from airport and visa is paid for separately based on actual cost estimates. ▪ Unused per diem is not returned to the Project. ▪ The per diem amount is determined in line Government decree. ▪ The per diem is reduced in the event that meals or accommodations is provided to the individual. ▪ 100% of the DSA is advanced before commencement of the travel. ▪ The number of travel days are calculated from date of departure from home until last day of the training. ▪ Air travel is booked by the project and paid for by the Project directly.
Request for travel	The relevant department will prepare a request for travel which includes: ▪ List of individuals to attend external training ▪ Dates of training ▪ Invitation to training / training registration confirmation ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Related AWPB classification (category, component) ▪ Calculation of total per diem due (100%) ▪ Estimated cost of air travel ▪ Estimated cost of visas *(Air travel is paid directly by the Project)*
Approval of travel request	▪ The travel request is reviewed by the accountant for: o Accuracy and compliance with the Government decree in terms of the per diem rate applied. o Alignment with the approved ABPB ▪ The travel request is submitted to the Project Coordinator for approval. ▪ IFAD and MoF no-objection should be obtained for travel request after approval by the Project Coordinator.
Advance provide	▪ Upon approval of the travel request by the Project Coordinator, the Disbursement Officerwill advance 100% of the total per diem to individuals or the team leader as appropriate. (prepare cheque for signing by the Project Coordinator) ▪ The Disbursement Officerwill record the advance in the accounting system, indicating the amount, date of advance, to who advanced and related budget line item. (advance is not recorded as an expense at this stage)

International travel	
Justification of travel expenses	▪ Within 10 business days after the travel, the team leader / individual is required to prepare a travel expense report which includes: o Advance report (refer 21.8) o Boarding passes for air travel o Attendance register completed at the training event o Back to the office report o Confirmation of IFAD/Ministry no objection (email correspondence) ▪ The travel expense claim is submitted to the Disbursement Officer who confirms the accuracy and validity of the travel expense claim. ▪ The Financial Manual reviews the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
Approval of travel payment	▪ The travel expense is approved by the Project Coordinator by way of signing the travel expense report.
Recording of expense	▪ The total travel expense is recorded as training expenditure/business trip, by clearing the travel advance, in terms of the correct category and component, in line with the account codes which are captured on the travel expense report.

In all instances, unjustified travel advances will need to be reimbursed to the Project by the traveller within three months after the travel date or the amount will be deducted from the payroll.

12.3.2 Local travel

Local travel	
Type	Training / field visits
Overview of entitlement	▪ The number of travel days used for the calculation of per diem is calculated from date of departure from home until last day of the training. ▪ If Project vehicles are used, the driver is responsible for ensuring the vehicle is refuelled in terms of the process outlined in 12.9 ▪ If private vehicles are used, staff are reimbursed in line with the allowable rate per kilometre as specified in the staff bylaws, based on actual distance travelled.
Request for travel	The relevant department will prepare a request for travel which includes: Training: ▪ List of individuals to attend training ▪ Dates of training ▪ Overview of training (agenda, location noted) – brochure / email correspondence or other suitable evidence ▪ Related AWPB classification (category, component)

Local travel	
	▪ Confirmation from the Officer Manager that a Project vehicle(s) is available for the travel dates should this be the mode of transportation ▪ Calculation of per diem in line with Government decree. Field visits: ▪ Request for field trip from technical department
Approval of travel request	▪ The travel request is reviewed by the Disbursement Officer for: o Accuracy and compliance with the staff bylaws in terms of the pocket money allowance / estimation for fuel costs o Alignment with the approved ABPB ▪ The travel request is submitted to the Project Coordinator for approval. ▪ Once approved, the team leader or individual should submit a request for vehicle use.
Advance provide	▪ No fuel advances are provided in cash (driver will use fuel card to refuel) ▪ Applicable per diem is advanced in cash.
Justification of travel expenses / return of unused fuel advance	▪ Within 5 business days after the travel, the team leader / individual is required to prepare a travel expense report which includes: o Attendance register completed at the training event o If a private vehicle was used, indication of total distance travelled in kilometres with payment due to vehicle owner, based on the approved rate in the bylaws. o If a Project vehicle was used, invoiced for fuel which was paid from fuel advance. o Back to the office report (in case of field visits) ▪ The travel expense claim is submitted to the Disbursement Officer with the fuel advance which was not used. ▪ The Disbursement Officer confirms the accuracy and validity of the travel expense claim and determines the per diem which is due. ▪ The Project Disbursement Officer reviews the travel expense claim for accuracy and validity and captures the correct account codes on the request (in line with AWPB line items). (sign as evidence of review)
Approval of travel payment	▪ The travel expense is approved by the Project Coordinator by way of signing the travel expense report.
Recording of expense	▪ The total travel expense is recorded as expenditure in terms of the correct category and component, in line with the account codes which are captured on the travel expense report. (advance cleared at this stage) ▪ Only fuel expenses may be charged to the training budget code. If other vehicle maintenance was incurred, this expense is recorded as maintenance.

12.4 Civil works, equipment and tools

Activity	Procedures
Request and approve activity in line with AWPB	▪ Civil works, equipment and tools are defined and outlined in both the AWPB and the Procurement Plan. ▪ Civil works, equipment and tools is contracted via a procurement process as outlined in the Project Operations Manual. ▪ IFAD no objection is required on the bidding document, recommendation of award and contract outline before the final bid award is made. (refer to Letter to the Borrower)
Prepare payment request	▪ The procurement officer will request payment of invoices, subject to providing the following supporting documentation: - Copy of civil contract with award letter (for civil only) - Contract amendment letter (if applicable) - Bid analysis and evaluation report - Evidence of IFAD no objection related to the contract award - Purchase order / Invoice - Progress report prepared by consulting engineer ▪ The Disbursement Officer prepares a payment request which includes the supporting documentation. ▪ The Disbursement officer reviews the payment request for accuracy and validity. ▪ The FM Specialist adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The Disbursement Officer forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.
Review and approval of payment request	The FM Specialist reviews and signs the payment request before submission to the Project Coordinator. The Project Coordinator shall review and sign the payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB ▪ IFAD no objection was obtained related to procurement as applicable ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer 12.1). ▪ ***Where stipulated in the contract, the required bank guarantees are valid and is retained in the project's safe.***
Process payment	▪ The approved payment request with related documents shall be sent to the Disbursement Officer for processing and uploading on the online banking platform. ▪ The Disbursement Officer shall confirm that the bank details provided by the supplier corresponds to the signed legal agreement / original bank letter provided. ▪ Once loaded on the banking platform, the payment to be released by 2 authorised signatories (using unique digital signatures) **(NB: Cheques are not used for these payments)**
Record payment	▪ Account record the transaction in the accounting software, using the correct codes as captured on the payment request.

Activity	Procedures
	▪ File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

12.5 Payments for consultant services

Activity	Procedures
Request and approve activity in line with AWPB	▪ The process for requesting and approving consultants is outlined in the procurement section of the PIM (and LTR) and is dependent on whether the service is recruited internationally, nationally, locally or on a single source basis. ▪ In some instances the procurement of consulting services is subject to IFAD's no objection.
Prepare payment request	▪ The procurement officer will request payment of consulting services subject to providing the following supporting documentation: - Copy of consulting contract and invoice requesting payment (invoice to specify bank details in line with contract) - Copy of output (report / study etc.) - Copy of timesheets (if time-based payment is required) - Written recommendation for payment from the relevant technical department which confirms that the consultant(s) have delivered the key outputs as specified in the consulting contract. - Confirmation of IFAD no objection. ▪ The Disbursement Officer prepares a payment request which includes the supporting documentation. ▪ The Disbursement officer reviews the payment request for accuracy and validity. ▪ The FM Specialist adds the correct account codes for the purposes of recording the transaction in the accounting software. ▪ The Disbursement Officer forwards the payment request with supporting documentation to the relevant Technical Officer /Component Head for review and sign off.
Review and approval of payment request	The FM Specialist reviews and signs the payment request before submission to the Project Coordinator. The Project Coordinator shall review and sign the payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB ▪ IFAD no objection was obtained related to procurement as applicable ▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer 12.1). The FM Specialist reviews and signs the payment request before submission to the Project Coordinator. The Project Coordinator shall review and sign the payment request, checking/confirming: ▪ The expenditure is included in the approved AWPB ▪ IFAD no objection was obtained related to procurement as applicable

Activity	Procedures
	▪ All expenditures are eligible in line with the financing agreement and has been incurred before/completed before Project completion date. ▪ Payment was cleared by the relevant component technical officer/head. ▪ All supporting documentation is attached (refer 12.1).
Process payment	▪ The approved payment request with related documents shall be sent to the Disbursement Officer for processing and uploading on the online banking platform. ▪ The Disbursement Officer shall confirm that the bank details provided by the supplier corresponds to the signed legal agreement / original bank letter provided. ▪ Once loaded on the banking platform, the payment to be released by 2 authorised signatories (using unique digital signatures) ▪ **(NB: Cheques are not used for these payments)**
Record payment	▪ Account record the transaction in the accounting software, using the correct codes as captured on the payment request. ▪ File supporting documentation, include proof of payment (bank statement/bank confirmation of payment)

12.6 Fund Transfers to the PFIs for blended financial package (30% grant) (to be updated by PIU as applicable)

Activity	
Receive payment request	▪ The PFI submits a formal request to the PIU for the transfer of grant portion of the financing packages based on estimated demand and implementation plan, information forms and the contract signed between the supplier and the beneficiaries, for each financial package
Prepare payment request	▪ The PIU Finance Specialist and Disbursement officer to receive and review the request for funds from the implementing agency and confirm that requested funds are for activities approved in the AWPB related to the specific agency. ▪ *The Finance Specialist may reject a request for funds if the implementing agency has large advances which have not been justified for previous funds requests.* ▪ The Disbursement Officer prepares a payment request which indicates the details of the implementing agency and amount to be transferred.
Review and approval of payment request	▪ The disbursement officer submits the payment request and supporting documentation to the Project Coordinator for review and approval. ▪ The Project Coordinator shall review and sign the payment request, checking/confirming that the funds allocation is included in the approved AWPB.
Process payment	▪ The approved payment request will be submitted to the Disbursement Officer. ▪ The Disbursement Officer to load the payment on the online banking platform.

Activity	
	▪ Payment released by 2 authorised signatories.
Record payment	▪ Disbursement Officer to record the advance in the accounting software against the specific implementing agency. ▪ *Do not record the advance as an expense. Once advance is justified (refer procedures in 9.2), account for expenses using the correct expense codes (component, category) at the historical exchange rate.*

12.7 Advances to implementing agencies (if applicable)

Implementing agencies will request funds from PIU & CEPfor the purposes of implementing activities.

Activity	
Receive payment request	▪ Implementing agency submit ad-hoc funds requests in writing, using a request for funds form. ▪ The request for funds form to be duly authorised by the Project Coordinator of the Implementing Agency. ▪ The request for funds form to stipulate the individual activities for which funds are requested in line with the approved AWPB.
Prepare payment request	▪ The PIU & CEP Disbursement officer to receive and review the request for funds from the implementing agency and confirm that requested funds are for activities approved in the AWPB related to the specific agency. ▪ *The disbursement officer may reject a request for funds if the implementing agency has large advances which have not been justified for previous funds requests.* ▪ The Disbursement Officer prepares a payment request which indicates the details of the implementing agency and amount to be transferred.
Review and approval of payment request	▪ The disbursement officer submits the payment request and supporting documentation to the Project Coordinator for review and approval. ▪ The Project Coordinator shall review and sign the payment request, checking/confirming that the funds allocation is included in the approved AWPB.
Process payment	▪ The approved payment request will be submitted to the Disbursement Officer. ▪ The Disbursement Officer to load the payment on the online banking platform. ▪ Payment released by 2 authorised signatories.
Record payment	▪ Disbursement Officer to record the advance in the accounting software against the specific implementing agency. ▪ *Do not record the advance as an expense. Once advance is justified (refer procedures in 9.2), account for expenses using the correct expense codes (component, category) at the historical exchange rate.*

12.8 Payments for fuel

Vehicles may be refuelled at the local preferred fuel station, based on approved purchase orders issued to drivers by the Project Disbursement Officer. In such instances the driver does not pay in cash for fuel. On a monthly basis the preferred petrol station will submit a customer statement for payment to the Project. The customer statement should:

- List all individual invoices separately with supporting purchase orders issued by the Project Disbursement Officer
- Indicate the date and amount (value and volume)
- Indicate the vehicle registration number

The administrative assistant will compare the customer statement information to the respective Project vehicle logbooks to confirm accuracy of the customer statement. In addition, the administrative assistant with confirm that only approved Project vehicles are listed on the customer statement. Once the administrative assistant is satisfied with the customer statement, a payment request will be prepared in line with the procedures in 13.2

If drivers are not able to refuel at the preferred fuel station, drivers may use fuel advances to procure fuel. In all instanced, travel is approved in line with required procedures as outlined in section 13. The fuel invoices should be attached to the trip expense to be filed upon return to the office.

13. Financial Reporting

The section on financial reporting deals with:

- Financial reports for submission to IFAD and other financiers
- IAs reporting to PIU or CEP (as applicable)
- Internal reporting within each IA (as applicable)

13.1 Financial reports for submission to IFAD and other financiers

PIU is responsible for submitting consolidated financial reports to IFAD. *The applicable financial reporting requirements applicable to IFAD-financed Projects are outlined in the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects* which may be updated from time to time. The FM Specialist should ensure adherence to the latest version of the Handbook.

PIU is required to prepare financial reports and submit to IFAD as outlined in the table below:

Type	Period / Frequency of submission
Annual Financial Statements	▪ Unaudited: Prepare annual reports and submit to IFAD within 4 months of the end of the financial year-end. ▪ Audited: Submit audited financial statements within 6 months of the end of the financial reporting period. The reports should be prepared in line with requirements are outlined in 13.4. The annual financial statement should be authorised by the Project Coordinator for authorisation before submission to the auditor/IFAD.
Interim financial reports	Prepare quarterly reports and submit to IFAD within 45 days of the end of the quarter. The reports should be prepared in line with requirements are outlined in section 11

13.2 Financial reporting requirements

PIU is required to prepare financial reports in line with IPSAS, "Financial Reporting under the Cash Basis of Accounting" (IPSAS Cash). Should RRPCP Adapt propose to use a different accounting standard, this should be agreed with IFAD. In all instances, IFAD required Projects to use internationally accepted accounting standard.

13.3 General principles for the preparation of financial reports
AMAL shall prepare financial reports with consideration of the following specific principles:

Principal	Guidance
Completeness	▪ The financial reports shall be complete and include the activities of both PMUs and other implementing agencies (as applicable) and present the results of a single entity. ▪ The sources and uses of all categories/components shall be included (including sources received in-kind). ▪ The sources and uses from all financiers shall be included, including: o IFAD Grant o AF Grant o Government Contributions o PFIs Contributions o In-kind contribution from (Beneficiaries, Districts, PIU & CEP)
Accuracy	▪ Ensure that the various disclosures as outlined in 13.4 are reconcilable as appropriate
Accountability	▪ The financial reports should promote the concept of accountability.

13.4 Minimum prescribed content for interim and annual financial reports
PIU is required to prepare financial reports (annual and interim) which includes the following minimum prescribed content (an illustrative financial report is outlined in 21.9):

Detailed guidance on the preparation of the disclosures as prescribed by IPSAS Cash can be found in the Standard (https://www.ifac.org/publications-resources/revised-cash-basis-ipsas). PIU & CEP are required to adopt all reporting requirements as outlined in Part 1 of IPSAS Cash. The Project is encouraged to adopt Part 2 of IPSAS Cash on a voluntary basis.

Content	Source of requirement	Guidance on preparation of content
Statement of Cash Receipts and Payments	Prescribed by IPSAS Cash	▪ Layout: o Receipts – Payments = Surplus/Deficit + Opening Cash +/- Exchange rate difference = Closing Cash Balance ▪ The opening and closing cash balance should include the balance of the designated accounts (USD) and all Project accounts (Tajik Somoni) ▪ The opening and closing cash balance in the Designated Account is derived by applying the spot rate on the date of translation ▪ Disclose cash receipts using an appropriate classification system *(Contributions from external financiers, Contributions from*

Content	Source of requirement	Guidance on preparation of content
		Government, Contributions from Beneficiaries, Cash generated from Project activities) ▪ Disclose cash payments in line with the categories outlined in Schedule 2 of the IFAD financing agreement ▪ Disclose the exchange rate gain or loss (resulting from the translation of funds in the designated account from USD to Tajik Somoni).
Budget to Actual Comparison	Prescribed by IPSAS Cash	▪ Ensure that the Budget period corresponds to the Financial Reporting Period ▪ Derive the budget disclosure from the approved AWPB. Disclose both the original and final approved AWPB. ▪ Calculate the variance between budgeted and actual results for both receipts (sources) and uses (payments) ▪ Provide narrative on the reason for the variances observed.
Accounting policies and explanatory notes	Prescribed by IPSAS Cash	▪ Develop accounting policies with reference to the guidance provided in IPSAS Cash ▪ Disclose the authorisation date ▪ Disclose the basis of presentation ▪ Disclose the presentation currency as Tajik Somoni
Sources and Uses of Funds Statement	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Include both cash and in-kind contributions in the Sources of Funds ▪ Provide disclosure on uses of funds by financier/by category and financier/component
Designated account reconciliation	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Prepare reconciliation which provide justification for the IFAD advance – disclose for each designated account. ▪ Explain variances.
Designated account Statement	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Prepare for each designated account. ▪ Ensure that opening and closing cash balances presented in this Statement is reconciled with the cash balances used in the Statement of Cash Receipts and Payments. ▪ Disclose the exchange rate gain/loss separately and ensure that this is reconciled with the Statement of Cash Receipts and Payments.

Content	Source of requirement	Guidance on preparation of content
Summary of Withdrawal Applications	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Provide a summary for both PMUs and display combined total. ▪ Ensure that summary information is reconcilable with the IFAD historical transaction statement (to be requested from the IFAD Finance Officer) with regards to the value date of the transaction amount of withdrawal in loan denomination currency. ▪ Cross reference amounts included here per WA to amounts included in the Designated Account Statement / Designated Account Reconciliation.
Fixed asset register	Prescribed by the IFAD Handbook for Financial Reporting and Auditing for IFAD-financed Projects	▪ Include a fixed asset register which lists all Project assets *(including those purchased on behalf of the Community Groups if the Project retains the title and the assets will be returned to the Project at Project closure).* ▪ Indicate the implementing agency which procured the asset and related component. ▪ Ensure that all fields are included – refer illustration included in 21.9.

In addition to the above disclosures, the Project is required to maintain and Action Tracker log which is a log of agreed actions. This document should be maintained on an on-going basis provide together with the financial report (interim or annual). The Action Tracker format is outlined in 21.9. It is required that the Action Tracker include actions which have been agreed on with IFAD during missions or the Auditor during the audit (derived from the management letter). The purpose of the Action Tracker is to keep track of progress regarding agreed on actions.

13.5 Other considerations
The following specific issues should be considered in the preparation of the financial reports:

- Accrual related information should be disclosure in the notes of the financial statements. This includes outstanding advances, which, in terms of the cash basis of accounting, should be expensed when provided. This entails that the advance will be recorded in the relevant categories /components at year-end. *(NB: Best practice is that zero advances are outstanding at the end of the fiscal year).*
- In-kind contributions from Beneficiaries, both PMUs and districts should be reported in the financial statements in line with the process as outlined in section 9.7. Also refer to 21.9 to see the illustrative accounting policy and explanatory notes.
- Where applicable, disclose information for PMUs separately and on a consolidated manner. In all instances the user of the financial statements should be able to identify if the information relates to activities of PMUs.

13.6 IAs reporting to both PMUs(if/as applicable)

All implementing agencies which report to both PMUs are required to submit quarterly reports to the PMU. The relevant PMU will review the reports and verify bank balances/expenses with reference to supporting documentation attached to the report. PMUs will proceed to record individual transactions in 1C and clear related advances. The IAs are required to submit monthly reports using the report format as outlined in 21.16.

IAs are responsible for the accuracy and completeness of reports submitted to PMUs and will be required to respond to queries on report content in a timely manner.

13.7 Internal reporting

The following internal reports will be prepared by both PMUs and/or other IAs for the purposes of internal monitoring of project finances and progress:

Type	Period / Frequency of submission
Quarterly project reports	The PMUs FM Specialist to prepare a quarterly project report which includes (but not limited to): ▪ Consolidated budget to actual expenditure comparison with variance explanation. ▪ Individual budget to actual expenditure report per implementing agency with variance explanation. This report to assist the PMU project coordinator to monitor overall and implementing agency level performance for the purposes of taking corrective action if needed.
Monthly management accounts	It is required that each implementing agency prepare monthly management accounts for the purposes of monitoring allocated components/sub-components. The content may include (but not limited to): ▪ A financial progress report (sources and uses) ▪ Monthly bank reconciliations ▪ Cashflow forecast ▪ Summary of contract commitments ▪ Overview of budget to actual expenditure analysis with variance explanations ▪ Monthly vehicle maintenance and fuel consumption report ▪ Travel and DSA report. The monthly management accounts should be prepared within 10 days of the end of the month and submitted to the respective Project Coordinators for review and discussion during management meetings. The purpose of the monthly management accounts is to provide a monitoring tool for management with the purposes of identifying issues and taking corrective action.

14. Audit matters

14.1 Internal Audit

PIU will procure the services of an internal audit firm on an annual basis and report its findings to the project steering committee to ensure independence. The internal audit work will focus on the activities of CEP and other NGOs/implementing agencies which report to PMUs. To maintain independence, the internal audit firm will report to the Project Steering Committee.

In addition, PMUs may be subject to an annual review performed by the Chamber of Accounts of the Republic of Tajikistan. This review is focussed on compliance with financial management processes and procedures. The findings and recommendations should be considered and implemented in a timely manner.

14.2 External Audit

14.2.1 Auditing standards

IFAD promotes the use of internationally accepted auditing standards and requires that AMAL be audited in terms of the International Standards on Auditing (ISA).

14.2.2 Appointment of the auditor

IFAD required the appointment of a private auditor for the purposes of auditing AMAL (and other IFAD projects in Tajikistan). In selecting a private auditor (via relevant procurement procedure), the following should be considered during the assessment process:

- ✓ The auditor must be independent of the project, its staff and activities, in accordance with international best practices.
- ✓ The project auditor may not provide consultancy services to the project or prepare the project financial statements or have done so in the previous two years.
- ✓ The auditor must be suitably qualified and be a member of a professional body affiliated with the International Federation of Accountants.
- ✓ The auditor's work must conform to international auditing standards
- ✓ The audit firm must be able to assign an audit team to the audit possessing the necessary competence and skills.
- ✓ The audit firm must have a proven track record in conducting audits of a similar nature and complexity.
- ✓ The audit firm must have sufficient staff to ***deploy to both the main offices of PIU & CEP as well as the PFI/IAs.***

Auditors should normally be appointed in advance of the start of the period to be audited, to allow the auditor sufficient time to plan and carry out a comprehensive examination of the borrower's/recipient's financial records and accounts.

The IFAD Handbook on Financial Reporting and Auditing of IFAD-financed projects require that the following appointment process should be adhered to:

Step	Procedures	Guidance/timing
Development of the auditor's terms of reference	✓ The B/R prepares TORs for the audit (appendix 7). ✓ The B/R sends the TORs to IFAD for review and no-objection. ✓ IFAD communicates "no objection" to B/R on the final TORs, within thirty days of receipt.	In sufficient time to allow the appointment of auditors by the start of the financial year to be audited.
Procurement process	✓ The B/R initiates the procurement process, using the agreed TORs. ✓ The B/R informs IFAD of the name of the proposed auditor and the procurement process that was followed.	The B/R should attempt to finalize the procurement process at least thirty days before the start of the financial year. The auditor should be appointed before the start of the financial year to be audited.[29]
Auditor appointment	✓ The B/R appoints the auditor. ✓ The appointed auditor will issue a formal engagement letter.[30]	The B/R's representative will sign and return a copy of the engagement letter to the auditor.

14.2.3 Auditor terms of reference

A proposed TOR for AMAL is included in 21.7. The FM Specialist should use and refine this TOR as required.

14.2.4 Audit opinion and audit package

The audit report will outline the audit opinion on the audited financial statements. The National Audit Chamber of Republic of Tajikistan is required to issue an audit opinion in accordance with ISA 7002/705.

2 ISA 700 (Forming an Opinion and Reporting on Financial Statements) provides illustrative audit reports.

The auditor is expected to submit an audit package that at a minimum includes the audited financial statements, the audit report and the management letter. The management letter is an integral part of the audit package, which documents internal control issues identified by the auditor. The management letter should:

- Outline the auditor's recommendations to address identified internal control issues, and the responses to them on the part of the Project's management.
- Where applicable, provide follow-up commentary on the issues identified in the previous year's management letter.
- Include any ineligible expenditures identified during the audit be outlined in the management letter.

14.2.5 Audit reporting period

IFAD generally requires an annual audit of Project financial statements. However, the frequency of the audit may be changed by IFAD as a function of the Project's risk profile. In all instances, IFAD will confirm the frequency with which AMAL's financial statements are to be audited.

The audit reporting period may be amended for the first and/or final audits, in line with the following guidance:

- For the first audit, in cases in which the Project commences during the financial year, the following procedures will generally apply:
  - When the period between the first disbursement and the end of the financial year is less than six months, IFAD may allow the results for the first financial period to be included in the following financial year's audit; or
  - When the period between the date of the first disbursement and the financial year-end is greater than six months, audited financial statements for the period are always required.
- For the final audit, IFAD may recommend an audit reporting period that is longer or shorter than 12 months, but that in no case may exceed 18 months. This is to ensure that the final audit can be concluded and the audit report submitted to IFAD by the Project Closing Date.

In such instances, IFAD will discuss and agree on its requirements with the borrower well in advance of commencement of the final audit.

14.2.6 IFAD Audit reviews

IFAD will conduct reviews of s' audit reports. The main purpose of the reviews is to determine whether the private auditor conducted a quality audit resulting in an audit opinion acceptable to IFAD, and to assess the quality of the financial reporting of LMDP-III.

IFAD will communicate the results of the audit report review process within sixty days following receipt of the audit package. If required, LMDP-III will be requested to take corrective actions within a specified time frame. These actions should be included and monitored in the Action Tracker (illustrated in 21.9).

14.2.7 Public disclosure of audit reports

IFAD will publicly LMDP-III's Project financial statements and audit reports, subject to processes applicable to their publication. In line with the standards of the International Aid Transparency Initiative, LMDP-III is encouraged to publish financial information on its own website, for increased accountability. LMDP-III must ensure that the audit TORs explicitly mention the right of the LMDP-III and of IFAD to publish the audit report, with no limitation-of-use clause.

15. Records Management

15.1 Maintenance of separate accounts and records

In terms of IFAD's General Conditions for Agricultural Finance:

"The Project Parties shall maintain separate accounts and records in accordance with consistently maintained appropriate accounting practices adequate to reflect the operations, resources and expenditures related to the Project until the Financing Closing Date…"

In order to comply with the above requirement, PIU, CEP and other implementing agencies are required to maintain accounts. Such accounts and records may include:

Type	Example
Electronic information	• Data and information maintained within the 1C accounting software • Other documents and files maintained electronically, either on desktops, laptops or removable storage devices
Correspondence	• Emails • Hard copy correspondence (letters)
Documents received from external sources	• Bank statements • Supplier documentation
Internally generated information	• Employee files • Withdrawal applications • Forms

All documents and information are the property of LMDP-III and may not be removed.

15.2 Filing and storage of the financial records

PIU, CEP and other implementing agencies are responsible for filing records. To fulfil this responsibility:

- Project parties should maintain files in a chronological order, assigning appropriate codes/sequential numbers;
- Project parties should perform filing activities on a regular basis to prevent the accumulation of papers and to ensure that the financial records are always maintained in an up-to-date manner.
- Project parties should allocate an appropriate storage area for the financial records in paper format and maintain them in locked cabinets, safe from water and fire, to which access is controlled and limited.
- Project parties should also classify the financial records as "Confidential", or "General".

15.3 Off-site archiving of financial records

The respective Financial Managers should ensure that the financial records are archived at an off-site location on a regularly basis. Once a year, the Financial Managers should make sure that the completed or inactive files are archived in a manner that will allow for easy retrieval of the files in case they are required at some future date.

15.4 Electronic back-up procedures

Back-up of electronic information is an important function to be undertaken under instruction from the Financial Manager. It is required that:

- Daily: Electronic information at each Project office is backed up on the local server

- Weekly: Electronic information is saved on an external storage device and kept in a locked cabinet

Project staff access to backup files are subject to authorisation by the Project Coordinator or Financial Manager. The access of external persons is prohibited except for the auditors and IFAD staff.

15.5 Retention period
Project parties are required to retain accounts and records for at least ten (10) years after Financial Close. The Financial Manager should ensure that all documents and records (electronic and paper) are handed over to GoT at financial closure to ensure that records can be maintained for the 10-year period.

16. Fixed Asset Management

Fixed asset management is an important process that seeks to track fixed assets for the purposes of financial accounting and to ensure preventive maintenance, and theft deterrence. Adequate Fixed asset maintenance also increases the sustainability of the Project. There are three elements in fixed asset management that require the attention of the Financial ManagerFM Specialists:

- Purchase of equipment
- Setting up and maintaining an asset register including verification
- Setting up a plan for disposal and/or handover of the asset once the Project is completed

16.1 Purchase of Equipment
The Accountants should follow the following process for each fixed asset purchased:
- Assign a unique, sequential asset number (excluding minor items such as stationary).
- Tag each item with its unique asset number.
- Record the item of equipment in fixed asset register

16.2 Fixed asset register
The accountants must maintain a fixed asset register in the asset management module of the accounting software. The asset register should record the following information for each individual piece of equipment (refer 21.9 for illustration):
- Asset description
- Asset number
- Individual responsible for asset
- Implementing agency responsible for purchase
- Source of funding of asset (IFAD, government etc.),
- Location of the asset
- Date of purchase
- Cost of purchase and invoice number
- Remarks regarding the condition of the asset

The Finance Controller shall ensure that the consolidated fixed asset register is maintained and updated regularly.

Assets purchased for beneficiary use should be included in the fixed asset register if the assets remain under the ownership of the Project (therefore beneficiaries to return to Project at Project closure).

16.3 Asset Verification Review
Under the management of the FM Specialist, AMAL must conduct an annual asset verification process whereby the following checks are performed:
- Verify that all fixed assets are still held in the location recorded on the register;
- Confirm the completeness and accuracy of the information recorded on the fixed asset register;

- Check that equipment and vehicles are still in a reasonable state of repair and that remarks regarding the condition of the assets are correct as recorded in the fixed asset register;

The verification review must be performed by different staff from those who use the equipment, to ensure adequate segregation of duty. Discrepancies between the verification exercise and the fixed asset register should be investigated. Where assets are missing or seriously damaged, they should be removed from the asset register. The removal should be formally documented and approved by FM Specialist and Project Coordinator. Moreover, the FM Specialist will undertake random verification of fixed assets during field visit.

16.4 Vehicle Maintenance and Fuel
Drivers are required to maintain waybills/itinerary lists and vehicle history records (21.11).

No cash shall be advanced to drivers for the purposes of refueling.

- Each vehicle to have dedicated fuel card which indicate the vehicle registration number.
- Each fuel card to have a set daily / monthly limit based on average consumption.
- Changes to the monthly limit is subject to approval by the FM Specialist (which will be approved base on approved trips).
- The waybill shall indicate the reading of odometer at the beginning and end of the period, i.e. the mileage of the car, as well as fuel consumption. This process shall be checked by an accountant based on GPS system ("Teltonika FM 4200) in the data server. Using the device, one can track the route, stop time, kilometers traveled, etc. The data shall be entered into 1C which distributes fuel by projects, depending on whether one or the other trip was made on any project. *(Manual recording / monitoring at PMU is acceptable given limited number of vehicles)*
- Fuel stations shall provide a monthly summary report on fueling and invoice which the accountant shall compare to the fuel invoices attached to the waybill. Differences to be followed up/resolved.
- Provision of fuel and lubricants shall be strictly limited per each vehicle per month in accordance with the order signed by the Management.

Vehicle insurance
The FM Specialist should ensure that all Project vehicles are comprehensively covered and that all drivers are noted on the insurance policy. Under no circumstanced may uninsured drivers drive the vehicles. The insurance policies should be renewed annually or as stipulated in the policy. The safety of cars is the responsibility of the drivers assigned to the vehicles. Consequently, they must ensure that the vehicles are parked in a secure area when not in use or outside working hours.

Maintenance
The drivers are required to monitor the maintenance of their assigned vehicles. The drivers must notify the xxxx of maintenance needs so that the cars can be serviced on a timely basis. The xxx is required to request the car maintenance, subject to approval by the Project Coordinator.
The assigned cars must always be taken to the selected garage for repairs and maintenance.

17. IFAD financial management support

17.1 Overview of IFAD support
IFAD's Procurement and Financial Management Division (PFM) will remain involved with AMAL from Project inception (starting at Project design) to Financial Closure to ensure that AMAL fiduciary requirements are met.

PFM's Finance Officer will establish on-going contact with the Project, by liaising with the FM Specialists of both PMUs and will be available to provide remote support on financial management matters. In addition, PFM will visit AMAL during missions to the Project (represented by either the Finance Officer or an appointed consultant). Mission types include supervision missions, mid-term reviews and implementation support missions. During missions, PFM will assess and monitor the adequacy of AMAL financial management arrangements such as accounting, budgeting, internal controls, flow of funds, financial reporting and the auditing practices.

If financial management arrangements of AMAL are deemed acceptable, IFAD will rely on them to provide assurance that the financing proceeds are being used for the intended purposes. In the case that IFAD identifies weaknesses in the financial arrangements, it will require AMAL to take the appropriate measures to mitigate those risks.

The key findings and recommendations of missions will be captured in the Aid Memoire which is a document which is shared with MoA and MoF and includes an overview of issues identified and proposed actions to be undertaken by the project/IFAD to address issues identified.

17.2 Roles and responsibilities related to IFAD support
AMAL will be required to participate in IFAD missions as follow:

Stage	Project roles and responsibilities
Before IFAD missions	• Prepare Appendix 1 (21.10) and submit to the FO/Consultant in electronic format (Excel Workbook, including formulae) before commencement of the mission – the FO/Consultant will specify the date range to be covered within Appendix 1. • Each project party (PIU, CEPand other implementing agencies) to complete the Financial Management Assessment Questionnaire (FMAQ) and submit to the FO/Consultant in electronic format (FO to provide most recent template). • Prepare all other information as requested by FO/Consultant before commencement of the mission (refer 21.2).

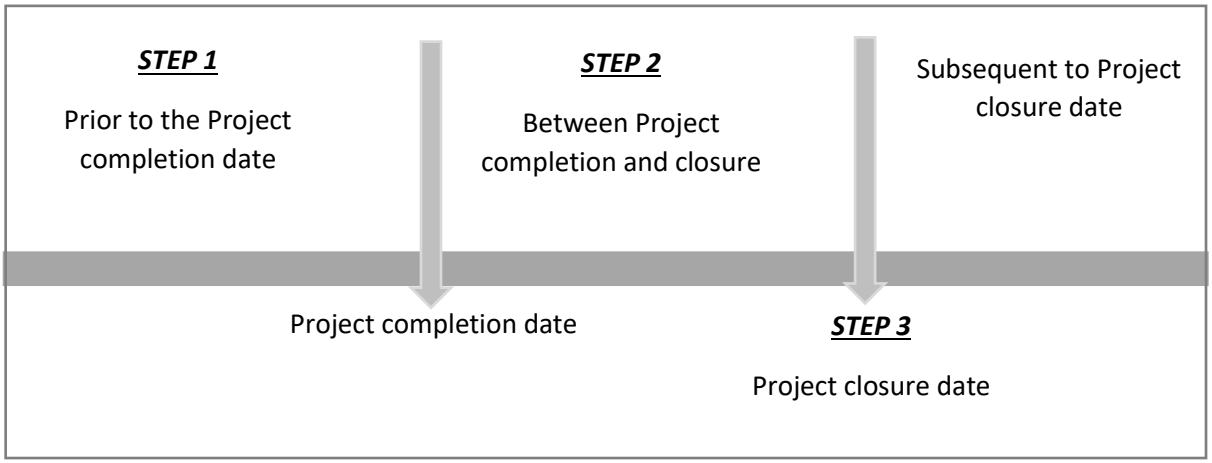
During IFAD missions	• Provide the FO/Consultant with all information which was requested before the mission.
	• Arrange meeting with the auditors (internal and external) and any other selected party requested by the mission.
	• Ensure that all FM staff are available to assist the FO/Consultant in performing their duties which may include:
	  ○ Review of financial reports, reconciliations
	  ○ Physical verification of fixed assets and inventory
	  ○ Meeting with the auditor
	  ○ Reviewing and completing the FMAQ
	• Discuss identified FM weaknesses and risks and assist the FO/Consultant with developing appropriate actions for inclusion in the aide memoire.

After IFAD missions	• Respond to any wrap-queries from the FO/Consultant • Commence with implementing all actions which are included in the Aide Memoire • Update the Action Tracker (see illustration in 21.9) with all actions raised during the missions.

Stage	Project roles and responsibilities
On-going	• Monitor and update the Action Tracker to ensure all actions are implemented in a timely manner. Liaise with the FM Specialist if required. • Respond to ad-hoc queries received from the FM Specialist or other IFAD staff as it related to FM matters.

18. Project completion and closure

The Project completion date is defined in the financing agreement and the Project closure date is 6 months thereafter. The following is relevant to period before Project completion up to Project closure:



STAGE 1	STAGE 2	STEP 3
Up to the Project completion date	Between Project completion and closure	Project closure date
▪ Submit an advance recovery plan to IFAD, indicating how the advance will be recovered up to Project closure (in line with financing agreement) (*request template for plan from IFAD*) ▪ Agree on the audit scope of work and submit to IFAD for no objection ▪ Incur eligible expenditure up to the Project completion date	▪ Commencement of the final audit ▪ Auditor performs the final audit in line with scope of work approved by IFAD ▪ Incur winding up expenditure only (cost of audit, staff salaries, operating costs, Project completion report) ▪ Submit final withdrawal application and recover advance via this process ▪ Develop an asset handover and disposal plan (include up to date fixed asset register, indicate condition of all assets and to which	▪ Submit final audit report on or before the Project closure date ▪ Submit Project completion report on or before the Financial Closure Date (as required in the financing agreement) ▪ Confirm the final withdrawal application with IFAD ▪ Return outstanding advance if applicable (if due and not recovered via recovery process) ▪ Closure of the grant with IFAD

STAGE 1	STAGE 2	STEP 3
	entity the assets will be transferred.	

A notice is sent to the Borrower at least six months prior to the PCD to advise that all applications must be submitted before the closing date, and to remind the Borrower that expenditures incurred and commitments made after the PCD will not be honoured, except for authorised expenditures during the "Winding Up Period" (from PCD to Financing Closing Date). This means that goods are delivered, civil works are completed and services are rendered on or before such date.

After the financing closing date, IFAD informs the Borrower of the formal closure of the loan/grant account, provides a history of disbursement transactions and cancels the unused loan balance. A re-amortisation plan should be sent where relevant.

Asset handover plan

The plan should develop report outlining the following for the purposes of handing over Project assets to the identified beneficiaries:

- The value of all the assets bought under the Project
- Summary of the current condition of the assets,
- To which entity, will the assets be transferred to and on which date and for what purpose.
- List the assets that will be disposed and the reason for being disposed.

19. IFAD Financing agreements – amendments and budget reallocations

If amendments are required to the financing agreement:

- a formal written request should be submitted to IFAD
- outlining the required amendment and motivation thereof.

Amendments to the agreement may be required for (but not limited to):

- Changes to the project completion date and grant closing date,
- Changes to the project budget/budget reallocation (noting that the budget may not be increased above the original total amount)

Budget reallocations

- In some cases, the expenses category amounts as outlined in the financing agreement requires a revision if the project notes that actual expenditure is deviating from the original budget.
- In such instances a reallocation is required, depending on the size of the reallocation per category (expressed as %)
- Reallocation of equal to or less than 10% (of each category) between the various categories if such a reallocation ***does not change the basic purpose of the project.***
- For reallocation greater than 10% of any expense category, the Borrower is required to formally request a reallocation from IFAD (supported by a detailed motivation).

20. Useful links

Document	Link
IFAD financial management e-learning	https://www.ifad.org/e-learning/financial-management-assessment/
Revised IFAD policy on preventing fraud and	https://www.ifad.org/en/document-detail/asset/40189695

corruption in its activities and operations (December 2018)	
Guidelines for internal controls for Public Sector Entities (INTOSAI GOV 9100)	http://www.intosai.org/issai-executive-summaries/detail/intosai-gov-9100-guidelines-for-internal-control-standards-for-the-public-sector.html
IFAD General Conditions for Agricultural Development Financing	https://www.ifad.org/documents/38711624/39421024/general_e.pdf/47c5f14b-2903-4285-b0b0-62c67cd650b8
IFAD Handbook for Financial Reporting and Auditing of IFAD -financed projects (English)	https://www.ifad.org/documents/38711624/39421009/IFAD+Handbook+for+Financial+Reporting+and+Auditing+of+IFAD-Financed+Projects/133b165d-15c7-4f79-8217-aef95b79dd67
Project Financial Management and Financial Control Handbook for Borrowers	https://www.ifad.org/web/guest/document-detail/asset/39635782
IPSAS Cash Standard	https://www.ifac.org/publications-resources/revised-cash-basis-ipsas
ICP page	https://icp.ifad.org/
ICP support email	icpsupport@ifad.org

21. Annexes

21.1 AWPB Structure and preparation checklist

PIU is responsible for the development of the Annual Work Plan and Budget (AWPB), generally covering a period of 12 months, which should include the following mandatory sections:

Section	Description
Introduction	▪ Provide a brief background ▪ Include narrative covering the strategic focus, target group, geographical focus (Project sites), outreach (with gender disaggregation), Project components, specific activities to be undertaken and the planned output for each activity.
Risks and mitigation	▪ Outline of major risks that could affect adversely the Project outcomes and mitigating actions taken.
Budget and financing plan	▪ Describe the necessary inputs and outputs for each activity, including the expenditures, financing source and expected completion date. ▪ The expenditures should be classified per activity and should also be linked to a component, expenditure category as per the financing agreement and a financing source. ▪ Each activity should be coupled with tangible outputs or physical targets to facilitate the measurement of Project progress.
Procurement plan	▪ Outline detailed plan outlining procurement activities, include expected cost for each item, procurement method and timeline. ▪ *The first Procurement plan should cover the first 18 months of the Project lifecycle while the subsequent procurement plans should cover 12 months of the Project lifecycle.*
Progress and past performance (include in 2nd AWPB onwards)	Outline the following with: ▪ Summary of the key achievements ▪ Problems encountered and how these were resolved ▪ Budget execution, comparing actual expenditure per category/component to prior AWPB with an indication of category overspend
Other	▪ Training and technical assistance schedule ▪ PMU staff development plan ▪ Project staff payroll (including the names, titles, salaries and incentives)

***AWPB Check:* The checks listed below are designed to improve the quality of the AWPB during the final preparation stage.**	***Yes***	***No***
Is the AWPB complete and clearly presented? Does it disclose sufficient information?		
Is the AWPB in line with the Project description and rational (schedule 1) as per the financing agreement and the Project log-frame? Are all the activities relevant to the Project?		
Does it contain the necessary summary tables by component and financier and by expenditure category and financier as well as the detailed tables by component?		
Does the implementation schedule seem realistic and does it show appropriate targets and milestones? Are the targets and execution level realistic compared to past years progress?		
Does it contain a separate annex disclosing the details of the Project payroll?		
Does it contain a separate annex containing outlining the planned trainings?		
In the detailed tables are the expenditures structured by activity and linked to a component, expenditure category and financing source?		
Are the cost categories of the AWPB in line with the Schedule 2 of the IFAD financing agreements and are expenditures within the agreed allocations?		
Is any expenditure category going to be overdrawn during the year? Is a reallocation of IFAD funds needed?		
Does the total (and subtotal) costs add up? Are the inputs (unit cost) and outputs (physical targets) adequately quantified? Is there coherence between the inputs and outputs? And does these represent value for money (i.e. what is the unit cots for per output, e.g. cost per trained farmer)?		
Are the unit cost are realistic and do they reflect market prices?		
Is the AWPB accompanied by a procurement plan? Is the procurement plan consistent with the AWPB?		
Is the format of the AWPB compatible with other financial reports and the accounting software to allow input in the budget module and generation of actual vs. budget reports and		
If last audit, does it take into account completion date of the Project as well as winding up activities such as Project completion report, final audit as handover/disposal of Project assets (computers, vehicles etc.),		

A.1. Annual Work Plan and Budget

Project Name:
Recipient:
Reporting period: DD.MM.YYYY – DD.MM.YYYY

Detailed Tables per Component, Expenditure Category and Financier - (Separate sheet for each component as applicable).																	
Description		Budget Category	Location		Items (cost in USD)				Physical Outreach/target by activity	Timeline					Financing Source (USD)		
Budget item by Component, Subcomponent and Activity	Methods		Implementing entity	Country/site	Unit	Unit cost	Quantity	Total		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Delivered by	IFAD Grant	Recipient	Co-financier
Component 1																	
Activity 1.1																	
Expenditure item																	
Expenditure item																	
Subtotal																	
Activity 1.2																	
Expenditure item																	
Expenditure item																	
Subtotal																	
Activity 1.3																	
Expenditure item																	
Expenditure item																	
Expenditure item																	
Expenditure item																	
Subtotal																	
Total (Component 1,2,3 etc)																	

21.2 Information checklist – preparing for IFAD missions

It is required that AMAL prepare the following in anticipation of IFAD missions:

	Information	Guidance
1.	*Appendix 1*	• Prepare Appendix 1 in Excel Workbook and include formulae as appropriate.
2.	*FMAQ*	• Include comments in the Financial Management Assessment Questionnaire (with exception of the summary section).
3.	*Withdrawal applications/ SOEs*	• Make hardcopy files of all recent withdrawal applications/statement of expenditures available (at least covering 12 months prior to the missions). Upon request, provide supporting documentation for a selection of expenditures. • Provide a summary of pending withdrawal applications / SOEs for review.
4.	*Bank reconciliations*	• Make hardcopy files of most recent bank reconciliations available. Include copies of relevant bank statements. Ensure that IFAD designated account reconciliations are prepared in the correct format as outlined in the IFAD Loan Disbursement Handbook
5.	*Financial reports*	• Provide most recent financial reports (as at end of most recent completed month), which include summary information (including all sources and uses of funds). • Provide most recent interim financial report (format illustrated in 22.9) • Provide copy of most recent audited financial statement.
6.	*Fixed asset register*	• Provide updated fixed asset register in Excel Workbook format (export from accounting software).
7.	*Manuals and procedures*	• Provide an electronic of the most recent version of the Financial Manual (to which IFAD provide a no objection). • Provide a copy of the accounting software manual.
8.	*Contract register and monitoring forms*	• Make available the update Contract Register and Contract Monitoring Forms (export from Accounting software).
9.	*Action tracker*	• Update the action tracker with progress to date.
10.	*AWPB/Procurement Plan*	• Make available electronic copies of the AWPB and Procurement Plan (provide in Excel Workbook format).
11.	*Advances*	• Make available a summary of outstanding advances with supporting documentation.

21.3 Terms of reference: Financial Management Specialist

Post title: Financial Management Specialist
Organisation: (PIU/CEP)
Location: Tajikistan, Dushanbe
Name of Project: AMAL
Duration: One-year renewable
Type of contract: short term
Closing date: insert

1. Objective

The main objective of the assignment is to maintain accounting procedures and manage activities related to the project financial management arrangements. In his/her activity the Finance Specialist shall be guided by the Project Implementation Manual and current legislation of the Republic of Tajikistan.

2. Scope of Services and Responsibilities

The FM Specialist's tasks and responsibilities include, but are not necessarily limited to, the following:

- ensuring proper control over the management of project financial flows and their disbursement, following accepted accounting procedures and policies, internal financial control of for the PIU/CEP procedures in accordance with International Financial Reporting Standards, which includes segregation of duties, monthly bank reconciliations, budget vs. actual reports, and maintaining a fixed asset register with periodic verification. Complete documentation will be kept, and inspections of partner records will be conducted to ensure proper reporting.
- preparing an AWPB and submit it to IFAD along with the procurement plan 60 days prior the start of each financial year;
- preparing the Project's quantitative financial and physical output data in 1C, which is accounting software with the features of Management Information System (MIS) in excel;
- responsible for the use of the 1C accounting software, which will be implemented for project after some adjustments;
- preparing quarterly interim financial reports and submit to IFAD.
- responsible for project budgeting, which includes all activities for the year, segregated by quarter and by financier. To facilitate transparency in the budgeting, and facilitate implementation and monitoring of the budgeted activities, approved AWPBs will be accessible to all Project and implementing partner staff.
- responsible for Annual Project audit by an independent private auditor;
- preparing the Terms of Reference for the annual external audit; technical and financial assessment of proposals from auditors; preparing annual financial statements and explanatory notes in accordance with the requirements of the IFAD, to an acceptable extent; agreeing with auditors on the format of their reports;
- preparing and obtaining approval for budgets based on the work plans of the project subcomponents;
- periodically assessing the financial reporting schemes and internal controls for the project subcomponents and making proposals for improvement;
- monthly review the overall project general ledgers to identify and clarify any errors and anomalies, and particularly with respect to debtors and creditors that are overdue for a period of more than one month;
- regularly review the financial statements submitted by project components and sub-components and agencies or organizations implementing or managing such

components and sub-components to ensure that they are following established procedures and to make adjustments where necessary;
- monitoring the status of budget utilization by project component and expenditure category and reporting to the Coordinator any significant changes together with recommendations for appropriate action;
- liaising with officials of the Ministry of Finance, the Ministry of Agriculture and other relevant government bodies on financial matters pertaining to the the projects for which s/he is responsible, and in particular on the timely disbursement of government counterpart funds;
- periodically visiting remote project locations to review the operation of the internal control system and control of reporting by components;
- ensuring timely preparation of financial, performance and monitoring reports to the Government of the Republic of Tajikistan, donors and provision of international and local auditors with information, documentation and explanations necessary for audit purposes;
- preparing and submitting applications for replenishment of Special accounts of projects in accordance with the Disbursement guidelines of IFAD and other donors in accordance with grant/financial agreements ratified by the Parliament of the Republic of Tajikistan;
- approving and updating the Financial Procedures Manual of the CEP/PIU and ensuring strict compliance with its provisions;
- organizing and conducting training seminars on accounting and financial management within the project framework for the staff and components;
- controlling the work of Special accounts and other transit accounts in accordance with IFAD and other donor procedures;
- close communication, cooperation and coordination with IFAD Country Team, MOF and MOA management and staff and other project implementation agencies.
- performing other relevant duties as required by the Project Coordinator.

3. Institutional Organization

The FM Specialist will work closely with PIU and CEP staff, all partners, implementing agencies of the project and its components, government agencies and other organizations that have a direct link to the project implementation.

4. Reporting and Approval

The FM Specialist will report to Project Coordinator, Chief Accountant who will evaluate performance of his responsibilities every year.

5. Client's Contribution

The client will provide a local specialist with relevant information on the Project, the basic documents of the Project, procurement plans and available technical materials on assignments described in the scope of work. The client will provide a specialist with necessary working conditions in PIU/CEP (room, furniture, office telephone, access to Internet, etc.).

6. Qualifications and Experience

The Finance Manager should satisfy the following qualifications and criteria:

- Master's degree in finance, economics or similar education in the field of accounting and finance of international standard;
- Extensive experience in working with procedures for budgeting, accounting and reporting of donors;
- Ability and practical experience in creating and maintaining a system for financial management of the project and accounting information system in accordance with international best practice;

- Complete, practical management of bookkeeping;
- Ability to present financial information in a clear, concise form and in a form acceptable to non-specialists;
- Knowledge of Tajik and Russian languages is a must, knowledge of English is an advantage;
- Experience in training local staff and subcontractors in payment procedures and accounting theory and practice;
- Computer literacy; knowledge of programs based on the Microsoft Office package, such as Word and Excel, PowerPoint, 1C accounting program and other MIS programs

7. Duration of Appointment

The period of assignment in the position will be initially 12 months and may be extended by mutual agreement, with probation period of three months.

21.4 Terms of reference: Disbursement Officer

Post title: Disbursement Officer
Organisation: *(PIU/CEP)*
Location: Tajikistan, Dushanbe
Name of Project: AMAL
Duration: One-year renewable
Type of contract: short term
Closing date: insert

1. Objective

The main objective of the assignment is to maintain accounting procedures and manage activities related to the project financial management arrangements. In his/her activity the Finance Specialist shall be guided by the Project Implementation Manual and current legislation of the Republic of Tajikistan.

1. Scope of services and duties

The Disbursement officer shall perform with all responsibility the works specified in the Terms of Reference and scope of services in detail. The main responsibilities of the Disbursement officer include but do not limit to:

- Prepare Withdrawal Applications, Statement of Expenditures and Special Commitments, Direct Payments in accordance with the Disbursement Guidelines of IFAD, IDA and other donors financing projects implemented by PIU/CEP;
- Keep accounting; provide duly control of the project funds and their cash flow and payments following the adopted procedures and standards of the KR accounting in accordance with IFAD, IDA and other donors' requirements;
- Make payments on advancing the component expenses according to their requests; pay out PIU/CEP expenses from the Project(s) designated accounts;
- Process the component reports and primary documents; enter all accounting transactions and daily bank operations into 1C Accounting Program according to bank statements;
- Make cash and advance payments from the project cash on the project operation and other expenses; enter all daily accounting transactions into 1C Accounting Program; their correct classification and proportion of expenses according to their categories;
- Prepare all confirming and supporting documents on the Project(s) expenses for withdrawal application;
- Prepare monthly reports on fund cash flow on all available accounts of the Project(s);
- Prepare monthly and quarterly reports for the KR Ministry of Finance, IFAD, IDA and other donors;
- Assist the FM Specialist to prepare financial statements for auditors during Project(s) audit;
- Process accounting records for all temporary and permanent assets; participate in an annual inventory of the Project(s) and its component equipment;
- Prepare various reports, information materials at the request of the Ministry of Finance, IFAD, IDA, other donors and organizations;
- Replace FM Specialist, accountant-cashier; perform their responsibilities during their absence;
- Carry out other appropriate responsibilities upon request of the PIU/CEP Project Coordinator and/or FM Specialist.

2. Reporting and approval

The Disbursement officer shall report to Project Coordinator, FM Specialist, Chief Accountant who will evaluate performance of his/her responsibilities on a regular basis.

3. Institutional arrangement

The Disbursement officer will work closely with PIU/CEP staff, all partners, implementing agencies of the project and its components, government agencies and other organizations that have a direct link to the project(s) implementation.

4. Client's contribution

The client will provide a specialist with relevant information on the Project, the basic documents of the Project and available technical materials on assignments described in the scope of work. The client will provide a specialist with necessary working conditions in PIU/CEP and ensure his (her) all necessary materials and tools to carry out this assignment.

5. Qualification and experience

The Disbursement officer should meet the following qualification criteria:

- Higher education in accounting and finances;
- At least 5-year work experience in accounting;
- At least 3-year relevant work experience in donor funded project finances;
- Good knowledge of financial management, KR accountancy, tax policy and other legislative financial norms;
- Knowledge of procedures of international organization financial management such as WB/IFAD etc.;
- Fluency in Russian and Tajik, knowledge of English is an asset;
- Compulsory knowledge of 1C Accounting Program;
- Compulsory computer knowledge of Windows, such as knowledge of Microsoft Office package.

6. Duration of Assignment

The period of assignment in the position will be initially 12 months and may be extended by agreement of the parties.

21.5 Terms of reference: Internal Audit Services

Contract	Internal audit services
Project	AMAL
Location	Tajikistan, various locations
Duration	XX month per annum
Starting Date	[insert]
Languages required	English and Russian

1. Background:

[INSERT]

2. Reporting System:

The objective of the Internal Auditor firm is to add value and improve the Project's operations and assist Project Steering Committee (PSC) and management by independently reviewing all activities, processes and systems with particular regard to risk and control aspects and bringing a systematic and disciplined approach to the effectiveness of risk management, control, and governance processes.

The successful firm will possess a thorough knowledge of internal auditing procedures, accounting procedures and have sound judgment on risk identification and management.

The firm will produce a monthly internal audit report presented to the Project Steering Committee.

Internal Audit firm shall monitor the appropriate follow-up on audit findings and recommendations. All significant findings will remain in an open issues file until cleared.

3. Independence:

The internal audit firm reports to the Project Steering Committee, who appoints and terminates the firm upon recommendation of the Donors. The firm will work under the overall supervision of the Project's Steering Committee.

All internal audit activities shall remain free of influence by any element in the organisation, including matters of audit selection, scope, procedures, frequency, timing, or report content to permit maintenance of an independent and objective mental attitude necessary in performing the function.

Internal Audit shall have no direct operational responsibility or authority over any of the activities it reviews. Accordingly, it shall not develop nor install systems or procedures, prepare records, or engage in any other activity which would normally be considered management or staff's responsibility.

4. Authority and confidentiality:

Authority is granted for full and unrestricted access to all THE PROJECT records, physical properties, and staff relevant to any area under review. All employees are requested to assist the internal audit in fulfilling its function.

Documents and information obtained by the internal audit firm will be handled in the same prudent and confidential manner as by those employees normally accountable for them.

5. Duties and Responsibilities:

Within the framework, as described above, the internal audit firm will carry out the following tasks:

- Conduct a post-audit procedures on the PIU, CEP and NGOs/implementing agencies which report to it, with respect to their functions and activities within the project. Make recommendations on possible improvements of the procedures to enhance control mechanisms, financial performance and produce quality reports for senior management and PSC, to enhance decision making, on monthly basis.
- Audit all contracts signed between PIU, CEP and/or implementing agencies with service providers, suppliers, and contractors to verify that (i) compliance with terms and conditions of grant / loan agreements and procurement regulations and donor guidelines; and (ii) the contract is in line with best practice with respect to compliance with terms of reference, request for proposal, tender documents etc.
- Develop professional and constructive working relationships with key managers and be able to challenge when necessary.
- Lead development of specific innovative ways of working and new ideas for reviewing risk and control issues.
- Assess risk and control related policies and procedures, provide input to updates in existing procedural documents with respect to controls as necessary
- Apply internal audit procedures to audit the financial statements, accounting records and other financial and non-financial registries applying accepted internal audit standards.
- Undertake special assignments and investigations and in particular undertake more complex and high-level audit investigations under advisement of the Project Steering Committee.
- Reviewing the means of safeguarding assets and, as appropriate, verifying their existence.
- Reviewing and appraising the economy and efficiency with which resources are employed.
- Reviewing operations or programs to ascertain whether results are consistent with established objectives and goals and whether the operations or programs are being carried out as planned, including verify the adherence of PIU/CEP/Implementing agencies staff to AWPBs, policies, plans, procedures, laws, and fund regulations that are influential on Fund works as well as donors accounting procedures.
- Asses the efficiency, effectiveness and economy of the usage of resources and reports of any deviations in case they are existed.
- Reviewing the adequacy, implementation and operation of donors' transparency and accountability policies and of other anti-corruption, fraud and related misuse policies and procedures.
- Confirming adherence to the Financial Manual (as approved by IFAD).

6. Audit Planning:

- Internal Audit firm shall regularly submit to the Project Steering Committee an up-to-date summary of the audit work schedule.
- The audit work schedule is developed based on a prioritisation of the audit universe using a risk-based methodology. Any significant deviation from the formally approved work schedule shall be communicated to the Project Steering Committee through periodic activity reports.
- The audit planning shall pay specific attention to the activities of the implementing agencies which report to PIU & CEP.

7. Qualification criteria:

- Internal audit firm should be member of recognized professional international Accountancy/ Audit body

- The firm shall govern themselves by adherence to The Institute of Senior Internal Auditors' Code of Ethics. The Institute's International Standards for the Professional Practice of Internal Auditing shall be adhered to by the firm. The Institute of Senior Internal Auditors' Practice Advisories will be adhered to as applicable.
- Assigned employees to have:
  - Proven relevant working experience in Internal Audit.
  - Proven experience of risk management frameworks and approaches.
  - Experience of operational auditing & risk based approach to review.
  - Excellent negotiating and high level influencing skills and the ability to challenge at a senior level when necessary.
  - Ability to work in challenging environments.
  - Ability to work and deliver to tight deadlines.
  - Logical and systematic in analytical thinking.
  - Facilitation and presentational skills.
  - Full Working knowledge of English, including excellent drafting and presentation skills.
  - Ability to read and speak Russian.
  - Excellent computer skills, including full working knowledge of standard word processing, spreadsheets and presentation packages.

21.6 Supporting documentation for withdrawal applications

The following supporting documentation is required:

Type of payment	Supporting documentation
All types of payments	▪ The signed contract or confirmed purchase order (Showing the specified amount that is due paid. If this has been sent earlier to the fund a reference to the accompanying letter or document should be given in a footnote to the relevant Application summary Sheet – form 100) ▪ The bank guarantee for advance payment, as specified in the contract documents ▪ The bank guarantee for performance, as specified in the contract documents ▪ Copies of communications sent by the IFAD country Project manager to the lead Project agency (LPA) providing the IFAD's no objection (post or Prior) to the contract award, and ▪ Evidence of payment.
Payment of goods	▪ Supplier's invoice duly certified for payment by the Project Coordinator – specifying the goods, their quantities and prices ▪ Bills of lading or similar documents; and ▪ As appropriate, the certificate of delivery (to include condition of goods to delivery.
Payments for services (including consultants)	▪ The supplier or consultant claim, duly certified for payment by the Project Coordinator and showing sufficient detail. If such Services relate to the importation of goods (for example, freight and insurance payments), adequate reference should be given to enable IFAD to relate each of these items to specific goods whose cost has been or is to be financed by the financing closing date; and ▪ As appropriate, a certificate of delivery of satisfactory services
Progress and retention payments of civil works	▪ the claim if the contractor, including a financial progress report, stating the work performed and the amount due; ▪ A certificate-signed by the Project consultants or owner's representative, if any, or by the borrower's chief engineering officer or resident supervising engineer assigned to the Project, to the effect that the work performed is satisfactory and the payment claimed is due in accordance with the terms of the contract, and ▪ A copy of the contract payment monitoring form signed in original by the certifying officer.

21.7 Terms of reference: External Auditor

Borrower: Government of Republic of Tajikistan

Project: Access to Market and Adaptation for Livestock (AMAL)

Financing Agreements:

IFAD: Grant xxx (IFAD)

Grant xxx (AF)

Background

- The International Fund for Agricultural Development (IFAD) is aiding the Borrower in the form of a loan and grants.
- IFAD requires the Borrower to appoint an independent auditor to audit the accounts related to the Project, in accordance with the IFAD Handbook on Financial Reporting and Auditing.
- The entity prepares its financial statements in accordance with the IPSAS Cash Basis of Financial Reporting.
- (insert other relevant info)

Objective

The objective of this audit is to enable the auditor to express an opinion on whether the financial statements (including additional disclosures as outlined in section 5) present fairly, in all material respects, the financial position of the reporting entity as at [insert year-end date], and/or the results of its operations and its cash flows for the years then ended, in conformity with the [applicable accounting standards].

Responsibilities of the Borrower

General

- Provide financial statements for the activities financed by loans/grants/contributions that are reconcilable to its records and accounts.
- Provide the auditor with access to all legal documents and correspondence with consultants, contractors and other persons or firms engaged by the Project, and any other information associated with the Project and deemed necessary by the auditor.
- Ensure that the accounting policies are consistently applied and disclosed.
- Ensure that appropriate internal controls are implemented to prevent misstatements and susceptibility to fraud.
- Ensure compliance with all relevant laws and regulations that pertain to the entity, as well as with the financing agreements between the Borrower and IFAD.
- Provide the financial statements to the auditor within a reasonable time and be available for any queries that the auditor may have.

Financial statements

The Borrower shall:

- Prepare financial statements covering the reporting period [date] to [date], in accordance with IPSAS Financial Reporting under the Cash Basis of Accounting. In addition, the following IFAD specific disclosures will be included in the financial statements:
  - Budget to actual comparison - refer to AMAL Financial Manual for illustration;

- Withdrawal application summary – refer to AMAL Financial Manual for illustration;
- Sources and uses of funds statement – refer to AMAL Financial Manual for illustration;
- Designated Account statement and reconciliation – refer to AMAL Financial Manual for illustration;
- Fixed asset schedule - refer to AMAL Financial Manual for illustration

Responsibilities of the auditor

Auditing standards

The audit shall be conducted in accordance with the International Standards of Audit (ISA) published by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC). These standards require that the auditor plans and performs the audit to obtain reasonable assurance about whether the financial statements are free of material misstatements. The audit includes examining, on a test basis, evidence, supporting the amounts and disclosures in the financial statements. The audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In complying with ISA, the auditor is expected to pay particular attention to the following matters, including special considerations for public sector entities:

- In planning and performing the audit to reduce audit risk to an acceptably low level, the auditor should consider the risks of material misstatements in the financial statements due to fraud as required by the International Standard of Audit 240: The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements.
- When designing and performing audit procedures and in evaluating and reporting the results thereof, the auditor should recognize that noncompliance by the entity with laws and regulations may materially affect the financial statements as required by the International Standard of Audit 250: Consideration of Laws and Regulations in an Audit of Financial Statements.
- The auditor should communicate audit matters of governance interest arising from the audit of financial statements to those charged with governance of an entity as required by the International Standard of Audit 260: Communication with those Charged with Governance.
- The auditor should communicate appropriately to those charged with governance and management deficiencies in internal control that the auditor has identified in an audit of financial statements as required by the International Standard of Audit 265: Communicating Deficiencies in Internal Control to Those Charged with Governance and Management
- In order to reduce audit risk to an acceptably low level, the auditor should determine overall responses to assessed risks at the financial statement level, and should design and perform further audit procedures to respond to assessed risks at the assertion level as required by the International Standard of Audit 330: The Auditor's Responses to Assessed Risks.
- In instances where certain aspects of an entity's operations are performed by a third party service provider, the auditor is expected to include an understanding and assessment of the internal control environment of the service provider during the audit process as required by the International Standard of Audit 402: Audit Considerations Relating to an Entity Using a Service Organization.
- As part of the audit process, the auditor is expected to obtain written representations from management and, where appropriate, those charged with governance as required by the International Standard of Audit 580: Written Representations.

General principles

By agreeing to these terms, the auditor confirms that:

- The firm is independent from the Project, its staff and activities, in accordance with international best practices.
- The firm is not providing consultancy services to the Project or preparing its Project financial statements (nor has it done so in the previous two years).
- The auditor is suitably qualified and a member of a professional body affiliated with the International Federation of Accountants.
- The auditor is able to conduct the audit in line with international auditing standards.
- The firm can assign an audit team to the audit that has the necessary competence and skills.
- The firm has a proven track record in conducting audits of a similar nature and complexity.

Management letter

The management letter is an integral part of the audit package that documents accounting and internal control issues identified by the auditors. The management letter should:

- Outline the auditor's recommendations to improve identified accounting and internal control issues;
- Include the responses of Project management to the identified control issues, and its proposal to address the issues identified within a specific time period.
- Where applicable, follow up on the issues identified in the previous year's management letter.
- report on instances of non-compliance with the terms of the financing agreement;
- quantify and report expenditures that are considered to be ineligible and either paid out of the designated (special) accounts or which have been claimed from the IFAD;
- communicate matters that have come to their attention during the audit which might have a significant impact on the implementation of the project;

Reporting

The Auditor is required to deliver an audit package that includes:

- The audited financial statements, including additional specific disclosures as specified.
- An audit opinion on the financial statements
- A management letter
- A report on factual findings, within the scope of agreed-upon procedures as outlined. Any ineligible expenditure identified should be clearly mentioned.

The audit report should provide sufficient detail as to the nature and extent of the procedures performed by the auditor. The auditor is required to provide the audit package by no later than [insert date]. Reports are to be delivered in English.

Scope of the financial audit

In performing the audit, at a minimum the auditor shall:

- Obtain an understanding of the internal controls related to the financial reporting process, to identify and assess any weakness in internal control that might result in misstatements, whether due to fraud or to error;

- Design and conduct audit procedures in response to any weaknesses identified in the internal controls relating to the financial reporting process, to obtain audit evidence that the financial statements are fairly presented and free from material misstatements, in accordance with the applicable accounting framework;
- Verify whether expenditure that was incurred in the name of the Project is in line with the terms of the financing agreement(s) and incurred for the purposes intended in this agreement. Both IFAD and third-party funding should be taken into consideration;
- Verify that the fixed assets held by the entity exist, are complete, are properly accounted and are used for the Project purposes;
- Review grants disbursed through PFIs and Guarantee Fund mechanism to determine whether they are used for intended purposes in accordance with the terms of financing agreement and MoU/Implementation Agreement. As part of the procedures to determine if funds provided were, used for intended purposes, the Auditor should carry field visit to perform end-use reviews for an appropriate sample based on the control risk assessment. The grants issued through blended financial packages, if these are not properly used in accordance with terms of financing agreement must be quantified and reported.
- Note any weaknesses in the internal control environment and in the financial reporting process, and communicate those in the management letter.
- [List others].

Scope of the agreed-upon procedures

The auditor is required to perform the following specific procedures and report on factual findings as outlined:

Designated account statement(s) (page xxx)

- Confirm/agree that opening and closing bank balances (in USD and TJS) disclosed on the designated account statement(s) agree to the bank account statement and that such balances reconcile with disclosures in the notes the financial statements.
- Recalculate the closing balance of the designated account statement (in USD and TJS).
- Confirm/agree that the USD denominated amounts disclosed have been accounted for in COM at the historical exchange rate, in line with the procedure as outlined in the IFAD Financial Administration Manual (available on IFAD website).
- Recalculate the foreign exchange gain / loss as included in the designated account statement and agree to the amount disclosed in the Statement of Cash Receipts and Payments.
- Agree replenishments / transfers and direct payments to the bank account statement and IFAD historical transaction information.
- Confirm amounts disclosed for withdrawal applications agree to the information disclosed on the withdrawal application summary.

Designated account reconciliation(s) (page xxx)

- Confirm the accuracy of the reconciliation.
- Confirm that the designated account has been managed in line with the provisions of the financing agreement / Letter to the Borrower.
- If applicable, review and determine the reasonability of the explanation for variance as disclosed on the designated account reconciliation.
- Agree disclosed amounts to supporting documentation (bank statements / IFAD historical financial information).

Withdrawal application summary

- Determine whether goods and services have been purchased through the SOE mechanism in line with the stipulated SOE threshold.
- Determine whether the expenditures claimed through SOE procedures were properly and appropriately authorized, classified and supported by audit documentation.

- Select a sample of withdrawal applications and confirm the accuracy of the disclosures to the underlying documentation submitted to IFAD.
- Test a sample of project expenditure transactions from the withdrawal applications and confirming eligibility of expenditure / adequacy of supporting documentation. Summarise all ineligible expenditures identified in the conclusions section.

Fixed asset register (page xxx)

- Select a sample of fixed assets from the fixed asset register and confirm the accuracy and completeness of the information included in the fixed asset register.
- Select a sample of project assets from the floor and confirm that the asset is accurately recorded in the fixed asset register.

Community Group expenditure (Competitive Grants)

- Select a sample of grants made to Community Groups *(10% of grants, selected from at least 50% of the Oblasts)*
- Design and perform procedures to confirm whether expenditure were made in line with approved investment plans and for eligible expenditure as defined in the grant financing agreement.
- Verify beneficiary contributions (in-kind).

Other

- Confirm the degree of compliance with the Borrower's procurement policy and identify non-compliance.

Public disclosure

IFAD promotes public disclosure of Project financial information to enhance the level of transparency and accountability. IFAD will disclose Project audit reports, as appropriate, in line with the Fund's disclosure policy. Management Letters issued by auditors are not subject to public disclosure by IFAD. In agreeing to the terms of reference, the auditor explicitly acknowledges IFAD's right to publicly disclose audit reports (audited financial statements and audit opinion) and will issue reports without a limitation of use clause.

To facilitate the public disclosure process, the auditor is requested to submit two separate files as follows:
- Audited financial statements and audit opinion; and
- Management Letter.

Appendices [list as applicable]

Appendix: Financing/grant agreement(s)
Appendix: Letter to the Borrower
Appendix: IFAD Handbook on Financial Reporting and Auditing of IFAD-financed Projects
Appendix: IFAD General Conditions for Agricultural Develop Financing

List of key expert positions whose CV and experience would be evaluated.

Key Expert Position	Area of Specific Expertise required	Minimum Qualification and Professional Experience Required	Likely Staff inputs required in person Days for Audit

Audit Director	ISA, IFRS/IPSAS, International Auditing Standards and tax regulations; general coordination and management of the project, preparation and signing of audit report	Minimum 7 years of relevant project experience	10
Audit Manager	ISA, IFRS/IPSAS, International Auditing Standards and tax regulations; Primary management, client communication and review.	Minimum 7 years of relevant project experience	15
Audit Senior	ISA, IFRS/IPSAS, International National Auditing Standards and tax regulations. Performance of detailed audit procedures.	Minimum 5 years of relevant project experience	20
Audit Assistants (2)	ISA, IFRS/IPSAS, International Auditing Standards and tax regulations. Primary review of working papers, financial statements and performance of detailed audit procedures.	Minimum 3 years of relevant project experience	20 day each

21.8 Travel advance report

Organization **Ministry of Finance KR/ARIS/ПJLH** Model form № 286

Division position Entry № date

			Debit account	Credit account	Amount
Full name _____					
ADVANCE REPORT № -UDP00001 dated __.___.20___					
Purpose of advance					
	Amount	Report checked			
Balance of the previous advance	0.00	Section . . . . $ . . . . . .item of expend. . . .			
(over expenditure)		For approval			
Received (from)		00 Som			
1.	0.00	**Accountant**			
2.		00.00.20____			
Total received	**0.00 som**				
		Approve the report in amount:			
Spent	0,00	**00 som 00 tyiyn**			
Balance (over expenditure)	0.00		**Accountant**		
		Signature			

Annex 3 of documents See the list of documents on the back

Date

00.00.___

00.00.___

TOTAL **00.00**

Accountable person signature

21.9 Illustrative financial statements

[PROJECT NAME]

ANNUAL FINANCIAL STATEMENTS

FOR THE 12 MONTH PERIOD ENDING xxx

[THIS ILLUSTRATION IS BASED ON A NEW PROJECT. FOR EXISTING PROJECT, DISCLOSE PRIOR PERIOD COMPARATIVE INFORMATION AND CUMULATIVE INFORMATION ON S&U STATEMENT]

Table of content:

1. Background
2. Management Statement
3. Audit report
4. Statement of Cash Receipts and Payments
5. Withdrawal application summary
6. Statement of Sources & Uses of funds per categories
7. Statement of Sources & Uses of funds per components
8. Designated account statement
9. Designated account reconciliation
10. Budget to Actual Comparison
11. Accounting policies
12. Notes to the financial statements
13. Fixed asset register
14. Action tracker (supplementary)

Background

Insert Project background information

- *Indicate Project start date*
- *Indicate reporting lines*
- *Provide overview of categories and components and indicate responsible IAs*
- *Provide description of Project activities*
- *Status update*
- *Indicate the relevant legislation governing the Project activities*
- *Overview of financing facilities – see table below:*

Source of funds	***IFAD Loan***
Facility/agreement number	
Amount approved (indicate currency)	
Undrawn balance at period end	
If applicable, interest rates and repayment periods	
Restrictions on use of funds (e.g. designated account workings, authorised allocation)	

Management Statement

Insert management responsibility statement

Audit report (illustrative only)

Independent Auditor's report (Provided on Auditor letterhead)

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the Livestock and Market Development Programme III (AMAL) funded by the International Fund for Agricultural Development (loan xxx). The financial statements comprise of the Statement of Cash Receipts and Payments, Budget to Actual Comparison, accounting policies and explanatory notes.

In our opinion, the accompanying financial statements of AMAL give a true and fair view of the Financial performance and cash flows for the year then ended in accordance with *IPSAS Financial Reporting Under the Cash Basis of Accounting.*

Basis for Opinion (refer to ISA705 for modifications)

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA code) together with the ethical requirements that are relevant to our audit of the financial statements in Republic of Tajikistan, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key audit matter

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon. We do not provide a separate opinion on these matters. ***[insert matters if applicable]***

Other information

The Board of Directors is responsible for the other information. The other information comprises the xxxx. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IPSAS and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. Those charged with governance are responsible for overseeing the project's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with lSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and arc considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- ldentify and assess the risks of material misstatement of the financial statements. Whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions. misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the project's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were or most significance in the audit or the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Public disclosure

This report has been prepared on request of the project, the International Fund for Agricultural Development, however, the report is a matter of public record and its distribution is not limited.

The engagement partner on the audit resulting in this independent auditors' report is xxx from xxxx audit firm.

Independent Assurance Report prepared for IFAD (provided on auditor letterhead)

This report represents the results and conclusions of the independent assurance engagement undertaken on behalf of IFAD.

Background

[Summarise details of financiers, facilities and amounts of funding provided for the period under review and committed in total to the project]

Audit Objectives and Scope

An assurance engagement was undertaken in line *ISAE 3000 Assurance Engagements other than audits or reviews of historical financial formation* in order to provide a report to the International Fund of Agricultural Development on the following:

1. Whether the expenditures, reported by the project are in eligible in terms of the financing agreement with the International Fund of Agricultural Development.
2. Whether the project has adhered to other terms and conditions of the IFAD Financing agreement / Letter to the Borrower/Recipient and other financial management related requirements related to maintenance of the designated account records.
3. Whether the IFAD specific disclosures are accurate and complete and agree to IFAD financial records (statements etc.).

The financial information outlined in pages xxx to xxx was the subject of this assurance engagement.

Summary of work performed

The following specific work was performed in order to address the scope of work:

Preparatory

- Review financing agreements and related amendments to determine key financing terms and conditions application to the project.
- Review the Letter to the Borrower and related amendments to determine key financing terms and conditions applicable to the project.
- Obtain IFAD financial information related to the project from the IFAD finance officer, as may be appropriate and required.

Designated account statement(s) (page xxx)

- Confirm/agree that opening and closing bank balances (in USD and Tajik Somoni) disclosed on the designated account statement(s) agree to the bank account statement and that such balances reconcile with disclosures in the notes the financial statements.
- Recalculate the closing balance of the designated account statement (in USD and Tajik Somoni).
- Confirm/agree that the dollar denominated amounts disclosed have been accounted for in USD at the historical exchange rate, in line with the procedure as outlined in the IFAD Financial Administration Manual (available on IFAD website).
- Recalculate the foreign exchange gain / loss as included in the designated account statement and agree to the amount disclosed in the Statement of Cash Receipts and Payments.
- Agree replenishments / transfers and direct payments to the bank account statement and IFAD historical transaction information.

- Confirm amounts disclosed for withdrawal applications agree to the information disclosed on the withdrawal application summary.

Designated account reconciliation(s) (page xxx)

- Confirm the accuracy of the reconciliation.
- Confirm that the designated account has been managed in line with the provisions of the financing agreement / Letter to the Borrower.
- If applicable, review and determine the reasonability of the explanation for variance as disclosed on the designated account reconciliation.
- Agree disclosed amounts to supporting documentation (bank statements / IFAD historical financial information).

Withdrawal application summary

- Determine whether goods and services have been purchased through the SOE mechanism in line with the stipulated SOE threshold.
- Determine whether the expenditures claimed through SOE procedures were properly and appropriately authorized, classified and supported by audit documentation.
- Select a sample of withdrawal applications and confirm the accuracy of the disclosures to the underlying documentation submitted to IFAD.
- Test a sample of project expenditure transactions from the withdrawal applications and confirming eligibility of expenditure / adequacy of supporting documentation. Summarise all ineligible expenditures identified in the conclusions section.

Fixed asset register (page xxx)

- Select a sample of fixed assets from the fixed asset register and confirm the accuracy and completeness of the information included in the fixed asset register.
- Select a sample of project assets from the floor and confirm that the asset is accurately recorded in the fixed asset register.

Other

- Confirm the degree of compliance with the recipient's procurement policy and identify non-compliance.

Conclusions on procedures performed

[Summarise findings of procedures]

Management letter

Other issues related to internal control weaknesses are included in the management letter issued on xxx.

[Signed by engagement partner]

Statement of Cash Receipts and Payments

Statement of Cash Receipts and Payments			
	Note	**Current Year Receipts/Payments**	**Cummulative Receipts/Payments**
Presentation currency		**USD**	**USD**
Opening Balances		**0.00**	**0.00**
IFAD		0.00	0.00
Government Contributions		0.00	0.00
Beneficiaries		0.00	0.00
PFI Contributions		0.00	0.00
Cash Receipts During the Year		**0.00**	**0.00**
IFAD		0.00	0.00
Government Contributions		0.00	0.00
Beneficiaries		0.00	0.00
PFI Contributions		0.00	0.00
Total cash available		**0.00**	**0.00**
Cash Payments			
IFAD		**0.00**	**0.00**
Category 1		0.00	0.00
Category 2		0.00	0.00
Category 3		0.00	0.00
Category 4		0.00	0.00
Government		**0.00**	**0.00**
Category 1		0.00	0.00
Category 2		0.00	0.00
Category 3		0.00	0.00
Category 4		0.00	0.00
Beneficiary		**0.00**	**0.00**
Category 1		0.00	0.00
Category 2		0.00	0.00
Category 3		0.00	0.00
Category 4		0.00	0.00
PFIs		**0.00**	**0.00**
Category 1		0.00	0.00
Category 2		0.00	0.00
Category 3		0.00	0.00
Category 4		0.00	0.00
Total Payments		**0.00**	**0.00**
Cash at the end of the year		**0.00**	**0.00**
Closing Balances as of __/__/__			
IFAD		0.00	0.00
Government Contribution		0.00	0.00
Beneficiary		0.00	0.00
PFIs		0.00	0.00

Withdrawal application summary

Withdrawal application summary

For XX.XX.20XX - XX.XX.20XX

Withdrawal application number	Date	Category 1 XXXX	Category 2 XXXX	Category 3 XXXX	Category 4 XXXX	Category 5 XXXX	Category 6 XXXX	Total	Designated account currency equivalent	Value date	Rejected by IFAD	Net reimbursed
			In local currency - XXX						In Designated Account currency - XXX			
Section A: Payment method - Replenishment												
Approved withdrawals												
Pending submission												
Sub-Total (A)		**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
Section B: Payment method - Direct Payment												
Approved withdrawals												
Pending submission												
Sub-Total (B)		**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
TOTAL (A+B)		**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**

Statement of Sources & Uses of funds per categories/components

		Current period	Previous period	Cumulative
Presentation currency		*Local currency*	*Local currency*	*Local currency*
Sources of funds				
IFAD	• Loans: replenishments			
	• Loans: direct payments			
	• Grants			
Cofinanciers	• Financier A loan			
	• Financier A grant			
	• Financier B loan			
	• Financier B grant			
Borrower/recipient	• Borrower contributions cash			
	• Borrower contributions in kind			
Total sources of funds				
By category IFAD	• Category 1			
	• Category 2			
By category Cofinanciers	• Category 1			
	• Category 2			
By category Borrower/recipient	• Category 1			
	• Category 2			
By category Other	• Category 1			
	• Category 2			
By component				
By component IFAD	• Category 1			
	• Category 2			
By component Cofinanciers	• Category 1			
	• Category 2			
By component Borrower/recipient	• Category 1			
	• Category 2			
By component Other	• Category 1			
	• Category 2			
Total uses of funds				
Surplus/deficit				

Preparation tips

- Present the cumulative period covering the full project period.
- Present the uses of funds in terms of categories and components (as specified in the financing agreement).
- Present loans and grants separately.
- Present sources separately for each financier.

Designated account statement

				US$ (or as otherwise denominated)	**Local currency equivalent** (optional)
Opening balance			Notes	A	A
Add:					
1 IFAD replenishments:					
Date	WA No	XXX			
Date	WA No	XXX			
		B		B	B
2 Bank interest				C	C
Deduct:					
1 Transfers to operating accounts:					
Date		XXX			
Date		XXX			
		E		E	E
2 Bank charges				F	F
3 Exchange rate differences					G
Closing balance				A+B+C-E-F	A+B+C-E-F-G

Designated account reconciliation

For the year ended 20XX

IFAD financing agreement number: _____

Bank account number: _____

		Denomination currency	Local currency (if applicable)
Section 1			
1	Total advanced by IFAD	A	
2	Less total amount recovered by IFAD	-B	
3	= Outstanding amount advanced by IFAD	C	
Section 2			
4	Balance of Designated Account according to the bank statement		
5	Plus balance of operating accounts	D	
	Plus cash on hand	E	
	= Total bank balances as at xxxx	= D+E	
6	Plus amount claimed in this application	+F	
	WA xx		
	WA xx		
7	Plus amounts withdrawn and not yet claimed		
	WA xx		
	WA xx		
	Provide reasons for not yet claimed.	G	
8	Plus amounts claimed in previous applications and not yet credited at the bank statement date, or claimed after the bank statement date		

Application number	*Date*	*US$*	*Amount*
		US$	0
		US$	0
		US$	0

		H	
9	Less: interest earned	I	
10	= Total advance accounted for (D+E+F+G+H-I)	=J	
11	Explanation of difference between outstanding advance (line 3) and advance accounted for (line 10)	C - J	
	Insert explanations		

Date: _____ Signature: _____

Name in Full: _____

Title in Full: _____

Budget to Actual Comparison

(Note: This disclosure is not mandatory in terms of IPSAS Cash given that the AMAL budget is not publicly disclosed, however, IFAD requires this disclosure in terms of the IFAD Handbook on Financial Reporting and Auditing of IFAD-Financed Projects)

Comparison of budget and actual amounts							
Description		Current Year USD			Cumulative-to Date USD		
		Actual	Planned	Variance %	Actual	Planned	Variance %
		1	2	3=1/2	7	8	9=7/8
	Sources of Funds						
	IFAD						
	Government						
	Beneficiary						
	PFIs						
	Total Sources of Fund	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Uses of Funds						
	By components						
	Component 1 - XXX						
	Component 2 - XXX						
	Component 3 - XXX						
	Component 4 - XXX						
Sub Total		**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	By expenditure category						
	- Category 1 - XXX						
	- Category 2 - XXX						
	- Category 3 - XXX						
	- Category 4 - XXX						
Sub Total		**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
	Total Uses of Fund	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**
We hereby certify that the receipts from IFAD have been expended for Eligible Expenditures for the proper execution of the Project in accordance with the terms							

Accounting policies

1. *Definitions*
   -
   - *Designated account* – Ring-fenced, foreign denominated bank account which is maintained on behalf of the entity. The entity may receive replenishments from the direct account in line with the working as outlined in the IFAD Disbursement Handbook.
   - *IFAD* – International Fund for Agricultural Development
   - *Impress account* – An account which maintains a record of all cash advances made for staff or Project expenses which are either returned to the Project or justified by valid expenditure documentation.
   - *Borrower* – The Borrower is the Government of Republic of Tajikistan

2. *Reporting entity*
   The financial statements are for AMAL. The Project is managed centrally by PIU and has operations in various states which are reported on as a single entity.

3. *Reporting period*
   These financial statements include a 12-month reporting period for the current and prior year with additional cumulative disclosure (from Project inception) provided in the notes where appropriate.

4. Basis of preparation
   The financial statements have been prepared in accordance with the Standard. The entity complies with all the requirements as outlined in Part 1 of the Standard and as described in the accounting policies. In addition, the entity has elected to adopt the following recommended disclosures in line with Part 2 of the Standard:
   - Payments of Third Parties on behalf of the entity *(refer 16. Voluntary Disclosure)*

5. *Authorisation date*
   These financial statements have been authorised for issue by the Project Coordinator on [xxx]. No events after this date are included in the financial statements.

6. *Presentation currency and level of precision*
   The presentation currency is the local currency, Tajik Somoni Where appropriate, the designated account balances are reported in USD. The amounts are displayed in million (TJS'000) unless otherwise specified in the notes. Additional note disclosures may quote US Dollar amounts if loans or grants from financiers are denominated in US Dollar.

7. Adoption of IPSAS *Financial Reporting under the Cash Basis of Accounting*

The Entity elected to adopt IPSAS Financial Reporting under the Cash Basis of Accounting ("the Standard") for the first time for the 6-month interim reporting period ending xxx, in line with recommended early adoption.

8. Comparative information
   It must be noted that, due to the first-time adoption of the Standard, comparative results presented for the period ending xxx (and cumulative results where applicable) was not prepared in line with the Standard. Where practical and material, adjustments have been made to align prior period (and cumulative results) with the IPSAS Financial Reporting under the Cash Basis of Accounting

9. Composition of the annual financial statement
   The financial statements comprise the Statement of Cash Receipts and Payments, the Budget to Actual Comparison and the notes. The notes include various other disclosures which are required by external financiers, including IFAD, which may enhance fair presentation and accountability. Additional, supplementary information is indicated as such.

10. Cash basis of accounting
    In terms of IPSAS Financial Reporting under the Cash Basis, the entity measures transactions and events only when cash is received or paid by the entity. The measurement focus of the financial statements is balances of cash and changes therein. In terms of the Standard, cash may include cash on hand, demand deposits, impress accounts and cash equivalents. Cash equivalents are investments with a maturity of less than 3 months.

11. Control of cash
    In line with the Standard, cash balances reported at the end of the reporting period include all cash which the entity can use or otherwise benefit from at the exclusion of other. Therefore, cash will include all IFAD designated account balances which are maintained in foreign currency (USD) to which access is restricted in line with the financing agreement entered into between the Recipient and IFAD.

12. Materiality and disclosure
    The Project discloses material information separately on the face of the financial statements or in the notes. The materiality is assessed in line with the nature and amount of the item. In all instances, payments of third parties on behalf of the Project is considered material and disclosed separately. This will include payments made on behalf of the Project to third parties or received "in-kind". – refer *"16. Voluntary disclosure"*

13. Classification of transactions
    Uses of cash receipts are disclosed in line with categories as defined in the Project financing agreements. Additional useful disclosures in terms of components are provided in the notes to the financial statements. Receipts of funds are disclosure based on the source of finance.

14. Foreign currency

Cash receipts and payments arising from transactions in foreign currency are incorporated in the financial statements Statement of Cash Receipts and Payments in Tajik Somoni by applying to the foreign currency amount the spot exchange rate between the reporting currency and foreign currency at the date of the receipts/payments. The spot rate is defined as the rate of exchange for immediate delivery.

Closing cash balances held in foreign currency are translated to Tajik Somoni the spot rate on the last day of the reporting period. Resulting foreign gains / losses are reported as a reconciling item on the Statement of Cash Receipts and payments. Further information with regard to the gains/losses per financier is disclosed in the notes.

15. Additional note disclosures – accrual basis
    The notes to the financial statements provide additional information about liabilities and assets which are not presented on the Statement of Cash Receipts and Payments or Budget to Actual Comparison. These may include contingent liabilities related to suppliers, advance payments from contractors, staff loan receivable and any other material items which will enhance the fair representation of the financial statements.

16. Voluntary adoption of Part 2 of the Standard – Payments made to 3rd parties on behalf of the Project
    In line with Part 2 of the Standard, the Project shall disclose payments made on its behalf to 3rd parties. For the Project, this disclosure deals specifically with payments made by the Recipient/beneficiaries for items such as salaries and xxx. Additional note disclosure is provided which outlines the total of such amounts for the period, the nature of activities paid for and the manner in which management has arrived at a value for such payments. In the event that management is of the opinion that the estimation or value may not be fully reflective of the total value received, this will be indicated in the notes.

Notes to the financial statements

To clarify on the Notes reference numbers included in the financial statements and other Notes

Fixed asset register

For the period
Fixed Asset Schedule

FIXED ASSET SCHEDULE

Asset ref	Description	Source	Category	Location	Assigned to	Tag nr	Supplier	Invoice nr/contract	Date of purchase	Date of reciept	Purchase price	Remarks
Asset code		*Source of finance*										*Note on condition of asset*

Action tracker (supplementary)

31 December 20XX Action tracker				
Requirements/recommendations/actions	Responsible person	Responsible Implementing Agency	Current status	Deadline

21.10 Appendix 1

Financial: actual financial performance by financier; by component and disbursements by category

Table 1: Financial performance by financier (USD '000)

Financier	Appraisal	Disbursements	Percent disbursed
IFAD Grant			
AF Grant			
Government			
Beneficiaries			
PFIs			
Districts			
CEP			
PIU			
Total			

Table 2: Financial performance by financier by component (USD '000)

	IFAD Grant			**AF**			**Beneficiaries**			**Government**			**PFIs**			**CEP**			**PIU**		
Component	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**
Improving Livestock Productivity and Climate Resilience																					
Market Access, Enterprise Development, and Improved Nutrition																					

Enabling Policy Environment and Project Management																				
Total																				

Table 3: Financial performance by financier by category (USD '000)

	IFAD Grant			**AF**			**Beneficiaries**			**Government**			**PFIs**			**CEP**			**PIU**		
Category	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**	**Appraisal**	**Actual**	**%**
Total																					

Table 4: IFAD Loan disbursements (USD, as at [Insert date: dd-m-yy])

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I							
II							
III							
IV							
V							
	Initial deposit						
	Total						

21.11 Vehicle and fuel documents

Waybill

PMUs to add copy of the used/standard waybills

Itinerary list

Itinerary list for the period:

Driver:

Vehicle type:

Starting Speedometer reading _____as at _____

Date	Time		Name	Trip purpose	Mileage, km		Signature	
	from	to			post	prior	Passenger	Driver

Starting Speedometer reading _____as at _____

Vehicle History Record

Vehicle registration number _____ **Assigned driver** _____

Date	Repairs			Service & maintenance			Insurance			Fitness tests	
	Description of repair	Garage	Cost	Description of service	Garage	Cost	Type	Period covered	Cost	Checked by	Cost

Report accidents in the space below, providing all relevant details for each occurrence:

Date:
Place:
Name of driver:
Circumstances:
Damage to project vehicle:
Damage to other vehicles:
Injuries (indicate name of victims and describe injuries):
Insurance settlement:

21.12 Implementing agencies – MOU/agreements terms

PIU/CEP will enter into MOUs/agreements with other implementing agencies. The following recommended financial management roles and responsibilities are proposed for inclusion:

PIU/CEP shall:

- ✓ Provide financial management support to the implementing agency;
- ✓ Ensure that implementing agency performs its duties and enjoys rights indicated in the Memorandum/Agreement.
- ✓ Provide financial management training at project start-up and annually thereafter in order to strengthen the financial management capacity of the implementing agency.

The implementing agency shall:

- ✓ Implement sound financial management practices and procedures to the satisfaction of the PIU/CEP.
- ✓ Ensure that all financial management staff responsible for dealing with the AMAL project attend financial management training (hosted by PIU) at project start-up and annually thereafter.
- ✓ Ensure that a qualified and experienced accountant is responsible for dealing with the financial management aspects of the AMAL project for the duration of the MOU.
- ✓ Inform the PIU/CEP FM Specialists of any finance staff vacancies.
- ✓ Perform an annual financial management self-assessment (questionnaire template to be provided) and submit the results to the PIU FM Specialist. Cooperate with the PIU/CEP FM Specialists to address identified shortcomings within a specified timeframe.
- ✓ Assist the PIU/CEP with the annual budgeting process by preparing a budget for the component/sub-component which it is required to implement. For this purpose, the PIU FM Specialist will provide a budget template which should be used. In addition, strictly adhere to deadlines for submission of inputs.
- ✓ Retain all project related document (invoices, bank statements, supporting documentation) for inspection. Documents should be retained in line with the terms and conditions as outlined in the IFAD General Conditions for Agricultural Development Financing.
- ✓ When required, submit written request for funds. Written requests should be signed by the duly authorized representatives. Request letters should clearly indicate the related budget activity as included in the PIU/CEP approved AWPB (and related procurement plan).
- ✓ Prepare FM self-assessments on an annual basis and provide this to PIU/CEP with the intention of confirming the soundness of FM arrangements of all involved agencies.
- ✓ Prepare and submit a quarterly report for IFAD. Attach original bank statements and original supporting invoices/documents to the report (documents to be returned after review by PIU/CEP).
- ✓ Monthly internal monitoring of budget to actual performance. Take corrective action as required.
- ✓ Respond to queries / resubmit information as requested by the PIU/CEP Disbursement Officer or FM Specialist in a timely manner.

21.13 Interim Financial Reports (IFRs)

The illustrative quarterly IFRs that shall be submitted by the project in ICP are presented below:

1. Report I: Cash Forecast for next 2 quarters
2. Report II: Summary of Sources and Uses of Funds (Designated Account)
3. Report III: Designated Account Activity Statement
4. Report IV: Variance Analysis of Use of Funds by Quarter
5. Report V: Variance Analysis of Use of Funds for the Financial Year
6. Report VI: Variance Analysis of Use of Funds – cumulative

Forms to be updated from FMFCL once finalized

Report I: Cash Forecast for Next 2 Quarters

Country
Name of the Project: XXXXX
IFAD Instrument number: XXXXX
List other instruments if applicable
For the Period: Insert the dates for the quarter — To

Disbursement Category		Ref	IFAD Instrument(Add more columns for other active instruments, if any)					
			Annual Allocations as per AWPB	Annual Cummulative Expenditure as at end of reporting period.	Annual Balance	Next Reporting Quarter	Following Reporting Quarter	Total for 2 Subsequent Quarters
			A	B	C = A-B	D	E	F = D+E
						Currency - USD		
Forecast by Category:								
1	Category 1-			-	-			-
2	Category 2-			-	-			-
3	Category 3-			-	-			-
4	Category 4-			-	-			-
5	Category 5-			-	-			-
6	Category 6-			-	-			-
7	Category 7-			-	-			-
8	Category 8- Unallocated			-	-			-
Total		I	-	-	-	-	-	-
Forecast by Component:								
1	Component 1-			-	-			-
2	Component 2-			-	-			-
3	Component 3-			-	-			-
4	Component 4-			-	-			-
5	Component 5-			-	-			-
6	Component 6-			-	-	-	-	-
				-	-			
Total	(must be equal to I)	II	-	-	-	-	-	-
Total Cash Forecast Expenditure		III				-	-	-
Less: Planned Direct Payments/Reimbursements		IV					-	-
Net projected expenditure from DA		V=III-IV				-		-
Less: Cash Balances Available at the end of the Reporting Quarter (DA+Project Banks +petty cash)		VI				-		-
Forecast: DA Replenishments (After reducing Advance Recovery if any)		VII				-		-

Authorized Signatory

Name
Designation
Organization/Project

Report II: Summary of Sources and Uses of Funds - DA Account

Country
Name of the Project: XXXXX
IFAD Instrument number: XXXXX
List other instruments if applicable
For the Period: Insert the dates for the quarter | **TO**

Description	REF	IFAD Instrument(Add more columns for other active instruments, if any)		
		Quarter	Year To-Date	Inception To-Date
		A	B	C
Sources of Funds:				
DA Opening Balances				
Operating account opening balance				
Petty cash opening balance				
Total Opening Balances		-		
Funds received in the period under review				
Total Cash Available	I	-	-	-
Uses of Funds by Category:		Actual for Qtr	Actual for FY	Actual since inception
Category 1-				
Category 2-				
Category 3-				
Category 4-				
Category 5-				
Category 6-				
Category 7-				
Category 8- Unallocated		-		-
Total Funds Used by Categories	II	-	-	-
Uses of Funds by Component:				
Component 1-				
Component 2-				
Component 3-				
Component 4-				
Component 5-				
Component 6-			-	-
		-	-	-
Total Funds Used by Component (must be equal to II)	III	-	-	-
Category not yet identified/adjustments/advance, if any (Note 1)	IV	-	-	-
Closing Cash Balances:	V=I-II-IV	-		
Represented by:				
DA Closing Balance				
Operating account Closing Balance				
Petty cash Closing Balance				
Total Closing Balance (must equal V):	VI	-		

Note 1:
1. Any expenditure which is questionned/under review by IFAD
2. Any expenditure which was declared ineligible by IFAD
3. Advance payments made from DA yet to be classified under any expenditure category/component
4. Any other adjustment effecting DA balance
This sheet includes all expenditures from the last Was

Authorized Signatory

Name
Designation
Organization/Project

Report III:Designated Account Activity Statement

Country

Name of the Project: XXXXX

IFAD Instrument number: XXXXX

List other instruments if applicable

For the Period: Insert the dates for the quarter

	IFAD Instrument(Add more columns for other active instruments, if any)	Remarks
PART I (Cumulative Advances and Expenditure)		
1. Cumulative Advances by IFAD to the end of current Reporting period/quarter		Provide as per IFAD Records -
2. Cumulative Expenditure justified by IFAD since project start till the beginning of Reporting Quarter		Provide as per IFAD Records -
3. Outstanding Advances to be accounted for (Line 1 minus Line 2)	-	**Line 3 = Line 9 = Line 14**
PART II (Designated Account - DA - Activity Beginning Balance Reconciliation)		
4. DA balance at beginning of Reporing Quarter	-	
5. Advances by IFAD during the Quarter	-	
6. Amount reported for justifications in WAs submitted but not yet justified by IFAD (**if any**)	-	If not zero, please provide details below
7. Add/Subtract cumulative adjustments, (**if any**)	-	
8. Sub total of Advances and Outstanding WAs (Line 5 plus Line 6 and 7)	-	
9. Outstanding Advances to be accounted for (Line 4 plus Line 8)	-	**Line 3 = Line 9 = Line 14**
PART III (Designated Account - DA - Activity Closing Balance Reconciliation)		
10. DA balance at end of Quarter	-	
11. Expenditure incurred during the Reporting Quarter	-	
12. Add/Less - Adjustments (if any)		If not zero, please provide details below
13. Total expenditure reported (net of adjustments) (Line 9 plus Line 10 plus Line 11)	-	
14. Total Advance accounted for: (Line 10 plus Line 13)	-	**Line 3 = Line 9 = Line 14**
15. Difference if any (Line 9 minus Line 14)	-	Provide explanations if not Zero
PART IV (DIBURSEMENTS & SUMMARY OF WITHDRAWAL APPLICATIONS)		
16. Net Forecasted Expenditure to be paid from DA for subsequent 2 Quarters	-	
17. DA Closing Balance at the end of current reporting quarter (as per Line 10 above)	-	
18. Cash requirements for Subsequent 2 Quarters to be paid from DA-Line 16 minus Line 17 (Cash Forecast minus Cash Available)	-	
19. Amounts to be Justified against the expenditure incurred during current quarter	-	This amount is to be mentioned in respective cell of WA Form **"Amount to be Justified".**
20. Advance Recovery, if any	-	Provide explanations if not Zero
21. Advance - Cash requirement for the next Reporting Quarter,	-	This amount is to be mentioned in respective cell of WA Form **"Amount to be Advanced"**.
22. Additional advance Requirement for Subsequent 2 Reporting Quarters, if required (Line 18 minus Line 21)	-	This is an Indicative figure only

Explanation for Line 6 (if not zero): WA applications submitted but not yet credited	**ent(Add more columns for other active instruments, if any)**
WA No./Quarter/Date of Submission	-
Sub Total	-

Explanation for Line 12 (if not zero): Any other adjustments	**ent(Add more columns for other active instruments, if any)**
WA No./Quarter/Date of Submission	-
Sub Total	-

Explanation for item 15 (if not zero): Difference if any	**ent(Add more columns for other active instruments, if any)**
WA No./Description of Adjustment	-
	-
Sub Total	-

Explanation for item 20 (if not zero): Advance Recovery, if any	-
WA No./Description of Adjustment	IFAD Instrument(Add more columns for other active instruments, if any)
	-
Sub Total	-

Examples of explanations:

1. Any expenditure which is questionned/under review by IFAD
2. Any expenditure which was declared ineligible by IFAD
3. Advance payments made from DA yet to be classified under any expenditure category/component
4. Any other adjustment effecting DA balance

Report IV: Variance Analysis of Use of Funds by Quarter

Country
Name of the Project: XXXXX
IFAD Instrument number: XXXXX
List other instruments if applicable
For the Period: Insert the dates for the quarter **TO**

		IFAD Instrument(Add more columns for other active instruments, if any)				
		Planned	Actual Expenditure from DA	Direct Payment/ Reimbursements	Variance*	
		A	B	C	D	E
		Ref: AWPB - Quarterly Forecast	Actual for the Quarter	Actual for the Quarter	A-B-C	D/A
		Currency - USD				%age
Expenditure by Categories:						
	Category 1-		-	-		
	Category 2-		-	-		
	Category 3-		-	-		
	Category 4-		-	-		
	Category 5-		-	-		
	Category 6-		-	-		
	Category 7-		-	-		
	Category 8- Unallocated	-	-	-		
TOTAL	**I**	**-**	**-**	**-**		
Expenditure by Components:						
	Component 1-		-	-		
	Component 2-		-	-		
	Component 3-		-	-		
		-	-	-		
		-	-	-		
		-	-	-		
		-	-	-		
TOTAL	**II (must be equal to I)**	**-**	**-**	**-**		

*** Note: Provide reasons if the quarterly variances are equal to or more than 10%**

Authorized Signatory

Name
Designation
Organization/Project

Report V: Variance Analysis of Use of Funds - FY

Country

Name of the Project: XXXXX

IFAD Instrument number: XXXXX

List other instruments if applicable

For the Period: Insert the dates for the financial year **To**

		IFAD Instrument(Add more columns for other active instruments, if any)						
		Planned	Actual Expenditure from DA	Direct Payment/ Reimbursements	Balance	Forecast	Variance*	Progress
		A	B	C	D=A-B-C	E	F=D-E	G=(B+C)/A
		Ref: AWPB - Annual Forecast	Actual Cumulative year todate	Actual Cumulative year todate	AWPB Available Balance	Cash Forecast for next 2 quarters	Variance b/w AWPB Balance and Cash Forecast	Actual Progress against AWPB
		Currency - USD						%age
Expenditure by Categories:								
	Category 1-		-	-	-	-	-	
	Category 2-		-	-	-	-	-	
	Category 3-		-	-	-	-	-	
	Category 4-		-	-	-	-	-	
	Category 5-		-	-	-	-	-	
	Category 6-		-	-	-	-	-	
	Category 7-		-	-	-	-	-	
	Category 8- Unallocated	-	-	-	-	-	-	
TOTAL	**I**	**-**	**-**	**-**	**-**	**-**	**-**	
Expenditure by Components:								
	Component 1-		-	-	-	-	-	
	Component 2-		-	-	-	-	-	
	Component 3-		-	-	-	-	-	
			-	-	-	-	-	
		-	-	-	-	-	-	
		-	-	-	-	-	-	
		-	-	-	-	-	-	
TOTAL	**II (must be equal to I)**	**-**	**-**	**-**	**-**	**-**	**-**	

Authorized Signatory

Name

Designation

Organization/Project

Report VI: Variance Analysis of Use of Funds - Comulative

Country						
Name of the Project: XXXXX						
IFAD Instrument number: XXXXX						
List other instruments if applicable						
For the Period since inception to date		**Since Inception**	**TO**			
		IFAD Instrument(Add more columns for other active instruments, if any)				
		Planned	**Actual Expenditure from DA**	**Direct Payment/ Reimbursements**	**Balance**	**Progress**
		A	**B**	**C**	**D**	**E**
		As per Project Design/Revisions (if any) (Schedule II of Financing Agreement)	**Actual Cumulative todate**	**Actual Cumulative todate**	**A-B-C**	**D/A**
		Currency - USD				**%age**
Expenditure by Categories:						
	Category 1-		-	-		
	Category 2-		-	-		
	Category 3-		-	-		
	Category 4-		-	-		
	Category 5-		-	-		
	Category 6-		-	-		
	Category 7-		-	-		
	Category 8- Unallocated	-	-	-		
TOTAL	**I**	**-**	**-**	**-**		
Expenditure by Components:						
	Component 1-		-	-		
	Component 2-		-	-		
	Component 3-		-	-		
		-	-	-		
		-	-	-		
		-	-	-		
		-	-	-		
TOTAL	**II (must be equal to I)**	**-**	**-**	**-**		
				Authorized Signatory		
				Name		
				Designation		
				Organization/Project		

Appendix 9 Monitoring and Evaluation Plan

Activities	Responsible party	Implementation period						
		Y1 (2027)	Y2 (2028)	Y3 (2029)	Y4 (2030)	Y5 (2031)	Y6 (2032)	Y7 (2033)
Ad Hoc Activities								
Start-up activities								
Recruitment of M&E Specialist & Assistant PIU-MOF	PIU-MOF							
Recruitment of M&E Specialist & Assistant CEP	CEP							
Review and validation of project ToC and logframe	PIU-MOF							
Finalisation of M&E matrix with performance indicators for each component and for project level implementation performance tracking	PIU-MOF & CEP							
Detailed design of data collection forms	PIU-MOF & CEP							
Finalization of M&E plan	PIU-MOF							
Upgrade and set-up of MIS	PIU-MOF							
Training of M&E staff on GIS basics	PIU-MOF & CEP							
Workshop on M&E in provinces (district project officers + service providers + implementation partners)	PIU-MOF & CEP							

Activities	Responsible party	Implementation period						
		Y1 (2027)	Y2 (2028)	Y3 (2029)	Y4 (2030)	Y5 (2031)	Y6 (2032)	Y7 (2033)
Advanced training for M&E Units (PIU-MOF & CEP)	PIU-MOF & CEP							
Surveys and mission								
Liaise with IFAD ECG Team to ensure indicator CI 3.2.1 is estimated and that livestock emission indicators are measured adequately	PIU-MOF; CEP; IFAD ECG Team							
ToRs preparation for baseline survey	PIU-MOF							
COI baseline	PIU-MOF / Service Provider							
ToRs preparation for mid-term survey (IFAD and Adaptation Fund)	PIU-MOF & CEP							
COI mid-term – IFAD and Adaptation Fund	PIU-MOF / Service Provider							
MTR and MTR report	PIU-MOF & IFAD							
ToRs preparation for completion survey (IFAD and Adaptation Fund)	PIU-MOF & CEP							
COI completion – IFAD and Adaptation Fund	PIU-MOF /Service Provider							

Activities	Responsible party	Implementation period						
		Y1 (2027)	Y2 (2028)	Y3 (2029)	Y4 (2030)	Y5 (2031)	Y6 (2032)	Y7 (2033)
Completion mission and PCR	PIU-MOF /IFAD							
Completion workshop	PIU-MOF							
Recurrent activities								
AWPB preparation								
AWPB consultation with project stakeholders	PIU-MOF							
AWPB annual planning workshop	PIU-MOF							
AWPB approval process	PIU-MOF; PSC; Government; IFAD							
Consolidated AWPB finalized and cleared	IFAD							
Monitoring & data collection								
Regular updates of project data repository/MIS	PIU-MOF							
Logframe updating	PIU-MOF							
Ensure that all ToRs and MOUs with partners include data collection and reporting requirements	PIU-MOF							
GIS data collection (villages, infrastructure, pasture)	CEP							

Activities	Responsible party	Implementation period						
		Y1 (2027)	Y2 (2028)	Y3 (2029)	Y4 (2030)	Y5 (2031)	Y6 (2032)	Y7 (2033)
Collect data and reports from partners and staff including service providers for community plans	CEP							
Collect data and reports from service provider for strategy development	MoA							
Collect data and reports from CEP (sub-component 1.1 & 1.2), MoA (component 3) and staff and partners including for sub-component 1.3 and for component 2.	PIU-MOF							
Field visits to beneficiaries and fact-checking	PIU-MOF & CEP							
Reporting								
Quarterly narrative and quantitative report	PIU-MOF							
Annual progress report IFAD	PIU-MOF							
Annual progress report AF	CEP & PIU-MOF							
Identification and documentation of lessons learned	CEP & PIU-MOF							
Coordination and Management								
Monthly M&E Units coordination meetings	PIU-MOF & CEP							
Monthly formal progress review meetings	PIU-MOF & CEP							

Appendix 10: RACI Matrix of AMAL

Component 1: Improving Livestock Productivity and Climate Resilience				
	Responsible	**Accountable**	**Consulted**	**Informed**
Sub-component 1.1 Climate-sensitive Community Action Plans (CsCAPs) Developed	CIIP-CEP	Community Facilitators NGO Service Provider	Communities, women, women-headed & vulnerable hhs	Jamoat Governments
Activity 1.1.1 – Participatory Orientation and Village Diagnostics	CIIP-CEP	Community Facilitators NGO Service Provider	Communities, women, women-headed & vulnerable hhs	Jamoat Governments
Activity 1.1.2 – Formation of CsCAP Committee and Village Organisation Capacity Building.	CIIP-CEP	Community Facilitators NGO Service Provider, Contractors, Input suppliers, technical staff	Communities, women, women-headed & vulnerable hhs	Jamoat Governments
Activity 1.1.3 – Preparation and Validation of Community Action Plans.	Jamoat Governments & Community members	CIIP-CEP	Communities, women, women-headed & vulnerable hhs	*Jamoat Government,*
Activity 1.1.4 – Formalisation and final agreement of CsCAPs.	implementing partners,	implementing partners	village organisations & PUUs	local authorities, *PSC & IFAD*
Sub-component 1.2: Climate Sensitive Community Action Plans Implemented				
	Responsible	**Accountable**	**Consulted**	**Informed**
Activity 1.2.1 – Preparation of Designs, Capacity Building and Procurement.	Technical Specialists	CIIP-CEP	Village representatives & community members	Community members
Activity 1.2.2 – Implementation of Community Investments and Trainings.	Local contractors & Technical Specialists	CIIP-CEP & Community Facilitators	Village representatives & community members	Community members
Activity 1.2.3 – Finalisation and Monitoring.	village organisations PUUs and Jamoat authorities	CIIP-CEP & Community Facilitators	Village representatives & community members	Community members
Sub-component 1.3 Climate-smart animal health, breeding and feed services delivered:				
	Responsible	**Accountable**	**Consulted**	**Informed**
Activity 1.3.1. Improved access to animal health services:	CFS & Technical Specialists	CFS	Livestock owners including women	Jamoat Governments, community members &

				CEP-CIPP & MOA
Activity 1.3.2. Improved access to animal genetic resources for productive and resilient breeds.	CFS & Technical Specialists	CFS	Livestock owners including women	Jamoat Governments, community members & CEP-CIPP & MOA
Activity 1.3.3. Improved access to feed and fodder for resilience to drought	CFS & Technical Specialists	CFS	Livestock owners including women	Jamoat Governments, community members & CEP-CIPP & MOA
Component 2: Market Access, Enterprise Development, and Improved Nutrition				
Sub-component 2.1 Improved public livestock infrastructure				
	Responsible	**Accountable**	**Consulted**	**Informed**
Sub-component 2.1 Improved public livestock infrastructure	District veterinary authorities	Private contractors	Community Members & Private livestock traders & processors & responsible agencies	Jamoart Government, MOA & responsible district agencies
Subcomponent 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains.				
	Responsible	**Accountable**	**Consulted**	**Informed**
Activity 2.2.1: Financing Packages for Enterprise Development.	Grant Management Company (GMC) & PFIs	PIU-MOF	MSMES, Local entrepreneurs and enterprises especially youth and women	National Bank of Tajikistan
Activity 2.2.2: Technical Assistance for MSMEs and Financial Institutions.	Business Incubator of Tajikistan, AFOT, and Zamonat	PIU-MOF	MSMEs, Local entrepreneurs and enterprises especially youth and women	National Bank of Tajikistan
Activity 2.2.3: Facilitation of Access to Finance for Smallholders.	Business Incubator of Tajikistan, AFOT, and Zamonat	PIU-MOF	MSMEs, Local entrepreneurs and enterprises especially youth and women	National Bank of Tajikistan
Sub-component 2.3 Building Models for demand generation through public procurement - School feeding: Component				
	Responsible	**Accountable**	**Consulted**	**Informed**
Activity 2.3.1 Preparatory Activities.	School Feeding Coordinator & Technical Specialists	PIU-MOF	school administration, teachers, parent committees, and local authorities	Ministry of Education & local communities

Activity 2.3.2 Development of School Plans. school administration, teachers, parent committees, and local authorities to co-design practical implementation schedules and assign responsibilities. These plans will form the basis for all subsequent investment and capacity-building activities	School Feeding Coordinator & Technical Specialists	PIU-MOF	school administration, teachers, parent committees, and local authorities	Ministry of Education & local communities
Activity. 2.3.3 Establishing School Nutrition Infrastructure. .	Contractors	PIU-MOF	school administration, teachers, parent committees, and local authorities	Ministry of Education & local communities
Activity 2.3.4 Capacity Building for SFSP.	School Feeding Coordinator & Technical Specialists	PIU-MOF	school administration	Ministry of Education
Activity: 2.3.5 Nutrition Support and Awareness. budget lines.	Technical Specialists	PIU-MOF	local communities	local communities
Activity 2.3.6 Monitoring and Evaluation documented.	M&E Specialist	PIU-MOF	School administration & parents	PSC & IFAD
Component 3 Enabling policy environment and project management.				
	Responsible	**Accountable**	**Consulted**	**Informed**
Activity 3.1: National livestock strategy	Technical Specialists	MOA	Local communities, livestock holders, ADB, World Bank, FAO, ILRI, IFAD and CIRAD, etc	CFS & PSC.

Appendix 11 Reporting template

Table 11.1: Main Reports to be generated for AMAL M&E

Types of Reports	Reporting Timeline	Responsibility
Baseline Survey Report	Year 1	PIU-MOF with Independent Service Provider
Annual Work Plan and Budget Report	Regular - Draft two months prior to the start of the relevant year.	PIU-MOF
Quarterly Statistical and Narrative Reports on physical and financial progress.	Regular - Two weeks after the end of the relevant quarter.	PIU-MOF with CEP, MoA and partners
Annual Progress Reports on outputs and key performance indicators (include outcomes after MTR) for IFAD	Regular – Within 60 days of after the end of the relevant year.	PIU-MOF with CEP, MoA and partners
Annual Progress Report on outputs and key performance indicators for AF	Regular – Winthin 1 month after the end of the relevant year.	CEP with PIU-MOF
Mid-term Survey Report	Year 4	PIU-MOF with Independent Service Provider
Completion Survey Report	Year 7	PIU-MOF with Independent Service Provider
Leaning and Knowledge Products	Periodically	PIU-MOF with TA
Supervision Missions	Annual	IFAD and GOT
Report on Co-financing in absolute numerical terms in accordance with the provisions of the relevant legal agreements between the AE and the AF	One month after the end of the relevant year.	PIU-MOF -Financial Specialist and CEP
Environmental & Social Safeguards Quarterly Report	Two weeks after the end of the relevant quarter	Environmental and Social Safeguards Specialist
Beneficiary Feedback Analysis with both men and women.	On a regular basis at the completion of key project investments.	PIU-MOF-M&E Unit CEP-CIIP-M&E Unit PFIs/GMC CFS & Others partners
Leaning and Knowledge Products	Periodically	TA & M&E
Mid-Terim Review	Year 4	IFAD
Completion Report.	Three months prior to the project end.	IFAD

Outline of Main Reports

Progress reports (quarterly and annual)

These reports track implementation status and are prepared by the M&E Specialists in collaboration with component specialists, covering financial and physical progress. A suggested outline is given below. Most sections are recommended for the annual reports, while some sections – marked with a * - can be omitted for quarterly reports.

SUGGESTED OUTLINE

Executive Summary
Very short for quarterly reports.

- Key achievements during the reporting period
- Progress against annual targets (physical and financial)
- Major challenges encountered and mitigation measures
- Key lessons learned
- Outlook for the coming period

1. Introduction

- Project outline (brief summary of the project) and map.

2. Summary of Implementation progress to date

- Physical/Technical progress summary: Covers period from end of last quarter to date of report for quarterly, full year for annual reports. AWPB targets and serve as reference. Consolidated tables.
- Financial Progress Summary: Covers period from end of last quarter to date of report for quarterly, full year for annual reports. Last annual financial plan serves as reference. Disaggregated by financier. Consolidated tables.
- Progress on outreach (both IFAD and AF when required).
- Actions on latest recommendations (last supervision mission)

3. Progress by component

For each project component and sub-component, a brief discussion of progress during reporting period should be given. A summary table should present the outcome indicators value (after MTR) at component level. Output indicators and other sub-component performance indicators should be summarized for each sub-component (to date and by quarter) before detailing the progress for each activity. Progress for each quarter of the current year (including current quarter) and for the year to date should be indicated at activity level.

A narrative section details any implementation challenge or achievement during the reporting period at component, sub-component and activity level (briefer for quarterly reports). Activities presented will vary according to implementation stage.

3.1 Component 1: Improving Livestock Productivity and Climate Resilience

3.1.1 Sub-component 1.1 Climate-sensitive Community Action Plans (CsCAPs) Developed

Activity 1.1.1 – Participatory Orientation and Village Diagnostics

Activity 1.1.2 – Formation of CsCAP Committee and Village Organisation Capacity Building.

Activity 1.1.3 – Preparation and Validation of Community Action Plans.

Activity 1.1.4 – Formalisation and final agreement of CsCAPs.

3.1.2 Sub-component 1.2: Climate Sensitive Community Action Plans Implemented.

Activity 1.2.1 – Preparation of Designs, Capacity Building and Procurement.

Activity 1.2.2 – Implementation of Community Investments and Trainings.

Activity 1.2.3 – Finalisation and Monitoring.

3.1.3 Sub-component 1.3 Climate-smart animal health, breeding and feed services delivered:

Activity 1.3.1. Improved access to animal health services

Activity 1.3.2. Improved access to animal genetic resources for productive and resilient breeds.

Activity 1.3.3. Improved access to feed and fodder for resilience to drought

Component 2: Market Access, Enterprise Development, and Improved Nutrition

Sub-component 2.1 Improved public livestock infrastructure

Sub-component 2.2: Enterprise Development and Access to Finance along the Livestock Value Chains.

Activity 2.2.1: Financing Packages for Enterprise Development.

Activity 2.2.2: Technical Assistance for MSMEs and Financial Institutions.

Activity 2.2.3: Facilitation of Access to Finance for Smallholders.

Sub-component 2.3 Building Models for demand generation through public procurement - School feeding

Activity 2.3.1 Preparatory Activities.

Activity 2.3.2 Development of School Plans.

Activity. 2.3.3 Establishing School Nutrition Infrastructure.

Activity 2.3.4 Capacity Building for SFSP.

Activity: 2.3.5 Nutrition Support and Awareness.

Activity 2.3.6 Monitoring and Evaluation.

Component 3 Enabling policy environment and project management.

Sub-component 3.1 Livestock Policy Development

Sub-component 3.2 Project Management

4. Cross-cutting themes*

Focus is on the participation of targeted groups and the successes/challenges for the project to streamline cross-cutting themes across project activities.

4.1 Gender Equality and Women's Empowerment

4.2 Youth Engagement

4.3 Nutrition

4.4 Climate Change Adaptation and Mitigation *(including SECAP)*

4.5 Social Inclusion *(poorest households and vulnerable groups)*

5. Monitoring, knowledge management and learning

5.1 Monitoring

5.1.2 Survey conducted*.

5.2.2 Grievance mechanism during reporting period (summary of grievances received and resolved) – Potential corrective actions.

5.2. Knowledge management*

5.2.1 Success stories or case studies identified and/or documented.

5.2.1 Policy briefs and technical reports

5.2.3 Knowledge sharing workshops, exchange visits

5.2.4 Lessons documented

5.3. Media coverage, website and social media*

6. Partnerships and coordination*

6.1 Implementation Partnerships *(explored, renewed or exited)*

6.2 Collaboration with Development Partners *(synergies and joint activities)*

6.3 Government Coordination *(main events during reporting period)*

7. Way forward

Discussion on key implementation issues and recommendations for next period.

Annexes

Annex 1: Updated logframe with quarterly and annual progress (outcomes included after MTR)

Annex 2. Physical progress against AWPB *(for the period, if quarter, yearly progress should also be indicated)*

Annex 3*: Financial Report against plan - Detailed Tables only for annual report*

Annex 4: *Procurement and contracts*

Annual Work Plan and Budget (AWPB) Report

The AWPB serves as the principal guide on what activities must be executed and how project resources are to be used annually. Its structure must ensure consistency between physical targets and progress according to the logframe. An indicative AWPB outline is given below:

Executive Summary

- Key achievements during last year
- Major challenges encountered last year and strategy for coming year.
- Key lessons learned

1. Introduction

- Project outline (brief summary of the project).
- Description of the annual planning process (steps, stakeholders, sources of information).

2. Implementation Progress and Performance

- Overall performance (brief summary of targets met in the previous year).
- Progress by component.

3. Project Strategy and Focus for the Coming Year

- Constraints, lessons learned, and strategic focus (describing any shift in strategy based on past experience or external changes).
- Summary of planned activities by component (narrative description of main activities).

4. Consolidated Annual Budget

- Total budget for the year, including budget summary tables (by component, category, source of funds).

Mandatory Annexes for AWPB:

Annex 1: Updated Logical Framework: The logframe with indicators, targets, and up-to-date results information. Before MTR, only outputs indicators are updated. After MTR, outputs, outcomes and impacts indicators are updated.

***Annex 2: Activity and Budget Details by Component*:** Tabulated activity details, including quantities, cost, timetable, and responsibility by quarter and for year considered. The activity table should describe the key activities and inputs required to deliver planned outputs.

***Annex 3: Procurement Plan*:** Details on procurement items and methods.

Survey Reports (Baseline, Mid-term, Completion)

The COI surveys conducted at baseline, mid-term, and completion stages result in reports that finalize the measurement of outcomes and impact. The reporting template must cover the methodology and results for the attributable changes measured by the surveys.

The final report produced by the contracted survey institution (or PIU-MOF) must summarize the analysis and include the following mandatory elements:

Executive Summary

Introduction

- Project outline (brief summary of the project) and description of components.
- Targeting of project
- Implementing partners

1. Description of the Methodology Used: Detailing the approach taken for qualitative and quantitative data collection including eligible population, COI selected and additional indicators, sample frame, sample design, sample size, probability sampling.

2. The Questionnaire: A copy of the contextualised used for data collection. Qualitative data collection tools such as focus group outline or questionnaires to be included if relevant.

3. List of Villages/Communities/Organisation Surveyed: Identification of the geographic units included in the sample and map showing each location.

4. Results of the Survey: Including analysis and interpretation (detailed analysis with statistical significance and summarized tables for each indicator).

5. Updated Logframe: Showing baseline, mid-term, or completion values (at least for Core Outcome Indicators).

6. Theory of Change (ToC): Including its description based on the results of the survey.

Annexes

Annex 1. Survey Database: The clean dataset must be provided to project staff and IFAD in a digital format.

Annex 2. Sample size determination.

Annex 3. Transcript of qualitative interviews/focus groups (if relevant).

Appendix 12 Selection & Eligibility Criteria

Geographic Targeting:

District Selection Criteria: The key variables for district selection included levels of climate vulnerability, the proportion of rural population, and the density and composition of livestock holdings as well as the presence of functional market hubs that support aggregation, value addition, and market linkages for smallholder producers. According to the World Bank Tajikistan Poverty and Equity Assessment 2025[1], poverty in Tajikistan is concentrated in Khatlon and the Districts of Republican Subordination (DRS), which together account for more than 85 per cent of the country's poor. Khatlon, with a poverty rate of about 31 per cent, is home to over half of all poor households, reflecting its high rural density and dependence on low-productivity, climate-sensitive agriculture. The DRS, with roughly 25 per cent poverty, includes districts that experience recurrent droughts and floods in the Vakhsh and Kofarnihon basins, alongside widespread land degradation and irrigation deficits. These findings are reinforced by the World Bank's spatial poverty and climate exposure maps and FAO's Agriculture Stress Index, which both highlight Khatlon and DRS as overlapping hotspots of poverty, drought risk and climate stress.

Against this backdrop, the ten districts selected for village-level interventions are drawn from the Oblasts of Khatlon (4 districts) and DRS (5 districts), with one district from Sughd (Kuhistoni Mastchoh) included due to its high climate vulnerability and livestock dependence. The five additional Sughd districts identified for district-level interventions—excluding Babujon Gafurov and Asht, which were selected for their market potential—also show relatively elevated climate vulnerability despite lower overall poverty rates. This configuration ensures that project resources are focused where poverty and exposure to climate shocks coincide most strongly, while maintaining a targeted presence in northern value-chain corridors to support national coherence and scaling potential.

Livestock-specific indicators encompassed the number of cattle, milking cows, small ruminants (sheep and goats), and poultry, along with derived metrics such as Tropical Livestock Units (TLUs) per capita. Ratios such as cattle-to-population and total TLU per capita were used as proxies to identify districts with a high dependence on livestock-based livelihoods. Districts with a predominantly rural population, strong reliance on animal husbandry, and heightened exposure to climate-related risks were prioritized. Where data was available, poverty incidence and the presence and extent of pastureland were also factored into the targeting process to sharpen the focus on both need and potential (Annex 13. Basis for District Selection)

AMAL will target around 100 villages.[2] in the ten Tier 1 districts. Targeting at village level will be conducted at the beginning of the project in collaboration with relevant stakeholders and taking into account criteria encompassing environmental and climate related challenges, as well as socio-economic indicators, i.e.: population and number of households and presence of pastures. Specific selection criteria for village selection are as follows:

Climate-sensitive Community Action Plan (CsCAP) Investment:

Necessary criteria for **Village eligibility** and ranking

- Excluding villages with less than 80HH and no more than 700 HH.
- Excluding villages with previous/ongoing meaningful intervention providing the community with similar community investments
- Excluding villages with less than an agreed TLU to be determined by CEP
- Excluding villages with less than 100 ha pasture[3] for their livelihoods

Validation of village selection will occur during project implementation, to ensure that the selected villages meet the necessary criteria above and the qualitative criteria of community ownership and willingness to participate, social cohesion, gender inclusion in accessing information and decision making, etc. it is expected that at least 70% of the community members have been informed about project opportunities and will participate in the community consultation and that 50% are women (attendance list should be provided). It is expected that final agreement to participate in the project is provided by village representatives and 50% are women (attendance list should be provided). Presence of youth in the process will be highly encouraged.

Community Ownership. Final selection will be further refined depending upon community willingness to participate in project activities and abide by its terms and conditions. The process to comply with qualitative criteria for community ownership is outlined below and the four steps below, including targets for participation should be met: This process will be facilitated by Community Facilitators (ToRs in Appendix 5).

- *Step 1: Initial Community Consultation*. The first task for field level activities will be to conduct an exploratory visit in the selected villages and work with community members and CBOs, (VOs, PUUs, others at local level) including village elders, local leaders, to inform them about the project activities, and fix a date for a meeting with a majority of the community members to inform them about the project activities and seek community concurrence about the relevance of the planned activities and ascertain their interest in participating in the different activities. During this initial phase it will be clarified that the community meeting shall include women, 50% and youth, 30% and vulnerable social category such as women head of households as well.
- *Step 2: Inclusion of Women and Vulnerable Groups***.** Inclusion and interaction with special groups, such as women and women head of households, youth, including Persons with Disabilities (PWD, will also take place. They will be mobilized to participate in the broad community meeting and separate meetings will also be held with them.
- *Step 3: Community meetings.* A community meeting will be organized in each village to inform community members about AMAL. In this occasion, Community Facilitators and representatives of the PMU/Local administrations, will be able to interact with communities and properly explain/clarify about the project opportunities, terms and conditions and other details. During the meeting, community members will be asked to express their interest in favor of the project. It is necessary to conduct separate explanatory meeting with women community. If the community is in agreement, then another village meeting will take place to sign/formalize the terms of agreements through a MoU. In order to ensure transparency of the process, community facilitators will take records of each consultations held, including attendance list to demonstrate community participation and presence of women. It is expected that women will be 50% of the meeting participants and youth 30%.
- *Step 4: Final Village meeting and Agreement on Terms of Partnership:* At the general village meeting a group of at least 80% HH community representatives (50% women) should be selected to serve as an entry point on behalf of the whole village for the Project to agree on the terms for the partnership (or MoU). At this stage, communities should be aware of the conditions to participate in the Project. Given that the village at this general meeting clearly demonstrates its concurrence with the Project conditions, it is deemed to be selected for participation in the Project. However, the final list of selected villages will be subject to approval by the PSC and the receipt of no-objection from IFAD.

Selection of Households

After final village selection, a participatory wealth ranking exercise will be conducted at community level to identify the poorest households, women-headed households and the commercial oriented households, following the example of the LPDPII where such exercise was conducted by Aga Khan Foundation (AKF)[4]. Community Facilitators will undertake the wealth ranking exercise and trained facilitators will train others (ToT) on the application of the methodology. The overall supervision will be under the responsibility of the Gender and Social inclusion expert of PMU (ToR in Appendix 5).

The programme will promote services in line with needs of all target groups. Some activities will be of interest for the community as a whole: i.e. Climate Sensitive Community Action Plan (CsCAPs) for productive infrastructures/adaptation and mitigation activities and therefore all members will be mobilised through Village Organisations (VOs), PUUs, and Women Groups (WG) where existing. In case if there is no VO and/or PUU, project will establish VO and/or PUU at selected villages. Targeted activities will be designed for specific groups, especially the poorest and vulnerable ones. Poor and poorest households will be identified and selected through the wealth ranking exercise (which requires validation from the community to avoid elite capture and keep tracking of process transparency) and key criteria related to poverty and vulnerability set for their accessing grant financing for livelihood development.

Self-targeting: AMAL will ensure that interventions are tailored to the needs of the target group and any variation of needs by district and by community is factored in by conducting participatory community diagnostics in each district and developing Climate-sensitive Community Action Plans through inclusive village-level community institutions. Village women will have a dedicated budget allocated to meet their specific needs and will develop their own action plan in addition to participating in the Village. The programme will focus on enhancing the productivity of smallholder livestock farmers through access to water, pasture management inputs, aggregation of produce for primary processing, technologies for more efficient harvesting, production, storage, and agribusiness opportunities, and linking them to agro-processors, wholesalers, and retailers. AMAL will facilitate linkages with selected banks and financial service providers to provide access to technical assistance, loans, matching grants and credit guarantee mechanisms. The training, mentoring and coaching of enterprises will be based on a youth and gender-sensitive needs assessment. These enterprises will be linked with the target group in the selected areas identified for the production-focused activities. In addition, AMAL will support the nutrition of schoolchildren, and at the same time generate market demand from both the private sector (MSMEs) and local public procurement processes at selected schools. The support provided to each stool will be customized on the basis of a School Action Plan. Interventions focused on subgroups are also planned: young graduates from veterinary school will receive training and equipment to establish their businesses, village women will receive training in nutrition, and vulnerable households will receive support.

Direct Targeting: The project will ensure that women and youth benefit from project interventions: 50% of target group will be women, and 30% will be youth. Six thousand schoolchildren will also be directly targeted through support for the school feeding programme. Twenty percent of the village budget for project activities has been ring-fenced for women who will themselves decide how to use this budget for activities, within the scope of the project, that promotes their well-being: equipment for drudgery reduction, livelihood opportunities for women-headed vulnerable households, etc. The budget and number of households to be targeted under Components 1.1 and 1.2 have been allocated across the selected subset of Tier One districts in proportion to each district's share of the total population within its respective oblast. Kuhistoni Mastchoh is

an exception, receiving a dedicated allocation of USD 2 million in recognition of its remoteness, high climate vulnerability, and lack of investments.

Component 2: Selection Criteria

Grant Management Company (GMC) – Eligibility Criteria and Selection Process

The Grant Management Company (GMC) will be competitively selected to manage the blended finance packages under Subcomponent 2.2. The GMC will oversee the grant component of enterprise financing packages, ensure compliance with eligibility and targeting criteria, and coordinate with Participating Financial Institutions (PFIs).

Eligibility Criteria
To qualify, interested firms must meet the following minimum requirements:

1. **Legal Status and Registration**
   - Legally registered entity in Tajikistan, or able to register prior to contract signing.
   - Authorized to operate as a financial management or grant administration service provider.
2. **Experience**
   - Minimum 5 years of operational experience in financial management, grant administration, or enterprise development support.
   - Proven track record in managing grant/loan blended finance schemes or enterprise financing mechanisms (minimum portfolio size managed: USD 2 million).
   - Prior experience with donor-funded or government-funded projects in Tajikistan or the Central Asia region.
3. **Technical and Managerial Capacity**
   - Established systems for transparent grant application, screening, and disbursement.
   - Documented procedures for fiduciary oversight, compliance monitoring, and fraud prevention.
   - Ability to track and report disaggregated beneficiary data (sex, age, geographic location).
4. **Human Resources**
   - Dedicated team with expertise in financial analysis, MSME development, and rural enterprise financing.
   - At least one senior staff member with 7+ years of experience in grant management.
   - In-house or contracted M&E expertise to align with project logframe, KPIs, and reporting obligations.
5. **Financial Soundness**
   - Positive audited financial statements for the last three fiscal years.
   - Demonstrated liquidity and operational capacity to pre-finance grant disbursements if required.
6. **Governance and Compliance**
   - Internal policies covering conflict of interest, anti-corruption, gender inclusion, and grievance redress.
   - Systems for environmental and social safeguards screening of enterprises.
7. **Technology and Reporting**
   - Capacity to maintain a digital grant tracking and reporting system, accessible to the PMU and IFAD.
   - Commitment to submit quarterly reports on grant utilization and lessons learned.

Selection and Evaluation Process
Eligible firms will be evaluated according to the following scoring matrix:

Criteria	Weighting (%)	Description
Institutional Experience	25 %	Years of operation, portfolio size managed, experience with donors/loans/grants
Technical Capacity	25 %	Systems for grant administration, transparency, safeguards, compliance tools
Human Resources	20 %	Expertise of key staff, qualifications, experience in MSME/livestock finance
Financial Soundness	15 %	Audited statements, liquidity, ability to pre-finance disbursements

Governance & Compliance	10 %	Policies on integrity, anti-fraud, gender, grievance redress
Technology & Reporting Systems	5 %	Existence of MIS/digital reporting tools

- Minimum passing score: 70%.
- The contract will be awarded to the highest-scoring qualified firm, subject to due diligence and approval by the Project Steering Committee (PSC).
- The final selection will be reviewed and endorsed by IFAD in line with procurement guidelines.

GMC selection process.
Process of GMC Selection

The selection of the Grant Management Company (GMC) will be conducted through a transparent and competitive bidding process, fully compliant with IFAD procurement guidelines and national legislation. The process will be designed to ensure fairness, accountability, and the identification of a qualified firm with the technical and financial capacity to deliver on the project's requirements.

1. **Preparation of Bidding Documents**
   - The PIU, in consultation with IFAD, will prepare and clear the bidding documents, including the Terms of Reference (TOR), eligibility criteria, evaluation matrix, and draft contract.
   - The bidding documents will clearly outline the scope of work, expected deliverables, reporting requirements, and fiduciary responsibilities of the GMC.
2. **Public Advertisement**
   - The call for Expressions of Interest (EOI) will be published in at least two national newspapers, at https://tajikistan.un.org/en/jobs, asiaplus website and on official government portals, and IFAD's procurement website.
   - Interested firms will be invited to submit EOIs demonstrating their legal status, organizational profile, relevant experience, and financial soundness.
3. **Shortlisting**
   - Based on submitted EOIs, the PIU will prepare a shortlist of qualified firms meeting the minimum eligibility requirements.
   - The shortlist will normally include 3–6 firms, ensuring adequate competition.
4. **Request for Proposals (RFP)**
   - Shortlisted firms will be invited to submit full proposals consisting of a **technical proposal** and a **financial proposal**.
   - Technical proposals will cover methodology, workplan, staffing, institutional capacity, and risk management measures.
   - Financial proposals will provide detailed cost estimates, including staff costs, operational expenses, and proposed fees.
5. **Evaluation of Proposals**
   - Proposals will be evaluated using a **Quality and Cost-Based Selection (QCBS)** approach.
   - Technical proposals will be scored against the evaluation criteria (institutional experience, technical capacity, staffing, financial soundness, governance/compliance, and technology systems).
   - Only firms achieving a minimum technical score of 70% will proceed to financial evaluation.
   - The financial proposal will account for 30% of the total score, with the technical proposal weighted at 70%.
6. **Due Diligence**
   - For the highest-ranked firm, the PMU will carry out reference checks, financial capacity verification, and interviews with proposed key staff.
   - IFAD may participate in due diligence as an observer.
7. **Contract Negotiation and Award**
   - The PMU will initiate contract negotiations with the top-ranked firm, clarifying scope, deliverables, reporting, and performance standards.
   - If negotiations fail, the PIU will proceed to the next ranked firm.
   - Final selection and contract award will require clearance by the Project Steering Committee (PSC) and IFAD.

8. **Contract Management**
    - The GMC will sign a performance-based contract with clear milestones and deliverables.
    - Payments will be linked to the achievement of agreed outputs, verified by the PMU and subject to IFAD's no-objection

Box. Key Potential GMCs Identified for Project Partnership Lola – in case we go for bidding; in case for implementing partners – please describe Implementing Partner like AFOT or Zamonat

Key Potential GMCs and Implementing Partners

In line with IFAD procurement principles, the project may pursue two possible modalities for managing enterprise development grants and related technical assistance:

Competitive Selection of a Grant Management Company (GMC)
A public bidding process will be organized, and eligible companies will be invited to submit technical and financial proposals. The final selection will follow a transparent evaluation process, ensuring cost-effectiveness, technical capacity, and alignment with AMAL objectives. Potential GMCs include:

Imkon Consulting LLC – A national consulting firm with extensive experience in USAID-funded projects (e.g., Winrock,). Imkon specializes in enterprise verification, value chain analysis, and strategy development. It has proven methodologies for grant verification, supplier assessment, and compliance monitoring.

IRFAR – A regional consulting organization with a track record in Central Asia and CIS countries. In Tajikistan, IRFAR successfully managed grant verification under the EU-funded ECTAP project, in partnership with EBRD's blended finance mechanism. It brings tested methodologies for financial due diligence and compliance monitoring.

Accelerate Prosperity (AP) Tajikistan – Part of the Aga Khan Development Network (AKDN), AP provides incubation services, blended finance instruments, and digital incubation platforms. It has experience with rural enterprises, including women- and youth-led start-ups, and could provide innovative incubation models.

Other international/regional firms (e.g., Palladium, DAI, GIZ-affiliated entities) – These organizations bring strong systems for grant management and donor compliance, though their operational costs are typically higher compared to local firms.

Pros:

Brings external rigor and proven methodologies for grant verification.

Competitive selection increases transparency.

Potential for introducing innovative international practices.

Cons:

Higher administrative costs compared to national institutions.

Weaker long-term institutional sustainability if external firms are contracted.

Risk of limited contextual knowledge of rural Tajikistan by international firms.

Grant recipient eligibility and guidance.

Implementing Partners
The project may directly contract established national institutions with a mandate and proven capacity in financial and enterprise development. Key potential partners include:

Implementing Partner for TA to Financial Institutions

Association of Financial Organizations of Tajikistan (AFOT)
The Association of Financial Organizations of Tajikistan (AFOT) is the umbrella body representing banks, microfinance institutions, and other financial service providers in Tajikistan. Established with the support of development partners, AFOT has over 60 institutional members and operates an accredited training center specializing in financial literacy, microfinance, and banking services. AFOT has extensive experience delivering capacity-building activities to financial institutions, including under the IFAD-financed PRIME project, where it successfully trained loan officers and managers in rural lending, risk assessment, and the use of remittance data for creditworthiness. Under AMAL, AFOT will deliver tailored TA to PFIs, focusing on agricultural loan assessment methodologies, development of livestock-specific loan products, digital banking and outreach tools, and risk management frameworks. AFOT's established infrastructure, strong membership base, and track record of donor collaboration position it as the most suitable partner for building capacity of Tajikistan's financial sector.

Implementing Partner for TA to MSMEs

State Institution "Business Incubator of Tajikistan" (SIBI)
The State Institution "Business Incubator of Tajikistan" (SIBI), operating under the State Committee on Investment and State Property Management of the Republic of Tajikistan (SCISPM), is the national agency mandated to support entrepreneurship and SME development. SIBI implements the Government's Small Business Incubation Project (SBIP) and manages a network of regional incubation centers. Its mandate covers business training, mentoring, and the facilitation of access to finance and markets for start-ups and SMEs. SIBI has also worked with international partners, including ADB and UNDP, in providing business development services and training modules tailored for youth and women entrepreneurs. Under AMAL, SIBI will be responsible for delivering TA to approximately 240 MSMEs and 500 smallholders. Training modules will include financial literacy, bankable business plan development, livestock business management, marketing strategies, food safety standards, climate-smart practices, and digital marketing. Leveraging its national mandate, regional presence, and proven experience, SIBI will ensure a sustainable institutional framework for MSME incubation and enterprise development.

Note: While the State Enterprise "Business Incubator of Tajikistan" is designated as the initial service provider to ensure rapid project startup, this arrangement is not exclusive for the project's full duration. After the initial inception phase, the implementation of subsequent capacity-building activities under this component shall be subject to competitive bidding processes in accordance with IFAD procurement procedures, allowing for the participation of any newly emerged qualified service providers.

Implementing Partner for Loan Guarantee Fund

Public Organization "Zamonat"
The Public Organization "Zamonat" is Tajikistan's only licensed guarantee fund, established with the approval of the National Bank of Tajikistan. Zamonat has extensive experience implementing guarantee schemes funded by international donors and the Government of Tajikistan. Its mandate is to facilitate access to credit for micro and small enterprises by providing partial guarantees to mitigate collateral constraints. Zamonat maintains partnerships with a wide network of PFIs, enabling broad outreach across Tajikistan. It has developed transparent eligibility and risk assessment methodologies, ensuring compliance with national regulations and donor requirements. Under AMAL, Zamonat will administer the loan guarantee mechanism for smallholders, providing up to 30% partial guarantees on loans up to USD 1,500. The organization will also manage the revolving guarantee fund, placing project resources in local PFIs to cover operational costs while expanding the size of the fund. Its institutional capacity, regulatory recognition, and track record of cooperation with PFIs make Zamonat the most appropriate partner for implementing the guarantee mechanism.

Grant recipient eligibility and guidance.

Eligibility Criteria for Grant Recipients

To qualify for support under Subcomponent 2.2: Enterprise Development and Access to Finance, applicants must meet the following eligibility requirements:

1. **Legal Status**

   The applicant must be legally registered as one of the following:

   - Micro, Small, or Medium Enterprise (MSME)
   - Cooperative
   - Dehkan farm
   - Producer group with a recognized legal entity

2. **Operational Experience**

   The applicant must demonstrate at least **two (2) years of continuous operational experience** in the livestock sector (dairy, meat, poultry, feed/fodder, wool/fibre, or related value chains).

3. **Compliance Requirements**
   - Valid tax compliance certificate issued by the relevant authority.
   - No record of bankruptcy, fraudulent practices, or misuse of donor/public funds.
   - Commitment to comply with environmental and social safeguards, including the Environmental & Social Checklist provided in the PIM.
4. **Business Capacity**
   - Submission of a complete and bankable business plan aligned with the project's value chain priorities.
   - Demonstrated capacity to co-finance part of the investment through a commercial loan with a Participating Financial Institution (PFI).
5. **Inclusivity Criteria**

   Priority will be given to enterprises that:

   - Have women or youth (18–30 years) in ownership/management positions.
   - Create new employment opportunities for rural women and youth.
   - Operate in underserved rural regions with limited access to finance.

GUIDANCE FOR APPLICANTS

Eligible grant recipients will be required to follow these guidelines during the application and implementation process:

1. Application Package

Submit the following documents to the PFI/GMC for verification:

- Copy of registration certificate and charter/statute.
- Proof of operational activity for the past two years (e.g., contracts, invoices, sales records).
- Valid tax compliance certificate.
- Completed business plan (with financial projections, repayment plan, and market linkages).
- Completed Environmental & Social Checklist.(provided by the project)
- Relevant permits/licenses (veterinary, sanitary, environmental, construction, if applicable).

2. Eligible Use of Grants

Grants may be applied to investments that contribute to value addition and improved efficiency, including but not limited to:

- ✓ Production: investments in improved livestock breeds, animal housing, feed, veterinary services, and equipment for small-scale production (e.g., milking machines, egg incubators, shearing tools). Installation of water supply systems, small-scale biogas units, and renewable energy solutions for livestock farms.
- ✓ Storage and handling: construction or rehabilitation of cold storage, milk collection points, egg and meat cooling units, and hygienic storage facilities for raw materials or inputs. Introduction of digital weighing, grading, and quality-control equipment.
- ✓ Processing: equipment for meat and dairy processing (e.g., pasteurizers, chillers, grinders, packaging machines), wool and fibre cleaning or spinning units, and facilities for small-scale transformation of animal products. Investments in food safety and certification systems (HACCP, ISO standards) to meet domestic and export requirements

- ✓ Transport and logistics: vehicles and tools for transporting live animals, meat, milk, eggs or feed to markets or processing centers, including cold-chain solutions. Mobile collection units or portable cooling tanks to serve remote rural areas.
- ✓ Input supply and feed production: machinery or infrastructure to grow, process, or store animal feed and fodder, as well as the establishment of input supply points for smallholders. Development of local veterinary pharmacies and input shops.
- ✓ Digitalization and Market Access: Digital platforms for input supply, aggregation of products, and e-payments. Investments in e-commerce tools and mobile applications to connect producers with markets.
- ✓ Environmental Sustainability and Climate Resilience: Waste management systems (manure composting, biofertilizer production). Water-saving irrigation technologies linked to fodder production. Renewable energy solutions (solar dryers for fodder, solar cooling for milk/eggs).

3. Obligations of Beneficiaries

- Maintain accurate records of all expenditures financed by the grant.
- Allow project monitoring and verification visits.
- Use grant funds exclusively for eligible activities listed in the approved business plan.
- Comply with national labor, environmental, and social standards.
- Contribute to knowledge-sharing by providing lessons learned, case studies, and testimonials as requested by the PIU.

Exclusions

The following applicants and activities are **not eligible** for grant support:

- Applicants without legal registration or less than two years of sector experience.
- Enterprises with outstanding tax liabilities or under legal disputes.
- Activities causing significant environmental damage (deforestation, water pollution, unregulated waste disposal).
- Investments involving banned veterinary drugs, hazardous chemicals, or child labor.
- Purely trading businesses without value addition (e.g., buying and reselling without processing or improvement).
- Activities outside the livestock value chains targeted by the project.

Target regions	*Khatlon:* Dushti, Nosiri Khusrav, Shahritus, Qubodiyon *Sughd:* Devashtich, Spitamen, Shahriston, Kohistoni Mastchoh, Babojon Gafurov, Asht *DRS:* Lakhsh, Nurobod (DRS), Rasht, Sangvor, Tojikobod

PFI eligibility criteria. The selection of PFIs for the activity will be based on specific eligibility criteria to ensure that only capable, financially sound and committed financial institutions are involved in the project. These criteria will be applied uniformly across all PFIs.

#	Criterion	Description
1	Regulatory status	Licensed by the National Bank of Tajikistan (NBT) and in good standing with regulatory authorities.
2	Financial soundness	Compliance with all regulatory standards, including adequate capital adequacy ratios, acceptable non-performing loans (NPL) levels, Portfolio at Risk (PAR) over 30 days not exceeding 5%, and audited financial statements for the last 3 years.
3	MSME lending experience	Demonstrated track record in MSME lending with dedicated staff or units and adequate credit assessment systems.
4	Agricultural lending readiness	Existing capacity to engage in agricultural lending, including openness to adjusting risk policies and loan terms to agricultural cycles.
5	Geographic outreach	Operational presence in target rural areas or demonstrated capacity and plans to expand rural outreach.
6	Financial inclusion commitment	Willingness and capacity to target underserved groups, including women and youth; readiness to apply flexible lending practices (e.g., alternative collateral or scoring etc.).

7	Data and reporting capacity	Ability to disaggregate and report loan data (e.g., by gender, location, sector); functional management information system (MIS) in place.

PFI selection process. To ensure the successful implementation of financing packages under Activity 2.2.1, the PIU will follow a transparent and competitive process to select PFIs. This process is designed to identify banks and microfinance institutions (MFIs) with strong institutional capacity, regional presence, and a demonstrated commitment to lending to MSMEs in the livestock sector in the project target areas.

The selection process will begin with the PIU issuing a Call for Proposals based on detailed Terms of Reference. This call will invite eligible financial institutions operating in the project's target regions to submit proposals for participation in the project. Interested institutions will be expected to demonstrate their ability to identify and develop a pipeline of eligible livestock-related MSMEs and to co-finance the financing packages of up to USD 50,000. Each package will consist of a 50% grant from the project (up to USD 25,000) and a 50% commercial loan from the PFI's own funds (up to USD 25,000).

In their proposals, PFIs should:

- Indicate the regions they propose to cover;
- Describe their experience and capacity in MSME and agricultural lending;
- Present their commitment to offer livestock-specific loan products with features such as flexible repayment schedules, seasonal grace periods, and adjusted collateral requirements;
- Clearly outline loan terms including interest rates, maturities, and other conditions;
- Confirm their ability to monitor borrowers and report on project indicators, including 30% outreach to women and youth.

Each PFI may apply for up to **USD 1 million** in grant funding, which will be transferred to a dedicated account opened by the PFI and used exclusively for the disbursement of the grant portion of the financing packages. The total financing package (comprising both the grant and matching loan funds) must not exceed **20% of the institution's MSME loan portfolio**.

Example: For a grant of USD 250,000, the PFI needs to provide matching loan funding of USD 250,000. The total financing package disbursed thus will be USD 500,000. The package must not exceed 20% of the PFI's MSME loan portfolio; therefore, the PFI must have an MSME portfolio of at least USD 2,500,000.

The table below presents a tiered framework that links the maximum grant amount to the size of each participating financial institution's MSME portfolio. This approach helps safeguard against portfolio concentration risk and ensures that institutions have sufficient lending capacity to match the required 70% loan component.

FI Tier	MSME Portfolio Size (USD)	Max Grant (USD)	Required Matching Loans (USD)	Total Package (USD)	Rationale
Small FI	2.5m – <5m	250,000	250,000	500,000	Allows entry for smaller institutions while keeping exposure up to 20% of MSME portfolio.
Medium FI	5m – <7.5m	500,000	500,000	1,000,000	Suitable for mid-sized lenders with reasonable diversification.
Upper-Medium FI	7.5m – <10m	750,000	750,000	1,500,000	Enables stronger mid-tier FIs to scale outreach while respecting risk cap.
Larger FI	≥ 10m	1,000,000	1,000,000	2,000,000	Intended for the largest players with sufficient balance sheet to absorb risk.

The PIU will assess applications based on the following scoring criteria:

Criteria	Score Range	Scoring Guide
1. Institutional experience in MSME and agricultural lending	1–5	5 = Over 10 years of relevant lending experience; 4 = 7–10 years; 3 = 5–6 years; 2 = 2–4 years; 1 = Less than 2 years
2. Regional coverage in project target areas	1–5	5 = Presence in over 80% of project target regions; 4 = 60–79%; 3 = 40–59%; 2 = 20–39%; 1 = Less than 20%
3. Loan conditions (terms, flexibility, interest rates, collateral)	1–5	5 = Offers below-market interest rates, flexible repayment, seasonal grace periods, and low collateral requirements; 3–4 = Meets market average but with some flexibility; 1–2 = Inflexible, high interest and collateral requirements
4. Financial standing and operational capacity	1–5	5 = Audited financials, stable portfolio, positive capital adequacy; 4 = Minor risks; 3 = Moderate risks; 2 = Significant concerns; 1 = Unstable or poor performance

A maximum total score of 20 points is possible. Only institutions scoring above a minimum threshold of **16 out of 20** will be considered eligible. Top-scoring applicants will be selected as PFIs and sign an Implementation Agreement with the PIU outlining their roles and responsibilities, including:

- Pipeline development and project outreach,
- Disbursement and management of financing packages,
- Monitoring of MSMEs and reporting on indicators (including gender and age disaggregation),
- Ensuring alignment with eligibility criteria and project objectives.

This structured approach will ensure the inclusion of strong and committed financial partners capable of supporting livestock MSMEs in the project's target areas.

To ensure broad visibility and attract qualified applicants, the PIU will disseminate the Call for Proposals through multiple channels. These will include official platforms such as the websites of the Ministry of Finance (MoF) and other relevant government authorities, as well as distribution through the member network of the Association of Financial Organizations of Tajikistan (AFOT), direct mailings to licensed financial institutions, and announcements in national mass media outlets.

As part of project preparation, a number of potential PFIs have been identified based on their outreach, experience, and alignment with project objectives, as presented in the box below.

Box. Key Financial Institutions Identified for Project Partnership

Tajikistan's financial sector is well-positioned to serve the project's target groups, particularly rural MSMEs and smallholders engaged in livestock value chains. A number of strong financial institutions with broad outreach, inclusive lending portfolios, and relevant experience have been identified as potential partners for implementation. These include:

- Eskhata Bank – A leading commercial bank in Tajikistan, recognized as systemically important since 2019. Ranked 1st in the market by loan portfolio size, with 20% allocated to micro and SME lending, Eskhata serves over 183,000 active borrowers, including 39% women and 33% youth and covers all regions of the country, as of mid-2025.
- Microdeposit Organization (MDO) IMON International – Operating in all regions except GBAO, with over 135,000 active borrowers. IMON has 33% of its loan portfolio in agriculture, including 10% in livestock. More than 40% of clients are women and 27% are youth.
- Bank Humo – Formerly an MDO, Humo became a full-service bank in August 2025 and operates in over 40 regions. It has a strong rural focus, with 77% of clients based in rural areas. Humo serves over 100,000 active borrowers, 44% of whom are women.
- Bank Arvand – Previously an MDO, now a full-service bank operating nationwide. Arvand serves around 59,000 active borrowers, with 33% of its loan portfolio in agriculture. Over 40% of its borrowers are women and youth.
- MDO FINCA – A leading microfinance institution with close to 33,000 active borrowers. FINCA has a strong rural footprint, with 72% of clients in rural areas and over 40% of borrowers being women.

Borrower eligibility and lending activities guidance. To ensure that the project reaches its intended beneficiaries and promotes inclusive economic growth, specific eligibility criteria and lending guidelines will be established for borrowers and PFIs. These guidelines will outline the key

requirements for individuals and businesses to qualify for financing packages, as well as the terms and conditions of the loans.

These borrower eligibility criteria and lending activities guidance will be incorporated into the Implementation Agreements and Loan Agreements with beneficiaries, ensuring consistency and clarity in the application of project standards.

#	Criterion	Description
1	Targeting criteria	Small-scale commercial livestock farmers, micro, small, and medium enterprises (MSMEs) engaged in livestock value chains and holding productive potential, including: • Women borrowers: at least 30% • Youth borrowers: at least 30%
2	Target MSMEs	Under Subcomponent 2.2, AMAL will target micro, small and medium enterprises (MSMEs) that operate along the livestock value chains in project districts. The following categories of MSMEs have been identified as priority beneficiaries: **Livestock Production Aggregators and Processors** Small-scale dairy processors (milk collection, pasteurization, yoghurt/cheese production). Meat processors and butchers' cooperatives seeking to improve hygienic slaughtering and packaging. Egg and poultry processors adding value through grading, packaging, and distribution. **Input and Service Providers** Fodder and feed producers and distributors, including storage and sales units. Providers of veterinary pharmaceuticals, animal health services, and AI services. Small enterprises producing and selling resilient fodder seed varieties. **Marketing and Distribution Enterprises** Cold chain and refrigerated transport services. Wholesale and retail outlets for livestock products (e.g., dairy kiosks, butcher stalls, small retail pavilions with cold storage). Enterprises offering logistics solutions for smallholder producers to access local and regional markets. **Youth- and Women-led Enterprises** Start-ups and MSMEs led by women and youth in areas such as small-scale dairy processing, livestock product packaging, fodder trading, and digital marketing platforms. Enterprises specializing in innovative or niche products (e.g., organic dairy, goat meat, traditional processed products). **Cross-cutting and Support Services** Microenterprises providing financial, digital, or marketing services to livestock producers. Small enterprises in waste management and by-product utilization (e.g., composting, bio-digestion, hides and skins processing). **Eligibility Criteria for MSMEs will include:** Legal registration as a business entity (LLC etc), cooperative, dehkan farm or producer group.

		Operating primarily within the livestock value chains for the last 3 years. Willingness to co-finance investments through loans in blended finance packages. Commitment to good business practices, gender equity, and environmental standards.
3	Target regions	*Khatlon:* Dushti, Nosiri Khusrav, Shahritus, Qubodiyon *Sughd:* Devashtich, Spitamen, Shahriston, Kohistoni Mastchoh, Babojon Gafurov, Asht *DRS:* Lakhsh, Nurobod (DRS), Rasht, Sangvor, Tojikobod
4	Target value chains	Key livestock value chains, including meat, dairy, eggs, fibre, and feed and fodder
5	Loan purpose	Eligible loan purposes will include all activities that contribute to value addition and improved efficiency, such as: • Production: investments in improved livestock breeds, animal housing, feed, veterinary services, and equipment for small-scale production (e.g., milking machines, egg incubators, shearing tools). Installation of water supply systems, small-scale biogas units, and renewable energy solutions for livestock farms. • Storage and handling: construction or rehabilitation of cold storage, milk collection points, egg and meat cooling units, and hygienic storage facilities for raw materials or inputs. Introduction of digital weighing, grading, and quality-control equipment. • Processing: equipment for meat and dairy processing (e.g., pasteurizers, chillers, grinders, packaging machines), wool and fibre cleaning or spinning units, and facilities for small-scale transformation of animal products. Investments in food safety and certification systems (HACCP, ISO standards) to meet domestic and export requirements. • Transport and logistics: vehicles and tools for transporting live animals, meat, milk, eggs or feed to markets or processing centers, including cold-chain solutions. Mobile collection units or portable cooling tanks to serve remote rural areas. • Input supply and feed production: machinery or infrastructure to grow, process, or store animal feed and fodder, as well as the establishment of input supply points for smallholders. Development of local veterinary pharmacies and input shops. • Digitalization and Market Access: Digital platforms for input supply, aggregation of products, and e-payments. Investments in e-commerce tools and mobile applications to connect producers with markets. Environmental Sustainability and Climate Resilience: Waste management systems (manure composting, biofertilizer production). Water-saving irrigation technologies linked to fodder production. Renewable energy solutions (solar dryers for fodder, solar cooling for milk/eggs).
6	Ineligible purposes	Ineligible purposes include but are not limited to: • Debt repayment or refinancing • Personal consumption • Speculative or purely financial investments • Activities causing environmental harm • Arms or military equipment • Alcohol, tobacco, or narcotics • Activities linked to child labor or forced labor • Activities violating labor, environmental, or social standards • Luxury goods and services • Political or religious activities
7	Financing package amount	Up to USD 50,000, including up to USD 25,000 grant + up to USD 25,000 loan
8	Financing package currency	Local currency – Tajik Somoni (TJS)
9	Loan term, grace period and repayment schedule	Will be determined by PFIs in line with their internal lending policies and risk assessment procedures. Wherever feasible, these terms should be tailored to reflect the business cycle and cash flow patterns of agricultural enterprises.
10	Interest rates	Will be determined by PFIs.

11	Commissions	Loan commissions will not be charged to the project loan beneficiaries.
12	Loan portfolio quality	The total share of loans past due over 30 days and rescheduled loans issued as part of the financing packages should be below 5% of portfolio outstanding (under normal, non-force majeure circumstances).
13	PFI reporting requirements (see format below)	• Number of financing packages disbursed (grants + loans), disaggregated by PFI, gender, age (youth/non-youth), region, subsector (for period and project-to-date) • Value of financing packages disbursed in USD (grants + loans), disaggregated by PFI, gender, age (youth/non-youth), region, subsector (for period and project-to-date) • Gross outstanding loan portfolio in USD (as of reporting date) • Number of active borrowers disaggregated by PFIs (as of reporting date) • Portfolio at risk over 30 days, %, including: renegotiated loans and past due loans disaggregated by PFIs (as of reporting date) • Loan write-off rate, % disaggregated by PFIs (for period and project-to-date)

Definitions of select key indicators. Below are definitions of select key indicators for PFIs, drawn from the IFAD Decision Tools for Rural Finance (2010),[1] to support consistent monitoring and performance assessment.

Indicator	Unit	Definition/calculation	What it measures	Interpretation
Outreach				
1. Total number of active borrowers	Number	Total number of individuals who currently have an outstanding loan balance with the FSP as of 31 December of that year[a]	Number of people the FSP reaches with loans	Compare this with the number of potential borrowers in the market
2. Total number of active women borrowers	Number and percentage	Total number of women who currently have an outstanding loan balance with the FSP as of 31 December of that year[a]	Number of women the FSP reaches with loans	Compare this with the number of potential women borrowers in the market
3. Total value of gross loan portfolio	US$	Total outstanding principal of all outstanding loans[a] • Includes all loans – current and non-current • Excludes non-microfinance loans, interest receivable and loans that have been written off	Total value of loans made by the FSP at a certain time	Compare this with the total estimated demand for microcredit in the market
9. Portfolio at risk > 30 days (PAR)	Percentage	Outstanding balance of all loans with a payment over 30 days late / Gross loan portfolio Value of outstanding loans that have an instalment past due by more than 30 days, as a percentage of the value of the entire portfolio of all outstanding loans Include the outstanding value of all renegotiated loans, including rescheduled and refinanced loans, because they have higher than normal risk, especially if a payment is missed after renegotiation	• Risk • Risk of the loan portfolio of an FSP	The lower the percentage, the healthier, less risky the loan portfolio Target: Less than 5% Sector median: 3.1% Trouble: More than 10%

[1] https://www.ifad.org/en/w/publications/ifad-decision-tools-for-rural-finan-1

Reporting formats

Amount of financing packages disbursed (separately for reporting period and project-to-date)

		Disbursed, USD			Demographics		Regions			Sectors			Business size	
#	PFI	Loan	Grant	Total	Women, %	Youth, %	Khatlon, %	Sughd, %	DRS, %	Meat, %	Dairy, %	Other, %	SME, %	Micro, %
1														
2														
3														
4														
5														

Number of financing packages disbursed (separately for reporting period and project-to-date)

		Number of packages			Demographics		Regions			Sectors			Business size	
#	PFI	Loan	Grant	Total	Women, %	Youth, %	Khatlon, %	Sughd, %	DRS, %	Meat, %	Dairy, %	Other, %	SME, %	Micro, %
1														
2														
3														
4														
5														

Loan portfolio quality (as of reporting date)

		Total portfolio	Number of loans	Loans in arrears > 30 days		Loans rescheduled		Total at risk		PAR > 30
#	PFI	outstanding	outstanding	Balance, USD	Number	Balance, USD	Number	Balance, USD	Number	%
1										
2										
3										
4										
5										

GRANT VERIFICATION TEMPLATES & REQUIRED DOCUMENTATION

For AMAL Project – Subcomponent 2.2

1. Standard Grant Verification Checklist

(to be completed by the Grant Verification Company for each applicant)

A. Applicant Information

1. Name of MSME / Dehkan farm / Producer group / Cooperative
2. Legal registration number
3. Tax Identification Number (TIN)
4. Sector (dairy / meat / poultry / feed/fodder / wool-fiber)
5. Location (district, region)
6. Gender of owner/manager (male/female)
7. Age of owner/manager (youth <30, non-youth)

B. Eligibility Criteria

☐ Legal registration (business entity / cooperative / dehkan farm)
☐ At least 2 years of operational experience in the sector
☐ No overdue loans or tax arrears (verified by tax clearance certificate / PFIs)
☐ Business plan prepared and attached
☐ Alignment with project value chains (livestock-related)
☐ Contribution to gender/youth inclusion (≥30% target)
☐ Compliance with Environmental and Social Safeguards (no prohibited activities)

C. Financial Verification

☐ Latest financial statements (profit/loss or simplified cash flow)
☐ Bank account details (in Tajikistan)
☐ Evidence of previous loans (if any) and repayment track record
☐ Capacity to co-finance through PFI loan (pre-assessment by PFI attached)

D. Business Plan Verification

☐ Clear investment purpose (equipment, infrastructure, storage, processing, etc.)
☐ Employment generation (number of new/maintained jobs)
☐ Market access strategy (buyers, cooperatives, contracts)
☐ Sustainability & profitability analysis
☐ Gender/youth participation described

E. Clearance Note Decision

☐ Eligible and cleared for blended financing (to PIU + PFI)
☐ Conditionally eligible (missing minor documents, rectification needed)
☐ Ineligible (reasons: ……..)

Verifier's Name & Signature
Date

REQUIRED DOCUMENTATION FROM APPLICANTS

Applicants must prepare and submit the following:

1. **Legal Documents**
    - Certificate of state registration (as MSME, cooperative, dehkan farm, or producer group).
    - Charter or founding documents (for cooperatives/producer groups).
    - Tax Identification Number (TIN) certificate.

- Tax clearance certificate (issued by local Tax Committee office).

2. **Ownership & Management**
   - Passport copies of owner(s) / manager(s).
   - Proof of women/youth ownership/management (if applicable).
3. **Operational Track Record**
   - Confirmation of at least 2 years in the sector (business license renewal, contracts, invoices, or official letter from Jamoat/District authorities).
   - List of employees (if any), with gender and age breakdown.
4. **Financial Records**
   - Bank account statement (last 6 months).
   - Simplified balance sheet or income statement (if available).
   - Any loan history documents from PFIs (loan agreements, repayment receipts).
5. **Business Plan** *(mandatory, template provided by PIU/GVC)*
   - Executive summary
   - Description of business activity
   - Investment purpose and justification
   - Market and sales strategy
   - Financial projections (basic cash flow, revenues, costs)
   - Employment and gender/youth inclusion plan
   - Risk and mitigation measures
6. **Supporting Documents**
   - Price offers/quotations for equipment or works (at least 2)
   - Land or building use rights (if infrastructure investment)
   - Environmental compliance self-checklist (simple form: e.g., no hazardous waste, no child labour, etc.)
   - Letter of intent from PFI confirming preliminary interest in loan financing

GRANT VERIFICATION CLEARANCE NOTE

1. Applicant Information

Name of MSME/Cooperative/Dehkan Farm/Producer Group: _____
Registration Number & TIN: _____
District / Region: _____
Sector: ☐ Dairy ☐ Meat ☐ Poultry ☐ Feed/Fodder ☐ Wool/Fibre
Owner/Manager: _____
Gender: ☐ Male ☐ Female | Age: ☐ Youth (<30) ☐ Non-youth

2. **Eligibility Verification (**tick boxes)

☐ Legally registered (certificate attached)
☐ Minimum 2 years of operational experience (evidence attached)
☐ Tax clearance certificate provided
☐ No overdue loans / debts (PFI confirmation attached)
☐ Business plan submitted (reviewed and attached)
☐ Alignment with livestock value chains (dairy, meat, poultry, feed/fodder, wool/fibre)
☐ Gender/youth inclusion target met or potential contribution identified
☐ Environmental and social safeguards respected (self-checklist signed)

3. **Business Plan Assessment**

Investment purpose: _____
Total investment cost: _____ TJS | Requested financing package: _____ TJS
Expected outcomes (jobs, income, value addition): _____
Risk/mitigation measures: _____

4. Verification Decision

☐ Eligible – The applicant meets all requirements and is cleared for submission to PIU & PFI for financing package consideration.
☐ Conditionally Eligible – Applicant meets most requirements but must submit additional documentation (list missing docs): _____
☐ Ineligible – Applicant does not meet core eligibility criteria (reason: _____).

5. Signatures

Grant Verification Officer: _____ Date: //_____
Head of Verification Company: _____ Stamp: _____

Attachments

- ☑ Registration certificate
- ☑ Tax clearance
- ☑ Bank statement (last 6 months)
- ☑ Business plan
- ☑ PFI loan pre-approval (if available)
- ☑ Environmental & Social checklist (**provided below with guidance note)**

Annex: Environmental & Social (E&S) Checklist for MSME Grant Applicants

Project: AMAL – Enterprise Development and Access to Finance along Livestock Value Chains

Applicant Name: _____

Business Name / Registration #: _____

Date: _____

Verified by (GVC): _____

Section A: Basic Information

1. Subsector of investment (tick one):

☐ Dairy / Milk Production
☐ Meat Processing / Butchery
☐ Poultry (eggs/meat)
☐ Feed / Fodder Production
☐ Veterinary / Animal Health Service
☐ Other (specify): _____

2. Location of enterprise:

☐ Village _____ ☐ District _____ ☐ Region _____

Section B: Environmental Safeguards

Will the activity use pesticides, chemicals, or veterinary drugs?
☐ Yes (list) _____
☐ No
Will the activity produce animal or processing waste (manure, blood, wastewater, packaging)?
☐ Yes – describe disposal method: _____
☐ No

Will the activity cause soil erosion, deforestation, or pasture degradation?
☐ Yes – explain: _____
☐ No
Will the activity require irrigation or large water extraction?
☐ Yes – source: _____
☐ No

Will the activity involve construction/rehabilitation (barns, storage, roads)?
☐ Yes – confirm compliance with local permits: ☐ Attached
☐ No

Section C: Social Safeguards

Does the enterprise employ children under 18 years old in hazardous activities?

☐ Yes ☐ No (If Yes – Ineligible)

Does the enterprise employ forced or unpaid labor?

☐ Yes ☐ No (If Yes – Ineligible)

Does the proposed investment cause loss of land, displacement, or resettlement of other households?

☐ Yes ☐ No

Does the enterprise ensure safe working conditions (protective clothing, hygiene, ventilation, animal welfare)?

☐ Yes ☐ No

Will women and youth have equal access to training, jobs, or benefits from this activity?

☐ Yes ☐ No

Section D: Risk Classification (completed by GVC)

☐ Low risk – No significant environmental/social issues identified.

☐ Moderate risk – Issues identified but manageable with mitigation (note below).

☐ High risk – Activity not eligible under AMAL.

Mitigation measures (if any required): _____

Section E: Declaration

I hereby confirm that the information provided above is accurate and that my business will comply with Tajikistan's environmental, labor, and social regulations, as well as AMAL project safeguards.

Applicant Signature: _____ Date: _____

GVC Verifier Signature: _____ Date: _____

GUIDANCE NOTE FOR COMPLETING THE E&S CHECKLIST

(For MSME and Smallholder Grant Applicants – AMAL Project)

This note explains how to answer the Environmental & Social Checklist. It also provides examples of eligible and ineligible practices.

1. Environmental Safeguards

✅ **Eligible practices (allowed):**

- Using veterinary drugs approved by the Ministry of Agriculture.
- Building or repairing barns, storage rooms, or milk collection points with local permits.
- Managing manure by composting or using it as fertilizer on fields.
- Installing small-scale drip irrigation for fodder crops.

- Planting trees or grasses to protect soil from erosion.

❌ **Not eligible (not allowed):**

- Using banned pesticides, chemicals, or unsafe veterinary drugs.
- Dumping blood, waste, or wastewater from slaughter/processing directly into rivers, canals, or open land.
- Cutting forest trees without permit to expand grazing land.
- Overgrazing communal pastures without a management plan.
- Large irrigation projects that deplete water resources or affect other households.

2. Social Safeguards

✅ **Eligible practices (allowed):**

- Hiring local workers with fair wages and safe conditions.
- Providing protective clothing for workers in meat, milk, or wool processing.
- Including women and youth in training, jobs, or business ownership.
- Using voluntary family labor that does not interfere with children's schooling.

❌ **Not eligible (not allowed):**

- Employing children under 18 years old in hazardous activities (slaughter, heavy lifting, chemical use).
- Using forced or unpaid labor.
- Displacing other households from their land or homes.
- Ignoring basic safety measures in barns, slaughter areas, or processing facilities.

3. Risk Levels

Low risk: Normal farm or small-scale processing activity with no major issues.
Moderate risk: Some risks but manageable with small improvements (e.g., need better waste management).
High risk: Activities that damage the environment or violate labor/social rules – not eligible for grant financing.

Tip for Applicants

1. If you are not sure, ask the Grant Verification Company (GVC) or the PIU for clarification.
2. Attach proof (permits, registration, training certificates) where possible.

ANNEX: GRANT VERIFICATION CHECKLIST PACKAGE

1. Grant Verification Checklist

(to be completed by the Grant Verification Company – GVC)

A. General Information

Name of Applicant: _____

Type of Entity: □ MSME □ Cooperative □ Dehkan Farm □ Producer Group

Registration No.: _____

Sector/Subsector: □ Dairy □ Meat □ Poultry □ Feed/Fodder □ Wool/Fibre □ Other _____

Region/District: _____

B. Eligibility Verification

☑ Legal registration as business entity, cooperative, dehkan farm, or producer group
☑ Minimum of 2 years operating experience in the livestock sector
☑ Tax compliance certificate (no overdue liabilities)
☑ Ownership/management includes □ Women □ Youth (if applicable)
☑ No prior record of misuse of donor/public funds

C. Business Plan Review
☑ Submitted business plan (aligned with project value chains)
☑ Demonstrates employment creation and/or income growth
☑ Includes financial projections (loan repayment capacity)
☑ Identifies market linkages (buyers, suppliers, cooperatives)
☑ Shows capacity for value addition (processing, storage, packaging, etc.)

D. Environmental & Social Safeguards
☑ Environmental & Social Checklist completed by applicant
☑ No high-risk activities (e.g., deforestation, banned chemicals, child labor)
☑ Waste management measures included (manure, wastewater, by-products)
☑ Safe working conditions and labor standards respected
☑ Gender/youth inclusion considered

E. Decision

□ Eligible – Recommend for financing
□ Conditionally Eligible – Minor corrections needed (list corrections)
□ Not Eligible – Reason(s): _____

Verifier Name/Signature: _____ Date: _____

2. Required Supporting Documents

(to be submitted by MSME/Applicant)

1.Copy of legal registration (business, cooperative, dehkan farm, or producer group)
2.Charter/statute of organization (if cooperative or producer group)
3.Proof of at least 2 years of operational activity (contracts, sales records, tax filings)
4.Valid tax compliance certificate (from Tax Committee or relevant authority)
5.National ID/passport copies of owner(s)/managers
6.Business plan (with investment details, financials, and repayment plan)
7.Proof of land/asset use rights (if construction/expansion involved)
8.Environmental & Social Checklist (completed and signed)
9.Any relevant permits (veterinary, sanitary, construction, environmental clearance, if required)
10.Bank account details (to facilitate loan/grant processing through PFIs)

3. Guidance Note for Applicants

(explains how to fill the E&S checklist and what activities are eligible)

Eligible Investments (examples):

Improved livestock breeds, barns, small machinery (milking machines, incubators, shearing tools)
Storage/handling (cold storage, milk collection, hygienic storage units)
Processing equipment (pasteurizers, chillers, wool cleaning, packaging machines)
Transport/logistics (small refrigerated vehicles, milk cans, feed transport)
Input/feed production (fodder machinery, feed mixing equipment, input supply points)

Not Eligible (examples):

Activities that cause environmental damage (deforestation, water contamination, unsafe waste disposal)
Use of banned veterinary drugs or pesticides
Employment of children under 18 in hazardous activities
Displacement of other households from their land
Activities outside livestock-related value chains

Subcomponent 2.3: Building Models for Demand Generation through Public Procurement: School Feeding Programme

School Selection Criteria

Rationale

To ensure that resources are targeted effectively, clear eligibility criteria have been established for selecting beneficiary schools for subcomponent 2.3. These criteria ensure that the project targets schools that not only show clear needs (lack of facilities or utilities) but also have the basic enablers for success (existing feeding operations, space for expansion, and community engagement). This strategic targeting maximizes the impact of the investment: schools that meet the criteria are well-positioned to utilize new kitchens and gardens effectively, improve meal quality for students, and sustain the benefits over the long term through active community participation.

School Selection Criteria

- **Existing WFP Support:** *The school is currently supported by WFP's school feeding programme.* This alignment with an ongoing WFP-supported meal programme ensures that the school already has an operational feeding initiative, providing a solid foundation on which AMAL can build additional infrastructure support. It also guarantees synergy with national efforts and sustainability beyond the project's direct intervention.
- **Primary Enrolment of 100–150 Students (class 1 to 4):** *The school's primary-level enrolment falls roughly between 100 and 150 children.* This indicates a medium-sized rural primary school. Focusing on schools within this enrolment range helps target institutions that are large enough to benefit significantly from improved facilities (and serve a substantial number of children) yet small enough to manage and maintain the new infrastructure effectively. It ensures that project resources benefit a meaningful cohort of students without overstretching the school's capacity.
- **Land Available for a Kitchen Garden:** *There is sufficient land on the school premises to establish a kitchen garden.* On-site land availability is essential for creating vegetable plots or small gardens that can grow produce to supplement school meals. This criterion is included to promote kitchen gardens as a source of fresh, nutritious food and as a practical learning tool for students. Schools meeting this condition can integrate gardening into their feeding program, enhancing dietary diversity and sustainability.
- **Kitchen Facility in Original Design:** *The school's original architectural design includes a kitchen or dedicated food preparation area.* This means that when the school was designed, a kitchen space was planned (even if it is currently modest or under-equipped) and approved by the district government. Having an existing kitchen facility (even in basic form) is a key benchmark because it implies that the school already has a designated area for cooking and serving meals and approvals will not need to be obtained,making the intervention more cost-effective and faster to implement.
- **Proximity of Water Supply (within 500m):** *A reliable water source or network connection is available within 500 metres of the school premises.* Access to water is critical for both meal preparation and maintaining a kitchen garden. This criterion ensures that any school selected can feasibly be connected to a water supply without excessive investment or delay. If a water pipeline or source is within half a kilometre, the project can extend or link it to the school for cooking, drinking, and irrigation needs. Schools without a nearby water source are not

ideal candidates, as lack of water would hinder kitchen operations, gardening activities and WASH practices.

- **Electrical Infrastructure Needs (Transformer and Three-Phase Power):** *The school lacks adequate electricity for kitchen use – specifically, it requires a transformer and a three-phase electrical connection.* This eligibility condition identifies schools that currently have limited or single-phase power and thus cannot support industrial kitchen appliances or lighting/heating for a canteen. By selecting schools with a clear need for electrical upgrades, the project can deliver a new transformer and three-phase connection to enable safe, reliable power for kitchen facilities. This not only allows the use of proper cooking equipment and storage (e.g. refrigerators, ovens) but also improves the overall electrical safety and capacity of the school. Prioritizing schools with this need ensures the interventions fill a critical infrastructure gap, directly enabling the provision of hot meals.
- **Active PTA and School Management Committees:** *The school has an active Parent-Teacher Association (PTA) as well as a functioning school management committee.* Strong community and parental involvement are crucial for the success and upkeep of school feeding infrastructure. This criterion confirms that the school benefits from organized, engaged stakeholders who can help manage the facilities and support the feeding program. An active PTA and management committee typically take part in decision-making, contribute to maintenance, and mobilize local resources or labor when needed. Their presence indicates that the school community is ready to collaborate with the project, ensuring local ownership and long-term sustainability of the investments (such as guarding a school garden, managing food supplies, or maintaining kitchen equipment).

Appendix 13 Performance Indicators Matrix

To facilitate the monitoring and tracking of core indicators a Monitoring & Evaluation (M&E) matrix has been prepared and presented below. This will need to be completed by appropriate performance indicators for each component and for project level implementation performance tracking.

Detailed description of Core Indicators (CI) can be found in *IFAD Core Indicator Framework* (Sept. 2025) available from IFAD Office of Development Effectiveness (contact ode_rrs@ifad.org).

More details about the use of baseline MTR and completion surveys to measure core outcome indicators can be found in IFAD's *Core Outcome Indicators Measurement Guidelines (COI) (*2021) at https://www.adaptation-fund.org/wp-content/uploads/2016/04/AF-Core-Indicator-Methodologies.pdf

Goal indicator (impact)	
Households reporting an increase in resilience measured through the ability to recover from shocks (economic and climate related)	
Definition	Beneficiary households reporting an improved ability to cope with and recover from economic and climate-related shocks compared to the pre-project situation. "Resilience" is defined as the household's capacity to anticipate, absorb, and recover from economic or climatic shocks without compromising future livelihoods. This is not perceived satisfaction, but a self-reported and evidence-based measure of recovery ability after exposure to shocks.
Unit(s) and disaggregation	Number of households; Percentage (%) of households.
Target	Mid-term: 6,807 Households (30% of households; completion 37,800 Households (70% of households).
Universe	All project-targeted households: 22 690 at mid-term and 54 000 at completion.
Data collection Source	Structured questionnaire within surveys at Baseline, MTR, and Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

Development Objective indicators (impact)	
Households reporting increased income from rural livelihoods	
Definition	Beneficiary households interviewed who claim that project activities have helped them increase income from rural activities, particularly livestock farming. Households with an increase of 5% at mid-term and 10% at completion are reported having income increase.
Unit(s) and disaggregation	Number of households; Percentage (%) of households; HH members; Median income increase.
Target Data	Mid-term: 6 807 households (30% of households), median income increase 5%; completion:37,800 Households (70% of households), median income increase: 10%.

Universe	All project-targeted households: 22 690 at mid-term and 54 000 at completion.
Information requirements	Baseline survey data on income levels to determine post-project increase.
Data collection Source	Relevant module in COI Surveys at baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

CI 3.2.1: Greenhouse gas emissions (tCO2e) avoided and/or sequestered

Definition	Total GHG emissions avoided and/or sequestered as a result of mitigation technologies and practices introduced by AMAL (e.g., activities under CsCAPs including pasture restoration and management, improved breeds and feed, climate-smart animal health, any TA or financial support for climate-smart agriculture/livestock farming).
Unit(s) and disaggregation	Hectares of land; tCO2e/20 years; tCO2e/ha; tCO2e/ha/year.
Universe	All land areas where mitigation practices are introduced and all livestock technologies permitting a reduction of emissions.
Target	To be calculated by IFAD ECG Team.
Data collection Source	FAO's EX-Ante Carbon-balance Tool (EX-ACT) for baseline and simulation with actual data at mid-term and completion
Frequency	Baseline (ex-ante), MTR (partially ex-post), Completion (ex-post).
Data collection responsibility	IFAD ECG Team.
Data analysis and reporting Responsibility	IFAD ECG Team for analysis and PIU-MOF for reporting.

SF 2.1: Households satisfied with project-supported services

Definition	Households reporting that they: (a) easily accessed or used the services provided by the public/private entities supported by AMAL, and (b) were satisfied with the quality of the services provided by the public/private entities supported by AMAL. Entities include PUUs, VOs, veterinarian units and young veterinarians, breeding services from CFS, seed multipliers, district authorities and private sector organization managing infrastructure, PFIs and service providers under 2.2, schools providing nutrition education and meals.
Unit(s) and disaggregation	Number of households; Households (%); HH members.
Target	MTR: 9 076 households (40% of households); household members: 59 903. Completion: 40 500 households (75% of households); household members: 267 300. Satisfaction is expected to grow as project matures.
Universe	All project-targeted households: 22 690 at mid-term and 54 000 at completion.
Data collection Source	Surveys: Baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).

Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

Outcome 1 indicators

CI 3.2.2: Households reporting adoption of environmentally sustainable and climate-resilient technologies and practices

Definition	Project beneficiaries who report using technologies provided by the project under outputs 1.2 and 1.3. Notably, they have access to activities implemented under the CsCAPs, veterinary services (mobile units and young veterinarians), breeding services and improved seeds.
Unit(s) and disaggregation	Number of households; Percentage (%) of households; HH members.
Target	Mid-term: 8 496 Households (60% of households); household members: 56 076. Completion: 26,521 Households (80% of households); household members: 175,036.
Universe	Indicator applies only to households targeted under components 1.2 and 1.3 who benefits from CsCAPs activities, veterinary services, breeding services and improved seeds. Corrected for double counting: mid-term 14161 households, completion: 33 151 households (see beneficiary estimation table annexed to PDR).
Data collection Source	Relevant module in COI Surveys at baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

CI 1.2.4: Households reporting an increase in production

Definition	Beneficiary households claiming that project-supported activities under outputs 1.2 and 1.3 (activities implemented under the CsCAPs, veterinary services, breeding services and improved seeds) have helped them increase the quantity of key livestock products and crop grown (kitchen garden) produced compared to the pre-project situation.
Unit(s) and disaggregation	Number of households; Percentage (%) of households; HH members.
Target	Mid-term: 3 450 Households (30% of households); household members: 23 365. Completion: 19 890 Households (60% of households); household members: 131 277.
Universe	Indicator applies only to households targeted under components 1.2 and 1.3 who benefits from CsCAPs activities, veterinary services, breeding services and improved seeds. Corrected for double counting: mid-term 14161 households, completion: 33 151 households.
Data collection Source	Relevant module in COI Surveys at baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).

Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

Cattle productivity increase: Median milk yield increase for dairy cows; median live weight increase for beef cattle
INDICATOR REMOVED FROM LOGFRAME for the sake of brevity. May be monitored by project

Definition	The median percentage increase in milk yield per dairy cow and in live weight per beef cattle among project beneficiaries compared to baseline.
Unit(s) and disaggregation	Percentage (%).
Target	Milk yield mid-term 5%, completion 10%. Beef cattle yield mid-term 5%, end 10%.
Universe	Dairy cow and beef cattle owners receiving services under component 1.
Data collection Source	Measured during the COI Surveys: Baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PCO (Supervision of external surveys).
Data analysis and reporting Responsibility	PCO (analysis of comparison with baseline/control group).

CI 1.2.9: Households with improved nutrition Knowledge Attitudes and Practices (KAP)

Definition	Households who have acquired new knowledge and adopted good attitudes and practices (KAP) on nutrition (e.g. hygiene, food safety, feeding practices) as a result of nutrition training provided under component 1 to young women. Improvement requires a minimum KAP score (usually 60%).
Unit(s) and disaggregation	Households (number); Households (%); Household members (number).
Target	Completion: 3749 households (70% of households); household members: 24,740. Mid-term: 819 households (30% of households); household members: 5 405.
Universe	Households targeted for nutrition support under output 1.2: mid-term:2 730; completion: 5 355. .
Data collection Source	Surveys: Baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

Decrease in livestock emission - Decrease in livestock emission intensity

Definition	Percentage decrease in GHG emissions intensity (e.g. kg CO2e per kg of meat/milk) compared to baseline. Measures the reduction of greenhouse gas emissions per unit of livestock product due to efficiency improvements.
Unit(s) and disaggregation	Percentage (%).

Target	Mid-term: 8%. Completion: 20%. Target is set based on the calculated potential GHG mitigation benefits from improved management practices.
Universe	Livestock production systems supported by efficiency interventions (e.g. better feed, improved genetics, veterinary services and activities under component 1.2).
Data collection Source	FAO's GLEAM-I model.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	IFAD ECG Team.
Data analysis and reporting Responsibility	IFAD ECG Team for analysis and PIU-MOF for reporting.

Decrease in livestock emission - Decrease in livestock absolute emission intensity

Definition	Percentage decrease in total absolute GHG emissions from livestock compared to baseline. Measure the overall reduction in total GHG emissions from the livestock sector in the project area.
Unit(s) and disaggregation	Percentage (%).
Target	Mid-term: 2%. Completion: 5%. Target is set based on the calculated potential GHG mitigation benefits from improved management practices.
Universe	Livestock production systems supported by efficiency interventions (e.g. better feed, improved genetics, veterinary services and activities under component 1.2).
Data collection Source	FAO's GLEAM-I model.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	IFAD ECG Team.
Data analysis and reporting Responsibility	IFAD ECG Team for analysis and PIU-MOF for reporting.

SF 2.2: Households reporting they can influence decision-making of local authorities and project-supported service providers

Definition	Households participating in project-supported groups/organizations who report having influence over group decisions and whose group can influence decision-making of local authorities and project service providers. Measures the effectiveness of engagement and empowerment strategies by assessing beneficiary influence over service provision and local governance.
Unit(s) and disaggregation	Number of households; Households (%); HH members.
Target	Mid-term: 7 000 households (70% of households); household members: 46 200. Completion: 15 627 households (80% of households); household members: 103 136.
Universe	Households taking part in groups to implement project supported activities (members of VO and PUU: all households benefiting from CsCAPs). Mid-term: 10 000; completion: 19 533.
Data collection Source	Surveys: Baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.

Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

Output 1.1 indicators

Number of Community Management Plans prepared
INDICATOR REMOVED FROM LOGFRAME for the sake of brevity. May be monitored by project

Definition	The total number of Climate-sensitive Community Action Plans (CsCAPs) that have been technically prepared, assessed, validated, and formalized. It measures the successful completion of the participatory planning phase (sub-component 1.1).
Unit(s) and disaggregation	Number.
Target	105 at both mid-term and completion. Include CsCAPs for villages under IFAD and Adaptation Fund Funding.
Data collection Source	Record of CsCAPs from service providers.
Frequency	Quarterly.
Data collection responsibility	CEP.
Data analysis and reporting Responsibility	PCO.

CI 3.1.1: Groups supported (Village Organizations and Pasture Users Unions) to sustainably manage natural resources and climate-related risk

Definition	Groups (VOs, PUUs, or others) that have received project support to improve the sustainability of resource management and manage climate-related risks. All groups that received support during the CsCAPs process (at least one per village).
Unit(s) and disaggregation	Groups supported (Number); Total size of groups (Number of people); Disaggregated by Females, Males, Young.
Target	Same mid-term and completion. Groups supported: 105; The members of groups are calculated based on the beneficiaries under 1.2 as per estimation tables (see below).
Data collection Source	Membership lists of supported groups and records of institutional capacity building provided from service providers.
Frequency	Quarterly.
Data collection responsibility	CEP.
Data analysis and reporting Responsibility	PIU-MOF.

Output 1.2 Indicators

CI 1.1.3: Rural producers accessing production inputs and/or technological packages (benefiting from Community Management Plans)

Definition	Smallholders who received project support to access production inputs under sub-component 1.2. necessary for production/resilience (sub-component 1.2).

Unit(s) and disaggregation	Number of people. Disaggregated by: Total rural producers, Males, Females, Young.
Target	At mid-term, only villages funded by IFAD (50) will benefit from sub-component 1.2. At completion, the 105 villages will benefit. Targets are calculated based as per estimation tables (see below).
Data collection Source	Distribution lists or records maintained by service providers for CsCAPs.
Frequency	Quarterly.
Data collection responsibility	CEP.
Data analysis and reporting Responsibility	PIU-MOF.

Kitchen garden established

Definition	Physical count of kitchen gardens established or supported with quality inputs and small equipment.
Unit(s) and disaggregation	Number.
Target	Target number of gardens established in vulnerable households as part of women-led initiatives in CsCAPs. Number of gardens estimated at 30 in each village, except for Kohistoni Mastchoh (10/villages). 50 villages will be targeted in Khatlon before mid-term; 44 in DRS and 11 in Sughd after mid-term.
Data collection Source	Records of establishment/support provided (e.g. date, location, HH recipient) by service provider.
Frequency	Quarterly.
Data collection responsibility	CEP.
Data analysis and reporting Responsibility	PIU-MOF.

CI 1.1.8: Persons provided with targeted support to improve their nutrition

Definition	The number of people directly reached by nutrition training provided under sub-component 1.2. Same individuals are expected to benefit from nutrition training and kitchen gardens. Village trainers are included as they benefit from ToT on nutrition.
Unit(s) and disaggregation	Total persons participating; Males; Females; Young; Households (number).
Target	All trainers will be trained before mid-term (105, one per village). In each village, one training session before mid-term, one after. 25 participants in each training session all from different households.
Data collection Source	Training attendance sheets by service provider.
Frequency	Quarterly.
Data collection responsibility	CEP.
Data analysis and reporting Responsibility	PIU-MOF.

Output 1.3 Indicators

Animal health services and breed improvements supported – number of mobile veterinary units established

Definition	Physical count of mobile veterinarian units established, equipped, and operational.
Unit(s) and disaggregation	Number.
Target	8 mobile veterinary units established by mid-term.
Data collection Source	Project records on procurement, establishment date, training and operational status.
Frequency	Quarterly.
Data collection responsibility	CFS.
Data analysis and reporting Responsibility	PIU-MOF.

Animal health services and breed improvements supported – number of young veterinarians supported

Definition	Count of young veterinarian trained, equipped, and operational.
Unit(s) and disaggregation	Number.
Target	50 young veterinarians supported by mid-term.
Data collection Source	Project records on procurement, training and operational status.
Frequency	Quarterly.
Data collection responsibility	CFS and other implementing partners.
Data analysis and reporting Responsibility	PIU-MOF.

Animal health services and breed improvements supported – number of AI conducted

Definition	Total artificial insemination procedures performed with project support.
Unit(s) and disaggregation	Number.
Universe	Cattle owners accessing improved breeding services.
Target	An estimated 10% of the doses may be wasted. Start year 3. Mid-term: 810; completion: 2700.
Data collection Source	Records maintained by SEBAI or supported technicians.
Frequency	Quarterly.
Data collection responsibility	SEBAI or other implementing partner.
Data analysis and reporting Responsibility	PIU-MOF.

Animal health services and breed improvements supported – Number of reproductive bulls alive

Definition	Number of reproductive bulls distributed and supported by the project alive and able to perform reproductive function.
Unit(s) and disaggregation	Number.
Baseline Data Value	810.
Information requirements	
Target	An estimated 10% of the bulls may die with 5 before mid-term and 5 after.

Data collection Source	Records maintained by SEBAI or supported technicians.
Frequency	Quarterly.
Data collection responsibility	SEBAI or other implementing partner.
Data analysis and reporting Responsibility	PIU-MOF.

Feed and fodder balance mechanisms established - Number of feed and fodder balances at national level & Number of feed and fodder balances at district level (at least 1/jamoat)	
Definition	Completion of a national-level and jamoat-level report/model assessing current and future feed/fodder supply and demand.
Unit(s) and disaggregation	Number.
Target	Feed and fodder balance established at national level (1) and in each jamoat of the project target district (106) before mid-term.
Data collection Source	Official report/document completion status by service provider.
Frequency	Annually.
Data collection responsibility	Technical service provider.
Data analysis and reporting Responsibility	PIU-MOF.

Seed producer operating - Number of seed producers operating	
Definition	Seed producers supported to operate and multiply drought-tolerant fodder varieties.
Unit(s) and disaggregation	Number.
Target	40 established before mid-term.
Data collection Source	Record of seed provision by SUESP, record of training of seed producers.
Frequency	Annually.
Data collection responsibility	SUESP and other service providers (if any).
Data analysis and reporting Responsibility	PIU-MOF.

Seed producer operating - Total quantity of seed sold (tons)	
Definition	Aggregate weight (in tons) of seeds (drought-tolerant varieties) sold by supported seed producers.
Unit(s) and disaggregation	Tons.
Target	Assumes that the SUESP will distribute 24 T of seeds (planting 1000 kg) to 40 producers (600 kg each). They will produce for 5 years, starting year 3 with a yield of 25kg of seed planted to 600 kg of seeds produced. Assumes that all is sold.
Data collection Source	Record of seed producers with support from implementing partner/PIU-MOF.
Frequency	Annually.
Data collection responsibility	Records of seed producers
Data analysis and reporting Responsibility	PIU-MOF

National cattle identification system piloted - Number of animals tagged

Definition	Physical count of animals tagged under the pilot identification and traceability system.
Unit(s) and disaggregation	Number.
Target	50,000 after mid-term, system will need to be established before.
Data collection Source	Records from the National Cattle Identification System.
Frequency	Semi-annually.
Data collection responsibility	Agency operating the National Cattle Identification System.
Data analysis and reporting Responsibility	PIU-MOF.

Outcome 2 indicators

CI 2.2.6: Households reporting improved physical access to markets, processing and storage facilities - improved physical access to market facilities (cattle markets and pavilions)

Definition	Beneficiary households claiming that they can now more easily access the market facilities (cattle market and pavilions) and that these facilities are fully functional.
Unit(s) and disaggregation	Number of households; Percentage (%) of households; HH members.
Target	Mid-term: 30% (market not fully operational); completion: 80%.
Universe	Households benefiting from market infrastructure rehabilitation/construction. Mid-term: 3056; completion: 20854. Cattle markets start year 3: A smallholder sells 2 cows and 13 sheep over 4.5 years. Aggregators represent 40% of live animal volume. 500 animals/week for each market.8 markets. 100 unique aggregators operate in each market; 100 unique buyers in each market. Pavilions start year 3: 100 unique beneficiaries/pavilion (dairy products) + 2 butchers/pavilion. 12 pavilions. 50% of households benefiting from pavilions already benefit from cattle market.
Data collection Source	Relevant module in COI Surveys at baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

CI 2.2.6: Households reporting improved physical access to markets, processing and storage facilities - improved physical access to processing facilities (slaughterhouses)

Definition	Beneficiary households claiming that they can now more easily access slaughterhouses and that these facilities are fully functional.
Unit(s) and disaggregation	Number of households; Percentage (%) of households; HH members.
Target	Mid-term: 80%; completion: 90%.

Universe	Households benefiting from slaughterhouses: mid-term: 90; completion: 90. 6 slaughterhouses. 15 butchers benefit from each slaughterhouse (smallholders do not benefit directly). Start Year 3.
Data collection Source	Relevant module in COI Surveys at baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

CI 2.2.6: Households reporting improved physical access to markets, processing and storage facilities - improved physical access to storage facilities (feed and fodder storage)

Definition	Beneficiary households claiming that they can now more easily access feed and fodder storage facilities and that these facilities are fully functional.
Unit(s) and disaggregation	Number of households; Percentage (%) of households; HH members.
Target	Mid-term: 30% (not fully operational, time to start accessing); completion: 80%.
Universe	Mid-term: 72; completion: 240. 6 F&F storage sheds. Each serve 40 unique farmers. Start in Year 3.
Data collection Source	Relevant module in COI Surveys at baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

CI 1.2.5: Households reporting using rural financial services

Definition	Beneficiary households interviewed who are fully satisfied with and are using loans benefiting from the partial loan guarantee facilitated by the project for a productive or income-generating activity.
Unit(s) and disaggregation	Number of households; Percentage (%) of households; HH members.
Target	70% (product still maturing) at mid-term; 90% at completion.
Universe	Mid-term: 444, completion 888. 888 households benefiting from loan facilitated by the load guarantee mechanism.
Data collection Source	Surveys: Baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data entry Process	Data entry based on COI survey results; usage defined by productive purpose and satisfaction levels.
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

CI 2.2.1: Beneficiaries with new jobs/employment opportunities

Definition	Number of new full-time or recurrent seasonal on-farm and off-farm jobs created (self-employed or employees) since project start-up, excluding temporary jobs. Counts the jobs created in the enterprises that benefit from the project loan (not the MSMEs).
Unit(s) and disaggregation	Total number of persons with new jobs/employment opportunities; Disaggregated by Males, Females, Young.
Target	Jobs start to be generated in year 3. 50% youth, 50% women. Mid-term: 96 jobs; completion 320 jobs.
Universe	Individuals receiving employment opportunities through supported enterprises with 2.5 jobs/each of the 128 enterprises. 50% of the jobs for women and 50% for young. Jobs start to be generated in year 3.
Data collection Source	Surveys: Baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).
Data entry Process	Data entry based on COI survey results; requires comparison with baseline to determine *new* jobs created.
Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

CI 1.2.6: Partner financial service providers with PAR ≥ 30 days below 5% INDICATOR REMOVED FROM LOGFRAME for the sake of brevity. May be monitored by project

Definition	Percentage of partner FSPs (PFIs) supported since project start-up that report Portfolio-at-Risk (PAR) 30 days below the benchmark of 5%.
Unit(s) and disaggregation	Percentage (%).
Universe	All Partner Financial Institutions (PFIs) supported by the project.
Target	100 at mid-term and end.
Data collection Source	Records of PFIs.
Frequency	Quarterly.
Data collection responsibility	PCO.

CI 2.2.2: Supported rural enterprises reporting an increase in profit

Definition	Project-supported rural enterprises (MSMEs and larger enterprises) reporting an increase in profit (sales minus costs) compared to the baseline.
Unit(s) and disaggregation	Number of rural enterprises; Percentage of rural enterprises.
Universe	All rural enterprises/MSMEs receiving support (training and loans). 740 MSMEs are supported, and 128 larger enterprises receive loans. Supports start in Y2. Mid-term: 362, completion: 868.
Target	Mid-term: 10% (loans and training start y2, benefit will show in y3)=36; completion:80%=694.
Data collection Source	Surveys: Baseline, MTR, Completion.
Frequency	Baseline, MTR, Completion.
Data collection responsibility	PIU-MOF (Supervision of external surveys).

Data analysis and reporting Responsibility	PIU-MOF (analysis of comparison with baseline/control group).

Output 2.1 indicators

CI 2.1.6: Market, processing or storage facilities constructed or rehabilitated.

Definition	Total number of markets, processing, or storage facilities (cattle markets, slaughterhouses, feed/fodder storage) fully constructed or rehabilitated. Correspond to cattle markets and pavilions for market facilities; to slaughterhouses for processing facilities and to feed and fodder storage for storage facilities.
Unit(s) and disaggregation	Number of facilities for each type. Total users.
Target	See calculations for facilities and users for each type of facility in the universe section of the different multipliers for CI 2.2.6 under outcome 2. Only 30% of the users of feed and fodder storage and 50% of the user of slaughterhouses are counted to avoid duplicates. Start year 3.
Data collection Source	Records detailing construction contracts, type of infrastructure, and physical completion dates. GIS location data. Records at cattle markets, pavilion, slaughterhouses and feed and fodder facilities.
Frequency	Semi-annually.
Data collection responsibility	District authorities (cattle market, pavilion), private operators or groups of butchers (slaughterhouses), district authorities (feed and fodder facilities).
Data analysis and reporting Responsibility	PIU-MOF.

Spitamen veterinary post and quarantine facility established (Number of cattle processed)
INDICATOR REMOVED FROM LOGFRAME for the sake of brevity. May be monitored by project

Definition	Number of cattle processed through the established veterinary post and quarantine facility at Spitamen District.
Unit(s) and disaggregation	Number.
Target	Based on the assumption of 4 400 cattle crossing a year (22 000 for the 5 border posts with Uzbekistan). Facility starts to function in year 3. Mid-term 1320; completion: 22 000.
Description of target-setting	Target based on expected capacity given the facility's strategic border location with Uzbekistan.
Data collection Source	Records maintained by district veterinary authority managing the facility.
Frequency	Semi-annually.
Data collection responsibility	district veterinary authority managing the facility.
Data analysis and reporting Responsibility	PIU-MOF

Output 2.2 indicators

Financial packages disbursed by PFIs - Amount disbursed - '000 USD and number of packages

Definition	Total amount of financing (commercial loan) disbursed to enterprises in thousands of USD and number of packages.
Unit(s) and disaggregation	Amount disbursed ('000 USD); Number of packages.
Target	Mid-term: 1 292 000 USD for 53 packages; completion: 3 200 000 USD for 128 packages. Starts in Year 2.
Data collection Source	Records from Grant Management Company (GMC).
Frequency	Quarterly.
Data collection responsibility	GMC.
Data analysis and reporting Responsibility	PIU-MOF.

CI 1.1.6: Financial service providers supported in delivering outreach strategies, financial products and services to rural areas

Definition	Number of Financial Service Providers (FSPs/PFIs) receiving project support (staff training) to improve outreach and deliver products adapted to the rural poor. Training on livestock financing.
Unit(s) and disaggregation	Service providers (number); Total staff trained.
Target	240 staff from 10 PFIs to be trained under sub-component 2.2. All training before mid-term.
Data collection Source	Records from AFOT and/or other service provider(s) tracking the type and date of support provided to partner PFIs.
Frequency	Semi-annually.
Data collection responsibility	Service provider(s) for PFIs staff training (AFOT and/or other qualified service provider(s)).
Data analysis and reporting Responsibility	PIU-MOF

CI 2.1.1: Rural enterprises accessing business development services

Definition	Rural enterprises accessing business development services promoted by the project (e.g. training in business planning, marketing, technical advice). It corresponds to MSMEs receiving training. Does not include financial support to enterprises.
Unit(s) and disaggregation	Rural enterprises (number); Employees (number).
Target	2 staff members/MSMEs. Start in y2. Mid-term: 308 MSMEs, completion: 740 MSMs.
Data collection Source	Attendance/participation records provided by the Business Incubator and/or other qualified service provider(s).
Frequency	Semi-annually.
Data collection responsibility	Business Incubator and/or other qualified service provider(s).
Data analysis and reporting Responsibility	PIU-MOF.

CI 1.1.5: Persons in rural areas accessing financial services - loan guarantees

Definition	Number of individuals accessing a financial product or service (loan guarantee) specifically promoted/supported by the project and its partner financial service provider. Measures the number of smallholders benefiting from a loan facilitated by the partial loan guarantee mechanism.
Unit(s) and disaggregation	Total persons accessing financial services - loan guarantees; Disaggregated by Men, Women, Young people.

Target	444 loans before mid-term, 444 after mid-term. Women and youths as per general population.
Data collection Source	Records maintained by the implementing partner(s) (Public Organisation "Zamonat" and/or other qualified service provider(s)) detailing individuals accessing the guarantee.
Frequency	Quarterly.
Data collection responsibility	Zamonat and/or other qualified service provider(s).
Data analysis and reporting Responsibility	PIU-MOF.

Output 2.3 indicators	
School meal distribution supported - number of schools benefiting from equipment and/or kitchen garden	
Definition	Physical count of schools receiving equipment (kitchens, storage) and/or organic kitchen gardens.
Unit(s) and disaggregation	Number.
Target	13 schools are supported before mid-term.
Data collection Source	Records of infrastructure completion and equipment handover from project M&E system, schools and district authorities.
Frequency	Annually.
Data collection responsibility	SFP coordinator.
Data analysis and reporting Responsibility	PIU-MOF.
School meal distribution supported - number of children benefiting from meals	
Definition	Physical count of unique children receiving meals from the school feeding program.
Unit(s) and disaggregation	Number.
Target	On average 148 children are supported (in 4 grades) in each school and receive meals from year 2 to year 5. 37 new ones come into the program every year.
Data collection Source	Records from schools/district authorities.
Frequency	Annually.
Data collection responsibility	SFP Coordinator.
Data analysis and reporting Responsibility	PIU-MOF.
Nutrition awareness campaigns organised INDICATOR REMOVED FROM LOGFRAME for the sake of brevity. Should be monitored by project	
Definition	Number of children (classes 1-11) participating in nutrition awareness campaigns and number of nutrition campaigns.
Unit(s) and disaggregation	Number of children; Number of nutrition campaigns.
Target	412 per school receive the campaign in year 2, then 37 new ones till year 4). 2 campaigns in year 2 and 3 campaigns every year in year 3 and 4.
Data collection Source	Records from schools/district authorities.

Frequency	Semi-annually.
Data collection responsibility	SFP Coordinator.
Data analysis and reporting Responsibility	PIU-MOF

Outcome 3 indicators

Policy 3: Existing/new laws, regulations, policies or strategies proposed to policy makers for approval, ratification or amendment.

Definition	Number of policy documents (laws, regulations, strategies) drafted or revised with project support and formally submitted to policymakers for approval/amendment. Count the national livestock strategy being officially approved and the number of laws, regulations, policies or strategies that refer to it.
Unit(s) and disaggregation	Number (total), National Livestock Strategy approved (number), Number of laws, regulations, policies or strategies referring the National Livestock Strategy.
Target	4. The National Livestock strategy is ratified and at least 3 other regulations, laws, policies or strategies refer to it. All after mid-term to allow for strategy development process.
Universe	Relevant national policies (e.g., sanitary standards, traceability).
Data collection Source	Qualitative assessment of relevant national policy and regulatory environment and records of submission to policymakers. Qualitative assessment.
Frequency	Annually.
Data collection responsibility	MoA and TA for strategy development.
Data analysis and reporting Responsibility	PIU-MOF.

Outcome 3.1 indicators

Policy 1: Policy-relevant knowledge products completed (National Livestock Strategy developed)

Definition	1 if the national livestock strategy has been developed.
Unit(s) and disaggregation	Number.
Target	Expected to happen after mid-term.
Data collection Source	Report from TA for strategy development.
Frequency	Annually.
Data collection responsibility	MoA and TA for strategy development.
Data analysis and reporting Responsibility	PIU-MOF.

Tables used for estimating beneficiaries from sub-component 1.1 and 1.2

Typical package during community plan implementation (everywhere Kohistoni Mastchoh)						
Activity	unique HH	unique people reached	overall members HH	unique males reached	unique females reached	Comment
Irrigation	50	330	330	168	162	

Women-specific	30	60	198	0	60	2 women per HH
Machinery	20	20	132	10	10	woman or man
Pasture	100	400	660	203	197	4 persons/HH
TOTAL	**200**	**810**	**1320**	**381**	**429**	

Typical package during community plan implementation for Kohistoni Mastchoh						
	unique HH	unique people reached	overall members HH	unique males reached	unique females reached	Comment
Irrigation	17	110	110	56	54	
Women-specific	10	20	66	0	20	2 women per HH
Machinery	7	7	44	3	3	woman or man
Pasture	33	133	220	68	66	4 persons/HH
TOTAL	**67**	**270**	**440**	**127**	**143**	

% male	% female	Persons/HH
50.83	49.17	6.6

According to census 2020 for the rural population in Khatlon, DRS and Sughd oblasts

Note on adaptation fund outreach: Indirect beneficiaries are people in the targeted villages (sub-component 1.1) that do not benefit from an activity under sub-component 1.2.

Appendix 14 - School Action Plan

1. Context and Background of School

Village Name: _____ School Number: _____

Village Description:

Jamaat Description:

School Description:

Table 1. General Data indicators

(indicate the current and forecasted data)

#	Indicator	Year 1	Year 2	Year 3	Year 3+
1	Total number of students				
2	Total Number of staff				
3	Students in grades (1-4) - Girls				
4	Students in grades (1-4) - Boys				
5	Number of Parents (PC)				

Table 2. School Roles and Responsibilities

(Use this space to indicate roles and responsibilities of all staff and parents committees)

#	Name	Role	Responsibility
1		Director	
2			
3			
4			

5			
6			
7			
8			
9			
10			
11			

2. Current School Action Plan

*(Use this space to describe the current action plan for the school - **Max. 350 words**)*

Table 3. projects that school has implemented through partnership

(Use this space to indicate any other project activities and donor assistance)

#	***Projects***	***Donor***	***Implemented time***
1			
2			
3			
4			
5			

Table 4. Projects the school has implemented without external support

(Use this space to indicate any project activities that have not received any external services/inputs)

#	***Activities***	***Implemented Time***	***Comments***
1			
2			
3			
4			
5			

3. **Current status of kitchen**

1) Description of Kitchen

*(Use this space to describe the current status and condition of the kitchen - **Max. 350 words**)*

Table 5. information on kitchen status and equipment

#	Indicator	Qty.
1	Kitchen size	
2	Current Kitchen equipment (insert numbers for each appliance)	
3	Cutlery and crockery (account for all cups, spoons, forks, etc.)	
4	Dining Room Size (if n/a describe dining condition)	
5	Potable and Non-potable water available	

2) Sourcing of food and materials

*(Use this space to describe where kitchen foods are sourced from - **Max. 100 words**)*

Table 6. Source and quantity of food and materials

#	Source	Food and Materials	Qty.
1	Parents		
2	WFP		
3	Market		
4			

3) Seasonal Mapping of Menu

(Use this space to describe what food is prepared and at what time of year)

Table 1 Seasonal Menu and ingredients used

#	Menu	Season	Ingredients used
1	Borsch	Winter	a) Potatoes b) meat c)
2	WFP		
3	Market		
4			

4) Management of Kitchen staff

(Use this space to indicate the roles and responsibilities of dedicated kitchen staff)

Table 2 Kitchen Management Roles & Responsibilities

#	Name	Role	Responsibility
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			

4. Current status of school garden

1) Description of School Garden

*(Use this space to describe the current use and condition of the kitchen - **Max. 350 words**)*

\

Table 9. General Information on garden

#	Indicators	Qty.	Relevant notes
1	Land (Size)		
2	Trees planted – Fruit		
3	Trees planted – Non edible (ex. pine)		
4	Produce (per item)		
5	Water usage		
6			

2) Utilities and Infrastructure

(Use this space to indicate the current available utilities and infrastructure of garden)

Table 3 Available utilities and infrastructe

#	Indicators	Qty.
1	Farming Tools	
2	Pumps	
3	Compost pits	
4		

3) Management of garden roles and responsibilities

(Use this space to indicate the roles and responsibilities of dedicated School Garden staff)

Table 11. Garden management - Roles and Responsibilities

#	Name	Role	Responsibility
1			
2			
3			
4			
5			

5. Needs Based Analysis

1) Current challenges for school feeding

(Use this space to describe the challenges for school feeding as per the school gardens and the kitchen)

School Gardens:

Kitchens:

2) SWOT Analysis

(Use this space to indicate the strength's, weakness, opportunity and threats involved in school feeding – use bulleted points)

Strengths	Weakness

Opportunity	**Threats**

6. Proposed Project Interventions

1) Problem Ranking and solution

(Use this space to indicate the strength's, weakness, opportunity and threats involved in school feeding – use bulleted points)

Goals	***Problems***	***Project proposals***
1. Increasing quality of land production through using new technology	1.1 Lack of good quality of seeds	1.1.1 Provision with good quality of seeds
		1.1.2
		1.2.3
	1.2.	1.2.1
		1.2.2
		1.2.3
	1.3	1.3.1
		1.3.2
		1.3.3
2. Improved School feeding Operations	2.1 Lack of kitchen equipment	2.1 Provision of kitchen equipment
3. Increasing access to portable and irrigation water and irrigation land improved	3.1 4 ha kitchen garden land unused 30% of habitant does not have a portable water	3.1.1 Provision portable and irrigation water
		3.1.2
		3.1.3
	3.2 Do not existing special places for garbage collection	3.2.1
		3.2.2
		3.2.3

Goals	***Problems***	***Project proposals***
	3.3	3.3.1
		3.3.2
4. Improving school feeding management systems	4.1	4.1.1.

2) Implementation Plan

(Use the table below to describe indicate the proposals, costs, sources of finances, implementation modalities and responsible school staff)

#	**Project proposals**	**Preliminary costs, TJS and USD**	**Financing sources**	**Implementation**		**Responsible from School Staff**	**Remarks**
				start	end		
1			IFAD (SFSP)				

2			IFAD				
3			Parents Committee				
4							

Access to Market and Adaptation for Livestock (AMAL)
Procurement Manual section of PIM

Table of Contents

1 Applicable Procurement Rules 3
2 Procurement Methods, Thresholds and Prior Review 3
2.1 Procurement Plans (PP) 3
2.2 Contract Register (CR) and Contract Monitoring Tool (CMT) 4
2.3 Tabular Summary of Applicable Methods and Thresholds 4
2.4 Special Procurement Arrangements 6
2.5 Standard Procurement Documents (SPD) to be used 7
2.6 Guidance Offered in the IFAD Procurement Handbook 8
2.6.1 Application of the Handbook 8
2.6.2 Key Provisions of the Handbook 8
2.7 Prior Review Documentation 9
2.7.1 Procurement Plan (PP) 9
2.7.2 The General Procurement Notice(s) (GPN) 10
2.7.3 ICB/NCB (Goods, Works, Non-Consulting Services) 10
2.7.4 Shopping (Goods, Works, Non-Consulting Services) 10
2.7.5 Consulting Services: QCBS, QBS, FBS, and LCS 11
2.7.6 Consulting Services: CQS and ICS 11
2.7.7 Direct Contracting and Single Source Selection 12
2.7.8 Other specific Prior Review requirements 12
2.8 Other procurement-related coordination with IFAD 13
3 Critical Procurement Issues 13
3.1 Cost and Schedule Estimate 13
3.2 Publication of Notices 14
3.3 Procurement Principles and Ethics 15
3.4 Combatting Corruption and Sexual Harassment 21
3.5 Anti-Money Laundering and Countering Financing of Terrorism 22
3.6 Record Keeping 22
4 Procurement Transactions – Institutional Setup and RACI 22

4.1 Delegated Procurement Responsibilities to local entities 22
4.2 Implementing Partners 22
4.3 Accounting for Procurement by Local Entities and Partners 23
4.4 Institutional Setup, Roles and Responsibilities 24
4.4.1 Evaluation Committee 24
4.4.2 IFAD-funded CIIP-CEP staff selection 26
4.4.3 Roles & Responsibilities 27
Annex 1: Responsibility Assignment Matrix (RAM - RACI) Template 29
Annex 2: Procurement Records and Files 32
Annex 3: Guidance on using the Procurement Plan 33
Annex 4: Guidance on using the Contract Monitoring Tool 34
Annex 5: Guidance on using OPEN 35
Annex 6: Vendor Assessment Form 36
Annex 7: Debrief, Protest and Appeal Timeline 39
Annex 8: Terms of Reference for Procurement Specialist 39
Annex 9: Project Procurement Strategy 42
Annex 10: Procurement Supervision Plan 80
Annex 11: Procurement Capacity Building Plan 81
Annex 12: SECAP Assessment Risks Relevant to Procurement 81
Annex 13: Project Procurement Arrangements 92

List of Tables and Figures:

Table 1 - Applicable Methods, Thresholds and time limits
Table 2 - Applicable Procurement Arrangements
Table 3 - Applicable Standard Procurement Documents
Table 4 - Mapping of Procurement Guidance in the Handbook
Table 5 - Comparison between National Procurement Rules and IFAD's Guidelines

Figure 1 - Flowchart for ICS procedure for selecting IFAD-funded project staff

1 Applicable Procurement Rules

As per the Procurement Arrangement Letter (PAL), the following procurement rules shall apply:

Procurement of goods, works and services shall be carried out in accordance with the provisions of the **IFAD Project Procurement Guidelines**[1].

The lead Project agency will be the Ministry of Agriculture (MoA) with the Ministry of Finance (MoF) dealing with the market access and enterprise development component financed by IFAD and the Committee on Environmental Protection (CEP) undertaking activities at the village level financed by the Adaptation Fund. Within the MoF, a Project Implementation Unit (PIU) will implement the project activities and the Center for Implementation of Investment Projects (CIIP) in the Committee on Environmental Protection (CEP) will implement the village level activities. A range of public livestock agencies, private sector partners, Partner Financial Institutions and technical specialists will assist in the implementation of the various project activities.

A Project Steering Committee (PSC) will be established at the national level for oversight and strategic guidance. The PSC will have the overall responsibility for providing strategic and policy guidance to ensure that the Project objectives are achieved. The Project Steering Committee (PSC) will be chaired by the Ministry of Agriculture, as the Lead Project Agency (LPA), with implementation responsibilities for AMAL and AMAL-Adapt shared with the Committee on Environmental Protection (CEP) and other agencies as agreed with the GOT.

Both CIIP-CEP and PIU will fully abide by the provisions of the Financing Agreement, Project Design Report, Procurement Arrangement Letter, and IFAD Project Procurement Guidelines as well as with IFAD Procurement Handbook based on the above. The provisions of such references are generally not repeated in this Chapter, and both the ***PIU and CIIP-CEP*** shall persistently consult with the same. Whenever IFAD's Operational Policy and Results Division (OPR) issues a circular, guidance or clarification, both the ***PIU and CIIP-CEP*** will comply with the same and will amend the PIM accordingly, and will ensure that any procurement staff recruited, trained and sustained in the required numbers and qualifications as specified in the Project Design, is well versed with this Manual and with National procurement rules and IFAD procurement Guidelines as well as with IFAD Procurement Handbook.

2 Procurement Methods, Thresholds and Prior Review

2.1 Procurement Plans (PP)

The PP shall be prepared using IFAD's template on OPEN, shall be fully aligned with the AWP&B, and shall be submitted for No Objection sufficiently in advance before the planned start of any procurement activity in the plan. No procurement activity shall start unless it is present in a PP that received a No Objection. The PP shall be updated with actual dates/figures and shall be upgraded for any changes in the procurement methods, addition of activities, elimination of others, increases in the budget, etc. Any upgrade to the PP shall also be submitted for No Objection. Procurement activities and their respective methods and timelines shall be strictly adhered to. Further guidance on estimation of costs and schedule is provided under Section 3.2 of this PIM Chapter. The PP template is available at www.ifad.org/project-procurement.

[1] Any reference to IFAD Project Procurement Guidelines includes also the IFAD Procurement Handbook. Compliance with both the Guidelines and the Handbook is mandatory. For both the Guidelines and the Handbook, the latest versions shall always apply.

The first PP shall be for an 18-months period and subsequent PP's shall be submitted on an annual basis shortly before the start of the fiscal year. At the end of each fiscal period, all outstanding procurement activities (i.e. not contracted yet) shall be transferred to the upcoming PP with its planned and achieved actual dates included as well.

Regardless of the time limits established by National procurement rules (if applicable), the time limits pre-designed into the PP template and automatically generated by it will be fully respected.

IFAD's No Objection needs to be sought prior to publishing any General Procurement Notice (GPN). The GPN template is available at www.ifad.org/project-procurement. While the publication of an initial GPN(covering first 18 months of implementation) is mandatory, the subsequent publication of annual updated GPNs is highly recommended. The GPN should mandatorily include all open procurement methods in the upcoming period covered by the initial PP (i.e. REOI, Request for Prequalification, openly advertised consulting services, ICB and NCB) and preferably also other non-open procurement activities (e.g. prior- list based consulting services, shopping, Limited International Bidding, Direct Contracting and Single Source Selection).

The use of the PP for activities entrusted to Implementing Partners (goods, works, consulting services, non-consulting services, grants or loans) is subject to the provisions elaborated in sections 3.4 and 4.3 below.

2.2 Contract Register (CR) and Contract Monitoring Tool (CMT)

The CMT now fully integrated into the OPEN system, is a mandatory platform for the recording and monitoring of all contracts. It includes procurement contracts (goods, works, services, and non-consulting services): all contracts and purchase orders signed based on the PP covering all procurement methods and contract types; Grants (all first-level in kind and monetary grants). The procurement method for Grants will include competitive methods such as National Competitive Bidding (NCB); Shopping (Request for Quotations – RFQ); Direct Contracting (DC); Procurement involving Community Participation (use of this arrangement requires prior approval). Competitive methods are always recommended unless duly justified and exceptional;

The Contract Register will be extracted as a Report directly from the OPEN System CMT. It will be a cumulative document that is augmented progressively and automatically with the new contracts signed and inserted in the system.

Both PIU and CIIP-CEP will adopt the Contract Monitoring Tool deployed by IFAD and will dedicate sufficient resources to use and operate and generate reports from this system as instructed by IFAD. CMT Help section offers guidance and support on how to use this tool.

2.3 Tabular Summary of Applicable Methods and Thresholds

The default procurement method for goods, works and non-consulting services is the ICB; however, for procurement activities estimated to cost less than the ICB threshold, other procurement methods may be used as per the below table.

The default procurement method for consulting services (and non-consulting services similar to them) is the QCBS; however, for procurement activities estimated to cost less than the QCBS threshold, other procurement methods may be used as per the below table.

Procurement Methods, Thresholds and Time-limits[2]					
Procurement Methods / Project Types and Time limits	**DC (Direct Contracting)**	**Shopping (limited Request for Quotations)**	**NCB (National Open Bidding)[3]**	**ICB (International Open Bidding)**	**PRIOR Review**
Goods/NCS	Post Review: ≤ US$ 1,000 per each purchase < US$ 10,000 aggregated per annum	≤ US$ 70,000	< US$ 150,000	≥ US$ 150,000	≥ US$ 50,000
Works/NCS	Post Review: ≤ US$ 2,000 per each purchase < US$ 10,000 aggregated per annum	≤ US$ 175,000	< US$ 500,000	≥ US$ 500,000	≥ US$ 100,000
Minimum Time Limit to submit quotes/bids from launch	n/a	14 days	30 days	45 days	
Minimum Time limit for bidders to ask questions (measured from deadline)	Same day	7 days	15 days	25 days	
Minimum Time limit for CIIP-CEP to answer questions (measured from deadline)	Same day	5 days	10 days	20 days	
	SSS	**CQS[4]**	**QBS, FBS, LCS**	**QCBS**	**PRIOR Review**
Consulting Services / NCS - Firms	Post Review: ≤ US$ 1,000 per each purchase < US$ 10,000 aggregated per annum	≤ US$ 50,000	QBS: any value FBS & LCS: < US$ 80,000	≥ US$ 80,000	≥ US$ 30,000
Shortlisting	Shortlisting using REOI is mandatory for CQS and ICS; Shortlisting (REOI or Prior List) is mandatory for all other methods above a certain threshold US$ 70,000 Advertisement is mandatory for consultancy contracts estimated cost US$ 100,000 or more, regardless of the selection method				
Minimum Time Limit to submit proposals from launch	n/a	21 days (REOI) 21 days (RFP)	21 days (REOI) 45 days (RFP)	21 days (REOI) 45 days (RFP)	
Minimum Time limit for bidders to ask questions (measured from deadline)	Same day	10 days (REOI) 10 days (RFP)	10 days (REOI) 25 days (RFP)	10 days (REOI) 25 days (RFP)	

[2] The time limits in this table are minimum periods; the actual dates generated by the Procurement Plan for bid/proposal submission will be the ones adopted for each procurement activity.

[3] A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification.

[4] A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification.

Minimum Time limit for CIIP-CEP to answer questions (measured from deadline)	Same day	8 days (REOI) 8 days (RFP)	8 days (REOI) 20 days (RFP)	8 days (REOI) 20 days (RFP)	
Individual	Post Review: ≤ US$ 500 per each purchase < US$ 5,000 aggregated per annum	Competitive **ICS** applies to contracts with individuals regardless of the value			≥ 15,000 US$
Minimum Time Limit to submit proposals from launch	n/a	21 days (REOI) 21 days (RFP)			
Minimum Time limit for bidders to ask questions (measured from deadline)	Same day	10 days (REOI) 10 days (RFP)			
Minimum Time limit for CIIP-CEP to answer questions (measured from deadline)	Same day	8 days (REOI) 8 days (RFP)			
Post Review DC or SSS are cleared in advance as part of Procurement Plan approval. All other DC or SSS procedures are subject to Prior Review. The use of Force Account is not allowed					

Table 1 - Applicable Methods, Thresholds and time limits

2.4 Special Procurement Arrangements

Based on the Financing Agreement, PAL and the Project Design Report, the following procurement arrangements apply to procurement of grants:

Arrangement	Yes/No	Comments
Force Account (if applicable, insert total aggregate amount, specify what public entities and for what items)	No	
Procurement of Commodities (if applicable, specify what commodities)	No	
Procurement from UN Agencies (if applicable, specify what agencies and for what items)	No	
Procurement with Community Participation (if applicable, please elaborate the activities to be procured, the role of community, the community stakeholders, procurement methods, etc.)	Yes	Under the term "community participation", as per Module Q. Procurement with Community Participation of IFAD Procurement Handbook, the community will play the following role during Project implementation: - As implementing agency particularly grant components, of goods, works or services

		directly to the Project Communities are permitted to undertake works or provide goods or services to the Project provided that it is an implementation modality within the Project design document. - Community as provider of goods, works or services is not allowed - IFAD will also consider factors such as fostering ownership, the sustainability of Project activities, effective operation and maintenance of a Project facility, and the overall risk/reward equation. - The extent to which the community involvement is permitted will be determined on a case-by-case basis. Factors to be considered as part of the assessment are defined in the Procurement Manual. - Where the Project's beneficiary community does not have adequate institutional capacity to receive and account for or administer funds, relevant capacity building activities will be implemented by delivery of the community-level training measures.
Domestic Preference for ICB Works (if applicable, specify percentage)	Yes	Works and works-related Non-Consulting Services: (i) International Competitive Bidding (ICB): This procurement method applies to contracts estimated to cost US$ 2,000,000 or more. Under ICB, the Borrower/recipient may apply a margin of domestic preference to local contractors of 7.5% excluding industrial plants;
Domestic Preference for ICB Goods (if applicable, specify percentage)	Yes	(i) International Competitive Bidding (ICB): This procurement method applies to contracts estimated to cost US$ 500,000 or more. Under ICB, the borrower/recipient may apply a margin of domestic preference of 15%;

Table 2 - Applicable Procurement Arrangements

2.5 Standard Procurement Documents (SPD) to be used

The PAL states which SPD's will be used; in case national templates need to be used, they need to be reviewed by IFAD in advance.

The following Standard Bidding Documents will be adopted by the Project for all procurement activities:

Procurement Method/Process	Standard Procurement Documents
Procurement Plan	*IFAD template*
GPN	*IFAD template*
SPN	*IFAD template*
ICB Works/NCS	*IFAD template*
ICB Goods/NCS	*IFAD template*
NCB Goods/NCS	*IFAD template*
NCB Goods/NCS	*IFAD template*
Shopping Works/NCS	*IFAD template*
Shopping Goods/NCS	*IFAD template*
Direct Contracting	*IFAD template*
Request for Pre-qualification	*IFAD template*
REOI	*IFAD template*
QCBS	*IFAD template*
QBS, FBS, LCS	*IFAD template*
CQS, ICS	*IFAD template*
SSS	*IFAD template*
Prequalification Report	*IFAD template*
Shortlisting Report	*IFAD template*
Evaluation Report	*IFAD template*
Negotiation Report	*IFAD template*
NOITA	*IFAD template*
NoA	*IFAD template*

Table 3 - Applicable Standard Procurement Documents

IFAD's Standard Procurement Documents are available at www.ifad.org/project-procurement.

2.6 Guidance Offered in the IFAD Procurement Handbook

2.6.1 Application of the Handbook

The IFAD Procurement Handbook includes "best practice advice on all elements of the procurement process for any IFAD-financed operation. It serves as a guidance document when country systems are used, and as an operations' manual when IFAD systems are solely used."

In the implementation of this Project:

Both PIU and CIIP-CEP will strictly adhere to the Handbook for implementing all procurement activities of the Project.

2.6.2 Key Provisions of the Handbook

Based on the above, both PIU and CIIP-CEP will refer to the Handbook following the below guidance on relevant sections for various procurement aspects:

Procurement Aspect	Reference in the Handbook
Procurement Planning and GPN	Module C
Procurement and Selection Methods	Goods, Works and NCS: Module F1 Consulting Services and NCS: Module F2
Direct Contracting and Single Sourcing	Goods, Works and NCS: Module F1 (Section 6)
	Consulting Services and NCS: Module F2 (Section 6)

Individual Consultants	Module F2 (Section 7)
Technical Specifications and Terms of Reference	Need identification: Module D Requirements & Specifications for Goods: Module E1 Requirements & Specifications for Works: Module E2 Terms of Reference: Module E3
Prequalification and Shortlisting	Module G
Preparation of Procurement Documents	Goods: Module H1 Works: Module H2 Consulting Services: Module H3 Contract Types: Module J
Bidding Process	Module I
Evaluation	General: Module K1 General Goods, Works and NCS: Module K2 Goods: Module K3 Works: Module K4 General Consulting Services: Module K5 QCBS: Module K6 LCS: Module K7 NCS: Module K8 Abnormally Low Bids (all methods): Module K9 Post-qualification (all methods): K10 Rejection of All Bids: Module O1
Formation of Evaluation committees	Module K1
Notifications for Intent to Award and for Award	NOITA: Module L1 NoA: Module L2
Standstill and Debriefs	Module M1
Protests and Appeals	Module M2
Negotiations and discussions	Negotiations (Consulting Services): Module N1 Discussions (Goods, Works and Services): Module N2
Contract Award	Module O2 and O3
Contract Management	Module P
Force Account	Module F1 (Section 7)
Community Participation	Module Q
Procurement from UN Agencies	Module F1 (Section 9)
Records Management	Module B

Table 4 - Mapping of Procurement Guidance in the Handbook

2.7 Prior Review Documentation

All prior review submissions shall be communicated and No Objections issued through the Online Project Procurement End-to-End System (OPEN). Through OPEN, Both PIU and CIIP-CEP will also upload all documentation for post review activities in a timely manner. The below are the No Objection requirements for all transactions listed in the PAL:

2.7.1 Procurement Plan (PP)

Both PIU and CIIP-CEP shall ensure IFAD's no Objection on each of the following:

1. The initial 18-months PP;
2. Annual PP's, subsequently; and
3. Any upgrade to the PP.

2.7.2 The General Procurement Notice(s) (GPN)

Both PIU and CIIP-CEP shall ensure IFAD's no Objection on each of the GPN's before publication.

2.7.3 ICB/NCB (Goods, Works, Non-Consulting Services)

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Specific Procurement Notice (Announcement);
2. Prequalification documents (if applicable) as well as Announcement for Prequalification;
3. Prequalification report (if applicable);
4. Bidding documents inclusive of Technical Specifications (including cost estimates and, as applicable, drawings, Bills of quantities, and schedules of requirements);
5. Any amendments to the Bidding Documents;
6. Evaluation Reports (including Bid Opening Reports) inclusive of all clarifications; in case of two-envelope procedure, separate opening and evaluation reports for the Technical envelopes and the Financial Envelopes in addition to a Combined report combining both;
7. Draft Contract duly filled;
8. Signed contract (for information and record);
9. Major contract amendments;
10. Cumulative Contract amendments[5] exceeding 10% of the original contract value (Module P2, article 2 (v)); and
11. Cumulative Contract extensions exceeding 25% of the original contract duration (Module P2, article 2 (v)).

2.7.4 Shopping (Goods, Works, Non-Consulting Services)

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Request for Quotations inclusive of Technical Specifications (including cost estimates and, as applicable, drawings, Bills of quantities, and schedules of requirements;
2. Any amendments to the RFQ;
3. Evaluation Reports inclusive of all clarifications; in case of two-envelope procedure (exceptionally used), separate opening and evaluation reports for the Technical envelopes and the Financial Envelopes;
4. Draft Contract or Purchase Order duly filled;
5. Signed contract or PO (for information and record);
6. Major contract amendments;
7. Cumulative Contract/PO amendments exceeding 10% of the original contract/PO value (Module P2, article 2 (v)); and
8. Cumulative Contract/PO extensions exceeding 25% of the original contract/PO duration (Module P2, article 2 (v)).

[5] Amendments to existing goods, works and non-consulting services contracts involving items of similar nature shall be made using DC up to a maximum of 10% of the original contract value (reference IFAD Handbook Module F1 article 6); amendments to existing contracts for additional quantities (of the same items) may exceed 10% subject to the N.O. of IFAD with no need to use DC (reference IFAD Handbook Module P2 article 2). In case of Consulting Services, SSS may be approved in cases of services that are deemed a natural continuation of previously delivered services for concluded contracts (reference IFAD Handbook Module F2 article 6); if the contract is ongoing, amendments are possible. Amendments increasing the contract price by more than 10% requires IFAD N.O. with no need for SSS (reference IFAD Handbook Module P2 article 2);

2.7.5 Consulting Services: QCBS, QBS, FBS, and LCS

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Request for Expression of Interest (REOI) (if applicable), the Terms of Reference, and the detailed cost estimates;
2. Shortlist Report (if applicable);
3. Prior list (if applicable) including the rationale for selecting the firms;
4. Request for Proposals (RFP);
5. Any amendments to the RFP;
6. Technical Evaluation Report (inclusive of Proposal Opening Report) and any clarifications;
7. Combined Evaluation Report (inclusive of Financial Proposal Opening Report);
8. Draft Contract duly filled;
9. Minutes of Negotiations (inclusive of unsuccessful negotiations and intention to cancel or invite second ranked consultant);
10. Signed contract (for information and record);
11. Major contract amendments;
12. Cumulative Contract/MoU amendments exceeding 10% of the original contract value; and
13. Cumulative Contract/MoU extensions exceeding 25% of the original contract duration.

2.7.6 Consulting Services: CQS and ICS

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Mandatory Request for Expression of Interest (REOI) and Terms of Reference (including cost estimates);
2. Mandatory Shortlist Report;
3. Request for Proposals (RFP);
4. Any amendments to the RFP;
5. Evaluation Report (inclusive of any clarifications);
6. Draft Contract duly filled;
7. Minutes of Negotiations (inclusive of unsuccessful negotiations and intention to cancel or invite second ranked consultant);
8. Signed contract (for information and record);
9. Major contract amendments;
10. Cumulative Contract amendments exceeding 10% of the original contract value; and
11. Cumulative Contract extensions exceeding 25% of the original contract duration.

2.7.7 Direct Contracting and Single Source Selection

Submission through OPEN for No Objection shall be for the following procurement files and documents:

1. Justification for Single Sourcing (including below the DC/SSS thresholds set above in Table 1) and rationale for selecting the particular firm/individual;
2. Technical Specifications or Terms of Reference;
3. Simplified Bidding Document or Request for Proposals;

4. Negotiation Report (inclusive of evaluation of submitted bid/proposal and its full negotiation);
5. Draft Contract duly filled;
6. Signed contract (for information and record);
7. Major contract amendments;
8. Cumulative Contract amendments exceeding 10% of the original contract value; and
9. Cumulative Contract extensions exceeding 25% of the original contract duration.

2.7.8 Procurement from United Nations Agencies

1. Justification Report for recourse to UN Agencies (if not already submitted along with PP);
2. Solicitation Document for UN Agency to be engaged with the Project for the particular scope (submitted by email since the current OPEN does not cover this step);
3. Draft Agreement duly filled;
4. Signed agreement (for information and record);
5. Cumulative Agreement amendments exceeding 10% of the original value; and
6. Cumulative Agreement extensions exceeding 25% of the original duration.

2.7.9 Other specific Prior Review requirements

Both PIU and CIIP-CEP shall additionally secure IFAD's No Objection for the following:

1. The recruitment of any Procurement staff and audit firms;
2. The templates of bidding documents and requests for proposals for all procurement methods (whether for post review or prior review) in case different from IFAD SPDs[6] ;
3. Recommendation to reject all bids or proposals or to cancel a procurement process;
4. Recommendations to terminate negotiations with a consulting firm/individual and proceed with negotiations with the next-ranked consulting firm/individual;
5. Recommendations to proceed to award the next ranked bidder in case the selected bidder failed to sign a contract;
6. Justifications for proceeding with opening of bids/proposals that are less than three;
7. Use of a performance guarantee other than in the form of an unconditional and irrevocable on-demand bank guarantee;
8. Decisions concerning Abnormally Low Bids;
9. Establishing a shortlist composed of less than three entities; and
10. Intention to terminate any contract.

2.8 Other procurement-related coordination with IFAD

PIU and CIIP-CEP shall coordinate in advance with IFAD on the following matters and issues:

1. Any changes to the PIM;
2. Any changes to the staffing of ***PIU and CIIP-CEP*** ;
3. Composition of Evaluation committees;
4. Summaries of Debriefing requests and copies of Protests for all prior review procurement activities before a decision is issued (optional for post review procurement activities);

[6] *If IFAD Procurement Guidelines must apply, IFAD SPD's must be adopted.*

5. ***Both PIU and CIIP-CEP*** shall inform IFAD of any related Appeal filed to competent national authorities (if applicable) immediately upon becoming aware of such an appeal;
6. Procurement progress reports as well as special reports on critical issues;
7. Details of defaulting or corrupt vendors;
8. Debarment of a vendor who appears to be debarred by another MDB for validation by IFAD if cross-debarment should apply (for prior and post review); and
9. Any other matter specifically requested by IFAD.

In addition to the above, the Project will provide full assistance to IFAD implementation support, supervision, MTR, and project closing missions. The Project will avail all necessary staff and provide all required documents, records and files. The same applies for any IFAD audit or investigation.

3 Critical Procurement Issues

3.1 Cost and Schedule Estimate

The detailed cost and schedule estimates of each procurement activity will be accurately estimated during the elaboration of the requirements (specifications or TOR's) at the latest. These detailed estimates shall be submitted along with the requirements for prior review activities. Should the cost estimate exceed the allocated budget in the AWP&B and the PP, one of the following will be done:

1- Update the AWP&B and PP by reallocating the required funds; if the increase in originally approved budget exceeds *10%,* the upgraded PP should be submitted to IFAD No Objection (as per the Handbook Module C, article 3);
2- Redesign the procurement activity to fit within the limits of available budget;
3- A mix of the two above options.

When packaging procurement activities, due consideration shall be given to pooling of needs and activities into packages that may be launched under one procedure split into several lots in order to achieve economies of scale, promote competition, facilitate access to small and medium enterprises, and reduce the transaction cost associated with procurement activities. When the procurement activity is split into lots, the total cost estimate of all lots will be used for identifying the correct procurement method. Artificially splitting procurement activities into smaller packages launched separately in order to escape the application of more open and competitive procurement methods is a breach of the procurement principles.

The schedule estimates for implementing contracts shall also be accurately estimated to ensure that the timeframe specified in solicitation documents are realistic and do not deter competition.

3.2 Publication of Notices

The GPN and all ICB procurement notices (SPN) shall be published on the following fora:

- IFAD Website;
- The designated Borrower/Recipient website: www.investcom.tj, www.rural.tj, www.untj.org,
- A local newspaper of wide circulation; and

NCB procurement notices (SPN) shall be published on the following fora:

- The designated Borrower/Recipient website: www.investcom.tj, www.rural.tj, www.untj.org,
- A local newspaper of wide circulation; and
- Other media as appropriate.

Notice of Award (NoA) for all contracts and purchase orders as well as results of shortlisting and prequalification and the decision to cancel a procurement activity and reject all bids/proposals shall be published on the following fora:

- IFAD Website;
- The United Nations Development Business Website (for ICB only);
- The designated Borrower/Recipient website: www.investcom.tj, www.rural.tj, www.untj.org,
- Other media as appropriate.

3.3 Award of Grants/Loans

3.3.1 General

Grants: Under Activity 2.2.1: Financing Packages for Enterprise Development, Financing Packages for Enterprise Development it is envisaged to support the growth of livestock enterprises through financing packages of up to USD 50,000, composed of a 30% grant from the project and a 70% commercial loan provided by PFIs, including banks and microfinance institutions. These blended finance packages are designed to make financing more attractive by softening current commercial loan rates, which range between 22–34% per annum – levels often prohibitive for investments in productive assets. Targeted beneficiaries will be aggregators and processors operating in the livestock sector including 30% women and 30% youth. By enabling these enterprises to expand, the financing packages will stimulate greater smallholder integration into the value chain, generating broader economic and social benefits through value addition, job creation and improved rural incomes

Loans: Under Activity 2.2.3: Facilitation of Access to Finance for Smallholders, it is envisaged to increase smallholder access to financial services by addressing two main constraints: lack of linkage to financial institutions and absence of acceptable collateral. First, the activity will connect smallholder beneficiaries from other project components with financial institutions. Second, for those smallholders lacking collateral, the project will provide partial loan guarantees covering up to 30% of loans up to USD 1,500.

For Activity 2.2.1: Financing Packages for Enterprise Development, to ensure transparency and accountability in the financing process, AMAL will also engage a dedicated Grant Management Company (GMC) to oversee approximately 213 financing packages. The GMC will verify eligibility, support applicants in preparing grant proposals, and monitor compliance with project targeting criteria. This arrangement not only safeguards the integrity of the grant scheme but also builds the capacity of local enterprises in financial reporting and responsible use of funds, thereby contributing to long-term sustainability.

For Activity 2.2.3: Facilitation of Access to Finance for Smallholders, the guarantee mechanism will be implemented by the Public Organization "Zamonat", which has experience in providing such instruments in Tajikistan and has an authorization from the financial sector regulator – the National Bank of Tajikistan (NBT). Project funding of an interest-free loan of USD 200,000 will be provided to Zamonat, to be converted into local currency and placed in interest-bearing deposits at financial institutions to cover Zamonat's operational expenses while gradually increasing the size of the guarantee fund – thus ensuring financial sustainability and a viable exit strategy. Upon project completion, the original amount of the loan will be returned in local currency to a designated government agency (e.g., government guarantee fund). This activity is expected to benefit approximately 444 smallholders.

The table below summarizes the various types of agreements/contracts normally associated with grants and loans and specifies whether use of OPEN and CMT are required:

Type of Agreement/activity	Entered in OPEN	Entered in CMT
Grant Call for proposals launched by ***CIIP-CEP*** and subsequent Grant contracts signed between ***CIIP-CEP*** and beneficiaries (first-level agreements)	Yes+	Yes
Agreement between ***CIIP-CEP*** and I.P. for the disbursement of monetary grants (first-level agreement)	Yes+	Yes
Agreement between ***CIIP-CEP*** and I.P. for the procurement of in-kind grants (first-level agreement)	Yes+	Yes
Agreement between ***CIIP-CEP*** and PFI for the refinancing of micro-credits (first-level agreement)	Yes+	Yes
Grant Call for proposals launched by I.P. and subsequent grant contracts signed between I.P. and beneficiaries (second-level agreements) for either monetary or in-kind grants	Yes+	Yes
Procurement of grant assets by ***CIIP-CEP*** (in-kind grants)	Yes+	Yes
Procurement of grant assets by I.P. (in-kind grants)	Yes+	Yes
Loan contracts signed between PFI and borrowers (second-level agreements)	No	No*
+ if above the prior review threshold as per the PPA * even though not entered in the CMT, those contracts are entered in a dedicated and separate CR specific to the I.P./PFI.		

Table 1 - Guidance on whether OPEN and CMT apply for some types of contracts or agreements

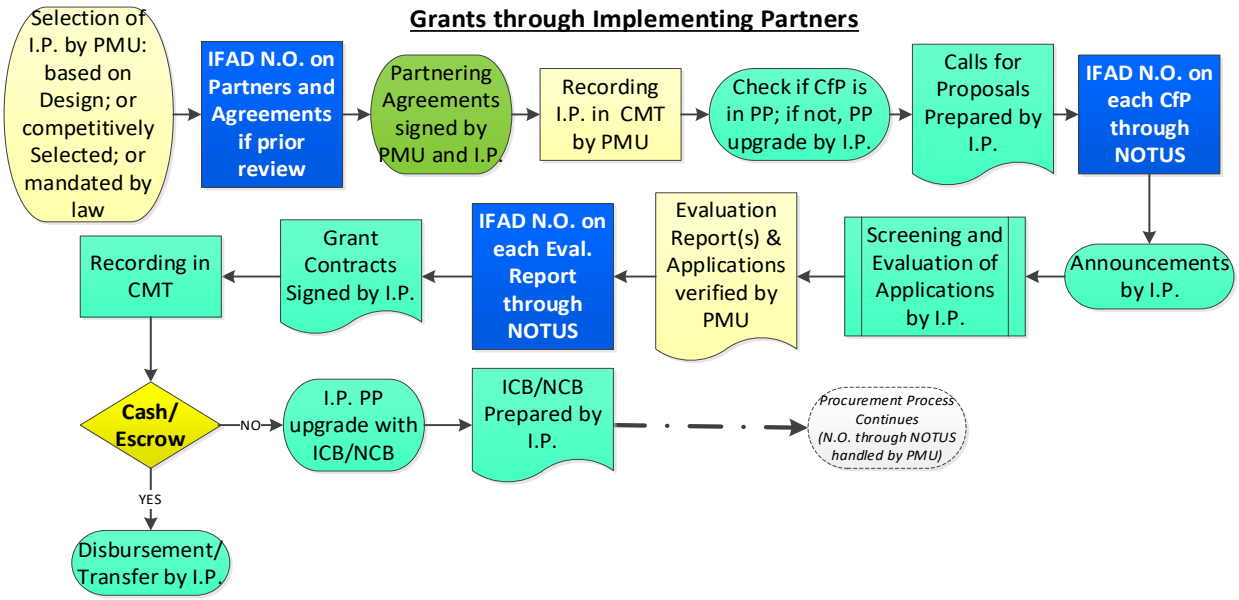
3.3.2 Grant Beneficiary Selection

The process shall follow the following steps:

- Planning the call(s) for proposals in the respective Procurement Plan. The total value of grants provisioned under the CfP and the method used shall be the basis for the determination of the review procedure (prior or post). Grants award processes can be done through one of the services' methods;
- Preparation of the Request for Proposals using the appropriate selection method and the detailed Terms of Reference elaborating the requirements, selection criteria, evaluation criteria, etc. for award of grants in multiple contracts; since the ceiling of the grant is usually fixed, selection should ideally follow the Fixed Budget selection. The template to be used shall be reviewed by IFAD in advance and N.O. issued for adoption of the template;
- The use of REOI facilitates shortlisting of qualified applicants who later submit proposals in response to the RFP; all applicants meeting the eligibility criteria can be shortlisted for the next stage of the application. However, REOI is not mandatory as the CfP for grants may be launched directly subject to N.O. without threshold limitation;
- The grant proposals are evaluated based on the pre-disclosed criteria, and an evaluation report is prepared recommending award of grants in the requisite numbers within the grant cap and total ceilings set; evaluation shall include scoring of applications based on the evaluation criteria of the RFP to (i) identify those who pass from those who don't and (ii) enable selection of the passing applicants that will be awarded grants in case the total number of eligible and passing applications exceeds the financial resources available. In the latter case, the selection will be starting from the top ranked applicant downwards;

- When an I.P. launches the Call for Proposals, the I.P. will submit to the ***CIIP-CEP*** the evaluation of the applications as well as the applications received for the ***CIIP-CEP*** verification; the ***CIIP-CEP*** will prepare a verification report approving/amending the evaluation process as is necessary;
- The resulting evaluation and selection reports shall be uploaded on OPEN by ***CIIP-CEP*** . If applicable, IFAD's review will ensure consistency with the Financing Agreement, PIM, and CfP. Once N.O. is issued by IFAD, the grant contracting process with the selected beneficiaries may start by signature of Agreements;
- All monetary grant agreements disbursed directly by the ***CIIP-CEP*** will be entered in the CMT. Monetary grants disbursed by an I.P. will also be recorded in the CMT;
- All In-kind grant agreements where the distributed assets are procured by the ***CIIP-CEP*** will be entered in the CMT with a monetary value set to zero.

The flowcharts below summarize the basic steps in the selection process of grant beneficiaries:



3.3.3 Transparency and Complaints

Any bidder that wishes to learn why its bid or proposal was not selected may request a debrief from the procuring entity. The procuring entity shall promptly provide an explanation in writing of why the bid was not selected. The bidder may then request a meeting. If the procuring entity agrees to a meeting after providing the debrief, the bidder shall bear all the costs of attending the meeting. The procuring entity shall provide the written debrief within four business days of the request. The debrief should indicate the stage of the evaluation at which the tender was rejected – i.e. the preliminary review, the detailed evaluation or the financial evaluation.

If the national system lacks a protest and appeals mechanism, the following general principles should be followed. A protest or appeal is a complaint by an unsuccessful bidder who submitted a bid or proposal in response to a request for bids or proposal by the procuring entity. The protest is the first level (Level 1), while the appeal is the same complaint filed at the second level (Level 2). The entity that receives, assesses and decides on the protest (i.e. the Level 1 authority) is the procuring entity. The entity that receives, assesses and decides on the appeal (i.e. the Level 2 authority) is defined in the national procurement framework of the borrower/recipient. In the absence of such a provision or entity in the national procurement framework, the decision of the Level 1 authority regarding the protest is final.

Only the borrower/recipient can review and decide about a protest. IFAD may provide an opinion about the protest and decision. A protester cannot file an appeal with IFAD.

3.4. Procurement Principles and Ethics

The ***CIIP-CEP*** will strictly adhere to the provisions of Section II of the IFAD Project Procurement Guidelines (2019) covering the key Procurement Principles:

- Ethics;
- Accountability;
- Competition;
- Fairness;
- Transparency;
- Efficiency, Effectiveness and Economy; and
- Best Value for Money.

Furthermore, the PIU/CIIP-CEP will strictly adhere to the provisions of ***IFAD's Policy on Preventing Fraud and Corruption in its Activities and Operations*** available at www.ifad.org/en/document- detail/asset/40738506. The Project shall ensure that this policy is clearly stated in all procurement documents (solicitation documents and contracts) and that all vendors comply with this policy. All such documents shall clearly include also IFAD's Anti-corruption Hotline:

Office of Audit and Oversight (AUO)
Investigation Section (IS)
Via Paolo di Dono 44
00142 Rome, Italy
Email: **anticorruption@ifad.org**
Phone: +39 0654592888
Fax: +39 0654597888

3.5 Combatting Corruption and Sexual Harassment

The PIU/CIIP-CEP will strictly adhere to the provisions of ***FAD's Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse.*** The Project shall ensure that this policy is clearly stated in all procurement documents (solicitation documents and contracts) and that all vendors comply with this policy. All such documents shall clearly include also IFAD's Ethics Hotline:

Ethics Office (ETH)
Via Paolo di Dono 44
00142 Rome, Italy
Email: **ethicsoffice@ifad.org**
Phone: +39 06 5459 2525
https://www.ifad.org/en/ethics

3.6 Anti-Money Laundering and Countering Financing of Terrorism

The PIU/CIIP-CEP will strictly adhere to the provisions of ***IFAD's Anti-Money Laundering and Countering the Financing of Terrorism Policy*** available at www.ifad.org/en/document-detail/asset/41942012.

3.7 Record Keeping

As per the provisions of Module B of the Handbook, the PIU/CIIP-CEP will retain procurement records and files (for 7 years) in an easily accessible and easily retrievable manner that facilitates review and audit even when conducted remotely. The table of records as extracted from the Handbook for ease of reference is available in Annex 2. To facilitate review, supervision and audit, all procurement and contract management records shall be archived under the responsibility of the procurement staff. Should other departments or teams or entities be entrusted with archiving some of the procurement documents, a copy should be retained by the procurement staff. Records shall also include all documentation associated with grants/loans to beneficiaries of the project.

Where implementation is delegated to pre-approved third parties, the PIU/CIIP-CEP shall maintain a full record of all documentation electronically while the full original set of documents are maintained by the implementing partner for 7 years also.

3.8 Monitoring and Audit

Monitoring of the GP implementation includes routine monitoring and final evaluation of the GP's results as well as preparation of reports on the CGP progress.

During Grant Agreement implementation, the Grant Recipients will be liable to submit progress reports and supporting documents in accordance with the Implementation Plan attached to the Grant Contract.

To undertake regular monitoring of the Grant Agreement implementation, the CIIP CEP may recruit an independent consultant/firm. During monitoring visits of the CIIP CEP representative/consultant, the Grant Recipient will be liable to present all financial and interim reports and any other documentation, information and records related to the GP upon the visitors' request. The monitoring acts under this GP should be prepared according to the results of regular monitoring. The monitoring schedule should be presented in the Grant Agreement and meet the tranche payment schedule. Final evaluation of Grant Agreement results shall be executed upon GP completion and include the following activities:

- Receipt of the Final Report from the Grant Recipient. The Final Report of the Grant Recipient should cover the activities, achieved results, difficulties of implementation as well as proposals on CGP improvement. The APIU/ARIS has the right to request the documents confirming reliability of the statements made in the Report;
- Based on the provided Final Report the ARIS shall prepare Monitoring Acts under the GP.
- Financial Monitoring Act should cover the following aspects: description of the contract progress pursuant to the submitted Final Report, supporting documents, any discrepancies between the submitted report and actual progress of the GP revealed after executed appraisal, any discrepancies

between the planned stages of the GP implementation and its actual execution.

- Technical Monitoring Act shall comprise description of the achieved results, assessment of the impact and evaluation of external factors that influenced the effectiveness of implementation. The Monitoring Acts shall be signed by both the ARIS and Grant Recipient.

The contract accounts may be audited. During audits, the Grant Recipient shall cooperate with the audit officers (auditors) and present the accounting ledgers and invoices upon request. Before each AMAL cycle, the CIIP CEP will prepare a report on the CGP results based on the Monitoring Acts. The report should contain the following information: total amount of allocated grants; total number of contracts to be financed; number of contracts implemented with violations; final evaluation of outcomes achieved under grant contracts; recommendations for the CGP improvements; other information as the ARIS would find necessary. The report will be submitted to the Tender Committee and IFAD for review.

4 Procurement Transactions – Institutional Setup and RACI

4.1 Delegated Procurement Responsibilities to local entities

The subsections below elaborate on the operational procedures for Evaluation Committees, on the mechanism for staff recruitment and on the responsibilities of key stakeholders and staff.
As elaborated in the Financing Agreement, below are the predefined entities that will be entrusted with one or more procurement functions for one or more procurement activities:

Local Entity 1: The Ministry of Finance Project Implementation Unit (PIU)
Local Entity 2: The Committee on Environmental Protection (CEP) of the Center for Implementation of Investment Projects (CIIP)

Whenever a local entity is entrusted with procurement responsibilities, it must adhere to the provisions of the PPA (Project Procurement Arrangements) and this Manual. The institutional arrangements (Roles and Responsibilities) for each local entity shall be developed following the same format as the two tables presented below under Section 4.4 and shall be annexed to the PIM.

4.2 Implementing Agencies

The lead Project agency will be the Ministry of Agriculture with the Ministry of Finance dealing with the market access and enterprise development component and the Center for Implementation of Investment Projects (CIIP) in the Committee on Environmental Protection (CEP) undertaking activities at the village level financed by the Adaptation Fund. Within the MOF, a Project Implementation Unit (PIU) will implement the project activities and the Center for Implementation of Investment Projects (CIIP) in the Committee on Environmental Protection (CEP) will implement the village level activities. A range of public livestock agencies, private sector partners, Partner Financial Institutions and technical specialists will assist in the implementation of the various project activities.
Financing packages for MSMEs will be provided based on a balanced assessment process: A Grant Management Company will evaluate the eligibility of MSMEs for grant support, while Participating Financial Institutions (PFIs), selected via a competitive bidding process, will assess the sustainability and

creditworthiness of the enterprises for loan financing. Technical assistance will be delivered by two implementing institutions identified during the project design. The State Enterprise "Business Incubator of Tajikistan" will support MSMEs with business development services, while the Association of Financial Organizations of Tajikistan (AFOT) will build the capacity of financial institutions. Both entities are well-established, with a strong track record and infrastructure in the target regions. For smallholders, the loan guarantee instrument will be implemented by the Public Organization “Zamonat,” a dedicated guarantee fund, with a focus on enabling access to finance for vulnerable and underserved microentrepreneurs, in particular women and youth. Coordination among the GMC, PFIs, Business Incubator, AFOT, and Zamonat will be overseen by the Enterprise Development and Access to Finance Specialist within the PIU, ensuring alignment across financing, technical assistance, and guarantee mechanisms.

4.3 Accounting for Procurement by Local Entities

Whenever procurement responsibilities (including grants) are entrusted to Local Entities (L.E.), the following provisions shall apply:

- The procurement plans prepared by L.E. will follow IFAD’s PP template; to avoid double counting of financial figures, the agreements with such L.E.’s shall be recorded in the CMT showing only (where applicable) the fees payable to such partners to render the services entrusted to them;
- The PP by PIU/CIIP-CEP will be subject to prior review by IFAD; procurement activities managed by an PIU/CIIP-CEP will be subject to prior/post review by IFAD as the case may be;
- All contracts will be entered in the CMT;
- PIU/CIIP-CEP will supervise all procurement activities, subject to the prior review by IFAD as applicable;
- Where a procurement activity is subject to prior review by IFAD, the PIU/ CIIP-CEP will handle the reporting through OPEN;
- PIU/CIIP-CEP shall ensure availability of and accessibility to all records and documentation for review operations.

4.4 Institutional Setup, Roles and Responsibilities

The subsections below elaborate on the operational procedures for Evaluation Committees, on the mechanism for staff recruitment and on the responsibilities of key stakeholders and staff.

4.4.1 Evaluation Committee

The Tender Committee for the evaluation of each procurement would be appointed and composed of persons qualified in terms of relevant expertise, seniority and experience, depending on the type, value and complexity of the procurement. The number of members of the Tender Committee would depend on the value and complexity of the procurement requirement but would in all cases be a minimum of three. A member of the Tender Committee will always declare when he/she has a conflict of interest in the procurement, which may impact on impartiality in the evaluation process. The PIU/CIIP-CEP will have an oversight function over activities of the Evaluation Committee.

Responsibilities of Tender Committee:

- Bids, Prices and Proposals are received and registered by procurement unit / procurement specialist;
- Opening of tenders, technical and financial proposals by deadline specified in bidding documents or ITB;

- prepare notes on opening of tenders and send via procurement unit to IFAD (as needed) and bidders who timely submitted their bids upon request therefrom;
- prepare minutes of technical proposals opening;
- prepare minutes for financial proposals opening and send via procurement unit to IFAD (as needed) and consultants whose financial proposals were opened (upon request therefrom);
- evaluate tenders and proposals in accordance with procedures and criteria set forth in bidding documents or ITB;
- provide recommendations for identification of successful bidders or consultants or make other decisions on bidding outcomes;

Additional procedures:

A special Tender Committee session could be summoned by the procurement officer on the written instruction from the Director or on the written request of at least one third of Tender Committee members under the agenda and at the time specified by them. The procurement officer informs in written the Tender Committee members about summoning of a special session, its agenda and time, at least 24 hours prior to the session.

If the Tender Committee is not sufficiently capable and comprehensive experience is required for evaluation, additional qualified expertise may be invited including specialists hired for preparation of technical specifications and Terms of Reference, upon tender committee's decision, to perform independent technical review of bids/technical proposals.

An independent observer is eligible to attend Tender Committee meetings but without authority to interfere with evaluation process.

Expert teams/specialists. Expert teams or individual specialists in certain goods, works and consulting services for procurement including representatives of beneficiaries specified in the procurement plan, will assist the procurement unit. Such experts will be competent and obliged to prepare technical specifications or TORs, relevant parts of bidding documents, shortlists, clarifications on technical subjects, responds to inquiries from contractors/consultants, if any, participate in pre-bid meetings and assist in acceptance of goods, works and services.

Such groups will be established by orders especially for any individual tender specifying names/positions of experts, team leaders and specialists etc.

Upon completion of the procurement procedures, the procurement sector files in a separate folder all the tender-related documents - bids, letters, decisions, minutes, consultants' opinions, other documents.

- The committee shall have the following authorities:
  - Independently evaluate each submission based on its own merits and on the basis of criteria included clearly in the solicitation documents;
  - Decide individually (each member) on the outcome of evaluation and collectively (committee jointly) where consensus is needed, without the recourse to any person or authority external to the committee;
  - Request the assistance of subject-matter experts
  - Decide on the deviations identified in each submission and classify each as minor or major based on the sole guidance of the Handbook, the content of the procurement documents while ensuring fairness,

equal treatment, proportionality and transparency;

- Decide on the need for and content of clarifications from bidders in line with the provisions of the solicitation documents and the Handbook;
- Decide autonomously on the rejection of a submission with detailed justifications;
- Decide autonomously on the rejection of all submissions and cancellation of the process if one of the conditions of cancellation in the Handbook is present;
- Decide with due substantiation on the recommendations for award;
- Report any attempt to influence the committee in the conduct of its work;
- Refrain from disclosing any information related to its work to any person or entity until the proceedings of evaluation are completed; then, internal reporting as well as reporting to IFAD are required before the evaluation outcome can be made public;
- Provide detailed opinion and feedback for any complaint or debrief request;
- Where negotiations are permitted, manage the whole negotiation process within the limits allowed by the Request for Proposal and Handbook and within the validity period of proposals;
- Replace a member of the committee for reasons of conflict of interest or other reasons and amend the committee formation decision accordingly;
- Issue requests for bid validity extensions if duly substantiated by the committee;
- Approve the recommendations as submitted by the committee in the signed report;
- Upon receipt of the signed report, clarify from the committee aspects of the evaluation and request more elaboration and substantiation;
- Reject the recommendation of the committee based on detailed justifications;
- Approve the dissemination of the outcome of evaluation (e.g. NOITA, NOA, Cancellation notices, etc.)

4.4.2 IFAD-funded PIU/CIIP-CEP staff selection

The procedure to recruit IFAD-funded staff to join the PIU/CIIP-CEP will be the Individual Consultant Selection procedure (ICS) described in IFAD Procurement Handbook. This does not apply to staff seconded by government. As stated under section 2.8 (bullet 2), selection of ***PIU/CIIP-CEP*** staff or changes to staff shall be coordinated in advance with IFAD. If the selection process exceeds the prior review threshold for individual consultants, the selection shall be also subject to the No Objection by IFAD through OPEN as per section 2.7.6 above. To identify whether the selection process is subject to N.O., the PIU/CIIP-CEP shall estimate the cost covering the remuneration for the full remaining duration of the project as per the Financing Agreement. Some IFAD-funded ***PIU/CIIP-CEP*** staff selections are subject to No Objection regardless of the value as per the PAL (including all procurement staff). All staff recruitment shall feature in the relevant Procurement Plan.

The selection process shall follow the ICS procedure with the following highlights adapted for the particular case of selecting ***PIU/CIIP-CEP*** staff:

- Preparation of TOR using IFAD SPD Template – TOR;
- Preparation of REOI using IFAD SPD Template – REOI Advertisement;
- If interviews with the shortlisted applicants are foreseen to help identify the most qualified applicant,
- the interview as well as the related criteria should be explicitly specified in the REOI and TOR; this means that the interview requirement must be known in advance and announced to the public as well;
- the interview competencies required should be assigned a weight in addition to the weights for other qualification criteria;

- competency criteria should be formulated in a clear and objective manner;
- interviews should be based on the same set of competency questions used with all candidates;
- all applicants passing the minimum score (for CV evaluation) shall be invited for interview;
- interviewees should be given sufficient time in advance;
- interviews should be held online in case of obstacles to physical meeting are present;
- In addition to competency questions, ***PIU/CIIP-CEP*** may test interviewees to validate their knowledge and experience through one or more "technical questions" which also shall be standardized and common to all interviewees;
- ***PIU/CIIP-CEP*** shall consult with IFAD in advance for setting up the competency-based interview questions as well as the technical questions for each position; apart from such a consultation, the questions shall remain strictly confidential;
- the interviews shall be fully documented as well as the resulting scoring within the evaluation report;
- for the recruitment of long-term ***PIU/CIIP-CEP*** staff funded by IFAD, competency-based interviews are recommended;
- The flowchart below depicts the main steps in the ICS procedure.

In exceptional and duly justified cases identified in the Handbook, Individual Consultants may be selected on a sole-source basis:

- tasks that are a continuation of previous work that the consultant has done and for which the consultant was competitively selected;
- certain assignments expected to last less than three months;
- emergencies arising from natural disasters;
- when the individual is the only consultant qualified for the assignment; and
- when the individual consultant assignment budget is below the predefined low value threshold for SSS.
- In such cases, the ***PIU/CIIP-CEP*** will launch a SSS through OPEN including detailed justifications.

Recruitment of Civil Servants is subject to IFAD's policies. Whenever Operational Policy and Results Division (OPR) issues a new update, the PIM will need to be updated accordingly.

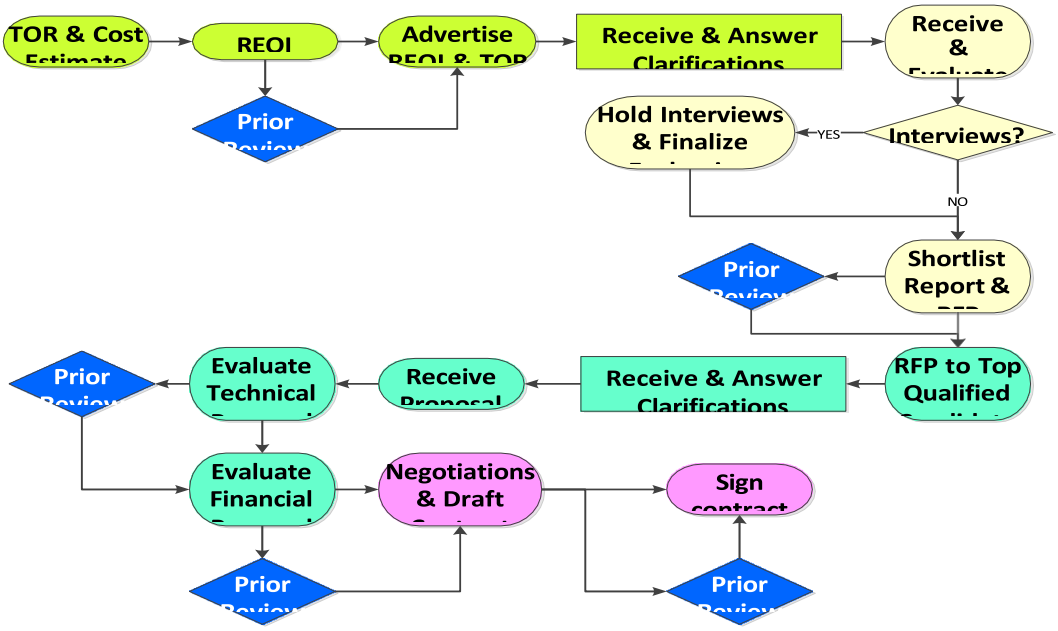


Figure 1- Flowchart for ICS procedure for selecting IFAD-funded project staff

4.4.3 Roles & Responsibilities

The below two tables clarify the roles and responsibilities of all stakeholders especially those entrusted with one or more functions of the procurement cycle. The first table is a high level representation of organizational roles and responsibilities of high-level procurement functions among concerned entities while the second table (in Annex 1) is a detailed responsibility Assignment Matrix covering the majority of procurement functions and steps within ***the PIU/CIIP-CEP*** .

	PIU/CIIP-CEP Procurement Staff	***PIU/CIIP-CEP Technical Staff***	***PIU/CIIP-CEP Finance Staff***
Prepare Procurement Plan (PP)	X		
Manage PP updates and upgrades	X		
Prepare Technical Requirements		X	
Finalize and Approve Requirements		X	
Prepare Bidding Documents (B.D.)	X	X	
Publish Notices and Advertisements	X		
Manage Bid/Proposal Opening	X		
Manage Bid/Proposal Evaluation	X		
Manage Debriefs and Protests	X		
Prepare Draft Contract	X		
Technical Management of Contract		X	
Contract Management	X	X	
Prepare Payment Requests			X
Check and approve payment requests		X	X
Process Payments		X	X
Archive all procurement-related files	X		
Correspond with IFAD for No Objection (except TOR)	X		

Annex 1: Responsibility Assignment Matrix (RAM - RACI) Template

This RAM clarifies the roles and responsibilities of units and staff in each phase/step of implementation of procurement and procurement-related activities within the IFAD project. It assigns for each step the person who is Responsible, Accountable, Consulted, or Informed. It facilitates internal workflow and inter-agency coordination, removes any ambiguity, and promotes accountability. In each cell against each activity, the letters "R", "A", "C", or "I" are entered for the respective function as is applicable. The meaning of each is as explained in the Legend below:

Activity/Role	***Project Steering Committee***	***Country Director -IFAD***	***PIU/CIIP-CEP Director***	***PIU/CIIP-CEP Project Coordinators***	***PIU/CIIP-CEP Project Proc. Staff***	***PIU/CIIP-CEP Project Tech. Staff***	***PIU/CIIP-CEP Project Financial Managers***
AWPB – elaborating activities		I	A			R	I
AWPB - budgeting	R/A						
Procurement Plan – packaging (lots)			A	R	I	I	I
Procurement Plan – scheduling (timing)			A	R	I	I	I
Procurement Plan – procurement methods		R	A	R	I	C	R
Procurement Plan - update or upgrade		R	R/A				
All Requests for No Objections			A	R	R		
Initiation (request to start preparation)			A	C	R		I
Cost and schedule estimation			A	R	R		C
TOR/Technical Specifications		I	A	R	I	I	I
Qualification criteria		R	A	R	I		I
Request for Expressions of Interest		R	A	R	I		I
Pre-qualifications documents		R	A	R	C		I
Bidding documents, Requests for Proposals, Requests for Quotations			A	R			
Invitation letters (for direct invitation)			A	R			
Publicity and dissemination			A	R	I	I	I
Formation of Committees			I	A	R		I
Receipt and handling of clarifications			A	R	R		
Pre-bid conferences				R/A			
Receipt of bids				R/A			
Safekeeping of bids			A	R	C		C
Receipt and management of appeals		R	R/A	I	I	I	I
Contract signature up to 15%		R	R/A	I	I	I	I
Contract monitoring Form			R/A	I	C	I	I
Commencement order			A	R	C		
Suspension of works/supply/services		I	A	R	C	I	A

Activity/Role	***Project Steering Committee***	***Country Director -IFAD***	***PIU/CIIP-CEP Director***	***PIU/CIIP-CEP Project Coordinators***	***PIU/CIIP-CEP Project Proc. Staff***	***PIU/CIIP-CEP Project Tech. Staff***	***PIU/CIIP-CEP Project Financial Managers***
Granting Extension of Time by less than or equal to 25% of original duration		I	A	R	C	I	A
Granting Extension of Time by more than 25% of original duration		I	A	R	C	R	A
Application of liquidated damages		R	R	C	R/A		R
Changes in specifications/quality			I	C	R/A		I
Changes in sequencing of activities		R	R/A	R	R	R	R/A
Increasing quantities resulting in increasing contract value by less than or equal to 10%		R	R/A	R	R	R	R/A
Increasing quantities resulting in increasing contract value by more than 10%		R	R/A	R	R	R	R/A
Adding new items not provisioned in the contract increasing contract value by less than or equal to 10%		R	R/A	R	R	R	R/A
Adding new items not provisioned in the contract increasing contract value by more than 10%							
Payment validation							
Payment processing							
Review of submitted guarantees							
Forfeiture of a bank guarantee							
Safekeeping of bank guarantees							
Receipt and processing of contract correspondence – day-to-day - technical			I	R/A			
Receipt and processing of contract correspondence – day-to-day - contractual			C/I	C	R/A		C
Changes in contract terms and conditions (other than mentioned above)			C/I	R/A	C	C	C
Amicable settlement proceeding		R	R/A	R	C	C	C
Approving deliverables and outputs		I	A	R	R	C	A

R: Responsible: Executes or approves or clears; the person(s) who is (are) entrusted with a task or process.

A: Accountable: Holds responsibility and is accountable; one person per RAM line; usually the senior authority of an organization or can be also middle management in case of empowerment and decentralized management.

C: Consulted: participates by reviewing/commenting on documents, deliverables, activities or processes; reviews and comments are documented but may or may not be taken into account depending on final decision of Responsible person or Accountable person.

I: Informed: copied on process/document "for information". Whether action needs to be taken or not by the "Informed" person depends on the person's role and organizational duties.

Annex 2: Procurement Records and Files

Document	Preferred Format
(i) a copy of the published REOI advertisement or shortlist (if applicable) *	Hard copy
(ii) a copy of the published pre-qualification and bidding documents and any amendments, extensions or clarifications requested and issued *	Hard copy
(iii) a record of the tender opening, signed by all TEC members and the bidders present	Hard copy
(iv) a full copy of each bid received and evaluated, plus clarifications requested and responses received	Hard copy
(v) a copy of the evaluation report *	Hard copy
(vi) signed minutes of all meetings related to the procurement, including pre-bid and negotiation meetings, when held	Hard or soft copy
(vii) a contract award notice *	Hard copy
(viii) any letter of tender acceptance to the supplier, contractor or consultant *	Hard copy
(ix) the signed contract document and contract acceptance *	Hard copy
(x) any contract amendments *	Hard copy
(xi) all contractual correspondence between the procuring entity and a supplier, contractor or consultant	Hard or soft copy
(xii) post-contract documents related to the fulfilment of contract obligations, especially photocopies of bank guarantees or payment guarantees	Hard copy
(xiii) signed minutes of any meetings related to contract management, including contract progress or review meetings	Hard copy
(xiv) signed delivery documents evidencing delivery of supplies, or signed completion certificates related to a contract for services or works under the contract, including any contract delivery records	Hard copy
(xv) a copy of all invoices for works, services or supplies, including working papers verifying the accuracy of payments claimed and details of the actual payment authorized	Hard copy
(xvi) a copy of cumulative payment worksheets/records evidencing management of all payments made	Soft copy
(xvii) all decisions of the concerned borrower's approval authority related to the procurement, including the approval of the bidding documents, the approval of the evaluation report(s), the contract award, the approval of contract documents and contract amendments and any decision to suspend or cancel procurement proceedings	Hard copy
(xviii) a copy of any claims made by the procuring entity with respect to any warranty, non-warranty, short supply, damage and other claims against the contracted vendor or the procuring entity	Hard or soft copy
(xix) in the case of IFAD prior review, all submissions and correspondence related to the seeking of IFAD's no objection (NO) and a copy of the respective IFAD NO letter.	Hard or soft copy
(xx) any other communications related to the procurement in question, including internal entity correspondence	Hard or soft copy

** Ideally, previous drafts (before the final version is issued) of these published documents and reports should also be retained for completeness and to provide a full picture of how the published document evolved. It is accepted, however, that in the case of space limitations, this is not always feasible in practice.*

Annex 3: Guidance on using the Procurement Plan

https://vimeo.com/showcase/11346473/video/925756442

Annex 4: Guidance on using the Contract Monitoring Tool

https://vimeo.com/1034536048?share=copy

Annex 5: Guidance on using OPEN

https://open.ifad.org/help

Annex 6: Vendor Assessment Form

VENDOR ASSESSMENT FORM[8]
FOR WORKS/SUPPLIES/SERVICES CONTRACTS

Project Name:
Contract Name:
Location:
Contract Reference:
Name of Contractor:

1 PLANNED IMPLEMENTATION PERIOD

From	*Planned commencement date of the contract*	**To**	*Completion Date:* *End of Warranty:*

2 ACTUAL IMPLEMENTATION PERIOD

From	*Actual Commencement date of the contract*	**To**	*Completion Date:* *End of Warranty:*

3 CONTRACT VALUE (*Currency*)

Original		**Updated**	

3 PERFORMANCE RATING OF VENDOR

Factor	Rating	Comments
Achievement of contract objectives (as per the technical specifications and drawings or terms of reference)		
Achievement of contract objectives (as per the required quantities)		
Achievement of contract objectives (as per the agreed time limits)		
Quality of work/supplies/services		
Good faith and cooperative attitude		
Risk management and mitigation measures		
Respect to contractual responsibilities and liabilities		
Litigation and claims-man-ship: the tendency to engage in claims and disputes		
Beneficiary feedback on the vendor (e.g. trainees in training, target groups in awareness, municipality benefiting from construction, etc.)		
Other criteria: …		
TOTAL VENDOR SCORE (average)[9]		

Rating scheme	
1	Do not reengage
2	Failure to
3	perform Below
4	expectations
5	Meet

[9] The Total Score gives an overview of the overall performance of the Vendor; a score of 1, 2 or 3 should raise a red flag and should be justified with the measures taken by the Implementation Unit or Agency during or upon completion if applicable.

4 PERFORMANCE RATING OF KEY PERSONNEL

Name[10]	Client relations	Written communication	Verbal communication	Drive & determination	Job management	Personal effectiveness	Technical competence	Overall
TOTAL PERSONNEL SCORE (Average)[11]								

Rating scheme	
1	Do not reengage
2	Failure to perform
3	Below expectations
4	Meet expectations
5	Exceed expectations

5 REPRESENTATIVES (Technical and Contractual) [12]

Name	
Signature	
Date	

Name	
Signature	
Date	

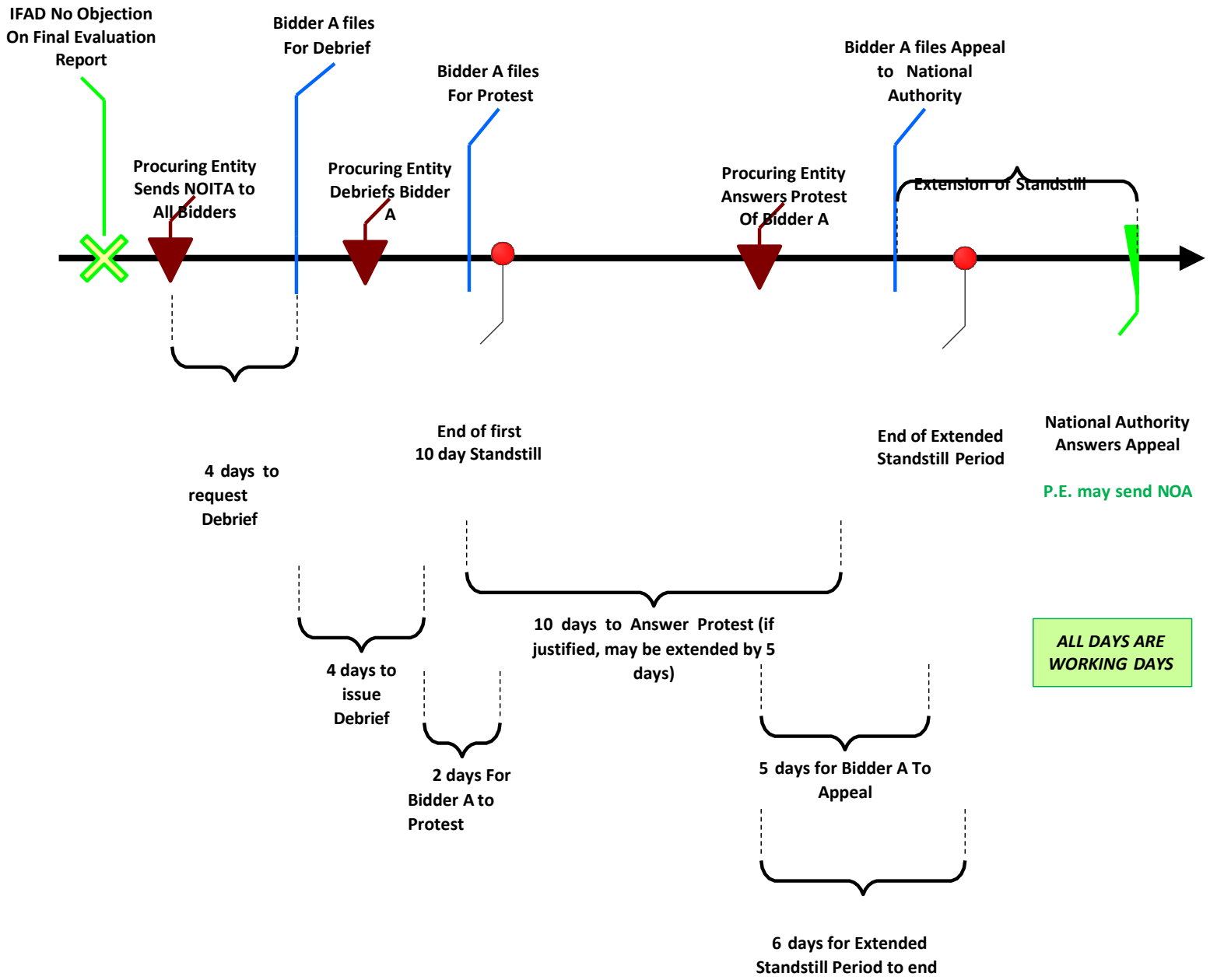
6 APPROVED BY:

Name	
Signature	
Date	

[10] The Key personnel include: Vendor representative or project director; key experts nominated in the contract; other experts not specified in the contract, but were involved in implementation; and (for construction works) staff managing construction.

[11] The Total Personnel Score gives an overview of the performance of the vendor staff on the project; a score of 1,2 or 3 should raise a red flag and should be appended with clarifications on what measures were taken during implementation or upon completion, if applicable.

Annex 7: Debrief, Protest and Appeal Timeline



Annex 8: TERMS OF REFERENCE

PROCUREMENT SPECIALIST

Job Title	**Procurement Officer**
Number of Persons	1
Reporting To	PIU CIIP/CEP Director
Subordinates	TBD
Job Description	The Procurement Officer will manage the following tasks: - Review and update (at least once annually) the procurement strategy - Review and provide updates on the PIM as necessary - Coordinate No objections on all procurement matters through IFAD OPEN portal - Participate in AWPB preparation and provide relevant feedback relating to packaging, classification, cost estimation, scheduling, etc. - Prepare the PPs based on approved AWPB; PPs will be prepared through OPEN - Review specifications, requirements, terms of reference, schedules of requirements, etc. to ensure fitness-for-purpose, competitiveness, value-for-money, alignment with needs, alignment with expected quality, etc. - Prepare announcements, prequalification/shortlisting documents and bidding documents using templates specified in the PIM - Manage the advertising process including receipt and answering of clarifications, issuance of addenda and management of pre-bid meetings and site visits - Sit in opening and evaluation committees and ensure compliance with evaluation criteria, bidding requirements, and PIM provisions - Lead on communication with bidders (in writing) soliciting clarifications on their bids - Lead on the preparation of shortlisting, prequalification, and evaluation reports - Prepare draft contracts, minutes of discussion, minutes of negotiation, etc. - Lead on the receipt and resolution of debrief requests and procurement complaints; prepare debrief and complaint resolution reports - Oversee the contract signature process by competently authorized persons - Oversee contract period implementation from a contractual perspective including commencement, completion, change management, payment, guarantees, insurances, warranty, etc. - Review and clear payment requests and prepare necessary documentation for processing - Review and clear change orders or amendments and prepare necessary documentation for signatures - Ensure accurate and all-inclusive documentation archiving with indexing for ease of retrieval electronically - Contribute to audits, support missions, supervision missions, MTRs, and completion missions and provide necessary documentation - Participate in IFAD-sponsored and other training initiatives on procurement, contract management, etc. - Other tasks as may be assigned by the Project Manager

Job Requirements	a) Bachelor's degree in engineering, business, public administration, management, or a related field (5 points) b) Preference for engineering degree (3 points) c) Preference for a master's degree in procurement management, project management, contract management, or construction management (2 points) d) At least 10 years of general professional experience in one or more phases of project execution (10 points) e) Preference for experience in donor-funded projects (5 points) f) At least 5 years of experience in public or donor-funded procurement in Tajikistan (25 points)

	g) Preference for experience in IFAD, World Bank, or African Development Bank (5 points) h) Very good knowledge of the Tajikistan Laws and Regulations on procurement (10 points) i) Possess the following competencies: • Highest levels of ethical standards including a deep understanding of integrity requirements, corruption red-flags, etc. (10 points) • Analytical and problem-solving skills including creative thinking and strategic planning (10 points) • Perfect command of English and Russian (5 points) • Efficient and effective communication skills in both languages (orally and in writing) including the use of computer-aided tools (10 points)
Selection Process	The selection will follow IFAD-sanctioned selection mechanism and will include among others: - CV evaluation (criteria a to h): passing score is 45 out of 65 points - Written Exam: passing score is 70% (exam to be cleared in advance by IFAD) - Interview: for candidates that pass the CV evaluation and written exam, interviews will be held using the criterion (i) above. Passing score is 24/35. - When the staff is recruited as a consultant (ICS), the top ranked applicant will be invited to submit a proposal which will be subject to evaluation and negotiation. - Selection of procurement staff is always subject to prior review.

Annex 9: PROJECT PROCUREMENT STRATEGY

Project Overview

Country:	**Republic of Tajikistan**
Project Full Name and Number:	**Access to Market and Adaptation for Livestock (AMAL) Project**
IFAD Loan / Grant amount ($):	**TBA**
Loan/Grant Number:	**TBA**
List of Key Components:	Component 1: Improving Livestock Productivity and Climate Resilience Component 2: Market Access, Enterprise Development, and Improved Nutrition Component 3: Enabling policy environment and project management The project goal is to improve livelihoods and conditions of livestock small holders and pastoral communities in rural Tajikistan in alignment with the overarching objectives of the National Development Strategy. The development objective of the project will be to increase incomes, nutrition and resilience through more productive livestock-related, climate-adapted, and inclusive livestock value chains. AMAL will target women and be nutrition sensitive, youth sensitive and be geared towards climate adaptation and mitigation. The key outcomes expected from the project are: (i) Livestock agroecosystems are more resilient, productive and inclusive; (ii) Rural incomes, employment and nutrition are enhanced; (iii) A national livestock strategy guides the sustainable development of the sector. The AMAL project will be implemented in 15 districts in the Oblasts of Khatlon, Sughd and the Districts of Republican Subordination (DRS). The selection of the districts and villages is based on district area, population size, levels of climate vulnerability and poverty, numbers and livestock population. Districts with a predominantly rural population, strong reliance on animal husbandry, and heightened exposure to climate-related risks were prioritized. Where data was available, poverty incidence and the presence and extent of pastureland were also factored into the targeting process to sharpen its focus. AMAL will undertake village level investments in 100 villages whereas district level investments and services will be provided to villages in all 15 districts. A phased approach is being adopted for geographical targeting given that there is expected to be a time lag of between 12 to 18 months between the Entry into Force of the IFAD financed AMAL (Q3-4 2026) and AMAL-Adapt's Entry into Force (Q2 2027) financed by the AF. The Adaptation Fund has very clear guidelines

	regarding the financing of its activities independently. Therefore, the proposed phasing of the project would be as follows: **Cluster 1 (IFAD-funded):** activities will launch immediately upon IFAD approval. Coverage will include: • **Khatlon:** Dushti, Nosiri Khusrav, Shahritus, Qubodiyon (all components). • **Sughd:** Devashtich, Spitamen, Shahriston, Bobojon Gafurov, Asht, Kohistoni Mastchoh (Activities under Components 1.3 and Component 2). • **Districts of Republican Subordination (DRS):** Lakhsh, Nurobod, Rasht, Sangvor, Tojikobod (Activities under Components 1.3 and 2). **Cluster 2 (AF-funded, from 2028):** Upon AF approval, activities under Components 1.1 and 1.2 will expand from Khatlon to: • **DRS:** Lakhsh, Nurobod, Rasht, Sangvor, Tojikobod. • **Sughd:** Kohistoni Mastchoh

Contents

1. Project Overview 40

2. List of Major Procurements under the Project 43

3. Overview of Country, Borrower and Marketplace 43

a. Operational Context 43

i. Governance aspects 43

ii. Economic Aspects 45

iii. Sustainability Aspects 47

iv. Technological Aspects 48

v. Key Conclusions of Operational Context analysis and IFAD-PRM Part A 49

b. IA Capability Assessment 50

i. Experience 50

ii. Need for hands-on support 51

iii. Contract management capability and capacity 51

iv. Complaints management and dispute resolution systems 52

v. Key Conclusions of I.A. Analysis and IFAD-PRM Part B 52

c. Market Analysis 53

i. Market sector dynamics 53

ii. Financial 54

iii. Procurement trends 54

iv. Key Conclusions of Market Analysis relevant to this contract 54

4. Procurement Risk Analysis for abovementioned contract/group of similar contracts 57

5. Procurement Objectives (related to the 5 Rs)… 61

6. Recommended Procurement Approach for the Major Contracts in the Project 61

7. Preliminary Procurement Plan 76

1. List of Major Procurements under the Project

Works	W.1 Works for small scale slaughterhouses W.2 Works for one vet post and quarantine facility in Spitamen
Goods	G.1 Provision 8 mobile vet laboratory equipment G.2 Animal identification system including capacity development G.3 Liquid Nitrogen machine
Services	S.1 Feasibility study for village selection/ diagnostic S.2 Hiring an NGO - community facilitators
Grants	Gr.1. Community action plans for Khatlon -implemented by IFAD Gr.2. Community action plans for Khatlon -beneficiary contribution Gr.3. Community action plans for DRS/RRS-implemented by AF Gr.4. Community action plans for DRS/RRS-beneficiary contribution Gr.5. Community action plans for Sughd-implemented by AF Gr.6. Community action plans for Sughd- beneficiary contribution

2. Overview of Country, Borrower and Marketplace

a. Operational Context

i. Governance aspects

Political Situation	Tajikistan is a landlocked country with China to the east and Afghanistan to the south. Its population is estimated to be 9,313,800 people in 2020, 74 per cent of which live in rural areas. It is the poorest country among the former Soviet republics, with per capita GDP estimated at US$ 874 in 2020. GDP was US$ 8.117 billion in 2019, of which 20 per cent was from the agriculture sector. The country's economic base is dominated by the production of aluminum and cotton (Tajikistan's main export commodities) supplemented by remittances from Tajik nationals working abroad, which represents 28 per cent of the GDP. The agricultural sector contributes almost 20 per cent to the national GDP and provides 61 percent of the country's employment. However, the COVID-19 pandemic has had a significant adverse impact on the national economy, with the real GDP growth slowing to 4.2 per cent in the first nine months of 2020 (compared to the 7.2 per cent growth in the previous year). Tajikistan agriculture comprises two broad farming systems: upland areas - characterized by wheat, potatoes and horticulture along with rainfed pasture, while irrigated cotton and wheat dominate in lowlands. Despite its critical importance, the agricultural resource base is characterized by limited arable land and a lack of investment in infrastructure, farm machinery and agricultural equipment. Livestock is a key part of the agriculture sector. However, the ability of livestock farmers to optimize the use of pastures is constrained by many problems, such as a lack of technical knowledge among small livestock holders, poor governance arrangements on pasture management, inefficient management of community livestock, shortage of feed during winter months, environmental degradation, and lack of access to good-quality fodder seed. Despite rapid growth in recent years, Tajikistan's economy remains fragile due to uneven implementation of structural reforms, weak governance, widespread unemployment, seasonal power shortages and a heavy external debt burden. Tajikistan has however done a remarkable job in reducing poverty over the years, which fell from over 83 per cent in 2000 to about 26 per

	cent in 2020. While Tajikistan has seen progress in reducing poverty, the country remains in 125th place in the global ranking. Poverty is higher in rural areas, which are home to 73 per cent of the country's poor people. It is the most vulnerable country in Central Asia with regard to food security: one-third of its population suffers from undernourishment. Because mountainous terrain compels people to congregate in its valleys, Tajikistan's population density is about 488 people per square kilometer of arable land – one of the highest ratios of people to arable land in the world. Unusually, Tajikistan's rural population is increasing rather than decreasing. This reflects a higher fertility rate in the countryside and lack of employment opportunities in urban centers. With over half the country at an altitude of 3,000 meters or more, much of Tajikistan's geography is extremely challenging for sustainable farming. Mountainous terrain divides the country and makes travel and transport extremely difficult, limiting internal and external trade.
Bureaucracy	Government structure: Tajikistan is a presidential republic with a central government and several layers of local authorities (districts and cities). Many public services are administered by line ministries and local executive bodies. Like many post-Soviet systems, bureaucratic processes can be centralized, paperwork-intensive, and sometimes slow. Public service delivery is often paper-based at local levels, though reforms and digitization have been progressing. Reforms in motion: efforts have been made to streamline procedures, digitize some services, and improve transparency, but implementation varies by ministry and region. Corruption risk exists in some areas, especially in licensing, permits, and non-core services.
Law Enforcement	The most recent World Bank data from 2023 places Tajikistan at -1.28 points on a scale of approximately -2.5 (weak) to 2.5 (strong). This is a decrease from the 2022 score of -1.26 and is historically low, with the average score for Tajikistan between 1996 and 2023 being -1.25.
Relevant Legislation	Tajikistan has recognized public procurement as a key tool for combating corruption in investment projects and state-owned companies, through government strategies focused on ensuring transparency, clear regulations and automation of procurement processes (in the framework of the NDS-2030 and RPS 2021-2025 1). It is expected that by 2025, 90% of all public procurement will be carried out through a single e-procurement portal, and the share of open procurement by this time will be 70%. The centralized system of public procurement has been actively developing in recent years. Key achievements in this field include: • the main provisions and instructions for the functioning of a centralized procurement system have been developed and are available to the public, • legal conditions have been established for decentralizing procurement, expanding the coverage of public procurement procedures and methods, developing the e-procurement system, developing mechanisms related to complaints, consultations, etc. 2 ; • a single public procurement regulator has been created and is functioning in the form of the Agency for Public Procurement of Goods, Works and Services under the Government of the Republic of Tajikistan (AGZTRU), which carries out public procurement reform, as well as unified coordination and monitoring of procurement procedures in the country 3 ; • a central national e-procurement platform is being developed (http://eprocurement.gov.tj/) and the volume of public procurement through the e-procurement system is growing every year.

Procurement Law	Tajikistan's public procurement law, also known as the "Law on Public Procurements," of March 15, 2023 No. 1955, as amended on May 14, 2025 establishes a single system for government purchases of goods, works, and services using public funds. Its main goals are to ensure efficiency and economy, foster competition, and promote transparency and fairness in the procurement process. The law regulates procurement across the country, with some exceptions for national defense and security.

ii. Economic Aspects

Growth	Over the last decade, Tajikistan experienced economic growth rate averaging above 7.1%. The economy grew by 8.4 % in 2024, driven by remittance inflows. Strong growth, higher wages, and international remittances helped reduce the number of people living in poverty from 32% of population in 2009 to an estimated 9.1% in 2024 (at the international poverty line of $3.65 a day). By national standards for poverty measurement, 20.4% of the population were living in poverty in 2023. Despite significant progress, Tajikistan remains vulnerable to external shocks due to its dependency on remittances, an undiversified economy, and high risk of debt distress. Remittances amounted to about 49% of GDP in 2024, driving private consumption and financing imports. Tajikistan has enormous growth potential due to a young and growing population as well as its potential in sectors like agriculture and food processing, water and hydropower, mineral resources, and tourism The Government of Tajikistan has set an ambitious target—to more than double or triple domestic incomes between 2016 and 2030—which will require a new growth model centered around a dynamic private sector. Boosting growth and jobs requires structural reforms, improved competition, investment climate, and access to finance, energy sector efficiency, trade, transport and digital connectivity, and human capital development.
Inflation	Tajikistan's annual inflation rate rose by 3.1% in August 2025, easing from a downwardly revised 3.4% in the previous month. This marked the lowest reading since September 2024. Inflation Rate in Tajikistan averaged 9.26 percent from 1999 until 2025, reaching an all time high of 60.60 percent in December of 2000 and a record low of 0.40 percent in January of 2009.
Exchange Rate	Below are the plots of the US$ to TJS for 5-years and for 1-year (source: https://www.google.com/finance/); however, there is a possibility for a higher exchange rate in the parallel market.

	 
Imports	Tajikistan primarily imports machinery, energy products (like oil and gas), consumer goods, and food, especially grains and flour. Key import partners include China, Russia, and Kazakhstan, which supply the majority of these goods. Other significant imports are steel, automobiles, and construction-related materials. Imports in Tajikistan decreased to 1854942.40 USD Thousand in the first quarter of 2025 from 1,960,116.50 USD Thousand in the fourth quarter of 2024. Imports in Tajikistan averaged 1,638,075.86 USD Thousand from 2023 until 2025, reaching an all time high of 1,960,116.50 USD Thousand in the fourth quarter of 2024 and a record low of 1,234,824.80 USD Thousand in the first quarter of 2023.
Market Competition	Although Tajikistan has the legal and institutional framework necessary for a functioning market economy, only some segments of the economy feature genuine market competition. Legislative and procedural rules regulating market competitiveness are unreliable and frequently ignored. Price fixing, state subsidies and endemic corruption continue to shape the domestic economy. There is significant state intervention in the agricultural sector, which employs approximately 60% of the labor force and generated about 25% of GDP in 2021. The intervention is especially notable in the cotton sector, which represents around 60% of agricultural production and about 8% of exports (as of 2020). This intervention seems to specifically aim at safeguarding the interests of influential businessmen associated with the ruling elite. However, agricultural reforms since 2014 have brought about changes in the cotton sector, indicating a stronger

	emphasis on the commercialization of agriculture in Tajikistan, following in the footsteps of neighboring countries' reforms. While the ruling elite is hesitant to relinquish control over key resources, cotton farmers now have the ability to select their buyer and independently negotiate the sales price or choose to forgo cotton cultivation altogether.
Doing Business	In the 2024 Global Innovation Index (GII), Tajikistan ranked 107th globally and showed the most progress among its peers in certain IP-related indicators. Its main innovation strengths were identified as utility models by origin, labor productivity growth, and low-carbon energy use. The country's overall ranking and progress are also noted in the context of changes to the GII model and data availability for the year.
Employment & Labor	Over the last decade, Tajikistan has steadily reduced poverty. International migration, an alternative livelihood option, has been a major driver of this economic advancement. Migration eases the pressure of unemployment and contributes to the foreign currency reserve. In 2019, Tajikistan received $2.7 billion as remittance, equivalent to 33.4% of gross domestic product (GDP). The Tajik economy is not creating enough jobs for its rapidly growing labor force. Every year about half a million Tajiks leave the country for overseas employment, the majority of them male (85.5% in 2019) and short-term seasonal migrants (75%). Migrants are primarily from rural areas (85%) and young (85% between 15 and 44). The Russian Federation is the major destination country for Tajik migrants (97.6% in 2019). Longstanding ties from the Soviet era, language commonalities, migrant networks, signifi cant wage diff erentials, as well as visa-free and on-arrival visa options make the Russian Federation a popular choice. A majority of migrant men work in the construction sector mainly as unskilled laborers, while migrant women are in the service sector. Although most migrants leave Tajikistan legally, some of them become irregular for various reasons, ranging from minor administrative to serious off enses (in December 2019, the number of migrants in the reentry ban list of the Russian Federation was 267,324).

iii. Sustainability Aspects

SDG Ratings	In recent ratings, Tajikistan ranks 88th out of 167 countries in the 2025 SDG Index, with an overall score of 68.27. The country's performance is mixed, with progress in some areas but significant challenges in others, requiring urgent attention to improve social protection, sustainable agriculture, and inclusive education facilities. Tajikistan also has a national SDG tracker to monitor progress across 127 indicators.
Social Protection	Tajikistan's social protection system aims to modernize and improve its coverage, though it faces challenges like a large informal sector and underfunding. The government adopted the National Strategy for Social Protection until 2040, which focuses on institutional modernization and better support for vulnerable populations. Key programs include the Targeted Social Assistance (TSA) program, which supports over 220,000 households, and ongoing efforts to align social protection with employment policies.
Vulnerable Groups	Vulnerable groups in Tajikistan include children, women, the elderly, ethnic minorities, people with disabilities, the unemployed, and rural populations. These groups face challenges such as poverty, food insecurity, limited access to education and healthcare, and discrimination. Vulnerability is also increased by external shocks, gender-specific issues like heat stress for women in agriculture, and structural barriers in employment and public life.
Local Practices & Standards	Tajikistan is actively implementing environmental sustainability practices, particularly within its "green economy" framework. This includes developing strategies for sustainable agriculture, resource management, and renewable energy, as well as promoting waste management and green tourism.

Waste Management	Waste management in Tajikistan faces significant challenges, including poor handling of household and industrial waste, a lack of recycling infrastructure, and an increase in landfill volume. The government is working with international partners to improve the situation, with a focus on specific areas like e-waste and medical waste, though challenges remain due to funding limitations and the need for better regulation.
Relevant Legislation	Tajikistan has developed during last decade most of the needed environmental laws and Regulations. Air quality · Law on Air Protection · Law on Hydrometeorological Activity Mineral resources · Law on Mineral Waters · Water Code Land management · Land Code · Law on Land Administration · Law on Land Valuation Forests · Forestry Code Animals and factories · Law on Protection and Use of Animals · Law on Protection and Use of Factories · Law on Fishery, Fisheries and on the Protection of Fish Resources · Law on Factories Quarantine Health and safety · Law on Securing Sanitary and Epidemiological Safety of the Population · Law on Veterinary Medicine · Law on Salt Iodization · Law on Quality and Safety of Food · Law on Industrial Safety of Hazardous Installations · Law on Radiation Safety Waste and chemicals management · Law on Production and Consumption Waste · Law on Production and Safe Handling of Pesticides and Agrochemicals

iv. Technological Aspects

Internet and Digital Divide	Tajikistan's internet and digital divide is characterized by significant gaps, particularly between urban and rural areas, with about 24% of school-age children lacking home internet access and a substantial portion of the population remaining offline. Challenges include limited digital investment, high connectivity costs, and geographical obstacles like mountainous terrain and lack of landlocked cables, although initiatives like the World Bank's project aim to address this through infrastructure improvements and digital skills training.
Technological Advancement	Tajikistan's technological advancement focuses on digital transformation, with initiatives in artificial intelligence (AI), e-commerce, and digital infrastructure. The country is establishing a Regional Center for AI for Central Asian countries, has approved a national strategy for AI development until 2040, and is supported by projects like the World Bank's "Tajikistan Digital Foundations Project" to improve digital skills and public services. This is driven by government initiatives, public-private partnerships, and international cooperation.

Access to Information	Access procurement information in Tajikistan through the official e-procurement portal at zakupki.gov.tj, This site supports the electronic procurement process and provides information on tenders. Also, such information is available at the World Bank's procurement pages, and international tender aggregators like TajikistanTenders or Tender Impulse.
R&D	Research and Development (R&D) in Tajikistan is limited, with R&D expenditure at approximately 0.09% of GDP in 2020. The country faces challenges like a weak business environment and infrastructure, but is working to improve R&D through partnerships with international organizations like the World Bank and the EBRD. Key R&D areas include sustainable development, green economy, and strengthening the private sector.
Innovation	The Global Innovation Tracker 2025 shows what is the current state of innovation in Tajikistan, how rapidly is technology being embraced and what are the resulting societal impacts. For Tajikistan, 4 indicators have improved in the short-term and 2 indicators have worsened.

v. Key Conclusions of Operational Context analysis and IFAD-PRM Part A

Impact of Operational Context on Project Procurement	
Governance	Heavy bureaucracy and delays in law enforcement are major governance issues identified. The effectiveness of complaints handling, audit and performance review functions is not evident in presence of multiple agencies.
Economic	Inflation, currency devaluation/stability, and import restrictions are key economic issues facing the project.
Sustainability	Project procurement will need to ensure SECAP compliance.
Technological	The digital divide and the limited internet connectivity in rural areas are the primary issues. Innovation through procurement can be enhanced if PIUs engage in innovation driving measures.

Summary of Key PRM Issues (Part A)

- Project Procurement is affected by a number of institutional aspects such as decentralization, ability to apply donor rules, use of e-tenders, and the role of central control, audit and complaints bodies.
- Procurement risks relate mainly to publicity and access to the e-procurement platform. Training initiatives are not sufficient, and there is no public data or reports on procurement monitoring.
- National SPDs are not complete and exhibit some deviations from IFAD's minimum standards.
- The procurement market is well-functioning; however, there is no involvement of civil society. Strategic planning in procurement is almost consistently absent.

b. IA Capability Assessment[14]

The Ministry of Agriculture will be designated as the Lead Project Agency (LPA), with implementation responsibilities for AMAL and AMAL-Adapt shared with the Committee on Environmental Protection (CEP) and other agencies as agreed with the GOT. The Ministry of Finance (MoF) and the Committee on Environmental Protection (CEP) will establish Project Implementation Unit offices in Dushanbe and at

the district level for village level activities immediately after approval of the Financing Agreement. A Project Steering Committee (PSC) will be issued, and staff and technical specialists recruited within the first quarter. All project staff positions will be advertised and filled with the support of an international recruitment company. The MoF and the CIIP-CEP will oversee the recruitment of PIU staff.

The implementation arrangements proposed ensures efficient execution while maintaining strategic oversight and policy alignment with the main mandates of the different partners in the country. The implementation arrangements will be fully in line with IFAD General Conditions for Agricultural Development Financing, whereby the LPA bears overall responsibility for project execution, including:

- Oversight of Annual Work Plans and Budgets (AWPBs).
- All implementing partners will provide their plans and budgets to LPA which will consolidate them for further approval from the PSC and IFAD.
- Ensuring due diligence, efficiency, and compliance with all technical, financial, environmental, and social standards.
- Overseeing coordination among all project parties.
- Monitoring and reporting on project implementation and results.

i. Experience

PPS	The PIU/CIIP-CEP has no experience in preparation of PPS. Planning experience is sufficient to AWPB and PP preparation.
Works	The PIU/CIIP-CEP is very well experienced with the types of works planned for , as it has experience working with IFAD through several projects such as CASP, CASP+. The majority of procurement for works was based on local competition regardless of whether the procurement method was international or national. Procurement adopted was predominantly based on ad-measurement methodology with lowest price award method. The PIU/CIIP-CEP has had a passive approach to SECAP; experience in customizing SECAP into qualification criteria, evaluation criteria, contract terms, and contract management is limited.
Goods	Previous projects relied on internal resources to specify the requirements of vehicles and agricultural equipment. The PIU/CIIP-CEP is expected to have the requisite experience in such procurement.
Services	The PIU/CIIP-CEP is also has precious experienced with recruitment of design and supervision consultants; however, the use of QCBS is limited and the majority of such awards was based on ICS or CQS basis. For baseline/impact studies, the PIU/CIIP-CEP also has experience of such activities.
Grants	The implementation of grants in previous projects in IFAD relied on targeting that was based on extensive presence in the field, meetings with potential beneficiaries, screening and evaluation.

[14] If I.A. staff have not yet been nominated, the analysis can be based on Borrower organization and a PIU within the Borrower that will likely manage the procurement.

ii. Need for hands-on support

PPS	The PIU/CIIP-CEP is receiving support in PPS preparation in line with the IFAD's Procurement Manual; the PIU/CIIP-CEP may require support in updating the PPS based on evolving needs. Furthermore, the PIU/CIIP-CEP requires support in packaging procurement activities that are of similar nature.
Works	The PIU/CIIP-CEP will require support from IFAD in addressing rated-criteria evaluation and in procurement of extensively packaged procurement (large volume). The PIU/CIIP-CEP needs hand-holding in the design of SECAP requirements in a customized and fit-for-purpose manner. For managing the risks of price fluctuation, currency devaluation, imports, etc. the PIU will require continued support.
Goods	The PIU/CIIP-CEP has experience in preparing specifications for routine equipment and goods. Where complicated goods are required, support in drafting specifications may be needed. If rated criteria or Life Cycle Costing (LCC) will be used, support in elaborating the criteria is needed as well as support in evaluation.
Services	The PIU/CIIP-CEP requires assistance in packaging design and supervision consulting services awarded using QCBS (TOR and evaluation criteria). The same applies for TORs for feasibility, ESIA, baseline and impact studies and, to some extent, TOR for audit services.
Grants	The procurement plan following IFAD's template shall be prepared for each Grant proposal and it should reflect the contract packages and lots, the estimated cost, the procurement methods, the schedule for the implementation of each package, etc. The PIU/CIIP-CEP will ensure elaboration and implementation of training programme for implementing partners to ensure that all procurement activities are carried out in full compliance with IFAD Project Procurement Guidelines and Procurement Handbook.

iii. Contract management capability and capacity

Works	Despite extensive experience in managing similar works contracts, CM challenges are persisting over the past few years; these include currency fluctuation; import restrictions; challenges in opening credit facilities (guarantees, L/Cs, etc.); payment issues, etc.
Goods	Management of goods procurement is pretty straight forward and the PIU/CIIP-CEP has the requisite capacity; exceptions include handling complex issues such as handling adjustment, currency devaluation, opening L/Cs, etc.
Services	Managing consulting services has been smooth previously especially when services are rendered by ICs. The same applies to firms to a large degree; however, the PIU should plan better for managing time-based consulting contracts (management of timesheets, Reimbursable expense, payments, etc.).
Grants	Managing grant contracts require, firstly, to have a contract signed with beneficiaries assigning roles and responsibilities. This is needed regardless whether the grant is in-kind or monetary. It can be based on a very simple template for very low-value grants. Grant's management requires proper documentation including, but not limited to, delivery receipts to end-users, transmission of warranty benefits, etc.

iv. Complaints management and dispute resolution systems

Presence of Systems in Law	In accordance with Article 60 of PPL, Suppliers and consultants through the web portal have the right to apply in the appropriate manner to the procuring entity, the Interdepartmental Board of Grievances or the court for appealing a decision or actions (inactions) of the procuring entity.
Effectiveness of Systems	The Interdepartmental Board of Grievances is established for conducting timely and independent handling complaints, the provision and team members of which is approved by the Government of the Republic of Tajikistan. The Interdepartmental Board of Grievances or the court handle appeals and makes an appropriate decision in the appropriate manner specified by the legislation of the Republic of Tajikistan.
Independence of Systems	The Interdepartmental Board of Grievances does not have a complete autonomy from the rest of the system, to ensure that its decisions are free from interference or conflict of interest.
Statistics (if available)	There is limited statistical data at the national level.

v. Key Conclusions of I.A. Analysis and IFAD-PRM Part B

Strengths	**Weaknesses**
- Strong previous experience in similar works - Competent and experienced technical staff and engineers - Well-experienced Procurement Staff in previous IFIs projects	- Limited capacity to manage heavily packaged works and complex services' procurement - Limited experience in integrating SECAP fully in procurement - Absence of strategic planning experience - Limited competence in advanced Contract Management Aspects
Opportunities	**Threats**
- Strong government support to the project - Extensive contractor-base interested in bidding - Reliance on IFI-experienced PIU staff	- Currency fluctuation and price hedging - Limited interest of farmers in grants/loans

Summary of Key PRM Issues (Part B)

- PIUs staffing is a critical issue and IFAD or donor-funded experience is important. Ability to embrace strategic procurement planning and complex procurement is of critical importance.
- Absence of procurement certification and robust national training programs, and the general reliance on outsourced consultants pose the risk of limited organizational learning.
- Contract management and SECAP monitoring pose key challenges affecting project outcomes.

c. Market Analysis[7]

i. Market sector dynamics

Works	As of 2023-2024 estimates, Tajikistan's construction market was valued at around $1.5-2 billion annually, representing about 10-15% of the country's GDP (which stood at approximately $10-12 billion in 2023). Growth has been inconsistent, averaging 5-8% annually in the post-COVID recovery period (2021-2024), driven by government investments and foreign aid. Rapid urbanization (Tajikistan's urban population grew from 27% in 2010 to about 30% by 2024) has spurred housing demand, especially in Dushanbe, the capital. However, affordability remains a challenge due to low incomes (average monthly wage ~$150-200). Government programs like subsidized housing for low-income families have helped, but informal settlements persist. China is the largest investor, contributing over 50% of foreign direct investment (FDI) in construction via BRI projects. Other players include Russia, Iran, and multilateral organizations like the World Bank. FDI in infrastructure reached about $500 million in 2023. Frequent energy shortages (especially in winter) and water scarcity impact project timelines. The mountainous terrain increases costs for materials and logistics. Skilled labor shortages are common, with many workers migrating abroad. The sector relies on informal employment, leading to safety issues and low productivity. Climate change poses risks like landslides and floods, while weak enforcement of building codes contributes to substandard construction. Tajikistan's vulnerability to earthquakes (it's in a seismic zone) necessitates resilient designs, but implementation lags. Rising costs for imported materials (e.g., steel, cement from China and Russia) have been exacerbated by global inflation, with construction material prices up 20-30% in 2022-2023. Sustainable and Green Construction: With international pressure for eco-friendly practices, there's potential in renewable energy projects (e.g., solar and wind alongside hydropower). Tajikistan aims to increase renewable capacity to 30% by 2030 under its National Development Strategy. Digitalization and Technology: Adoption of Building Information Modeling (BIM) and modern equipment is low but growing, especially in foreign-funded projects. This could improve efficiency.
Goods	Tajikistan imports about 80-90% of its goods, with exports (mainly aluminum, cotton, and electricity) covering only a fraction of needs. The market is small and import-dependent, valued at around $4-5 billion in imports annually (as of 2023). Availability varies significantly between urban areas like Dushanbe and rural regions, influenced by infrastructure, borders, and seasonal factors. In Tajikistan, obtaining Letters of Credit is feasible but challenging due to the banking sector's limitations. The NBT regulates forex operations, and the system is influenced by low liquidity, currency controls, and external pressures.This has caused a limited competition for goods procurement (vehicles, agricultural equipment) and in works with intensive-goods procurement.
Services	There is a market for design and supervision consulting firms in Tajikistan, they have experience with IFAD-financed projects, it is expected to have sufficient competition level for design and supervision services under AMAL. Concerning surveys (baseline, impact, etc.), previous experience shows limited competition and experience although Tajikistan received extensive donor funds that require such types of surveys.
Grants	The market for beneficiaries of credit/loans is not mature in absence of previous successful and sustainable schemes. Beneficiaries of grants and matching grants are expected to be plenty given a proper visibility and support to grant applicants.

[7] *With reference to the major procurements identified at the beginning of this PPS.*

ii. Financial [8]

Works	Works are typically priced based on pre-established bill of quantities developed by consultants and with a confidential cost estimate prepared by a competent entity.
Goods	Prices for goods depend a lot on the source of raw material and goods' origin. Material sourced from outside are paid in foreign currency which is challenging to secure in advance by suppliers. Suppliers have been witnessed to excessively price such goods (30-70% higher) to mitigate for time value of money and currency devaluation. On the contrary, goods that are predominantly based on local raw material and local origin may be more competitive.
Services	Consultancy pricing in Tajikistan is limited. Very few foreign consultants or consulting firms participate or win contracts in IFAD-funded projects.
Grants	Grants' amounts (in-kind or cash) are predominantly decided at design based on prevailing market prices, ceiling caps and CosTAB allocations.

iii. Procurement trends[9]

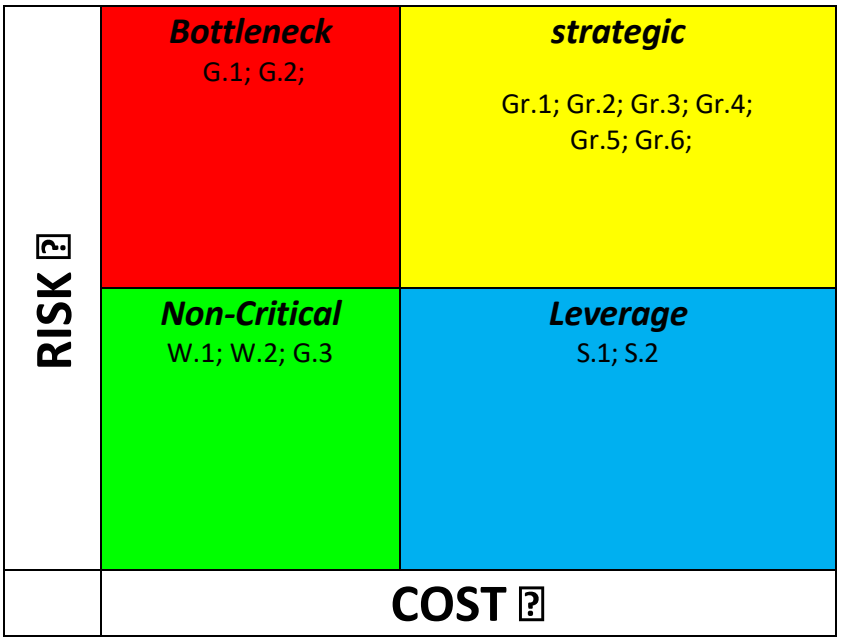
Works	ICB and NCB predominantly; one envelope; lowest price; post qualification. With this approach, the majority of similar contracts were awarded within the set budget and cost estimate.
Goods	Agricultural equipment: ICB, NCB, Shopping; one envelope for ICB; lowest price; post qualification.
Services	Design/Supervision: CQS that needs to be changed to QCBS due to importance of featuring competition and comparison of various technical offers. Feasibility and ESIA: CQS which may also be used if the budget and threshold allow; otherwise QCBS will be used. Baseline/Impact Surveys: CQS for each. Audit: LCS, QCBS and SSS: QCBS will be used for the first award. Subsequently, SSS may be used for an extension of one year. Staffing: ICS and SSS: ICS will be used for initial recruitment; SSS for seconded staff and renewal of contracts of staff.
Grants	Targeting is used previously, but the PIU will need to adopt a more structured and transparent approach similar to the competitive single-stage CfP approach.

[8] *Cost benchmarks; cost stability; pricing strategies; etc.*

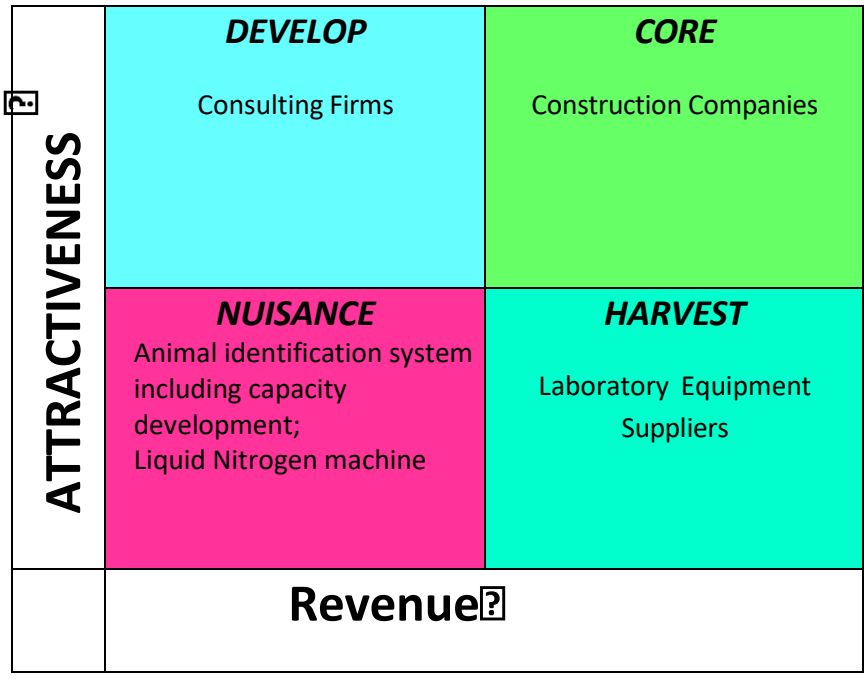
[9] *How were similar procurements managed elsewhere or previously; key terms and conditions; how to maximize VfM; lessons learned from previous experiences in the country; etc.*

iv. Key Conclusions of Market Analysis relevant to this contract

Supply Positioning: The below plot shows the major contracts identified above classified into one of four categories based on their estimates cost and their associated risks (in each block, you can see the contract numbers that fit into that block):



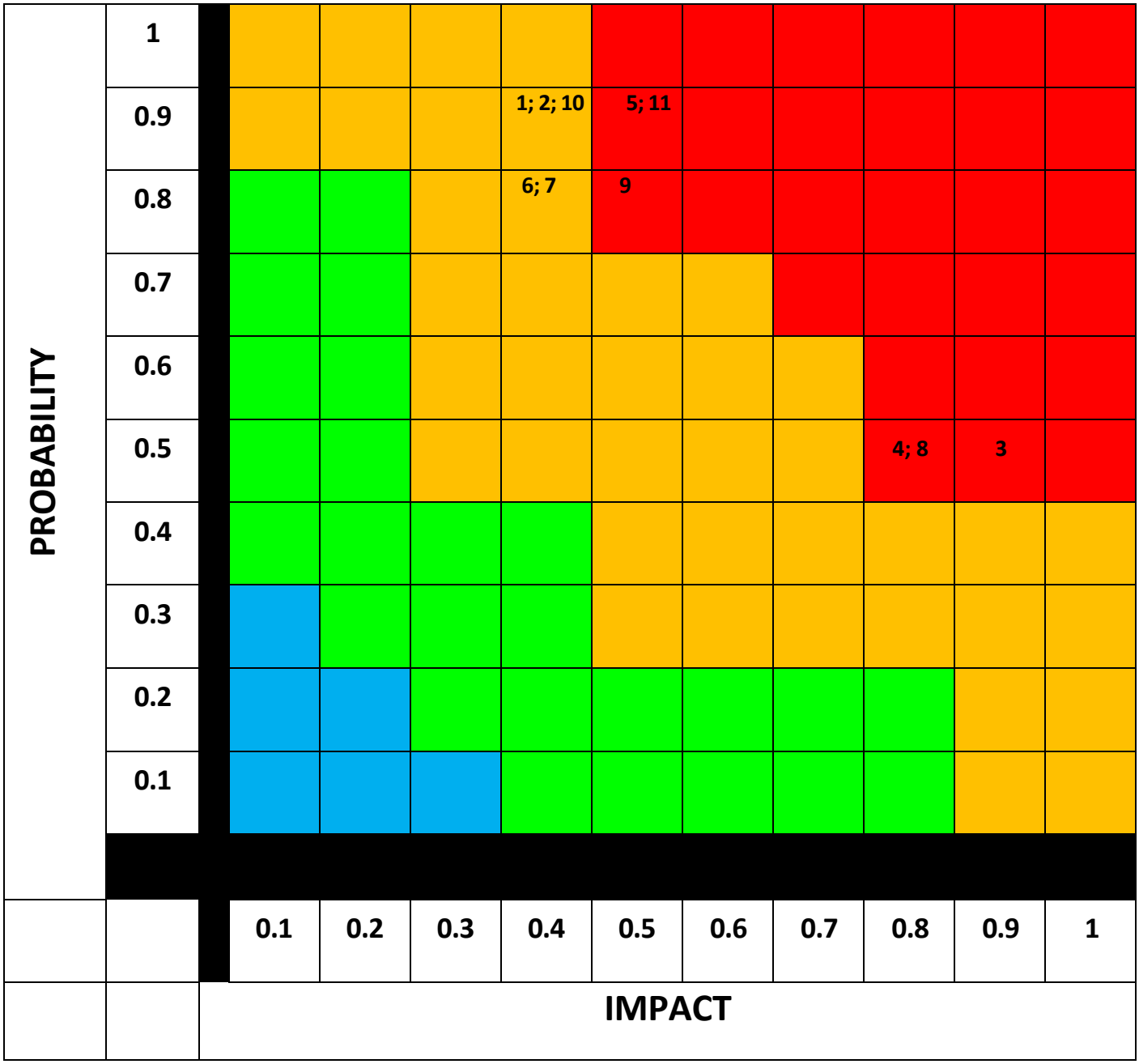
Supplier Preferencing: The below plot categorizes potential bidders in key contracts based on how attractive those key contracts are to them and the expected revenue they are expecting to generate (in each block, you can see the key vendors that fit into that block):



3. Procurement Risk Analysis

Risk Description	A	B	Overall Risk Score (A*B)	Description of proposed mitigation through the procurement process	Risk Owner	Procurement Process Stage	Impact on which Contract(s)
	Likelihood Rating	Impact Rating					
PRE-CONTRACT PROCUREMENT RISKS							
1. Delays in staffing the PIU/CIIP-CEP with critical positions	0.4	0.9	0.36	- Secondment contingency plan	CIIP-CEP	Planning	All
2. Limited experience of PIU staff in IFAD procurement	0.4	0.9	0.36	- Build-Proc certification - Extended start-up training	CIIP-CEP	Planning	All
3. Challenges in developing TORs for critical consulting services (D&S)	0.5	0.9	0.45	- Collaborate with IFAD to develop model TOR - Prior review of first D&S activity	CIIP-CEP	Planning	All
4. Valid complaints and protests	0.5	0.8	0.40	- The eval. report should list all reasons of rejection with due justification.	CIIP-CEP	Evaluation & Award	All
CONTRACTUAL PROCUREMENT RISKS							
5. Currency Devaluation	0.5	0.9	0.45	- Prices quoted in EGP to be adjustable for fluctuation in all contracts	CIIP-CEP	Bidding, C.M.	All
6. Errors in Price Adjustment application	0.4	0.8	0.32	- Eval. Committees to scrutinize coefficients quoted by bidders and adjust reasonably	CIIP-CEP	Evaluation	All Works
7. Inability to justify inexcusable vendor delays	0.4	0.8	0.32	- PIU to require schedule baseline and updates - PIU to monitor and record all delay events - Engineer to have on board a schedule analyst - PIU training on scheduling and delay analysis	CIIP-CEP	C.M.	All

8. Excessive cost over-runs due to economic parameters currency, raw material, etc.)	0.5	0.8	0.40	- Cost estimation should account for inflation - Cost estimate to be updated before launching bids to account for real inflation - Bid Docs. To allow a high percentage for increase and decrease in quantities upon award (30-40%) - Price adjustment to be scrutinized for any manipulation of mis-management possibly through specialized consultants	CIIP-CEP	Bidding, Evaluation, C.M.	All
9. Excessive cost over-runs due to variations	0.5	0.8	0.40	- Works' Designs to be entrusted to reputable and qualified consultants (design review mandatory) - All variations in quantities to be double checked (Engineer, PIU and Acceptance committee) - Contractors to be required to maintain a comparative schedule and not exceed BOQ quantities without prior clearance	CIIP-CEP	Consultant Selection Process Works Bidding and C.M.	All Works
SECAP ISSUES							
10. Improper disposal of excavation and demolition material	0.4	0.9	0.36	- Works contract to specify exact location of disposal - Engineer to monitor and record using pictures and documentation - E&S performance guarantee to be required (3%)	Contractor	Bidding; C.M.	All Works
11. Disruption of agricultural seasons	0.5	0.9	0.45	- Works to be scheduled off-season not to disrupt plantation/harvesting - Commencement orders to be timed properly - Contractors to compensate farmers for damage caused (fees pre-approved by PIU) - E&S performance guarantee to be required (3%)	Contractor	C.M.	All Works


PROBABILITY
1
0.9
0.8
0.7
0.6
0.5
0.4
0.3
0.2
0.1
1; 2; 10
5; 11
6; 7
9
4; 8
3
0.1
0.2
0.3
0.4
0.5
0.6
0.7
0.8
0.9
1
IMPACT

4. Procurement Objectives (related to the 5 Rs)

i. Timely execution of annual plans on schedule and within budget with minimal but justified cost-overruns.
ii. Timely award of grant contracts that are suitably planned to maximize participation and buy-in.
iii. Sustainable provision of goods and works that are of a fit-for-purpose quality and supported by enforceable and effective warranty.
iv. Procurement contributes to the timely and effective attainment of project targets and output/outcome indicators.
v. CIIP-CEP staff have requisite competencies to manage procurement with no mis- procurement, mismanagement, or breach.

5. Recommended Procurement Approach for the Major Contracts in the Project

Contract (or category)	**W.1 Works for small scale slaughterhouses**	
Estimated Cost	US$ 136,340.11	
Attribute	**Selected arrangement**	**Justification Summary/Logic**
Specifications	**Conformance**	Conformance as PIU is well experienced with this type of well-established and mature works.
Sustainability Requirements (SECAP compliance)	**Yes**	- Qualifications: o Presence of an E&S management plan o Staff include E&S Officer o Absence of any breaches to E&S Safeguards in executed contracts - Specifications: o Specify exact location of disposal of debris, excavation material, etc. o Specify exact compensation scheme for disrupted farming o Specify mandatory compliance methods for works respecting SECAP provisions - Contract: o IFAD standard clauses on SECAP o Third Party Liability to be mandatory for all works (unlimited number of accidents)
Contract Type	**A. Traditional** **B. Design and Build** **C. Design, Build, Operate, Maintain** **D. Other:**	The works do not require a high degree of innovation and there are no variances between approaches, material or methods.
Pricing and costing mechanism	**B. Schedule of Rates / Admeasurement**	The contract will be based on a pre-set BoQ with admeasurement quantities
Supplier Relationship	**A. Collaborative**	Previous experience highlights that many contractors have a collaborative relationship with CIIP-CEP .
Price Adjustments	**A. None, fixed price**	N/A
Form of Contract (Terms and Conditions)	State any special conditions of contract	- Commencement: TBD - Delivery: TBD - DLP: 12 months at least (higher for critical equipment components: at least 3 years) - Currency: US$ for foreign contractors; TJS for local expenditure for local contractors - Payment: 10% advance against bank guarantee; bi-monthly payments certified by engineer after deducting 10% advance and retention); 5% retention until end of warranty - Price Adjustment: N/A

		- Engineer: clear role in supervision, directing works on site, clearing submittals, reviewing changes, certifying payment, monitoring comparative schedules, decision on claims, etc. Clear role also for SECAP monitoring and reporting. - Liquidated Damages: 1% per week of contract value up to 10% - Performance Guarantee: 10% of contract amount - Dispute Resolution: amicable followed by arbitration (local if local contractor, and international - with foreign contractor)
Selection Method	**A. <u>Requests for Bids (RFB)</u>**	The PIU will use IFAD SPD for NCB method in line with IFAD requirements: - IFAD's funding - IFAD right to audit - Preservation of documents and details for 3 years after completion - Compliance with IFAD policies - Compliance with SECAP requirements - Others (as applicable)
Selection Arrangement	A. Framework Agreements (potentially)	N/A
Market Approach	A. Type of Competition **1. Open** **2. Limited** **3. International** **4. National** B. Number of Envelopes/Stages **1. Single Envelope** **2. Two Envelopes** B. Negotiations (**No**)	Competition will be Open National; Sigle envelope
Pre / Post Qualification	**A. Post-Qualification**	No prequalification is expected to be launched.
Evaluation Selection Method	**N/A**	
Evaluation of Costs	**A. Adjusted Bid Price** **B. Life Cycle Cost**	Adjusted Bid Price (corrected for a bidder's minor deviations)
Domestic Preference	**No**	Applied only under ICB - the borrower/recipient may apply a margin of domestic preference to local contractors of 7.5% excluding industrial plants
Rated Criteria	**N/A**	

Contract (or category)	W.2 Works for one vet post and quarantine facility in Spitamen	
Estimated Cost	**US$ 85,212.57**	
Attribute	**Selected arrangement**	**Justification Summary/Logic**
Specifications	**Conformance**	Conformance as the PIU is well experienced with this type of well-established and mature works.

Sustainability Requirements (SECAP compliance)	**Yes**	- Qualifications:
		  o Presence of an E&S management plan
		  o Staff include E&S Officer
		  o Absence of any breaches to E&S Safeguards in executed contracts
		- Specifications:
		  o Specify exact location of disposal of debris, excavation material, etc.
		  o Specify exact compensation scheme for disrupted farming
		  o Specify mandatory compliance methods for works respecting SECAP provisions
		- Contract:
		  o IFAD standard clauses on SECAP
		  o Third Party Liability to be mandatory for all works (unlimited number of accidents)

Contract Type	**A. Traditional** **B. Design and Build** **C. Design, Build, Operate, Maintain** **D. Other:**	The works do not require a high degree of innovation and there are no variances between approaches, material or methods.
Pricing and costing mechanism	**A. Schedule of Rates / Admeasurement**	The contract will be based on a pre-set BoQ with admeasurement quantities
Supplier Relationship	**B. Collaborative**	Previous experience highlights that many contractors have a collaborative relationship with CIIP-CEP .
Price Adjustments	**A. None, fixed price**	N/A
Form of Contract (Terms and Conditions)	State any special conditions of contract	- Commencement: TBD - Delivery: TBD - DLP: 12 months at least (higher for critical equipment components: at least 3 years) - Currency: US$ for foreign contractors; TJS for local expenditure for local contractors - Payment: 10% advance against bank guarantee; bi-monthly payments certified by engineer after deducting 10% advance and retention); 5% retention until end of warranty - Price Adjustment: N/A

		- Engineer: clear role in supervision, directing works on site, clearing submittals, reviewing changes, certifying payment, monitoring comparative schedules, decision on claims, etc. Clear role also for SECAP monitoring and reporting. - Liquidated Damages: 1% per week of contract value up to 10% - Performance Guarantee: 10% of contract amount - Dispute Resolution: amicable followed by arbitration (local if local contractor, and international with foreign contractor)
Selection Method	**B. <u>Requests for Bids (RFB)</u>**	The PIU will use IFAD SPD for NCB method in line with IFAD requirements: - IFAD's funding - IFAD right to audit - Preservation of documents and details for 3 years after completion - Compliance with IFAD policies - Compliance with SECAP requirements - Others (as applicable)
Selection Arrangement	B. Framework Agreements (potentially)	N/A
Market Approach	C. Type of Competition **1. Open** **2. Limited** **3. International** **4.National** D. Number of Envelopes/Stages **1. Single Envelope** **2. Two Envelopes** C. Negotiations (**No**)	Competition will be Open National; Sigle envelope
Pre / Post Qualification	**B. Post-Qualification**	No prequalification is expected to be launched.
Evaluation Selection Method	**N/A**	
Evaluation of Costs	**A. Adjusted Bid Price** **B. Life Cycle Cost**	Adjusted Bid Price (corrected for a bidder's minor deviations)
Domestic Preference	**No**	Applied only under ICB - the borrower/recipient may apply a margin of domestic preference to local contractors of 7.5% excluding industrial plants
Rated Criteria	**N/A**	

Contract (or category)	G1: Provision 8 mobile vet labs- equipment	
Estimated Cost	**US$ 596,561.38**	
Attribute	**Selected arrangement**	**Justification Summary/Logic**
Specifications	**Conformance**	Conformance as the CIIP-CEP is well experienced with this type of well-established and mature works.
Sustainability Requirements (SECAP compliance)	**Yes**	- Qualifications: ○ Specify mandatory compliance provisions respecting SECAP provisions - Contract: ○ IFAD standard clauses on SECAP
Contract Type	**A. Traditional** **B. Design and Build** **C. Design, Build, Operate, Maintain** **D. Other:**	Traditional
Pricing and costing mechanism	**C. Lump Sum**	The contract will be based on a lump-sum price.
Supplier Relationship	**A. Collaborative**	Previous experience highlights that many contractors have a collaborative relationship with PIU
Price Adjustments	**A. None, fixed price**	N/A
Form of Contract (Terms and Conditions)	B. State any special conditions of contract	- Commencement: upon contract signature to avoid delays - Delivery: clearly stated in contract inclusive of provisional acceptance - Warranty: at least 3 years - Currency: US$ for foreign contractors; TJS for local expenditure for local contractors - Payment: 10% advance against bank guarantee; 60% upon shipment; 20% upon commissioning and provisional acceptance; 10% retention until end of 3 years of warranty. Retention may be payable upon provisional acceptance against a retention guarantee) - Price Adjustment: not applicable - Liquidated Damages: 1% per week of contract value up to 10% - Performance Guarantee: 10% of contract amount - Dispute Resolution: amicable followed by arbitration (local if local contractor, and international with foreign contractor)
Selection Method	**C. Request for Proposals (RFP)**	The PIU will use IFAD SPD for ICB method after being reviewed and updated for IFAD requirements: - IFAD's funding

		- IFAD right to audit - Preservation of documents and details for 3 years after completion - Compliance with IFAD policies - Compliance with SECAP requirements - Others
Selection Arrangement	Not Applicable	
Market Approach	A. Type of Competition **1. Open** **2. Limited** **3. International** **4.National** B. Number of Envelopes/Stages **1. <u>Two Envelopes</u>** **2. <u>Single Stage</u>** D. Negotiations (**<u>No</u>**)	Competition will be Open International; Sigle envelope
Pre / Post Qualification	**<u>Pre-Qualification</u>**	No prequalification is expected to be launched.
Evaluation Selection Method	**N/A**	
Evaluation of Costs	**A. Adjusted Bid Price** **B. Life Cycle Cost**	Adjusted Bid Price (corrected for a bidder's minor deviations). The use of LCC is not required.
Domestic Preference	**<u>Yes</u>**	Under ICB, the borrower/recipient may apply a margin of domestic preference to local contractors of 15%
Rated Criteria	List the type of criteria to be used (mandatory/desired)	Mandatory: - Minimum technical requirements (size, capacity, flow, area, etc.) - Minimum social and environmental requirements - Minimum schedule and milestones - Minimum staffing and key experts - Minimum spare parts

Contract (or category)	G2: Animal identification system including capacity development	
Estimated Cost	**US$ 331,382.21**	
Attribute	**Selected arrangement**	**Justification Summary/Logic**
Specifications	**Conformance**	Conformance as the CIIP-CEP is well experienced with this type of well-established and mature works.
Sustainability Requirements (SECAP compliance)	**Yes**	- Qualifications: o Specify mandatory compliance provisions respecting SECAP provisions - Contract: o IFAD standard clauses on SECAP
Contract Type	**A. Traditional** **B. Design and Build** **C. Design, Build, Operate, Maintain** **D. Other:**	Traditional
Pricing and costing mechanism	**C. Lump Sum**	The contract will be based on a lump-sum price.
Supplier Relationship	**A. Collaborative**	Previous experience highlights that many contractors have a collaborative relationship with PIU
Price Adjustments	**C. None, fixed price**	N/A
Form of Contract (Terms and Conditions)	D. State any special conditions of contract	- Commencement: upon contract signature to avoid delays - Delivery: clearly stated in contract inclusive of provisional acceptance - Warranty: at least 3 years - Currency: US$ for foreign contractors; TJS for local expenditure for local contractors - Payment: 10% advance against bank guarantee; 60% upon shipment; 20% upon commissioning and provisional acceptance; 10% retention until end of 3 years of warranty. Retention may be payable upon provisional acceptance against a retention guarantee) - Price Adjustment: not applicable - Liquidated Damages: 1% per week of contract value up to 10% - Performance Guarantee: 10% of contract amount

		- Dispute Resolution: amicable followed by arbitration (local if local contractor, and international with foreign contractor)
Selection Method	**D. <u>Request for Proposals (RFP)</u>**	The PIU will use IFAD SPD for ICB method after being reviewed and updated for IFAD requirements: - IFAD's funding - IFAD right to audit - Preservation of documents and details for 3 years after completion - Compliance with IFAD policies - Compliance with SECAP requirements - Others
Selection Arrangement	Not Applicable	
Market Approach	C. Type of Competition **1. Open** **2. Limited** **3. International** **4.National** D. Number of Envelopes/Stages **3. <u>Two Envelopes</u>** **4. <u>Single Stage</u>** E. Negotiations (**<u>No</u>**)	Competition will be Open International; Sigle envelope
Pre / Post Qualification	**<u>Pre-Qualification</u>**	No prequalification is expected to be launched.
Evaluation Selection Method	**N/A**	
Evaluation of Costs	**A. Adjusted Bid Price** **B. Life Cycle Cost**	Adjusted Bid Price (corrected for a bidder's minor deviations). The use of LCC is not required.
Domestic Preference	**<u>Yes</u>**	Under ICB, the borrower/recipient may apply a margin of domestic preference to local contractors of 15%
Rated Criteria	List the type of criteria to be used (mandatory/desired)	Mandatory: - Minimum technical requirements (size, capacity, flow, area, etc.) - Minimum social and environmental requirements - Minimum schedule and milestones - Minimum staffing and key experts - Minimum spare parts

Contract (or category)	G3: Liquid Nitrogen machine	
Estimated Cost	**US$ 279,638.15**	
Attribute	**Selected arrangement**	**Justification Summary/Logic**
Specifications	**Conformance**	Conformance as the PIU is well experienced with this type of well-established and mature works.
Sustainability Requirements (SECAP compliance)	**Yes**	- Qualifications: ○ Specify mandatory compliance provisions respecting SECAP provisions - Contract: ○ IFAD standard clauses on SECAP
Contract Type	**A. Traditional** **B. Design and Build** **C. Design, Build, Operate, Maintain** **D. Other:**	Traditional
Pricing and costing mechanism	**C. Lump Sum**	The contract will be based on a lump-sum price.
Supplier Relationship	**A. Collaborative**	Previous experience highlights that many contractors have a collaborative relationship with PIU
Price Adjustments	**E. None, fixed price**	N/A
Form of Contract (Terms and Conditions)	F. State any special conditions of contract	- Commencement: upon contract signature to avoid delays - Delivery: clearly stated in contract inclusive of provisional acceptance - Warranty: at least 3 years - Currency: US$ for foreign contractors; TJS for local expenditure for local contractors - Payment: 10% advance against bank guarantee; 60% upon shipment; 20% upon commissioning and provisional acceptance; 10% retention until end of 3 years of warranty. Retention may be payable upon provisional acceptance against a retention guarantee) - Price Adjustment: not applicable - Liquidated Damages: 1% per week of contract value up to 10% - Performance Guarantee: 10% of contract amount - Dispute Resolution: amicable followed by arbitration (local if local contractor, and international with foreign contractor)
Selection Method	**E. Request for Proposals (RFP)**	The PIU will use IFAD SPD for ICB method after being reviewed and updated for IFAD requirements: - IFAD's funding - IFAD right to audit

		- Preservation of documents and details for 3 years after completion - Compliance with IFAD policies - Compliance with SECAP requirements - Others
Selection Arrangement	Not Applicable	
Market Approach	E. Type of Competition **1. Open** **2. Limited** **3. International** **4.National** F. Number of Envelopes/Stages **5. <u>Two Envelopes</u>** **6. <u>Single Stage</u>** F. Negotiations (**<u>No</u>**)	Competition will be Open National; Sigle envelope
Pre / Post Qualification	**<u>Pre-Qualification</u>**	No prequalification is expected to be launched.
Evaluation Selection Method	**N/A**	
Evaluation of Costs	**A. Adjusted Bid Price** **B. Life Cycle Cost**	Adjusted Bid Price (corrected for a bidder's minor deviations). The use of LCC is not required.
Domestic Preference	**<u>Yes</u>**	Under ICB, the borrower/recipient may apply a margin of domestic preference to local contractors of 15%
Rated Criteria	List the type of criteria to be used (mandatory/desired)	Mandatory: - Minimum technical requirements (size, capacity, flow, area, etc.) - Minimum social and environmental requirements - Minimum schedule and milestones - Minimum staffing and key experts - Minimum spare parts

Contract (or category)	S1: Feasibility study for village selection/ diagnostic	
Estimated Cost	**$ 74,269.60**	
Attribute	**Selected arrangement**	**Justification Summary/Logic**
Specifications	**Performance**	The TOR will elaborate the minimum requirements and permit consultants to propose their own methodologies for execution.
Sustainability Requirements (SECAP compliance)	**Yes**	- Qualifications: o Previous experience in Institutional and business capacity building, preferably in donor funded projects - TOR: o Requires elaborating the methodology o Requires consultation with stakeholders - Contract: o IFAD standard clauses on SECAP o Progress reports
Contract Type	**A. Traditional** **B. Design and Build** **C. Design, Build, Operate, Maintain** **D. Other:**	Traditional
Pricing and costing mechanism	**A. Lump Sum** **B. Schedule of Rates / Admeasurement**	The contract will be based on a lump-sum price.
Supplier Relationship	**Collaborative**	Previous experience highlights that many contractors have a collaborative relationship with PIU
Price Adjustments	**None, fixed price**	N/A
Form of Contract (Terms and Conditions)	State any special conditions of contract	- Commencement: upon contract signature - Implementation period: clearly stated in contract - Currency: US$ for foreign consultants; TJS for local expenditure for local contractors - Payment: 10% advance against bank guarantee; Lump-sum payments upon submission of reports stipulated by the contract - Price Adjustment: not applicable; - Dispute Resolution: amicable followed by arbitration (local if local contractor, and international with foreign contractor)
Selection Method	**Request for Proposals (RFP)**	The Standard IFAD RFP for Consulting Services

Selection Arrangement	Not Applicable	
Market Approach	A. Type of Competition **1. <u>Open</u>** **2. <u>International</u>** B. Number of Envelopes/Stages **1. <u>Two Envelopes</u>** **2. <u>Single Stage</u>** G. Negotiations **<u>(Financial/Technical)</u>**	The Selection process will proceed as follows subject to IFAD N.O. on OPEN: - GPN advertising the overall plan - REOI - Shortlisting - RFP invitations - Technical/Financial Proposals (two-envelope system) - Financial Proposal Negotiation - NOITA - Debriefing/complaint resolution and mandatory standstill - Award and mandatory Technical Negotiations of Contract before signature
Pre / Post Qualification	**<u>Pre-Qualification</u>**	Shortlisting is mandatory for this assignment. The criteria shall not be restrictive to foreign consultants.
Evaluation Selection Method	**Quality Based Selection (QBS)**	Selection shall be based solely on their qualifications, expertise, and experience, rather than price
Evaluation of Costs	**<u>A. Adjusted Bid Price</u>** **<u>B. Life Cycle Cost</u>**	Adjusted bid Price
Domestic Preference	**<u>No</u>**	IFAD does not permit providing for domestic preference for consulting services; however, some points may be assigned in the evaluation grid for use of local experts.
Rated Criteria	List the type of criteria to be used	- Extent of previous successful similar experiences: 10% - Methodology, Staffing and Approach: 30% - Time-plan and schedule: 10% - Staff : 50%

ontract (or category)	S.2: Hiring an NGO - community facilitators	
Estimated Cost	**$ 349,504**	
Attribute	**Selected arrangement**	**Justification Summary/Logic**
Specifications	**Performance**	The TOR will elaborate the minimum requirements and permit consultants to propose their own methodologies for execution.
Sustainability Requirements (SECAP compliance)	**Yes**	Qualifications: ○ Previous experience in managing public infrastructure investments, preferably in donor funded projects TOR: ○ Requires elaborating the methodology ○ Requires consultation with stakeholders Contract: ○ IFAD standard clauses on SECAP ○ Progress reports
Contract Type	**A. Traditional** **B. Design and Build** **C. Design, Build, Operate, Maintain** **D. Other:**	Traditional
Pricing and costing mechanism	**C. Lump Sum** **D. Schedule of Rates / Admeasurement**	The contract will be based on a lump-sum price
Supplier Relationship	**Collaborative**	Previous experience highlights that many contractors have a collaborative relationship with PIU
Price Adjustments	**None, fixed price**	N/A
Form of Contract (Terms and Conditions)	State any special conditions of contract	- Commencement: upon contract signature - Implementation period: clearly stated in contract - Currency: US$ for foreign consultants; TJS for local expenditure for local contractors - Payment: 10% advance against bank guarantee; Lump-sum payments upon submission of reports stipulated by the contract - Price Adjustment: not applicable; - Dispute Resolution: amicable followed by arbitration (local if local contractor, and international with foreign contractor)
Selection Method	**Request for Proposals (RFP)**	The Standard IFAD RFP for Consulting Services

Selection Arrangement	Not Applicable	
Market Approach	C. Type of Competition **3. <u>Open</u>** **4. <u>International</u>** D. Number of Envelopes/Stages **3. <u>Two Envelopes</u>** **4. <u>Single Stage</u>** H. Negotiations (**<u>Technical Only</u>**)	The Selection process will proceed as follows subject to IFAD N.O. on OPEN: - GPN advertising the overall plan - REOI - Shortlisting - RFP invitations - Technical/Financial Evaluation - NOITA - Debriefing/complaint resolution and mandatory standstill - Award and mandatory Technical Negotiations of Contract before signature
Pre / Post Qualification	**<u>Pre-Qualification</u>**	Shortlisting is mandatory for this assignment. The criteria shall not be restrictive to foreign consultants.
Evaluation Selection Method	**Consultant's Quality and Cost based Selection <u>(QCBS)</u>**	Evaluation of both technical proposals and financial bids to award a contract to the firm with the highest combined score.
Evaluation of Costs	**<u>A. Adjusted Bid Price</u>** **<u>B. Life Cycle Cost</u>**	Adjusted bid Price
Domestic Preference	**<u>No</u>**	IFAD does not permit providing for domestic preference for consulting services; however, some points may be assigned in the evaluation grid for use of local experts.
Rated Criteria	List the type of criteria to be used (mandatory/desired)	- Extent of previous successful similar experiences: 10% - Methodology, Staffing and Approach: 30% - Time-plan and schedule: 10% - Staff (as applicable): 50%

6. Preliminary Procurement Plan

No	Activity	Category	Est. cost $	Proc. Method	Pre/Post Qualification.	Envelope	Prior/post	Contractual Arrangement
1	Vehicles (8)	Goods	377,220.48	ICB	Post	1	Prior	Supply Contact
2	Provision 8 mobile vet labs- equipment /a	Goods	596,561.39	ICB	Post	1	Prior	Supply Contact
3	Animal identification system including capacity development	Goods	331,382.22	ICB	Post	1	Prior	Supply Contact
4	Provision of motorbikes for the young veterinarians	Goods	93,212.72	NS	Post	1	Prior	Supply Contact
5	Lab equipment	Goods	72,705.92	NS	Post	1	Prior	Supply Contact
6	50 AI kits	Goods	7,457.02	NS	Post	1	Post	Supply Contact
7	Liquid Nitrogen machine	Goods	279,638.15	ICB	Post	1	Prior	Supply Contact
8	AI doses	Goods	9,321.27	NS	Post	1	Post	Supply Contact
9	Placement of dairy bulls + initial fodder at village level	Goods	47,340.32	NS	Post	1	Post	Supply Contact
10	Equipment, including seeder and tractor	Goods	47,340.32	NS	Post	1	Post	Supply Contact
11	Feed and fodder balance	Goods	142,020.95	NCB	Post	1	Prior	Supply Contact
12	C52:J56	Goods	34,085.03	NS	Post	1	Post	Supply Contact
13	Equipment for one vet post and quarantine facility in Spitamen	Goods	9,468.06	NS	Post	1	Post	Supply Contact
14	Livestock markets	Goods	94,680.63	NS	Post	1	Prior	Supply Contact
15	Equipment for feed and fodder storage facilities (6)	Goods	15,148.90	NS	Post	1	Post	Supply Contact
16	Retail points/ pavilion	Goods	113,616.76	NCB	Post	1	Prior	Supply Contact
17	Vehicle off road	Goods	49,926.24	NS	Post	1	Post	Supply Contact
18	Purchase of yogurt for school programme	Goods	57,603.70	NS	Post	1	Post	Supply Contact
19	Development of Knowledge products	Goods	4,675.32	NS	Post	1	Post	Supply Contact
20	Office furniture	Goods	22,936.20	NS	Post	1	Post	Supply Contact
21	Office and equipment	Goods	25,688.54	NS	Post	1	Post	Supply Contact
22	Works for small scale slaughterhouses	Works	136,340.11	NS	Post	1	Post	Works Contract
23	Works for one vet post and quarantine facility in Spitamen	Works	85,212.57	NS	Post	1	Post	Works Contract
24	Works for feed and fodder storage facilities (6)	Works	60,595.61	NS	Post	1	Post	Works Contract
25	Feasibility study for village selection/ diagnostic	C.S.	74,269.60	QBS	REOI	2	Prior	Consulting Contract
26	Contract with an NGO - community facilitators /b	C.S.	349,504.00	QCBS	REOI	2	Prior	Consulting Contract
27	Contract with an NGO - community facilitators /c	C.S.	631,204.22	QCBS	REOI	2	Prior	Consulting Contract
28	Civil work engineer	C.S.	3,607.00	ICS	REOI	N/A	Post	Consulting Contract
29	SECAP specialist	C.S.	17,044.61	ICS	REOI	N/A	Post	Consulting Contract
30	Community Specialist	C.S.	12,716.00	ICS	REOI	N/A	Post	Consulting Contract
31	DPOs (8 total) /e	C.S.	136,356.89	ICS	REOI	N/A	Prior	Consulting Contract
32	GIS specialist part-time	C.S.	8,522.31	ICS	REOI	N/A	Post	Consulting Contract
33	Design of Nutrition Sessions and Delivery of ToTs (5 2 hour sessions in each target village)	C.S.	45,086.02	CQS	REOI	1	Post	Consulting Contract
34	Training of Trainers for Village Facilitators	C.S.	90,172.03	CQS	REOI	1	Prior	Consulting Contract
35	Nutrition Awareness Training	C.S.	8,115.48	CQS	REOI	1	Post	Consulting Contract
36	ToT on AI /f	C.S.	18,034.41	CQS	REOI	1	Post	Consulting Contract

37	Delivering of training on AI /g	C.S.	47,340.32	CQS	REOI	1	Post	Consulting Contract
38	Training for 50 young vets	C.S.	177,548.03	QCBS	REOI	2	Prior	Consulting Contract
39	Study and work for selection and technical guidance	C.S.	90,172.03	QBS	REOI	2	Prior	Consulting Contract
40	Livestock Specialist	C.S.	17,045.00	ICS	REOI	1	Prior	Consulting Contract
41	Feasibility study for mapping infrastructure need	C.S.	17,475.20	CQS	REOI	1	Post	Consulting Contract
42	Engineer for market infrastructure c2.1	C.S.	21,305.76	ICS	REOI	N/A	Post	Consulting Contract
43	Social fund - Engineer for market infrastructure c2.1	C.S.	5,326.44	ICS	REOI	N/A	Post	Consulting Contract
44	Grant Manager Committee (GMC)	C.S.	18,936.13	CQS	REOI	1	Post	Consulting Contract
45	Technical Assistance for the PFIs	C.S.	78,900.53	QBS	REOI	2	Prior	Consulting Contract
46	Technical Assistance for the MSMEs	C.S.	46,866.91	CQS	REOI	1	Post	Consulting Contract
47	Enterprise development and credit specialist	C.S.	19,175.19	ICS	REOI	N/A	Post	Consulting Contract
48	Social fund -Enterprise development and credit specialist	C.S.	4,793.80	ICS	REOI	N/A	Post	Consulting Contract
49	Recruitment of Coordinator (nutrition)	C.S.	12,850.56	ICS	REOI	N/A	Post	Consulting Contract
50	Social fund -Recruitment of Coordinator (nutrition)	C.S.	3,212.64	ICS	REOI	N/A	Post	Consulting Contract
51	Contracting Service Provider for School Feeding Programme Support	C.S.	2,885.51	CQS	REOI	1	Post	Consulting Contract
52	School Plan Development Workshops	C.S.	1,443.00	CQS	REOI	1	Post	Consulting Contract
53	Contract with a consultancy firm	C.S.	218,440.00	QCBS	REOI	2	Prior	Consulting Contract
54	Workshop (3) for stakeholder engagement	C.S.	35,509.61	CQS	REOI	1	Post	Consulting Contract
55	Project Inception (Start-up) workshop	C.S.	17,475.00	CQS	REOI	1	Post	Consulting Contract
56	Training of M&E Units on GIS basics /a	C.S.	901.72	CQS	REOI	1	Post	Consulting Contract
57	Advanced M&E training for M&E Units (CIIP-CEP and PCO) /b	C.S.	22,543.01	CQS	REOI	1	Post	Consulting Contract
58	Workshop at district level plus refresher /c	C.S.	1,262.41	CQS	REOI	1	Post	Consulting Contract
59	Baseline study /d	C.S.	26,212.80	CQS	REOI	1	Post	Consulting Contract
60	MIS system set up and maintenance	C.S.	26,783.37	CQS	REOI	1	Post	Consulting Contract
61	KM Dissemination Events /Workshops for KM (donor workshop) about 40 people /e	C.S.	1,223.26	CQS	REOI	1	Post	Consulting Contract
62	Training on FM and procurement, etc.	C.S.	5,326.44	CQS	REOI	1	Post	Consulting Contract
63	FM software installation and support /a	C.S.	13,106.40	CQS	REOI	1	Post	Consulting Contract

Annex 10: PROCUREMENT SUPERVISION PLAN

1. Introduction

The implementing agency of the Access to Market and Adaptation for Livestock (AMAL) project in Tajikistan is The CIIP-CEP (Center for Implementation of Investment Projects of the Committee for Environmental Protection) and the PIU (State Institution Project Implementation Unit for Access to Green and Rural Development Finance within the Ministry of Finance) under the supervision of the Ministry of Agriculture (MoA) which will retain its vital position as the Lead Project Agency (LPA). This structure ensures efficient execution while maintaining strategic oversight and policy alignment with the MoA. This is fully in line with IFAD General Conditions for Agricultural Development Financing. IFAD will be responsible for supervision of procurement activities through the reviews required for no-objection requests. IFAD will also undertake post procurement supervision for prior review thresholds. Procurement supervision will also be done during scheduled project supervision missions. Procurement activities at the project level will be supervised by the Head of Procurement of the CIIP-CEP on a day-to-day basis.

2. IFAD's Project Supervision Role for the AMAL Project

The review of project procurement processes during project implementation is an essential part of IFAD's fiduciary responsibility. In supervising projects and providing implementation support, IFAD aims to ensure that project procurement processes conform with national procurement laws and regulations and are consistent with the IFAD Project Procurement Guidelines and Procurement Handbook, any ancillary IFAD Procurement Documents/Templates, and other applicable policies, guidelines and procedures.

3. Scope of Supervision

The Procurement Risk Assessment undertaken during the AMAP project design mission returned a rating of Low Risk and therefore the extent and intensity will be based on a standard supervision scope as provided in the IFAD procurement Manual and will include the following:

i. PRM Reviews
ii. Prior review
iii. Post review
iv. Project Supervision
v. Review of the Procurement Plan
vi. Internal Supervision

3.1 PRM Reviews

The PRM is a tool that underpins IFAD's risk-based approach to project procurement oversight. Its principal aim is to ensure adequate mitigation of key risks of a project implementing agency failing to perform the procurement processes it will be responsible for in a sound and efficient manner. During the design of the Access to Market and Adaptation for Livestock (AMAL) project a Procurement Risk Assessment was undertaken which entailed updating the previous PRM assessment country level dimensions and conducting an institutional level dimension assessment of the Committee on Environmental Protection (CEP) which is the project the implementing agency.

Determination of the scope and intensity of procurement reviews will follow a risk-based approach informed by PRM assessments, issues identified in previous procurement reviews, and taking into account the project's stage of implementation. For every ongoing project, the

PRM assessment will have to be updated once a year during project supervision.

3.2 Prior review

Conducted when a CD is required to provide a NO to a procurement document and process undertaken by the designated borrower. Prior review is an additional risk mitigation measure during the various stages of a procurement process. For the AMAL project prior review will be include a review of the following documents: the Procurement Plan, bid documents, evaluation reports and award recommendations, draft contracts and its amendments.

CD and CIIP-CEP are required to use OPEN to manage NOs; through OPEN, CEPs submit documentation to IFAD for prior review and issuance of NOs.

Prior review will address the following:

1. Compliance with Financing Agreement and Procurement Arrangement Letter, or any subsequent changes reflected in mission reports (e.g. Supervision, Mid-Term Review, Back- toOffice Reports, Aide-Memoires, correspondence, etc.) and consistency with the approved AWPB and PP
2. Adequacy and Quality of the Bidding Documents
3. Review of compliance with relevant provisions in the IFAD General Conditions for Agricultural Development Financing, Project Procurement Guidelines, Procurement Handbook, any ancillary IFAD Procurement Documents/Templates, IFAD Policy on Preventing Fraud and Corruption, the Financing Agreement and Procurement Arrangement Letter
4. The evaluation was done in compliance with IFAD guidelines and in compliance with applicable laws of the country.
5. Draft Contract consistency between the draft contract and the contract form provided as part of the bidding document, and between the price contained in the contract and that in the evaluation report (to which IFAD provides its NO) *(Refer to checklist appendix: No-Objection Checklists for Prior Review of the IFAD Procurement Manual).*

3.3 Post Review

This is the assessment by IFAD in the context of supervision and implementation support or desk-based reviews of procurement conducted by the Borrower/Recipient for a sample of contracts or ongoing procurement activities. The assessment will ensure procurement principles, provisions and procedures as stipulated in the IFAD Project Procurement Guidelines and Procurement Handbook, Financing Agreement and Procurement Arrangement Letter, PIM, standard templates (e.g. bidding documents for goods, works and services) and related systems are available and fully explained to procurement and project management staff. A minimum of ten percent of ongoing contracts should be reviewed. The sampling should be risk-based and take into consideration: (i) the PRM assessment, with the riskier projects having a larger sample, and (ii) the contract risk rating, to ensure that riskier contracts constitute a higher proportion of the sample. The following will be assessed:

1. Bidding Process (for each procurement)
2. Evaluation Process (for each procurement)
3. Award and Negotiations (for each procurement)
4. Contract, Contract Administration and Management Process (for each procurement)
5. Identify issues and weaknesses (and the relevant underlying causes of these issues and weaknesses) in contract administration and management and recommend improvements.
6. Review of issues identified in the previous review and aide-mémoire and procurement related issues identified in project audit reports.
7. Review of project's procurement filing system and the ease of document retrieval.

8. Periodic review of any significant changes in the Borrower/Recipient's procurement system and practices, and ensure project procurement procedures and systems are updated accordingly.
9. Ascertain procurement capacity within the CIIP-CEP , availability of dedicated staff, and the adequacy of their experience and qualifications.
10. Assessment of further procurement staff training needs and ensure relevant training is planned and provided to project management and procurement staff in a timely manner.
11. Field visits as necessary to complete the above tasks, especially when an issue is identified in contract management (*Refer to checklist appendix: No-Objection Checklists for Prior Review of the IFAD Procurement Manual).*

3.4 Project Supervision

As part of a procurement review undertaken during supervision, a project's PRM will need to be reviewed and updated in light of evolving conditions or circumstances, for example, with respect to the national procurement system, improvement/deterioration of project procurement performance, overall implementation progress and results delivery. As a result, procurement and prior review thresholds may be revised, and other existing risk mitigation measures may be adjusted or new ones implemented. The procurement plan will also be reviewed during supervision and any updates that may be agreed will be done and the revised PP sent for No-objection. Supervision missions will spot check the procurement documentation associated with prior reviews as well as assess procurement processes conducted by the Borrower/Recipient for a sample of contracts not subject to prior review as shown below:

1. Review Procurement Plan (PP)
2. Review of the procurement process
3. Review of final contract
4. Review of contract implementation
5. Review of project's procurement filing system and the ease of document retrieval

(Refer to checklist appendix No-Objection Checklists for Prior Review of the IFAD Procurement Manual)

3.5 Procurement Plan reviews

Procurement Plans should be reviewed on a periodic basis (preferably quarterly), such as when a PP Update is submitted, prior to giving a NO for a PP Upgrade, and at any other point in time as determined by the CD e.g. when supervision and/or implementation support

activities take place. Review of a PP will assess the following: Consistency with the latest approved AWPB:

1. Nature and quantity of goods/works/services is consistent with the activities in the AWPB
2. Procurement schedule is consistent with the implementation schedules in the AWPB (the delivery of goods, works and services correspond to targets in the AWPB)
3. Procurement budget is adequate
4. Selection of procurement methods are in compliance with the provisions of the Procurement Arrangement Letter
5. The estimates indicated seem realistic
6. Adequacy of procurement packaging:
7. Procurement activities are systematically and logically grouped according to the categories of the procurement (goods/works/services)
8. Packaging has been done in a way that generally facilitates the use of the most competitive and efficient procurement method, that ensures the best value for money and that avoids pseudo-packaging
9. Progress in implementing and updating and upgrading the PP, including identifying significant delays and causes, proposing adjustments to the PP and recommending improvements relating to planned/ongoing procurement processes (e.g. in the preparation of the bidding documents).

3.6 Internal Supervision

PIU will hire two procurement specialists who will be responsible for the supervision of all day to day procurement activities of the AMAL project by undertaking the following activities:

1. Review the Procurement Plan
2. Monitor the day to day implementation of the PP
3. Review the following documents before they are submitted for no-objection:

- TORs/Specifications
- Requests for expressions of interests
- Request for proposals
- Bidding documents
- Evaluation reports
- Draft contracts

(Refer to Procurement Performance Indicator for Supervision Reporting)

Appendix 1. Supervision Plan

S/N	Type of supervision	Purpose of the supervision	Responsibility	Outputs	Frequency
1	PRM Reviews	PRM assessments, issues identified in previous procurement reviews, and taking into account the project's stage of implementation For every ongoing project, the PRM assessment will have to be updated once a year during project supervision.	Senior Procurement Officer (SPO) or Consultant	- A summary of the project's main procurement risks and corresponding mitigating actions to address and minimize their impact/likelihood - Assigned Ratings - Write up for the Aide Memoire	Once every year
2	Prior review	Review procurement documentation associated with prior reviews as well as assess procurement processes conducted by the Borrower/Recipient for a sample of contracts not subject to prior review.	Consultant or Senior Procurement Officer (SPO) CD will issue the no objection based on the recommendation from Procurement	No-objection by concerned CD/CPM	Based on Requests

3	Post review	The purpose is the assessment by IFAD of the procurement processes conducted by the Borrower/Recipient for a sample of contracts that are not subject to Prior Review	Senior Procurement Officer (SPO) or Consultant	Procurement Review Working Paper	As scheduled
4	Project Supervision	Spot check the procurement documentation associated with prior reviews as well as assess procurement processes conducted by the Borrower/Recipient for a sample of contracts not subject to prior review; Update the PRM (see 1 above)	Senior Procurement Officer (SPO) or Consultant	Supervision Aide Memoire and the Management Letter	As scheduled
5	Review of Procurement Plan	Procurement Plans should be reviewed on a periodic basis (preferably quarterly), such as when a PP Update is submitted, prior to giving a NO for a PP Upgrade, and at any other point in time as determined by the CD/CPM, e.g. when supervision and/or implementation support activities take place.	Senior Procurement Officer (SPO) or Consultant	Updated procurement plan	Quarterly

Annex 11: PROCUREMENT CAPACITY BUILDING PLAN

Procurement is a collaborative process, involving multiple stakeholders. As such, procurement knowledge, skills, and capacity are necessary for all stakeholders involved to ensure efficient project implementation. On the basis of lessons learned with current IFAD projects in the country, dedicated procurement capacity building for all stakeholders (procurement, technical, finance, etc.) at the federal and regional levels will be key in ensuring that program procurement activities are carried out efficiently and in accordance with the provisions of IFAD's procurement guidelines. The project procurement staff should be aware of IFAD's procurement framework, policy, principles and basic processes, as well as the domestic procurement laws and regulations. The mechanism of procurement capacity building will be established as a project objective. The project needs to organize regular procurement training for procurement staff at all levels. IFAD will organize training on IFAD's online procurement management systems/tools (OPEN, ICP-CMT) for relevant personnel prior to the implementation of the project, as well as an intensive procurement training during the start-up workshop. Procurement staff will be enrolled in the BUILDPROC initiative launched by IFAD and implemented by ITCILO, which is a capacity-building programme in procurement for agricultural and rural development. The programme offers relevant, comprehensive, accessible and sustainable certification programme in procurement-to-procurement officers working for agricultural and rural development.

Annex 12: SECAP ASSESSMENT RISKS RELEVANT TO PROCUREMENT

Introduction

This document provides indication to the SPO on the SECAP risks to be incorporated into procurement plans. While the general integration of SECAP requirements into procurement documents is described into ANNEX 4, Volume 1 of the SECAP, the project specific risks are as identified by the SECAP online tool. The ES specialist has identified, through the SECAP environmental and social screening checklist, the issues in the table below that need to be mitigated through procurement. In case the SPO has ambiguity as to the guidance provided by the ES specialist in the rightmost column of the below Results Table, then the SPO will need to collaborate with the ES specialist and relevant members of the PDT in order to reach an agreement as to how these ES issues can be dealt with best through procurement mitigation measures that the Borrower must be required to put in place with respect to procurement parameters such as Technical Specifications; Bidder Qualification; Bid Evaluation Criteria; Contract Clauses. All procurement activities shall be undertaken in such manner as to reduce the risks identified in the SECAP Guidance throughout the procurement cycle. These will cover specific actions in procurement process including, but not limited to the following:

1. All bidding documents for the procurement of works, goods and services shall be prepared by the Project procurement staff with the support of technical experts, as needed, who will provide specifications, terms of reference, and bill of quantities and so forth as required and they shall include IFAD SECAP (Social, Environmental and Climate Assessment Procedures) clauses and conditions for better managing risks and impacts of IFAD-supported investments on biodiversity (extraction of natural resources by primary suppliers) and natural resources through the release of pollutants into the environment or consumption of raw materials, energy and water (groundwater and/or surface water), or impacts on the indigenous population caused by heavy excavations and earth movements through earthworks; or the community health and safety through negative impacts of water-borne and other vector-borne diseases, or through negative impacts of activities on ecosystems. Gender-based violence is potential due to the influx of workers into project activity sites. Preventive measures shall include (i) considering alternatives to purchasing natural resources from primary suppliers, (ii) providing standardized wastewater treatment systems, (iii) requiring that groundwater withdrawal be done at a rate close to the recharge rate taking into account all extraction needs of the groundwater unit, and (iv) that prior to excavation, a groundwater study be conducted and a budget for this study be provided.

2. Evaluation: Each bid/proposal will be evaluated using the evaluation award criteria other than the price, emphasizing value for money and sustainability. In particular, the evaluation of proposals shall prescribe a merit point system for proposals that comply with SECAP requirements, as provided for in the tender documents. The selection and appointment of members of the tender board will consider technical expertise requirements to ensure the required mix of skills is available for specialized evaluations.

3. Contract clauses: Adhere to the relevant labour laws, ensure compliance to national and international laws on Labour; compliance to International Labour Law for prohibition of child labour by referring to the directives of the ILO on the minimum working age and available National Labour Law; Establishment of work place specific Grievance Mechanism; Compliance to occupational safety and health (OSH) requirements including Safety and health training on the proper use and maintenance of personal protective equipment; comply to IFAD Policy to Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, including the assessment of risks of project-related gender-based violence, risks of sexual harassment, sexual exploitation, human trafficking and abuse to project-affected people and communities.

The ES specialist, relevant members of the PDT and the SPO will need to consult together and pool their collective expertise in the various disciplines in order to arrive at the right mitigation measures to be reflected in the PRM. In this manner downstream work by the SPO in prescribing the project requirements for the Procurement Plan (PP) and PDR are facilitated and can be readily reflected in the PIM and the choice of bidding documents and contract provisions.

Biodiversity conservation	Risk Rating	Consequence	Guidance for SPOs
1.8 Will the project involve or lead to procurement through primary suppliers of natural resource materials (wood, gravel, sand, etc.)?	Low	Minor Project will require procurement of natural resources through primary suppliers, and resource extraction is tightly regulated. Alternatives to procurement of natural resources through primary suppliers exist.	The technical specifications of the bidding documents for Goods/Products will consider alternatives to purchasing natural resources from primary suppliers; Technical weight will be given to eco-labelled Goods/Furniture in the evaluation of bids; Previous work experience of the Supplier in similar environments will be required; Additional supervision will be required at the reception/furniture of goods.
Resource Efficiency and Pollution Prevention			
2.1 Could the project involve or lead to the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	Low	Moderate -Water and soil contamination from slaughterhouse, livestock market, and processing facility operations (Sub-component 2.1); - Waste generation and pollution from dairy and meat processing enterprises (Activity 2.2.1); - Agrochemical use in fodder production (Activity 1.3.3); - Pharmaceutical contamination from veterinary medicines (Activity 1.3.1); - Pasture degradation from overgrazing and inadequate management; Soil erosion around water harvesting infrastructure (Sub-	Qualifications of bidders: Previous work experience in similar contexts. Where possible, contract documents shall encourage the delivery of capacity-building activities or guidance material for safe and sustainable management of feed, health, breeding, etc.

2.5 Will the project involve the use of agrochemicals (pesticides, fertilizers, and other modifying agents) which have potential to pollute soils and water bodies or cause other negative impacts?	Moderate	Moderate The project will require use of fertilizers, pesticides and/or other modifying agents, but options are available to replace polluting fertilizers and/or pesticides with alternatives. The adaptive capacity of the environment is high, which should ameliorate most potential pollution problems.	The bidding documents and contracts should require that the contractor complies with national laws on water abstraction, environmental flows and environmental management aspects fertilizers, pesticides and/or other modifying agents.
2.6 Will the project involve or lead to primary production of living natural resources through cultivation or rearing of plants, annual and perennial crop farming, etc.?	Low	Minor Project will only be partly dependent on production of living natural resources, it does not require serious environmental or social controls.	Agricultural production activities of the communities could result in increased use of agrochemicals List/ refer to all approved chemicals in tender documents Contract documents to promote safe fertilizer use by ensuring that the correct investments and capacity-building activities for the selection, distribution, storage, application and disposal of fertilizers are included
Cultural heritage			
3.1 Could the project involve or lead to adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	Low	Minor The project could be close to an area that is considered to have archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious values or contains features considered as critical cultural heritage. The site has been comprehensively surveyed, and all tangible and intangible	Agricultural production may include expansion into new areas The project will operate within SECAP standards requirements for Cultural Heritage and be on the lookout for chance finds.

3.2 Could the Project Conditions lead to excavations, demolitions, movement of earth,	Low	Minor The project will involve minor movements of earth. No damage to/or loss of infrastructure, archaeological (prehistoric), paleontological, historical, cultural, artistic, and religious (tangible and intangible forms of cultural heritage)	The project may include Pastoral and Agro-pastoral communities
3.1 Could the project potentially damage or alter the historical, archaeological, paleontological, historical, cultural, artistic, and religious values (tangible forms of cultural heritage)? (See Annex 1 of the Cultural Heritage Guidance Note for further information)	Possible	Minor - Unsafe working conditions during construction and livestock handling; - Rural road construction and rehabilitation (risks including slope instability, erosion, drainage issues, flooding of agricultural land, dust generation, and safety challenges in remote mountainous terrain); - Child labour in	Contracts shall include standard occupational health and safety provisions requiring contractors to provide personal protective equipment, implement basic site safety measures, and conduct worker safety orientation and shall ensure compliance with national and international laws on Labour Bid documents should include the implementation of EPIC Plan and Social Development Plan
3.4 Could the project involve or lead to utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	Possible	Minor Project will require utilization of tangible and/or intangible forms of Cultural heritage	- The tender documents for works will require compliance with national cultural heritage legislation. -The technical specifications will prescribe the encouragement of the use of local knowledge (intangible heritage)
5.3 Could the project involve children (a) below the nationally-defined minimum employment age (usually 15 years old) or (b) above the nationally-defined minimum employment age but below the age of 18 in supported activities or in value chains?	Possible	Minor The project does not operate in sectors or value chains where the employment of children has ever been reported.	The project will include works that need to adhere to the relevant labour laws Contract Clauses: compliance to International Labour Law for prohibition of child labour by referring to the directives of the ILO on the minimum working age and available National Labour Law Application of the Labour Management and Assessment Procedure
5.4 Could the project: (a) operate in a sector, area or value chain where producers and other agricultural workers are typically exposed to significant occupational and safety risks, and/or (b) promote or use technologies or practices that pose occupational safety and health (OSH) risks for farmers, other rural workers or rural populations in general? (Note: OSH risks in agriculture might include: dangerous machinery and tools; hazardous chemicals; toxic or allergenic agents; carcinogenic substances or agents; parasitic diseases; transmissible animal diseases; confined spaces; ergonomic hazards; extreme temperatures; and contact with dangerous and poisonous animals, reptiles and insects. Psychosocial hazards might include violence and harassment.)	Possible	Minor The project operates in a sector, area, or value chain where workers are occasionally exposed to significant OSH risks, and where regulation is known to be weak or non-existent.	Measures relating to OSH, aimed at protecting project workers from injury, illness or impacts associated with exposure to hazards encountered in the workplace or while working will be included in the technical specifications of bidding documents and contractors will be required to abide by them
Community Health, Safety and Security			

- Bidders will be asked to have previous professional experience in similar contexts in the vicinity, or likelihood of presence of material heritage sites.
-Safeguard clauses for the protection of "serendipity" will be incorporated into contracts.
-Additional supervision will be

6.6 Will the project construct, rehabilitate or upgrade rural roads and/or lead to increases in traffic or alteration in traffic flow?	Moderate	Moderate Moderate changes to traffic volumes or alterations to traffic flow. Risk of injury or death is reduced by good design and implementation of safety protocols. New construction, rehabilitation or upgrade of rural roads, with Annual Average Daily Traffic (AADT) below 400.	The technical specifications in the bidding documents for the work will require ecosystem preservation. The contractor will be required to provide for the safe disposal of construction and worker camp waste; mitigation of community risks and impacts resulting from the contractor's work; safe delivery and transportation; and disposal of hazardous materials and waste. Contractual conditions: The co-contractor will be required to avoid negative impacts on ecosystems from its activities in order to preserve the health of communities in the direct vicinity of the project. It will also be required to maintain and avoid damage to access roads to the site;
Physical and Economic resettlement			
7.4 Could the project result in adverse impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights to land, territories and/or resources?	Possible	Minor The project will result in minor impacts on or changes to land tenure arrangements and/or community-based property rights/customary rights. Legal recourse	Bidding documents shall incorporate SECAP findings, such as from an Environmental and Social Impact Assessment (ESIA) or Resettlement Action Plan (RAP).
Financial intermediaries and direct investments			
8.1 Could the investment be granted to an institution that does not have an environmental and social policy and an associated environmental and social management system (ESMS) in place (transparent, publicly available)?	**Possible**	**Moderate** ESMS Reports are not publicly available.	Integration of environmental and social safeguard criteria in the selection of service providers, including microfinance institutions. Agreements with Participating Financial Institutions should include a requirement for a functional ESMS

8.2 Could the investment be granted to an institution with insufficient capacities (i.e. unqualified personnel e.g. ES Officer) to implement the ESMS?	**Possible**	**Moderate** The Grant Management Company contracted under Activity 2.2.1 will verify that enterprises receiving blended finance packages meet project eligibility criteria including environmental and social safeguards compliance	Integration of environmental and social safeguard criteria in the selection of service providers, agreements should include a requirement for a functional ESMS

Annex 13. Project Procurement Arrangements

IFAD
Investing in rural people

_____2025

Project Procurement Arrangements

Country: Tajikistan
Financing:
Project: Access to Market and Adaptation for Livestock (AMAL) Project

Excellency,

1. I refer to the Financing Agreement between Tajikistan ("Borrower/Recipient") and the International Fund for Agricultural Development (IFAD), dated_____ ("Agreement"). The Agreement entered-into-force on _____.

2. The instructions contained in these Project Procurement Arrangements govern the execution of project procurement operations with respect to the acquisition of goods, works and services under the Agreement. These arrangements replace and supersede any procurement guidance that has previously been issued to the project. In case these instructions conflict with those of the IFAD Project Procurement Handbook, the instruction of these Procurement Arrangements shall prevail.

3. Capitalised terms defined in the Financing Agreement and General Conditions shall have the same meaning in these Arrangements unless expressly defined otherwise in this document.

4. Section 7.05 of the General Conditions provides that the procurement of goods, works and services shall be carried out solely in accordance with the provisions of the IFAD Project Procurement Guidelines, as amended from time to time[1]. Each Annual Work Plans and Budget must contain a Procurement Plan, which shall identify the procedures that must be implemented by the borrower/recipient in order to ensure consistency with the IFAD Project Procurement Guidelines.

5. The IFAD Simplified Project Procurement Procedures for Fragile and Conflict Affected Situations guidelines shall not apply to this project.

His Excellency

[1] Any reference to IFAD Project Procurement Guidelines also includes the IFAD Procurement Handbook. Ensuring that applicable procurement rules are consistent with IFAD's Project Procurement Guidelines is mandatory; the Handbook is used as a guidance document for the borrower/recipient. The regulations set out in these Procurement Arrangements supersede the Handbook in case of conflict. For both the Guidelines and the Handbook, the latest version shall always apply.

6. Each Annual Work Plan and Budget must contain a Procurement Plan, which shall identify the procedures that must be implemented by the borrower/recipient in order to ensure consistency with the IFAD Project Procurement Guidelines. The following procurement methods[2] shall be used[3] for:

a. Works and works-related Non-Consulting Services:

(i) International Competitive Bidding (ICB): This procurement method applies to contracts estimated to cost US$ 1,000,000 or more. Under ICB, the borrower/recipient may apply a margin of domestic preference to local contractors of 7.5% excluding industrial plants;

(ii) National Competitive Bidding (NCB): might be applied to contracts estimated to cost less than US$ 1,000,000. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification;

(iii) Shopping: might be applied to contracts estimated to cost US$ 250,000 or less. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification; and

(iv) Direct Contracting: applies to the indicated contracts in the Procurement Plan with due justification (as mentioned in the Handbook) subject to IFAD's No Objection (NO) under prior review[4] or alternatively without prior IFAD's NO for low-value unforeseen purchases with estimated cost per each purchase of US$ 2,000 or less up to an aggregate amount of US$ 10,000 per annum.

b. Goods and Goods-related Non-Consulting Services:

(i) International Competitive Bidding (ICB): This procurement method applies to contracts estimated to cost US$ 200,000 or more. Under ICB, the borrower/recipient may apply a margin of domestic preference of 15%;

(ii) National Competitive Bidding (NCB): might be applied to contracts estimated to cost less than US$ 200,000. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification;

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[2] In case National Procurement Regulations apply and as far as these do not contradict with IFAD's Project Procurement Guidelines, the equivalent terminology for procurement methods may be used; for example, ICB is the method for a publicly advertised competition at the international level. The Project Implementation Manual (PIM) will map the procurement methods that should be applied in accordance with these Arrangements.

[3] To know the applicable procurement method, the cost estimate shall be for the entire procurement activity whether it is divided into lots or not; in case of lots, the sum of the cost estimates of all lots shall be used for identifying the applicable procurement method for the procurement activity.

[4] A sufficiently detailed justification shall be submitted to IFAD to obtain its NO and shall include the rationale for the choice of direct contracting instead of competitive procurement and the basis for recommending a particular contractor/service provider in all such cases. Direct contracting could be justified under any of the circumstances listed in section 6, Module F1: Procurement Methods for Goods, Works and Non-consulting Services of the IFAD Procurement Handbook.

(iii) Shopping: might be applied to contracts estimated to cost US$ 100,000 or less. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification; and

(iv) Direct Contracting: applies to the indicated contracts in the Procurement Plan with due justification (as mentioned in the Handbook) subject to IFAD NO under prior review[5] or alternatively without prior IFAD's NO for low-value unforeseen purchases with estimated cost of US$ 1,000 or less per purchase up to an aggregate amount of US$ 10,000 per annum.

c. Consulting Services and related Non-Consulting Services:

(i) Quality and Cost Based Selection (QCBS): This selection method is the default for contracts with firms estimated to cost US$ 150,000 or more; International Advertisement is mandatory for consultancy contracts estimated to cost US$ 100,000 or more, regardless of the selection method];

(ii) Quality Based Selection (QBS): might be applied to contracts of any value if a proper justification is provided;

(iii) Fixed Budget Selection (FBS), or Least Cost Selection (LCS) [6]: might be applied to contracts with firms estimated to cost less than US$ 150,000. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification;

(iv) Consultants Qualification Selection (CQS): might be applied to contracts with firms estimated to cost US$ 70,000 or less. A waiver for the use of this method beyond this threshold can be requested for individual activities with proper justification;

(v) Individual Consultants Selection (ICS): applies to contracts with individuals regardless of the value;

(vi) Shortlisting following a Request for Expression of Interest is mandatory for all CQS and ICS procedures. In addition, Shortlisting is mandatory for all consulting services contracts estimated to cost US$ 70,000 or more;

(vii) Sole/Single Source Selection (SSS): applies to contracts with firms designated under SSS in the Procurement Plan with due justification (as mentioned in the Handbook) subject to prior review[7] and/or contracts

[5] A sufficiently detailed justification shall be submitted to IFAD to obtain its NO and shall include the rationale for the choice of direct contracting instead of competitive procurement and the basis for recommending a particular supplier/service provider in all such cases. Direct contracting could be justified under any of the circumstances listed in section 6, Module F1: Procurement Methods for Goods, Works and Non-consulting Services of the IFAD Procurement Handbook.

[6] The choice among QBS, FBS and LCS shall be made by the borrower/recipient in the Procurement Plan based on the nature and circumstances of the relevant procurement activity following the guidance of the IFAD Procurement Handbook.

[7] Any request for SSS by the borrower/recipient must be accompanied by a detailed justification, which will be carefully examined by IFAD to ensure that no alternative selection methods can be used. To receive IFAD's NO, it must be demonstrated that there is a clear advantage to SSS over competitive selection. Examples of such circumstances are listed in Section 6, Module F2: Selection Methods for Consulting Services of the IFAD Procurement Handbook.

estimated to cost US$ 1,000 or less, up to an aggregate amount of US$ 10,000 per annum; and

(viii) Sole/Single Source Selection (SSS): applies to contracts with individuals designated under SSS in the Procurement Plan with due justification (as mentioned in the Handbook) subject to prior review[8] and/or estimated to cost US$ 500 or less and with a contract duration of three months or less and up to an aggregate amount of US$ 5,000 per annum.

d. Other Procurement Methods or Arrangements:

(i) The use of Force Account is not allowed.

(ii) Extensions of contracts funded by IFAD for Goods, Works or related Non- Consulting Services to cover items of similar nature not listed in the original contract may not exceed 10% of the contract value and require IFAD's No Objection (such extension shall be considered as Direct Contracting). However, extensions of existing contracts, issued in order to increase/decrease items already listed in the original contract as a result of evolutionary changes during contract execution and subject to the contractual clauses governing such change may exceed 10%. In this case, the extension is subject to IFAD's No Objection.

(iii) Procurement with Community Participation is allowed[9].

(iv) The award of Grants and Investment Agreements are subject to the prior review threshold for Consulting Services (firms). The packaging of Grants and Investment Agreements is encouraged, single awards to entities or individuals are discouraged and follow the process of Single Source Selection.

(v) Procurement from United Nations Agencies is allowed[10].

(vi) Secondary Procurement (orders against existing Long-term Agreements, national e-catalogues etc.) follows the regulations and applicable thresholds of the national legislation. The prior review threshold of the respective procurement category (goods, works, consulting services and related non-consulting services) applies.

(vii) The borrower/recipient shall adopt and use the Standard Procurement Documents issued by IFAD (for ICB and for consulting services) and the ones issued by National Authorities for other methods as long as the latter are supplemented/adapted to meet IFAD's SECAP standards and grievance mechanisms and the IFAD's Project Procurement Guidelines and IFAD Procurement Handbook. This includes the reference to IFAD's Policies (IFAD's Policies on Preventing Fraud and Corruption in its

[8] Any request for SSS by a borrower/recipient must be accompanied by a detailed justification, which will be carefully examined by IFAD to ensure that no alternative selection methods can be used. To receive IFAD's NO, it must be demonstrated that there is a clear advantage to SSS over competitive selection. Examples of such circumstances are listed in Section 7, Module F2: Selection Methods for Consulting Services of the IFAD Procurement Handbook.

[9] *If the Project Design has provisioned for the involvement of communities of the borrower/recipient in the regions where the project is to be implemented in the procurement activities and has analyzed the regulatory environment, organizational capacity, skills, etc. of such communities, then community participation can be allowed for particular activities as outlined in the Project Design and details will be included here in the Procurement Arrangements.*

[10] *If the Project Design has provisioned for the procurement from United Nations Agencies (See IFAD Procurement Handbook Module F1, Section 9) then this can be allowed for particular activities as outlined in the Project Design.*

Activities and Operations, Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, and Anti-Money Laundering and Countering the Financing of Terrorism) and IFAD's right to audit, and adding the IFAD self-certification form at contract stage and adjusting the procedures and national templates in light of comments highlighted in the Procurement Section of the Project Implementation Manual and any subsequent amendment to it[11].

7. In accordance with paragraphs 49, 66 and 67 of the IFAD Project Procurement Guidelines and IFAD's Procurement Handbook, the following will be subject to prior review by IFAD and requires IFAD's No Objection:

1	Procurement Plans submitted as part of Annual Work Plans and Budget and any subsequent amendment of these plans;
2	General Procurement Notices
3	The first 2 procurement activities using each procurement method and category.
4	The TOR (Job Description), Advertisement and selection proceedings for the hiring of any staff responsible for carrying out or administering procurement processes as part of the project
5	Award of any Memorandum of Agreement irrespective of its value
6	Award of any contract for goods and goods-related non- consulting services estimated to cost US$ 70,000 or more;
7	Award of any contract for works and works-related non- consulting services estimated to cost US$ 150,000 or more;
8	Award of any contract for consulting services provided by firms estimated to cost US$ 60,000 or more;
9	Award of any contract for individual consulting services estimated to more than US$ 15,000;
10	Award of any contract via Direct Contracting for Goods and related Non-Consulting Services above the low-value threshold specified in paragraph 6. b. (iv). Any contract below this low-value threshold does not need N.O. as long as the cumulative value of such low-value contracts does not exceed the cumulative threshold stated in the same paragraph;
11	Award of any contract via Direct Contracting for Works above the low-value threshold specified in paragraph 6. a. (iv). Any contract below this threshold does not need N.O. as long as the cumulative value of such low-value contracts does not exceed the cumulative threshold stated in the same paragraph;
12	Award of any contract via Single/Sole Source Selection of Consulting Services to firms above the threshold specified in paragraph 6. c. (vii). Any contract below this threshold does not need N.O. as long as the cumulative value of such low-value contracts does not exceed the cumulative threshold stated in the same paragraph;
13	Award of any contract via Single/Sole Source Selection to individuals above the threshold specified in paragraph 6. c.(viii). Any contract below this threshold does not need N.O. as long as the cumulative threshold stated in the same paragraph is not exceeded and the contract duration is three months or less.

[11] Further detail is available in Annex 4 to Volume 1 of IFAD's Social Environmental Climate Assessment Procedure (SECAP) 2020.

8. In addition, the following interim steps of the procurement process for Goods/Works/Services also require IFAD's No Objection for contracts designated for **"prior review"** in the project's procurement plan. No downstream procurement action by the Borrower/Recipient can proceed until prior NO is issued by IFAD as to the propriety and compliance of the undermentioned steps with the IFAD Project Procurement Framework (PPF):

	Activity / Step of the procurement process for Prior Review Contracts	**IFAD "NO" is required**
1	Call/Request for Prequalification document and related advertisement	Yes
2	REOI (Request for Expression of Interest) document for consultancy services and related advertisement	Yes
3	Terms of Reference for consultancy services and related non-consulting services	Yes, usually as part of NO request for issue of the RFP (step 9 below)
4	Technical Specifications for Goods/Works/NCS	Yes, usually as part of NO request for issue of the bid docs (step 9 below)
5	Composition of evaluation committees	Yes, usually as part of steps 9, 13 or 15
6	Prequalification report for Goods/Works/NCS	Yes
7	Shortlisting report for consultants' selection	Yes
8	The use of "prior lists" for shortlisting consultants	Yes
9	Complete Bidding Documents and RFPs and CfPs and related advertisement if applicable	Yes
10	Use of a Performance Guarantee template if other than unconditional, irrevocable and on-demand guarantee	Yes
11	Amendments to the Bidding Documents and RFPs, CfPs	Yes
12	Opening bids/quotes/proposals that are less than 3 (excluding DC/SSS)	Yes
13	Technical evaluation report (in two envelope procedures)	Yes
14	The combined evaluation report (in two envelope procedures)	Yes
15	The single evaluation report (in one envelope procedures) for Goods/Works/NCS/Consulting Services (SSS)	Yes
16	Decisions concerning abnormally low bids	Yes
17	Draft contract	Yes
18	Minutes of negotiation at award for consultancy services (where applicable) or when using DC for Goods/Works/NCS	Yes
19	Rejection of all bids/proposals and cancellation of the procurement procedure	Yes
20	Failure of negotiations and proceeding to next ranked consultant	Yes
21	Proceeding to next ranked bidder if top ranked fails to sign the contract in Goods/Works/NCS	Yes
22	Determination to reject a bid/proposal because of cross-debarment	Yes, usually as part of steps 13, 14 or 15

23	Amendments to contracts exceeding 10% in value (increase/decrease in quantities as a result of evolutionary changes). Additional unforeseen new items exceeding 10% of the contract value is a new procurement subject to Single Source/DC conditions.	Yes
24	Extension of time to contracts exceeding 25% of the original contractual duration in Goods/Works/NC Services/Consulting Services	Yes
25	Termination of a contract in Goods/Works/NC Services/Consulting Services	Yes
26	IFAD reserves the right to enforce prior review in OPEN anytime.	Yes

9. Debriefing and Protest procedures for all procurement activities shall be based on the procedures laid down in the IFAD Procurement Handbook including the requirements to issue a Notice of Intent to Award and the application of a standstill period.

10. IFAD must receive a duly completed Authorised User(s) Letter (see Annex 1), from the designated representative specified in Section E of the Agreement or his/her delegate, designating the name(s) of official(s) authorised to undertake actions in the IFAD's client project procurement systems which includes client project submitting electronic documentation, entering and updating fiduciary data and to request IFAD's No Objection. The designated representative of the Borrower/Recipient may from time to time change the name/s of the Authorised User(s) or add new ones by written notice to IFAD.

11. Requests for IFAD prior review and no objection, should be routed through OPEN, IFAD's End-to-End Procurement system. OPEN enforces a step-by-step documentation of the workflow for the process for the entire procurement process (expression of interest, IFAD No-Objection, to contract signature) according to the type (e.g. national competitive bidding, international competitive bidding) and object of procurement (e.g. civil works, goods, services). OPEN also has a function as a tracking system for non-procurement workflow (e.g. Project Implementation Manual – PIM, Annual Workplan and Budget).

12. All contracts, Memorandums of Agreements, [12] purchase orders and related payments must be recorded in the Contract Monitoring Tool of the IFAD Client Portal. The register of contracts contained within the Contract Monitoring Tool replaces the requirement to complete the Forms C-10 (Register of Contracts) and C-11 (Contract Payment Monitoring Form). Instead, an extract of the register of contracts must be downloaded from the Contract Monitoring Tool for submission together with Withdrawal Applications. The register of contracts must be kept up-to-date on a continuous basis.

[12] IFAD distinguishes between a Memorandum of Understanding, Memorandum of Agreement and a service contract in the following way:Memorandum of Understanding: equivalent to a letter of intent, it cannot involve payments of any kind. Memorandum of Agreement: it can involve payments but is only applicable to the public sector. It needs IFAD NO regardless of the value.Commercial (service) contract: should be used for all private sector entities including NGOs.

13. All the above-outlined procurement terms and conditions shall also apply to project implementing partners and implementing agents approved by IFAD.

14. The aforementioned terms and conditions may be modified by IFAD during the course of Project implementation.

5 Anticorruption Measures

15. IFAD-financed and IFAD-managed activities and operations are governed under the Revised IFAD Policy on Preventing Fraud and Corruption in its Activities and Operations; therefore, the Borrower/Recipient is required to familiarize itself with this Policy in order to comply with all applicable requirements therein.

16. Specifically, paragraphs 11 to 15 in Section II. D (iii) of the Policy states the actions that the Borrower/Recipient will take to prevent, mitigate and combat Prohibited Practices (i.e., fraud, corruption, collusion, obstruction and coercion, as defined by the Fund) in any IFAD-financed and/or IFAD-managed activity or operation. Borrowers/Recipients are instructed to, *inter alia*:

    a. Prior to the implementation of an IFAD-financed and/or IFAD-managed operation or activity, inform the Fund of the arrangements made for receiving and taking action in response to allegations of fraud and corruption relating to IFAD-financed and/or IFAD-managed activities and operations, in particular:

        i. appoint and inform the Fund of the independent and competent national or local authority (or authorities, if the activities that follow fall under the jurisdiction of more than one authority) to be responsible for receiving, reviewing and investigating allegations of fraud and corruption relating to IFAD-financed and/or IFAD-managed activities and operations; and;

        ii. provide the name(s), position(s) and contact information of a focal point within that authority (or those authorities, as appropriate) and inform IFAD of any potential changes of that focal point.

    b. Borrower/Recipients are also encouraged to have in place, in accordance with effective whistle-blower protection measures and confidential reporting channels in order to appropriately receive and address allegations of fraud and corruption relating to IFAD-financed and/or IFAD-managed operations and activities.

6 Sexual Harassment, Sexual Exploitation and Abuse

17. IFAD has no tolerance for acts of sexual harassment, sexual exploitation and abuse in relation to its funded activities or operations. In April 2018, IFAD released its Policy to preventing and responding to Sexual Harassment, Sexual Exploitation and Abuse (the IFAD Policy[13]) to define obligations and responsibilities of all individuals who are holders of a contract with IFAD as well as third parties and recipients of IFAD funding.

18. According to Section 7.07 of the General Conditions, the Borrower/Recipient and the Project Parties shall ensure that the Project is carried out in accordance with the provisions of the IFAD Policy as may be amended from time to time. The Fund may take appropriate measures in line with such Policy.

19. In line with Section 34 of the Policy, the Borrower/Recipient shall ensure that contracts with Project Parties include: (i) provisions prohibiting acts of sexual harassment, sexual exploitation and abuse, (iii) obligation to

[13] https://www.ifad.org/en/document-detail/asset/40738506

immediately report incidents of sexual harassment, sexual exploitation and abuse to IFAD or to the Borrower/Recipient and (iii) provisions allowing for the immediate termination of the contract based on proven acts of sexual harassment, sexual exploitation and abuse.

20. Pursuant to Section 8.06. of the General Conditions, the Borrower/Recipient and Project Parties shall promptly inform the Fund of any non-compliance with the IFAD Policy. In accordance with Section 12.01 (xxv) of the General Conditions, the Fund may suspend, in whole or in part, the right of the Borrower/Recipient to request withdrawals from the Loan and/or Grant Accounts if, after consultation with the Borrower/Recipient, it determines that acts of sexual harassment, sexual exploitation and abuse were engaged in by representatives of the Borrower/Recipient or a Project Party or by any other recipients of the proceeds of the Financing without the Borrower/ Recipient having taken timely and appropriate action, satisfactory to the Fund, to address such acts when they occur.

21. Borrowers/Recipients are also encouraged to have in place, effective whistle-blower protection against retaliation measures, victim support and assistance mechanisms and confidential reporting channels in order to receive, address and respond to allegations of sexual harassment, sexual exploitation and abuse relating to IFAD-financed and/or IFAD- managed operations and activities.

Accept, Excellency, the assurances of my highest consideration.

Country Director
Near East, North Africa, Europe and
Central Asia Division Department of
Country Operations

Copies for information:

Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 10: Integrated Project Risk Matrix

Mission Dates:	15/09/2025 - 01/10/2025
Document Date:	30/01/2026
Project No.	2000005039
Report No.	7412-TJ

Near East, North Africa and Europe Division
Programme Management Department

Overall Summary

Risk Category / Subcategory	Inherent risk	Residual risk
Country Context	**Moderate**	**Moderate**
Political Commitment	*Moderate*	*Moderate*
Governance	*Moderate*	*Moderate*
Macroeconomic	*Low*	*Low*
Fragility and Security	*Low*	*Low*
Sector Strategies and Policies	**Moderate**	**Moderate**
Policy alignment	*Low*	*Low*
Policy Development and Implementation	*Moderate*	*Moderate*
Environment and Climate Context	**Substantial**	**Substantial**
Project vulnerability to environmental conditions	*Substantial*	*Substantial*
Project vulnerability to climate change impacts	*Moderate*	*Moderate*
Project Scope	**Low**	**Low**
Project Relevance	*Low*	*Low*
Technical Soundness	*Low*	*Low*
Institutional Capacity for Implementation and Sustainability	**Moderate**	**Moderate**
Implementation Arrangements	*Moderate*	*Moderate*
Monitoring and Evaluation Arrangements	*Moderate*	*Moderate*
Project Financial Management	**Substantial**	**Substantial**
Project Organization and Staffing	*Moderate*	*Moderate*
Project Budgeting	*Substantial*	*Substantial*
Project Funds Flow/Disbursement Arrangements	*Substantial*	*Substantial*
Project Internal Controls	*Substantial*	*Substantial*
Project Accounting and Financial Reporting	*Substantial*	*Substantial*
Project External Audit	*Moderate*	*Moderate*
Project Procurement	**Substantial**	**Substantial**
B.1 Assessment of Project Complexity	*Moderate*	*Moderate*
B.2 Assesment of Implementing Agency Capacity	*Substantial*	*Substantial*
Project Procurement Overall	*Substantial*	*Substantial*
A.1 Legal, Regulatory and Policy Framework	*Moderate*	*Moderate*
A.2 Institutional Framework and Management Capacity	*Substantial*	*Substantial*
A.4 Accountability, Integrity and Transparency of the Public Procurement System	*Substantial*	*Substantial*
A.3 Public Procurement Operations and Market Practices.	*Substantial*	*Substantial*
Environment, Social and Climate Impact	**Moderate**	**Moderate**
Biodiversity Conservation	*Low*	*Low*
Resource Efficiency and Pollution Prevention	*Moderate*	*Moderate*
Cultural Heritage	*Moderate*	*Moderate*
Indigenous People	*Low*	*Low*
Labour and Working Conditions	*Moderate*	*Moderate*
Community health, safety and security	*Moderate*	*Moderate*

Risk Category / Subcategory	Inherent risk	Residual risk
Physical and Economic Resettlement	*Low*	*Low*
Financial intermediaries and direct investments	*Moderate*	*Moderate*
Climate change	*Moderate*	*Moderate*
Stakeholders	**Low**	**Low**
Stakeholder Engagement/Coordination	*Low*	*Low*
Stakeholder Grievances	*Low*	*Low*
Overall	**Moderate**	**Moderate**

Country Context	**Moderate**	**Moderate**
Political Commitment	***Moderate***	***Moderate***
Risk: There is a risk that Tajikistan's political developments result in delays or the potential reversal of key political decisions and commitments that underpin the project's success. Furthermore, there is a high risk that Tajikistan's government might decline future financing agreements with IFAD if its financing moves to loans from the current grant financing.	Moderate	Moderate
Mitigations: IFAD needs to illustrate how its loans will work in the long-term interest of the country by helping to increase incomes and jobs through the IFAD investments even if these are given as loans. In addition, IFAD projects will develop models of enterprise development which can help provide access to finance through opportunities for blending grants, equity and debt from commercial banks and MFIs which can help to re-risk the livestock sector and crowd in private sector investments. IFAD will pilot test and scale up enterprise development models which will be appropriate for a country which has transitioned to higher level of income for which grants may no longer be available and for which there can be opportunities for providing access to finance from PFIs and use of arrangements such as the credit guarantee instruments which are now available in the country		
Governance	***Moderate***	***Moderate***
Risk: There is a risk that the Government of Tajikistan faces challenges due to resource constraints that may undermine project implementation and achievement of project development objectives. Under these circumstances, chances are that the resources allocated to the project activities may be diverted for purposes other than those initially intended.	Moderate	Moderate
Mitigations: To engage in close discussions with the Government to stress the importance of the investments and upholding the sanctity of the financing agreement signed.		
Macroeconomic	***Low***	***Low***
Risk: Macroeconomic policies might undermine government capacity to mobilize counterpart funding, and significantly impact the market dynamics of the selected value chains namely the livestock sector. From IFAD perspectives, the perceived risks include the country's eventual defaulting on debt service.	Low	Low

Mitigations: To ensure the success of project investments and their impact on stabilizing price volatility, reduce imports and develop enterprises that can have a stabilizing influence on the market.		
Fragility and Security	***Low***	***Low***
Risk: Tajikistan is vulnerable to natural and man-made shocks including civil unrest, conflict, and/or weak governance structures and institutions. Tajikistan is afflicted with problems, such as poverty, food scarcity, limited freshwater resources, a high rate of debt, and limited employment opportunities, etc. Weak governance and limited government capacity to address these problems coupled with exacerbated economic crisis risk to generate destabilization, unrest, and youth migration in search of remunerative employments in neighbouring countries particularly Russia.	Low	Low
Mitigations: Invest in rural areas and the agriculture sector to build resilience to economic and climate risks. The project is designed to address some key risks regarding the critical livestock sector which is key for rural livelihoods and build the sustainability of the natural resources such as pastures and forests which will help to protect the fragile eco-systems and build resilience of the livestock asset base.		
Sector Strategies and Policies	**Moderate**	**Moderate**
Policy alignment	***Low***	***Low***
Risk: The risk that Tajikistan's strategies and policies governing the rural and agricultural sector are not sufficiently pro-poor and/or aligned with IFAD priorities (e.g. on rural assets, pasture governance, land, environment, climate, gender, private sector engagement), undermining project implementation and the achievement of project development objectives.	Low	Low
Mitigations: IFAD interventions align very well with priorities defined by the government of Tajikistan in the project and help strengthen the policy framework regarding rural and agriculture development in the livestock and enterprise development sector.		
Policy Development and Implementation	***Moderate***	***Moderate***
Risk: The risk that Tajikistan's strategies and policies governing the rural and agricultural sector are not always supportive of the smallholder livestock farmers such as the policy on private veterinary services, the high levels of import of livestock products which threaten local production and the limited access to financial services, tax regime at the local level and unsupportive policies for enterprise development.	Moderate	Moderate
Mitigations: AMAL will mitigate these risks by assisting in improving the policy environment on these aspects and building the evidence base on how these aspects limit the growth of rural institutions such as PUU, inhibit livestock development, forestry and pasture investment and enterprise development.		
Environment and Climate Context	**Substantial**	**Substantial**
Project vulnerability to environmental conditions	***Substantial***	***Substantial***

Risk: Tajikistan's landscapes face severe environmental degradation, with land degradation affecting 87% of the country's pastures due to overgrazing and unsustainable land use practices. Widespread soil erosion, diminished vegetation cover, and deteriorating watershed systems pose substantial threats to long-term project sustainability and ecological resilience. Compounding these challenges are acute water scarcity issues and deteriorating irrigation infrastructure, which create additional environmental vulnerabilities that could undermine project investments in livestock productivity improvements and sustainable pasture management initiatives.	Substantial	Substantial
Mitigations: The AMAL project will establish comprehensive community-based natural resource management systems centered on rotational grazing practices and participatory pasture restoration activities to rehabilitate degraded rangelands. Strategic placement of climate-resilient water infrastructure will optimize resource distribution while alleviating environmental pressure on fragile ecosystems. The project will promote climate-smart fodder production techniques that enhance soil fertility, improve water retention capacity, and build ecosystem resilience. A landscape-level approach to intervention planning will ensure that all activities strengthen critical ecosystem services while simultaneously supporting enhanced agricultural productivity and sustainable livelihoods for pastoral communities.		
Project vulnerability to climate change impacts	***Moderate***	***Moderate***
Risk: Climate change poses moderate risks due to increasingly variable precipitation patterns, rising temperatures, and more frequent extreme weather events. The growing "summer feed gap" (extended by 20-25 days in lower elevations) threatens livestock productivity. Accelerated glacial retreat affects water availability for pastures and fodder production. Shifting disease vectors expand the range of livestock diseases, with lumpy skin disease cases increasing by 22% between 2020-2023 in previously less affected regions.	Moderate	Moderate
Mitigations: IFAD will promote climate-adapted livestock breeds that combine indigenous resilience traits with productivity improvements. Climate-resilient feed production systems will address seasonal feed gaps, while improved water management will enhance efficiency. Mobile veterinary services will strengthen disease surveillance and response capabilities. Diversification of income sources will reduce household vulnerability to climate-related livestock production shocks.		
Project Scope	**Low**	**Low**
Project Relevance	***Low***	***Low***
Risk: The risk that the project may not be high on the list of priorities of the Government given that the current focus of the Government is on completing the Roghun dam and all resources are being diverted to this investment.	Low	Low
Mitigations: Agree with the Government that AMAL's investments in the livestock, pastures, forestry sectors and enterprise development are consistent with Government priorities and secure its commitments that the financing for the project will not be diverted to other purposes.		
Technical Soundness	***Low***	***Low***

Risk: The assumptions made in the Theory of Change do not lead to the expected outcomes and limit the impact of the project.	Low	Low
Mitigations: The design team will continue to examine the underlying assumptions in the TOC and collect the evidence during the detailed design regarding to ensure that there is a sound and evidence-based link from the inputs to outputs to the outcomes and impact.		
Institutional Capacity for Implementation and Sustainability	**Moderate**	**Moderate**
Implementation Arrangements	***Moderate***	***Moderate***
Risk: The project will be implemented by two agencies which have not worked very closely together before, the CIIP-CEP and the PIU at MOF. There is a risk of coordination failure, delays, or conflicts arising from having multiple implementing entities with potentially differing objectives or operational cultures. There is a danger that these two agencies may not integrate and coordinate their efforts and implement the project in silos. Under SC2.2, there is a risk of insufficient coordination between the Grant Management Company and Participating Financial Institutions (PFIs), which could lead to delays in the assessment of eligible investments and subsequent disbursement of financing packages. Such misalignment may disrupt implementation timelines and reduce the efficiency of fund utilization.	Moderate	Moderate
Mitigations: Mitigations: The PIM specifies the roles and responsibilities of all institutions in detail. The coordination among the implementing entities will be strengthen through a Project Coordinator, who will ensure regular coordination meetings on a monthly basis. A tripartite Memorandum of Understanding (MoU) between MoA (as LPA), the PIU under MoF and CIIP under CEP has been drafted and will be signed prior to project start-up to clearly codify roles and responsibilities, coordination mechanisms and reporting lines. There will be strong supervision and oversight by IFAD during implementation. The risk under SC 2.2 will be mitigated through the careful sequencing of procedures outlined in the Project Implementation Manual (PIM), which clearly defines roles, timelines, and decision points for each party. Coordination will be actively overseen by the Project Implementation Unit (PIU), which will facilitate regular communication, joint planning sessions, and timely resolution of bottlenecks to ensure synchronized execution of grant and loan components.		
Monitoring and Evaluation Arrangements	***Moderate***	***Moderate***
Risk: M&E is often the weakness element of a project given the weak capacity of staff and the ceilings on salaries which limits the recruitment of strong and experienced staff. The multi-agency structure of the AMAL Project inherently complicates data flow. Therefore, the project is specifically at risk regarding the quality, consistency, timeliness, and accuracy of data reported as there are two different implementing entities, CIIP-CEP and PIU-MOF.	Moderate	Moderate

Mitigations: Use the existing M&E staff in the CIIP-CEP and use the experienced World Bank Project staff in the PIU of MoF and head hunt strong candidates. Train and orient staff on IFAD's reporting templates and provide strong oversight and implementation support in the early years. The specific risk posed by having two implementing entities will be mitigated by clear distribution of responsibilities. This is detailed in PIM Appendix 13, which specifies data collection responsibilities for each indicator. The implementing entities will strengthen their coordination through a Project Coordinator and ensure regular coordination meetings between the two entities. While project implementing partners will be the main actors responsible for data collection, the PIU will ultimately be responsible for consolidating the logframe data and ensuring timely and accurate delivery.		
Project Financial Management	**Substantial**	**Substantial**
Project Organization and Staffing	***Moderate***	***Moderate***
Risk: • Risk that recruitment and onboarding of Finance staff may be delayed, resulting in the team not being fully established before start-up as planned in the project design • Risk of a lack of knowledge of IFAD's financial management practices and procedures that could lead to non-compliance. • Decentralization of funds to PFIs for credit lines, grants, and the Public Organization "Zamonat" for the guarantee fund mechanism may lead to coordination challenges and increased fiduciary risk.	Moderate	Moderate
Mitigations: • The Chief Accountant shall supervise all donor funded projects and the finance staff recruited under each project. There shall be a dedicated Disbursement Officer and a dedicated Finance Specialist working full time on this IFAD project at both PMUs. • Financial Management staff to be hired from the open market on a competitive basis, and each staff member to complete the IFAD e-learning course within 2 months of the start of the project • Clear roles and responsibilities should be developed in the MOUs/agreements with all implementing partners with focus on the reporting requirements, frequency, templates and deadlines. In addition, CEP and PIU finance staff should include clear roles and responsibilities on managing the implementing partners to ensure timely monitoring and tracking of the funds.		
Project Budgeting	***Substantial***	***Substantial***
Risk: • Lack of timely submission of the annual work plan budget may lead to implementation delays. • Risk of lack of collaboration between the PMUs on the planning, budgeting and monitoring which could affect corrective decisions. • Risk of irregular monitoring of the AWPB and untimely decisions on budget variances due to irregular of preparation and submission of the variances reports to project management. • Component 2 includes blended financing packages (30% grant from the project and 70% commercial loan provided by PFIs). As implementation of line of credit activities relies on demand from beneficiaries and PFIs, it is difficult to forecast annual demand at the beginning of the year, and there is a risk that annual work plans may not be realistic, which may result in high variances between actual expenditure and budget.	Substantial	Substantial

Mitigations: • PIU-MOF to submit the draft Project AWPB to IFAD for comments no later than sixty (60) days before the start of the relevant year. • Both PMUs to prepare accurate cash forecasts, and monitor budget execution and demands, on a monthly basis to ensure that budget execution is on track, and revise the budget as needed to avoid high variances between budget and actual figures. This will be coupled with quarterly meetings between PMUs to discuss budget realization. • Upload the budget in the accounting software for timely and efficient monitoring. • Finalize the financing packages guidelines and draft MOUs, which include withdrawal procedures and the financial reporting obligations of the PFIs.		
Project Funds Flow/Disbursement Arrangements	***Substantial***	***Substantial***
Risk: • Project Designated Accounts will be opened in commercial banks, which may pose a higher risk of exposure to financial crime. • Delays in opening DAs at both PMUs which could affect project liquidity. This could be due to delays in preparedness for project at the PMUs. • Risk of delayed payments to suppliers due to restrictions on foreign currency transfers. • Project will be disbursing using the report-based disbursement mechanism, hence there is a risk of inadequate cash forecast due to lack of cash forecast skills.	Substantial	Substantial
Mitigations: • Banks where IFAD designated accounts will be open must be subject to the financial crime screening by IFAD Financial Controllers Division and eventually to IFAD clearance. • Each unit should open separate bank accounts for each finance instrument and for each financier to ensure tractability of funds before project start-up. • PFIs to open an incremental account to receive funds from IFAD grant. • Tajikistan projects use the Direct payment method in case payment is above the threshold specified in the FMFCL to facilitate procuring some equipment internationally (especially equipment that is not available locally). • Provide training to finance staff on the report-based disbursement mechanism at project start-up • Analyse cash forecasts versus actual cash outflow for each quarter to enhance cash management skills. • Procurement, finance and technical teams work together with the Project Coordinator on the preparation of cash forecasts at both PMUs.		
Project Internal Controls	***Substantial***	***Substantial***
Risk: • Lack of internal audit function within PIU. • Risk that internal control measures at project level are affected by the finance staff turnover and/or qualifications. • Risk of incomplete documentation or in the readiness of the Project supporting documents due to the finance staff turnover and knowledge of IFAD requirements. • Lack of internal controls and monitoring regarding the lines of credit/grants and guarantee funds mechanism.	Substantial	Substantial

Mitigations: • The PIU to consider hiring an internal audit service provider to perform spot checks on the use of funds by intended beneficiaries. • A comprehensive financial procedures manual to be formulated in the PIM as part of the start-up phase. The manual should include detailed internal control arrangements, including loans/grants and guarantee fund mechanism. • Checklist of documentation should be available for each type of expenditure, to be included in the PIM and to be readily available at the PMU office for the use of new Finance staff. • PIU to conduct a due diligence procedure on potential PFIs prior to signing the MOUs to ensure that PFIs have the satisfactory internal control and financial management structure to implement the activities.		
Project Accounting and Financial Reporting	***Substantial***	***Substantial***
Risk: • Late configuration and/or procurement of an accounting software due to delays in both PMUs preparedness. • Low reliability of the project financial reports due to lack of new staff experience. • Delayed submission of interim financial reports. • Risk of PFI's non-compliance with financial reporting requirements	Substantial	Substantial
Mitigations: • Both PMUs jointly agree on the purchase/customization of accounting software specifications with IFAD. • Automation of the IFRs templates in the accounting software at the time of purchase/configuration. • Finalize accounting software set-up at project start-up. • Training to the new finance staff on the IFRs preparation at project start-up • Project to follow accounting standards acceptable to IFAD. • There shall be quarterly financial reporting from PFIs monitored by both the Enterprise Development and Credit Specialist and the Finance Manager at PIU-MOF		
Project External Audit	***Moderate***	***Moderate***
Risk: • Risk of lack of understanding of IFAD requirements and General Conditions which could lead to not focusing on IFAD eligibility criteria. • Risk of delayed audit submission that could results from several factors such as staff qualifications, turnover, readiness of documents and reports.	Moderate	Moderate
Mitigations: • An independent private audit firm to be hired by the project to undertake external audits in accordance with International Standards on auditing (ISAs) and IFAD requirements. • External audit terms of reference (TOR) to include lines of credit, guarantee fund activities, and grants including end use review, and field visits for an appropriate sample of end beneficiaries based on the control risk assessment to determine if funds provided were used for intended purposes • Clear the audit TOR with IFAD at project start-up to ensure understating of audit scope and requirements. • Share and discuss the cleared audit TOR with the auditors and include it as an annex to the contract. • Auditors contract to be signed for multiple years subject to satisfactory performance.		
Project Procurement	**Substantial**	**Substantial**
B.1 Assessment of Project Complexity	***Moderate***	***Moderate***

Risk: The project scope is well-aligned with national and community needs, and its design builds on proven approaches. The risk of the project being irrelevant or technically flawed is minimal. Some moderate design complexity exists, but strong supervision will ensure technical soundness.	Moderate	Moderate
Mitigations: The development objective of AMAL project will be to increase incomes, nutrition and resilience through more productive livestock-related, climate-adapted, and inclusive livestock value chains. AMAL will target women and be nutrition sensitive, youth sensitive and be geared towards climate adaptation and mitigation. The project uses an evidence-based approach to tailor interventions by district, drawing on agro-ecological, demographic, livestock and economic indicators. Technical soundness is ensured through established good practices and will be further safeguarded by continuous IFAD implementation support (e.g. regular supervision missions, mid-term review). Overall, any scope-related risks are mitigated by this careful, experience-based project design..		
B.2 Assesment of Implementing Agency Capacity	***Substantial***	***Substantial***
Risk: The selection and awarding processes consider SECAP criteria, but there is lack of monitoring of its provisions in procurement contracts. SECAP standards are included in the evaluation process. However, there is no defined procedure for monitoring SECAP compliance in contract management. The project hires firms to audit overall activities, including finance, but not specifically procurement. Both PIU MOF and CIIP CEP utilize an accounting software for payments and role management in contract administration, but they do not have a dedicated contract management module. CIIP CEP has only one dedicated procurement specialist with an experience in working in IFI-funded projects, who is not a certified practitioner. The PIU MoF has procurement specialists specifically dedicated to each implementing project, by the start of each new project PIU will hire new experienced procurement specialist specifically dedicated to this new project. There are risks related to coordination between the two IAs - the CIIP-CEP and the PIU at MOF which have not worked together and therefore, this may result in delays or conflicts arising from them having different operational cultures. In addition, avoiding cost overruns and schedule overruns poses a risk in absence of clear allocation of roles and responsibilities.	Substantial	Substantial
Mitigations: CIIP CEP and PIU MOF shall endure good coordination, all concerned staff shall receive SECAP training and pursue Buildproc Certification; Quality control of documents should be continuously ensured by the 4-eye principle (PO prepares; SPO reviews); CM processes should be regulated with a clear and detailed RACI matrix.		
Project Procurement Overall	***Substantial***	***Substantial***
Risk: Both Inherent Country and Project risks are Substantial. Primary sources of risk relate to institutional arrangements at the country level, bureaucracy, and multiple layers of confidential audits.	Substantial	Substantial
Mitigations: Both CIIP CEP/PIU MOF shall adopt IFAD project procurement Guidelines and Procurement Handbook and SBD templates.		
A.1 Legal, Regulatory and Policy Framework	***Moderate***	***Moderate***

Risk: The draft new PPL was developed in 2021 by financing of EBRD and WB, and it was adopted in March, 2023. It provides a more satisfactory legal framework following good international practices. However, it has several shortcomings like unclear guidelines, inadequate contract management directions, and insufficient emphasis on sustainability. Areas needing improvement include simplifying procedures, better contract management, greater transparency and accountability, and bolstering public authorities' roles. The e-procurement system requires further consolidation, and a defined strategy for the professional development and capacity building of procurement specialists should be established. The analysis of the performance in practice of the procurement system faces methodological problems related mainly to the lack of comprehensive, reliable data. The anti-corruption institutional setup and strategy are in place, but the effectiveness of the same cannot be assessed for absence of reports and data.	Moderate	Moderate
Mitigations: The project shall follow IFAD's Procurement Guidelines, Handbook, and Project Implementation Manual (PIM), using IFAD's methods, thresholds, and time-limits. Use IFAD Standard Bidding Documents and train procurement staff on evaluation criteria, focusing on value for money and sustainability per IFAD and SECAP guidelines. Apply IFAD's debriefing, protest, appeal mechanisms, and standstill period. Contract management should comply with IFAD's standards, using OPEN and Contract Monitoring Tool (CMT) systems for record retention and compliance.		
A.2 Institutional Framework and Management Capacity	***Substantial***	***Substantial***
Risk: The country's institutional framework is extensive, though it falls short of complete alignment with the IFAD framework due to an ineffective data collection system and an unclear contract management method. The institutional setup is cantered around the Agency on PP that has multiple tasks that are regulatory, oversight and executive at the same time; Internal control is weak, and review/control is dispersed among several entities with a high degree of bureaucracy. The e-procurement system requires further consolidation, and a defined strategy for the professional development and capacity building of procurement specialists should be established.	Substantial	Substantial
Mitigations: The project must adhere strictly to the AWPB, procurement strategy, and Procurement Plan preparation and updates in line with IFAD templates and guidelines. It is crucial to continuously monitor the alignment between the PP and AWPB, as well as regularly update the procurement strategy. Comprehensive training on IFAD regulations, including anti-corruption policies, will be provided to the project team. The PIM should clearly outline the roles and responsibilities, and the project will utilize the OPEN and CMT systems for data collection and management. Project staff are required to participate in IFAD-organized training sessions, including BUILDPROC, to enhance their professional skills. Regular performance monitoring will help identify additional training needs		
A.4 Accountability, Integrity and Transparency of the Public Procurement System	***Substantial***	***Substantial***
Risk: The last PEFA for this country was done in 2022. A score 1 (D) was awarded to this category. Although, it shall be noted that a new public procurement legislation facilitates establishment of an Interagency Complaints Commission whose provisions and composition will be approved by the GoRT. The Commission is independent – that is, its structure and independence will satisfy the requirement that the entity does not participate (in any capacity) in the procurement activity or in the process of deciding to award the contract. Information on complaints and various other procurement-related information is available on the official public procurement website (https://zakupki.gov.tj/) and on the electronic government procurement (e-GP) portal (https://eprocurement.gov.tj/)	Substantial	Substantial

Mitigations: The project must adhere to IFAD's debriefing, standstill provisions, and guidelines, ensuring transparency by making procurement information accessible. The PIM should specify publication rules for project information and stakeholder interactions, following IFAD guidelines. IFAD's complaint mechanisms, including NOITA and standstill period, must be observed, and all bidding documents should reflect IFAD's policies against fraud, corruption, sexual harassment, and money laundering. Any corruption allegations must be reported to IFAD promptly, with self-certifications verifying cross-debarment. All procurement activities must comply with IFAD's ethics and accountability standards.		
A.3 Public Procurement Operations and Market Practices.	***Substantial***	***Substantial***
Risk: The new PPL sets clear rules on eligibility, qualification and evaluation as well as on basic annual planning. There is insufficient clarity on regulatory requirements for ESIA, permits and licenses needed for executing construction works under the project. The analysis of the performance in practice of the procurement system faces methodological problems related mainly to the lack of comprehensive, reliable data. Data on actual public procurement practices is limited, and it is, therefore, difficult to identify skill gaps and training needs and to take action to address them, as well as to improve documentation and tools for facilitating public procurement.	Substantial	Substantial
Mitigations: The project's procurement planning should conform to IFAD's Handbook and templates, including compliance with AWPB preparation. A procurement strategy needs to be created, regularly updated, and fully in line with IFAD guidelines and SECAP standards. Contract management must adhere strictly to IFAD's Procurement Handbook, and the project should use the CMT. Collect more detailed and reliable data on actual procurement practices, and use for improving policies and procedures as well as documentation, information and training; Examine in further detail the reasons why economic operators would or would not participate in public procurement, and change policies and practices accordingly in order to raise the level of trust in the system and encourage wider participation.		
Environment, Social and Climate Impact	**Moderate**	**Moderate**
Biodiversity Conservation	***Low***	***Low***
Risk: Traditional farming landscapes are experiencing reduced vegetation diversity in degraded areas. Potential low risks from the project activities include accidental encroachment into protected areas and natural resource extraction for infrastructure.	Low	Low
Mitigations: The project will integrate biodiversity conservation principles throughout its interventions through comprehensive mitigation measures. These include conducting pre-site biodiversity assessments and mapping sensitive habitats to avoid protected areas, establishing buffer zones around ecologically important sites, and promoting rotational grazing practices that support habitat recovery. Additionally, the project will enforce biodiversity-friendly procurement practices to ensure all activities align with conservation objectives.		
Resource Efficiency and Pollution Prevention	***Moderate***	***Moderate***

Risk: Tajikistan faces environmental challenges with pastures showing degradation and extensive erosion affecting agricultural lands. Poor agricultural practices, including inefficient irrigation, contribute to water erosion in farmland and salinization of irrigated lands. Moderate risks from the project interventions stem from pollution related to infrastructure development, livestock waste, agrochemical use, and processing activities. Improper waste or manure management could lead to soil and water contamination.	Moderate	Moderate
Mitigations: IFAD integrates climate-adaptive and resilient activities throughout its interventions. Recognizing that low-income rural communities often lack capacity for implementing adaptation measures, IFAD projects include targeted capacity building on sustainable land management, efficient irrigation techniques, and ecosystem restoration to enable beneficiaries to implement effective corrective practices. Project interventions will be guided by specific mitigation measures to be outlined in the ESCMPs . Agricultural agents and farmers will be trained on wise-use of inputs to ensure sustainable agricultural practices.		
Cultural Heritage	***Moderate***	***Moderate***
Risk: There is moderate risk of the project disturbing archaeological or culturally significant sites and utilizing intangible cultural heritage (traditional knowledge) for sustainable livestock management practices.	Moderate	Moderate
Mitigations: The project will map cultural sites in advance, establish protective buffer zones, avoid key heritage areas, and involve communities in developing site-specific protection protocols.		
Indigenous People	***Low***	***Low***
Risk: Tajikistan does not officially recognize distinct "indigenous peoples" in the legal sense as all citizens are considered Tajiks under the national identity framework.	Low	Low
Mitigations: No mitigation measures required		
Labour and Working Conditions	***Moderate***	***Moderate***
Risk: Employment terms and conditions in Tajikistan are governed by the Labour Code of the Republic of Tajikistan, which establishes minimum standards for employment contracts, working hours, wages, and worker protections. The code specifies requirements for written employment agreements, probation periods, and termination procedures. Moderate-level risks include occupational hazards in activities involving construction works.	Moderate	Moderate
Mitigations: The project will apply national labour laws and SECAP Standard 5, implement OHS protocols, monitors service providers, screen for child labour, and integrate gender-sensitive and fair employment practices.		
Community health, safety and security	***Moderate***	***Moderate***

Risk: Moderate risks include zoonotic disease transmission, food safety concerns, and safety risks due to traffic increase from rural infrastructure improvements.	Moderate	Moderate
Mitigations: Animal health services will be improved, hygiene standards enforced in food processing, and road designs will integrate safety features, with risk-sensitive routing and speed controls in populated areas.		
Physical and Economic Resettlement	***Low***	***Low***
Risk: Low risk of temporary access restrictions due to rotational grazing or pasture restoration, but no physical displacement is expected.	Low	Low
Mitigations: Pasture planning will be participatory and transparent, respecting customary rights and ensuring that access changes are agreed upon collectively and guided by national land use laws.		
Financial intermediaries and direct investments	***Moderate***	***Moderate***
Risk: Moderate risks stem from financial institutions' limited capacity to assess and manage environmental and social risks or implement stakeholder engagement and grievance mechanisms.	Moderate	Moderate
Mitigations: Moderate risks stem from financial institutions' limited capacity to assess and manage environmental and social risks or implement stakeholder engagement and grievance mechanisms.		
Climate change	***Moderate***	***Moderate***
Risk: Tajikistan's rural population shows significant vulnerability to climate change due to high dependence on natural resources, with over 66 percent engaged in agriculture. Agricultural systems face considerable climate risks, as two-thirds of production depends on irrigation and climate events already cause approximately one-third of annual agricultural losses. Climate change is projected to accelerate land degradation, reduce soil quality, and decrease natural soil fertility in agricultural areas. Tajikistan's total GHG emissions represent 0.02 percent of global GHG emissions. 52.0 percent of Tajikistan's carbon equivalent emissions originate from agriculture, mostly from livestock related activities. While these emissions are relatively low in global terms, they represent an area where improved practices could deliver meaningful local benefits.	Moderate	Moderate
Mitigations: IFAD will address these challenges through integrated approaches that combine sustainable natural resource management, climate-resilient agricultural techniques, and diversification of rural livelihoods. These interventions will be implemented in partnership with government institutions to ensure alignment with national climate priorities and sustainability of outcomes. IFAD interventions adopt a comprehensive approach to climate change mitigation with a focus on improved ecosystems management, including sustainable pasture and forest management coupled with improved livestock husbandry practices, which ultimately will increase carbon sequestration.		
Stakeholders	**Low**	**Low**

Stakeholder Engagement/Coordination	***Low***	***Low***
Risk: Women, youth and beneficiaries in more remote regions may be excluded from consultations.	Low	Low
Mitigations: The project will develop a stakeholder engagement plan will be developed, ensuring the inclusion of more marginalized groups and communicated to government and entities involved in approving and organizing field trips. The gender and social inclusion strategy of the project will specify the inclusion of marginalized groups in studies, surveys and project activities.		
Stakeholder Grievances	***Low***	***Low***
Risk: Stakeholders not being adequately consulted during implementation, limiting their ability to provide feedback or raise concerns related to project interventions. Insufficient communication channels or a lack of awareness about available mechanisms could prevent affected groups from voicing complaints, leading to dissatisfaction, reduced trust, or the perception of inequitable resource allocation	Low	Low
Mitigations: A robust and transparent grievance redress mechanism will be established, harmonized across all financing partners and implementing agencies. The project will actively engage with inclusive stakeholder platforms representing diverse interests to guide decision-making, coordinate resource distribution, and adjust activities as needed. These measures aim to enhance transparency, build consensus, and ensure that all stakeholders have clear and equitable access to feedback and resolution processes.		

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Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex 11: Country Level Policy Engagement

Mission Dates:	15/09/2025 - 01/10/2025
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Near East, North Africa and Europe Division
Programme Management Department

Annex 11: Country Level Policy Engagement

Country-level policy engagement (CLPE) is a cornerstone of IFAD's approach to creating sustainable impact beyond individual projects. AMAL in Tajikistan builds on lessons learnt and experience from IFAD's 15-year engagement in the country.

1. Lessons learnt from IFAD's engagement in the country are highlighted below.

Institutional & Community Structures (Pasture User Unions, PUUs) are key. Establishing legal, social, and organizational structures like PUUs and their boards (for managing pastures, making mid-term pasture management plans, etc.) requires substantial social mobilization but can yield significant results
Legal frameworks need operational clarity. Policy engagement & supporting legal/regulatory frameworks such as the Law on Pasture sunder LPDP has played a useful role in contributing to state policy / strategy formation, legal documents to support the Law on Pastures, and mainstreaming climate adaptation in pasture management. Implementation requires clear secondary regulations, bylaws, and local-level guidelines — without which policy remained abstract. In this area, IFAD supported the development of local pasture management plans

The absence of a national livestock strategy in Tajikistan leads to fragmented policies, poor coordination, and underinvestment in the sector. Without a clear framework, efforts in animal health, breeding, feed production, and pasture management remain unaligned, limiting impact. Key challenges like disease control, productivity improvement, and climate resilience lack long-term planning and resource allocation. Development partners and investors face uncertainty, while farmers lack guidance and support. Additionally, the absence of strategic goals hinders monitoring progress and adapting to emerging threats. Overall, the sector's potential to improve food security, incomes, and rural livelihoods remains under tapped without a coherent national vision.

The absence of an animal identification system in Tajikistan poses major challenges for livestock traceability, disease control, and food safety. Without reliable animal records, it is difficult to track disease outbreaks, manage vaccinations, or monitor cross-border livestock movements, increasing the risk of epidemics. This also limits market access, particularly for exports requiring health certification and origin traceability. Additionally, it hampers the development and effectiveness of a proper breeding program and livestock performance monitoring, also reducing the effectiveness of policy and support services.

2. Policy engagement priorities identified in COSOP

The Tajikistan Country Strategic Opportunities Programme 2026–2030 (COSOP) identified the policy reform challenges for the country. The include the lack of a proper strategy for livestock sector, of a regulatory framework reform for private veterinary services, the lack of an animal identification system that would support a proper strategy for breed improvement, and a weak land degradation neutrality policy implementation with lacking incentive mechanisms for sustainable land management practices and the integration of climate risks in land use planning.

3. Policy engagement strategy for AMAL

AMAL will respond to the identified challenges and priorities in three specific direct ways.

1. AMAL will continue to promote community-driven development (CDD), a still-innovative approach in Tajikistan's donor landscape. CDD empowers local communities to lead planning and implementation through participatory climate actions, joint forest management, and shared agricultural machinery. By placing resources and decision-making in community hands, IFAD advances a locally led, inclusive model that sets it apart from other development partners.
2. AMAL will support the development of a national livestock strategy. to provide clear guidance for the development of the sector, among various stakeholders, including government ministries, private sector actors and investors, to enhance the impact of investments and ensure coordinated action.
3. AMAL will build on the World Bank One Health project to set up a national identification systems, include software and database, and piloting of the animal tagging and flow of information.

In addition, indirect policy engagement on agricultural finance policies will be achieved through collaboration and support to financial institutions In the area of promoting equitable value chain governance, AMAL will provide experience of information for policy frameworks that ensure smallholder farmers gain greater ownership and decision-making power in value chains. AMAL will also support enhanced quality standards and certification frameworks

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Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex: Annex 12_Estimation of Outreach

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Annex 12: Estimation of Outreach

	1 Persons receiving services promoted or supported by the project				Unique persons receiving services promoted or supported by the project				HH	1.a Corresponding number of households reached (unique)	1.b Estimated corresponding total number of households members
	individuals	male	female	youth	individuals	male	female	youth	HH	HH	members HH
1.1. Participants in Community Plans	172 425	87 390	85 035	47 951	172 425	87 390	85 035	47 951	26 125	26 125	172 425
1.2. Direct beneficiaries of Community Plans	79 110	37 129	41 981	22 000	-	-	-	-	19 533	-	-
1.2. Nutrition trainees	5 250	-	5 250	5 250	-	-	-	-	5 250	-	-
1.2. Nutrition Trainers (from ToT)	105		105	84					105		
1.3. Clients of mobile veterinarian units	3 603	2 882	721	1 002	2 456	1 965	491	683	3 603	2 456	16 208
1.3. Mobile veterinarian units staff	16	13	3	4	12	10	2	3	16	12	79
1.3. Clients of young veterinarians	13 617	10 894	2 723	3 787	9 422	7 537	1 884	2 620	13 617	9 422	62 182
1.3 Young veterinarians	50	40	10	50	38	30	8	38	50	38	248
1.3 Cattle owners benefiting from cattle tagging	21 053	16 842	4 211	5 855	1 468	1 174	294	408	21 053	1 468	9 687
1.3 Cattle owners benefiting from cattle AI	2 700	2 160	540	751	-	-	-	-	2 700	-	-
1.3 Cattle owners benefiting from reproductive bull	15 000	12 000	3 000	4 172	-	-	-	-	15 000	-	-
1.3 Seed multiplier clients	2 312	1 172	1 140	643	1 740	882	858	484	2 312	1 740	11 485
1.3 Seed multipliers	40	20	20	11	30	24	6	8	40	30	198

2.1 Beneficiaries from slaughterhouses	90	81	9	25	90	81	9	25	90	90	594
2.1 Beneficiaries from border veterinary post and quarantine zone	955	764	191	266	707	566	141	197	955	707	4 666
2.1 Cattle owner benefiting from cattle market	20 362	16 290	4 072	5 663	4 179	3 343	836	1 162	20 362	4 179	27 582
2.1.Cattle owners benefiting from feed and fodder storage	240	122	118	67	169	86	83	47	240	169	1 117
2.1 Smallholder benefiting from pavilions	984	98	886	274	692	69	623	193	984	692	4 570
2.2 Beneficiaries from enterprise development services and access to finance	3 120	1 663	1 457	1 560	2 272	1 218	1 054	694	3 120	2 272	14 994
2.3 Kids benefiting from school feeding & nutrition education	6 318	3 202	3 116	-	5 132	2 601	2 531	-	5 265	4 277	28 226
3.2 Participants in the National Livestock strategy	100	51	49	28	100	51	49	28	100	100	660
TOTAL	347 450	192 812	154 638	99 442	200 931	107 026	93 905	54 541	140 520	53 776	354 920
TOTAL rounded for 54000 HH	**348 889**	**193 616**	**155 282**	**99 857**	**201 769**	**107 472**	**94 297**	**54 768**	**141 106**	**54000**	**356 400**

	MTR						
	Unique persons receiving services promoted or supported by the project				HH	1.a Corresponding number of households reached (unique)	1.b Estimated corresponding total number of households members
	individuals	male	female	youth	HH	HH	member HH
1.1. Participants in Community Plans	87 284	44 238	43 046	24 274	13 225	13 225	87 284
1.2. Direct beneficiaries of Community Plans				-	10 000		-
1.2. Nutrition trainees					2 625		
1.2. Nutrition Trainers (from ToT)					105		
1.3. Clients of mobile veterinarian units	491	393	98	137	721	491	3 242
1.3. Mobile veterinarian units staff	12	10	2	3	16	12	79
1.3. Clients of young veterinarians	2 019	1 615	404	561	2 918	2 019	13 325
1.3 Young veterinarians	38	30	8	38	50	38	248
1.3 Cattle owners benefiting from cattle tagging	-	-	-	-	-	-	-
1.3 Cattle owners benefiting from cattle AI	-	-	-	-	1 125	-	-
1.3 Cattle owners benefiting from reproductive bull	-	-	-	-	4 500	-	-
1.3 Seed multiplier clients	522	265	257	145	694	522	3 445
1.3 Seed multipliers	30	24	6	8	40	30	198
2.1 Beneficiaries from slaughterhouses	90	81	9	25	90	90	594
2.1 Beneficiaries from border veterinary post and quarantine zone	212	170	42	59	287	212	1 400
2.1 Cattle owner benefiting from cattle market	597	478	119	166	2 909	597	3 940
2.1.Cattle owners benefiting from feed and fodder storage	51	26	25	14	72	51	335
2.1 Smallholder benefiting from pavilions	208	21	187	58	295	208	1 371
2.2 Beneficiaries from enterprise development services and access to finance	947	508	439	289	1 300	947	6 247
2.3 Kids benefiting from school feeding & nutrition education	4 937	2 502	2 435	-	5 065	4 114	27 151
3.2 Participants in the National Livestock strategy	42	21	21	12	42	42	275
TOTAL	97 478	50 380	47 098	25 789	46 077	22 596	149 135
TOTAL rounded for 54000 HH	**97 885**	**50 590**	**47 295**	**25 896**	**46 269**	**22 690**	**149 756**

Main assumptions used for estimation of beneficiaries and logframe indicators

	Project activity	Calculation of beneficiaries	Discount applied	Removal of duplicates	Gender split	Mid-term/End split
1)	**1.1. Participants in CsCAPs**	Allocation per district based on population share with 13 225 HH for Kathlon, 11 900 HH for DRS and 1000 for Kohistoni Mastchoh, with a total of 26 125 HH			General population 50.83% men; 49.17% women	HH benefitting from IFAD allocation before mid-term, HH benefitting from AF after mid-term
2)	**1.2. Direct beneficiaries of CsCAPs**	Number of HH, of beneficiaries and gender split as per table Typical IFAD package below	none	all	as per table Typical IFAD package	Beneficiaries under IFAD before mid-term, the ones under AF post mid-term
3)	**1.2. Nutrition trainees**	50 trainees per villages 105 villages	none	all	All young women	50% before mid-term
4)	1.2. Nutrition Trainers (from ToT)	1 trainer per village	none	all	All women. 80% young.	All before mid-term
5)	**1.3. Clients of mobile veterinarian units**	Mobile vet. Units 1 for Sangour & Laksh 2 for Tajikobod & Norobod & Dushti 1 for Kohoistoni mastchoh 2 in Sughd 2 in Khatlon Farmers have an estimated 4 animals, based on 8.1 sheep (14% of livestock owners) and 1.9 cattle (55% of livestock owners); a mobile unit cater for 6 animals/day for 200 days/year	10% yearly repeat visits and new unique farmers = 40% of previous year (used for removing duplicates, not for scheduling)	Removal of X% per district based on % of cattle owners already benefiting (80% cattle ownership in targeted village, 55% cattle ownership overall). Even distribution of mobile vet. unit services across a district.	80% men; 20% women	4 units start in Y3, 4 in Y4 (after mid-term)
6)	**1.3. Mobile veterinarian units staff**	1 veterinarian and 1 assistant for each of the 8 mobile units		50% live in target village	80% men; 20% women	All before mid-term
7)	**1.3. Clients of young veterinarians**	50 CAHW evenly spread. Same assumption about livestock ownership as for 5). Each young veterinarian sees 4 animals a day for 180 days/year	10% yearly repeat visits and new unique farmers = 40% of previous year (used for removing duplicates, not for scheduling)	Removal of X% per district based on % (same assumptions than for 5) of cattle owners minus mobile unit clients	80% men; 20% women	Start in Y3
8)	**1.3 Young veterinarians**	50 young veterinarians		25% of young veterinarians living in target villages	80% men; 20% women	Start Y2

9)	**1.3 Cattle owners benefiting from cattle tagging**	50000 cattle evenly spread across the 15 districts; 1.9 cattle per HH	20% discount for aggregators	Removal of 93%: All beneficiaries from mobile units and CAHW will benefit from tagging. Cattle ownership in villages targeted by the project is 80% vs 55% overall.	80% men; 20% women	All after mid-term
10)	**1.3 Cattle owners benefiting from cattle AI**	3000 spread evenly across the project districts	10% dose failure	All beneficiaries from AI either benefit from mobile vet. Units, young veterinarians services or other project services	80% men; 20% women	Start in Y2
11)	**1.3 Cattle owners benefiting from reproductive bull**	100 bulls. 1 bull = 100 successful natural mountings every year A smallholder will benefit 3 times over 5 years	10% of bulls die (within 1 year)	All bulls are distributed in targeted villages under 2). 50% under IFAD districts; 50% under Adaptation Fund	80% men; 20% women	Starts Y3
12)	**1.3 Seed multiplier clients**	State Unitary Enterprise for Seed Production plants 50 ha @ 20 kg/ha and distributes it evenly to seed multipliers. Seed yield is 480kg for 20kg Avg land size is 2.49ha taking into account smallholder and individual dehkhan farms. Same farmers are served over project life than for a yearly calculation.		25% of beneficiaries already benefit from project (based on % beneficiaries owning livestock and already benefiting vs overall livestock ownership)	80% men; 20% women	Start Y3
13)	**1.3 Seed multipliers**	40 seed multipliers		80% live in target villages	80% men; 20% women	All from Y3
14)	**2.1 Beneficiaries from slaughterhouses**	6 slaughterhouses. 15 butchers benefit from each slaughterhouse (smallholder do not benefit directly)			90% men; 10% women	start Y3
15)	**2.1 Beneficiaries from border veterinary post and quarantine zone**	22000/year between Uzbekistan and Tajikistan. 5 border posts. Starts in Y3.	50% of cattle remains in target districts. New unique farmers = 40% of previous year (used for removing duplicates, not for scheduling). 50% extra discount to account for large proportion of trade by aggregator	Removal of 26% based on % of HH owning cattle already benefiting from project	80% men; 20% women	Starts in Y3
16)	**2.1. Cattle owner benefiting from cattle market**	A smallholder sells 2 cows and 13 sheep over 4.5 years. Aggregators represent 40% of live animal volume. 500 animals/week for each market. 8 markets.	50% of buyers and sellers are from outside project districts.	Removal of 80% based on % of HH owning cattle already benefiting from project and a weight of 3 (HH already benefiting from the project are 3	80% men; 20% women	Starts in Y3

		100 unique aggregators operate in each market; 100 unique buyers in each market.		times more likely to use the cattle markets as they benefit from support for animal health, feed and reproduction)		
17)	**2.1.Cattle owners benefiting from feed and fodder storage**	6 F&F storage sheds. Each serve 40 unique farmers.		Removal of 30% based on % of HH owning cattle already benefiting from project	General population 50.83% men; 49.17% women	Starts in Y3
18)	**2.1 Smallholders benefiting from pavilions**	100 unique beneficiaries/pavilion + 2 butchers/pavilion. 12 pavilions.		Removal of 30% based on % of HH owning cattle already benefiting from project	10% men; 90% women as mostly dairy products	Starts in Y3
19)	**2.2 Beneficiaries from enterprise development services and access to finance**	128 MSMEs benefiting from loan from PFIs 240 PFI staff trained 740 MSMEs staff trained 888 loans guaranteed (488 to untrained smallholders) 2 employees by MSMEs receiving loans 2.5 jobs created by a loan 1.5 owner/co-owner for a company		75% of smallholder trained or receiving loans already benefit from project 50% of new employees already benefit from the project	50%men; 50% women; 50% youth for jobs created	444 loan guarantees are given after mid-term New jobs appear from Y3 Staff from MSMEs start benefiting from Y2 (reception of loans)
20)	**2.3 Kids benefiting from school feeding & nutrition education**	13 schools 150 kids in grade 1-4, 400 kids/school 37 new kids every year Suppliers already benefit from project	1.2 kid/household to account for siblings	19% are in households already benefiting from project (based on previous beneficiaries and total number of households)	General population 50.83% men; 49.17% women	Education campaigns start in Y2
21)	**3.2 Participants in the National Livestock strategy**	100 participants to workshops			General population 50.83% men; 49.17% women	

Typical package during community plan implementation (everywhere Kohistoni Mastchoh)						
Activity	unique HH	unique people reached	overall members HH	unique males reached	unique females reached	Comment
Irrigation	50	330	330	168	162	
Women-specific	30	60	198	0	60	2 women per HH
Machinery	20	20	132	10	10	woman or man
Pasture	100	400	660	203	197	4 persons/HH
TOTAL	**200**	**810**	**1320**	**381**	**429**	

Typical package during community plan implementation for Kohistoni Mastchoh						
	unique HH	unique people reached	overall members HH	unique males reached	unique females reached	Comment
Irrigation	17	110	110	56	54	
Women-specific	10	20	66	0	20	2 women per HH
Machinery	7	7	44	3	3	woman or man
Pasture	33	133	220	68	66	4 persons/HH
TOTAL	**67**	**270**	**440**	**127**	**143**	

% male	% female	Persons/HH
50.83	49.17	6.6

According to census 2020 for the rural population in Khatlon, DRS and Sughd oblasts

Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex: Annex 13_Basis for District and Village Selection

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Near East, North Africa and Europe Division
Programme Management Department

Annex 13: Basis for District and Village Selection

This annex outlines the analytical basis for the selection of AMAL's target districts and intervention tiers. It brings together multiple data sources including national poverty and climate vulnerability assessments, official livestock statistics, and CASP+ spatial mapping, to identify areas where poverty, exposure to climate risks, and dependence on natural resources converge most sharply. The analysis will be complemented by data provided by district hokumats, which will guide village-level targeting during implementation, as detailed in the Project Implementation Manual (PIM) and Component 1 design.

AMAL will directly benefit approximately 54,000 households with 356,400 members across 100 to 150 villages in 15 districts 1 of Khatlon, the Districts of Republican Subordination (DRS), and Sughd. The project applies a multi-layered targeting approach—geographical, self, and direct—to ensure that investments reach poor and climate-vulnerable livestock producers efficiently and equitably.

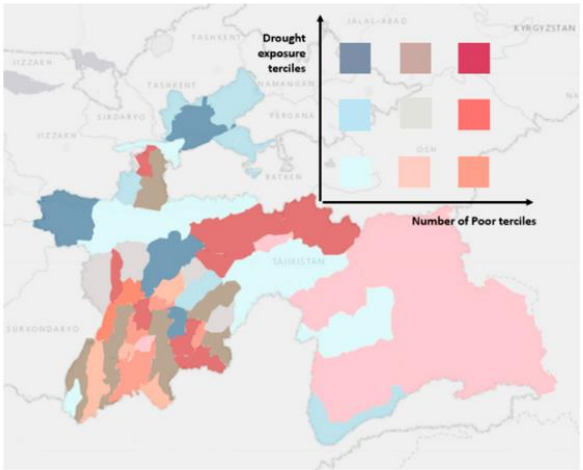
Geographic targeting

According to the *World Bank Tajikistan Poverty and Equity Assessment 2025*[1], poverty in Tajikistan is heavily concentrated in Khatlon and the DRS, which together account for about 86 percent of the national poor. Khatlon alone, with a poverty rate of roughly 31 percent, is home to over half of all poor households and exhibits high demographic density, limited off-farm employment, and strong dependence on low-productivity, climate-sensitive agriculture. The DRS, with about 25 percent poverty, adds another 30 percent of the poor and includes many districts facing recurrent droughts, floods, and land degradation. These two regions are therefore where poverty incidence, climate exposure, and agricultural dependence most clearly overlap.

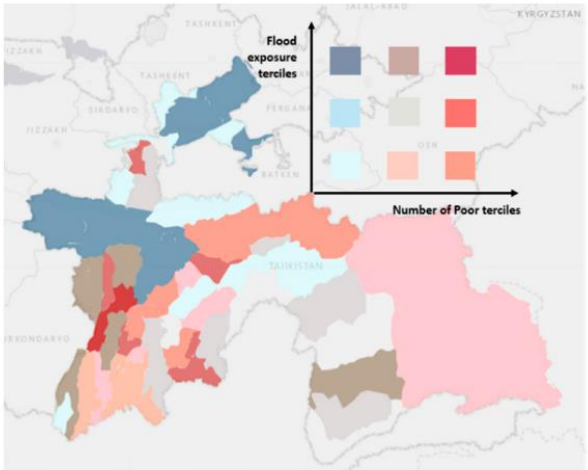
By contrast, Sughd, although equally populous, accounts for only around 11 percent of the national poor and has lower average poverty rates (about 8 per cent). Yet it contains isolated pockets of high vulnerability, particularly in mountain districts such as Kuhistoni Mastchoh, which combine remoteness, limited access to services, and heavy reliance on livestock.

Districts at a high risk of drought are often those also suffering from high poverty rates. These high-risk districts are found in the low-density GBAO region and the high-density DRS and Khatlon regions. Many of the highly vulnerable districts overlap with those facing significant drought risk.

Populations with more than half of their land affected by drought risk and poverty



Population exposed to a water depth of at least 0.5 meters during a flood and poverty



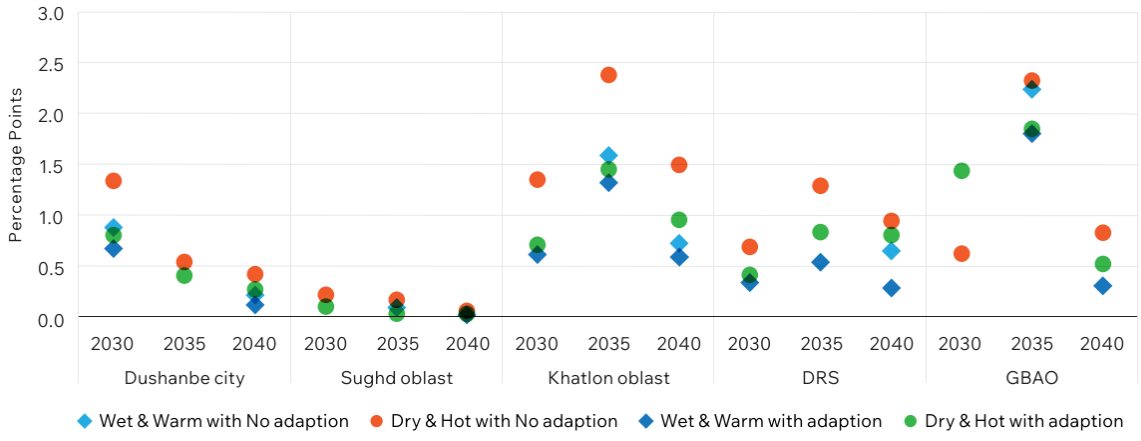
Source: World Bank staff estimations using HBS 2021 data and the Agricultural Stress Index (ASI) of FAO.
Note: The poverty maps presented show the share of poor (not poverty rates) and their exposure to droughts and floods.

[1] World Bank 2025 https://www.worldbank.org/en/country/tajikistan/publication/poverty-and-equity-assessment

Why Khatlon and DRS were prioritised for Components 1.1 and 1.2

The rationale for prioritising Khatlon and DRS rests on both developmental equity and strategic impact:

- **Poverty concentration and demographic scale:** More than four out of every five poor people in Tajikistan live in these two regions. Concentrating investments here delivers the greatest direct poverty-reduction return per dollar spent.
- **Dependence on climate-sensitive livelihoods:** Over 70 percent of households rely primarily on small-scale agriculture and livestock production. Productivity gains and resilience-building in these systems translate directly into income, food security, and stability. At the subnational level, the adverse impacts of climate change on poverty are relatively concentrated in three of Tajikistan's five regions, namely the Khatlon region, the DRS, and the GBAO region. The Khatlon region largely relies on low-paid and climate sensitive agriculture, the DRS districts are also largely located in hilly areas with exposures to both drought and floods (given proximity to Vakhsh and Kofarnihon rivers)

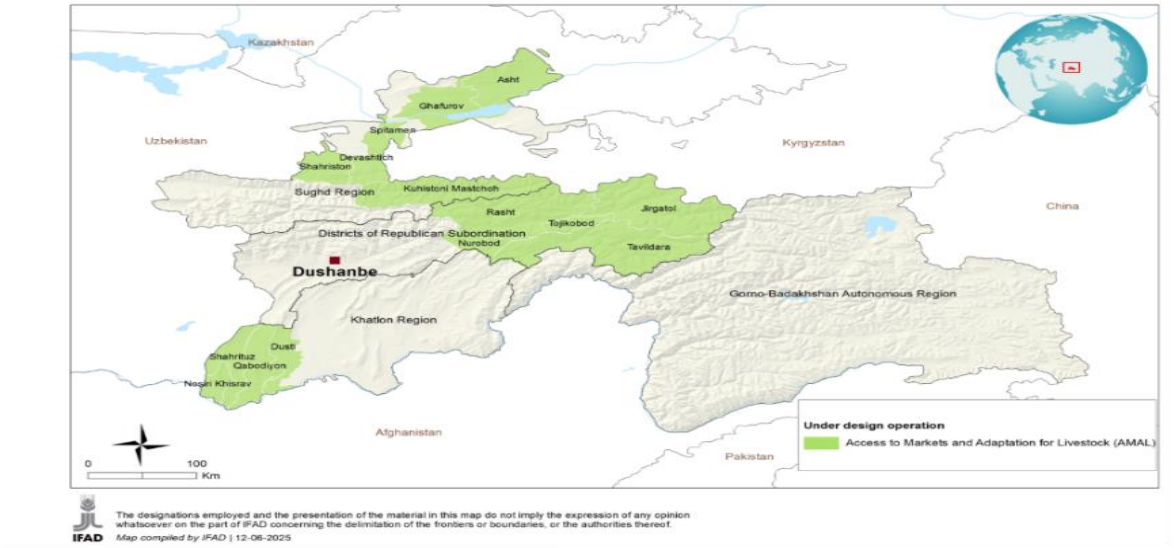


Source: World Bank staff calculations using a macro-micro simulation framework using HBS 2021 data and MFMod projections.
Note: The comparison of poverty levels is with the contemporaneous reference scenario.

Figure 1 Impact of Climate on Poverty (national poverty line) - deviations from the reference scenario (percentage point change) by region from WB 2025[2]

- **High exposure and limited adaptive capacity:** The World Bank, FAO Agricultural Stress Index, and CASP+ mapping all show overlapping drought and flood risk zones in Khatlon and DRS. Many districts in the Vakhsh and Kofarnihon basins face simultaneous hazards—drought in summer, floods and erosion in spring—which exacerbate vulnerability and undermine recovery capacity.

[2] World Bank 2025 https://www.worldbank.org/en/country/tajikistan/publication/poverty-and-equity-assessment



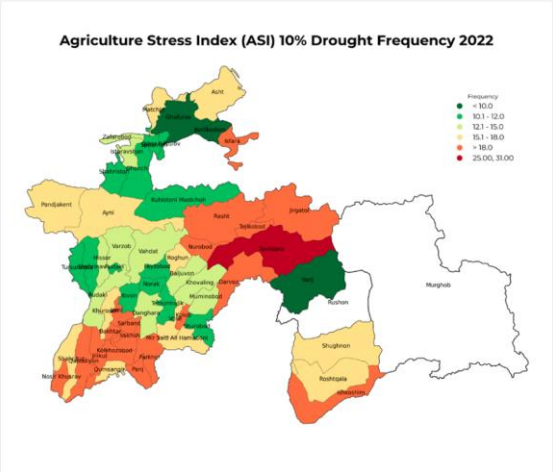


Figure 2 Agricultural Stress Index - 10% of Land impacted by Drought[3], AMAL District Map

The World Bank study adopts the ASI >= 10 percent (moderate drought) threshold because it is 'bad enough' if 10 percent of an area is affected drought. Based that reasoning ASI >= 25 percent and ASI >= 50 percent would be taken as severe and extreme drought, respectively. It would also be a given that when considering a fairly long period of time, ASI >=10 percent would have higher frequency of occurrence than the severe and extreme cases. As in Figure 2, the areas of DRS and Khatlon show high levels of drought stress. These districts are clearly reflected in the geographic distribution of the target districts for Tier One activities as indicated in the adjacent map..Together, these factors make Khatlon and DRS the most justified focal areas for scaling climate-resilient livestock systems as these are regions where poverty alleviation and adaptation outcomes reinforce each other most directly. A quantitative assessment of the districts is presented in the below table.

[3] World Bank 2025 https://www.worldbank.org/en/country/tajikistan/publication/poverty-and-equity-assessment

AMAL Target District Selection

Multi-Criteria District Selection Analysis

Oblast	District	Rural Pop. (%)	Rural HHs	Poverty Concentration	Climate Vulnerability	Livestock Dependency	Value Chain Potential	Intervention Tier	Selection Rationale
KHATLON[4]		**94%**	**73,802**	**55.5% of national poor Poverty rate: 30.9%**	**High-Very High**	**High**	**Moderate-High**		**Priority region: highest poverty concentration**
	Nosiri Khusrav	100%	7,348	Within highest poverty oblast; drought-prone	Very High (Agricultural Stress Index -ASI ≥10%; flood + drought exposure)	High TLU/capita; 70%+ HHs livestock-dependent	Limited but potential for dairy/meat; needs infrastructure	**Tier 1**	100% rural; extreme climate vulnerability; high livestock dependency; critical adaptation needs
	Dusti	94%	18,248	Within highest poverty oblast; largest district pop.	High (Vakhsh basin; drought + flood risk)	High; significant cattle and small ruminant population	Good market access; processing potential; proximity to urban centers	**Tier 1**	Large rural population; dual hazard exposure; strong livestock base; value chain opportunities
	Qabodiyon	93%	29,180	Within highest poverty oblast; highest district pop. in Khatlon	High (Vakhsh basin; recurrent drought)	Very High; densest livestock population in Khatlon	Excellent market linkages; existing trader networks; processing facilities	**Tier 1 + Tier 2**	Largest beneficiary base; high livestock density; best value chain infrastructure; strategic for scaling
	Shahrtus	88%	19,025	Within highest poverty oblast	High (agricultural stress; water scarcity)	High; mixed crop-livestock systems	Moderate; needs infrastructure development	**Tier 1**	Significant rural poor; climate-sensitive agriculture; livestock critical for resilience

[4] The 4 Khatlon selected districts represent **the optimal intersection of poverty concentration, livestock dependency, climate vulnerability, and implementation feasibility** within the oblast. Other Khatlon districts either: (a) have lower livestock dependency due to cotton dominance, (b) face less severe climate vulnerability, (c) have better existing service infrastructure, or (d) are too geographically dispersed to create demonstration effects.

Oblast	District	Rural Pop. (%)	Rural HHs	Poverty Concentration	Climate Vulnerability	Livestock Dependency	Value Chain Potential	Intervention Tier	Selection Rationale
DRS[5]		**94%**	**48,989**	**30.1% of national poor Poverty rate: 24.8%**	**Very High-Extreme**	**Very High**	**Low-Moderate**		**Priority region: extreme climate vulnerability + high poverty**
	Lakhsh	91%	7,832	Within high poverty region; mountain district	Very High (mountain; drought + landslide; erosion)	Very High; livestock primary livelihood; limited alternatives	Low; remoteness barrier; needs basic infrastructure	**Tier 1**	Mountain vulnerability; extreme climate exposure; livestock-critical livelihoods; limited alternatives
	Nurobod	96%	11,034	Within high poverty region; highly rural	Very High (Kofarnihon basin; flood + drought + erosion)	Very High; 75%+ HHs livestock-dependent	Moderate; road access improving; potential for dairy value chain	**Tier 1**	Highest rural proportion; triple hazard exposure; heavy livestock dependence; emerging opportunities
	Rasht	89%	18,462	Within high poverty region; largest DRS district	High-Very High (valley + mountain; flood risk; landslides)	High; diverse livestock portfolio	Moderate-High; strategic location on main road; links to Dushanbe market	**Tier 1**	Largest DRS population; strategic location; good market access; scaling potential
	Sangvor	100%	3,970	Within high poverty region; extreme remoteness	Extreme (highest ASI; isolated; landslides; harsh climate)	Very High; livestock nearly sole livelihood	Very Low; extreme remoteness; requires special measures	**Tier 1**	Most vulnerable district; 100% rural; extreme climate exposure; livestock survival-critical; equity imperative
	Tojikobod	95%	7,693	Within high poverty region	Very High (mountain; drought + flood;	Very High; transhumant	Low-Moderate; remoteness	**Tier 1**	High mountain vulnerability; traditional pastoralism;

[5] **DRS has near-complete district coverage** because the entire oblast exhibits uniformly high poverty, extreme climate vulnerability, and heavy livestock dependence. Unlike Khatlon and Sughd, there are no "lower-priority" districts within DRS—**the whole oblast is a priority zone**..

Oblast	District	Rural Pop. (%)	Rural HHs	Poverty Concentration	Climate Vulnerability	Livestock Dependency	Value Chain Potential	Intervention Tier	Selection Rationale
					degraded pastures)	pastoralism prevalent	challenge; yak/sheep potential		severe pasture degradation; adaptation critical
SUGHD[6]		**94%**	**140,376**	**11.3% of national poor Poverty rate: 7.7%**	**Moderate-High (varies)**	**Moderate-High**	**High**		**Selective targeting: pockets of vulnerability + value chain hubs**
	Kuhistoni Mastchoh	100%	3,818	**Highest poverty in Sughd** (isolated pocket); remoteness	Very High (mountain; drought; isolated; similar to DRS profile)	Very High; 80%+ HHs livestock-dependent; limited alternatives	Very Low; extreme remoteness; requires special infrastructure	**Tier 1**	**Exceptional case**: Sughd's poorest; DRS-like vulnerability; 100% rural; extreme isolation; livestock-critical
	Devashtich	92%	26,327	Low poverty but climate-vulnerable pockets	Moderate-High (drought stress; pasture degradation)	Moderate-High; significant small ruminants	Moderate; needs improved services and market links	**Tier 2**	Rural population; climate stress on pastures; animal health services needed; value chain development potential
	Spitamen	86%	20,320	Low poverty; better services	Moderate (irrigation-dependent; some drought risk)	Moderate; mixed farming systems	High; good infrastructure; processing facilities present	**Tier 2**	Lower poverty but strategic for value chain; market hub; links to Khujand; demonstration effects
	Shahriston	100%	7,379	Low poverty but isolated	Moderate-High (mountain; road access challenges)	High; livestock important in mountain areas	Low-Moderate; remoteness; needs infrastructure	**Tier 2**	100% rural; mountain location; livestock important;

[6] Sughd selection focused on: (1) **one extreme poverty/vulnerability outlier** (Kuhistoni Mastchoh - Tier 1), and (2) **five strategic value chain anchor districts** (Tier 2) that can create market system improvements benefiting producers across the northern region, including in non-project districts.

Oblast	District	Rural Pop. (%)	Rural HHs	Poverty Concentration	Climate Vulnerability	Livestock Dependency	Value Chain Potential	Intervention Tier	Selection Rationale
									infrastructure investments needed
	Bobojon Gafurov	95%	57,590	Low poverty; economic hub	Moderate (irrigation-based; some climate stress)	Moderate-High; **largest livestock population in Sughd**	**Very High; major market hub**; processing clusters; wholesale markets; links to regional trade	**Tier 2**	**Strategic value chain anchor**: largest population; market infrastructure; aggregation point; catalytic for systemic change across northern region
	Asht	90%	24,942	Low poverty; better access	Moderate (some drought exposure)	Moderate-High; commercial livestock operations present	High; good road access; trader networks; processing facilities	**Tier 2**	Market development potential; commercial livestock sector; value chain infrastructure; links smaller producers to markets

Geographic Targeting: Concentration on Poverty and Climate Vulnerability

The selection of fifteen target districts reflects an evidence-based analysis that prioritizes geographic areas where poverty concentration, climate vulnerability, and livestock-dependent livelihoods converge most acutely, as documented in the World Bank Tajikistan Poverty and Equity Assessment 2025 and complementary climate vulnerability assessments. Khatlon and DRS oblasts, accounting for 85.6% of Tajikistan's rural poor (55.5% and 30.1% respectively) despite representing only 59.7% of the national population, constitute the primary geographic focus. Khatlon's poverty rate of 30.9%—more than four times the national urban rate of 7.6%—combined with 94% rural population and limited non-farm employment, establishes this oblast as the epicenter of rural poverty where climate-sensitive, low-productivity agriculture and livestock production dominate household livelihoods. DRS, with a 24.8% poverty rate and 94% rural population, adds an additional 30.1% of the nation's poor while exhibiting extreme climate vulnerability: districts in the Vakhsh and Kofarnihon river basins face simultaneous hazards of summer drought and spring flooding, compounded by landslides and soil erosion, as evidenced by FAO Agricultural Stress Index (ASI ≥10%) mapping and CASP+ Climate Vulnerability Index assessments (World Bank 2025; FAO ASI 2023).

Within Khatlon, all four selected districts—Nosiri Khusrav, Dusti, Qabodiyon, and Shahrtus—are characterized by 88-100% rural populations (totaling 73,802 rural households) and high livestock dependency, with over 70% of households relying primarily on small-scale crop-livestock systems. These districts exhibit overlapping drought and flood exposure zones in the Vakhsh basin, where recurrent climate shocks have contributed to a 23% increase in rural food insecurity since 2020 (WFP 2024). Qabodiyon, with the largest rural household base (29,180), combines high climate vulnerability with the strongest existing value chain infrastructure in Khatlon—including trader networks and processing facilities—making it both a priority for intensive poverty reduction (Tier 1) and a strategic anchor for market system development (Tier 2 value chain components). The concentration of Tier 1 interventions across all Khatlon districts reflects the region's dual status as both the poorest oblast and a high-potential area for demonstrating integrated climate-resilient livestock development models at scale.

In DRS, all five selected districts—Lakhsh, Nurobod, Rasht, Sangvor, and Tojikobod—qualify for Tier 1 intensive interventions based on their extreme climate vulnerability profiles and heavy livestock dependence among populations with severely limited livelihood alternatives. These mountain and foothill districts, encompassing 48,989 rural households, face exceptional exposure to multiple, cascading climate hazards: Sangvor exhibits the highest Agricultural Stress Index scores nationally (ASI ≥10% in most years; frequent ASI ≥25-50% severe-extreme drought events), while Nurobod and Rasht in the Kofarnihon basin experience triple hazards of drought, seasonal flooding, and erosion. With 91-100% rural populations and 75-80% of households dependent on livestock as their primary or sole livelihood, these districts lack the economic diversification or adaptive capacity present in lower-poverty regions. The World Bank's climate-poverty modeling (2025) projects that without adaptation investments, climate impacts could increase poverty rates in DRS by an additional 3-5 percentage points by 2030, underscoring the urgency of concentrated interventions in this oblast where poverty and climate vulnerability reinforce each other most directly.

Strategic Inclusion of Sughd Districts: Addressing Vulnerability Pockets and Market System Development

While Sughd oblast has the lowest poverty rate (7.7%) and accounts for only 11.3% of national poor, the inclusion of six Sughd districts reflects two distinct strategic rationales. First, Kuhistoni Mastchoh—with 100% rural population, extreme remoteness, and the highest poverty levels in Sughd—exhibits vulnerability characteristics more akin to DRS mountain districts than to its Sughd neighbors, qualifying it for Tier 1 intensive interventions. This isolated district faces very high climate vulnerability (mountain drought exposure, service access limitations) and 80%+ household livestock dependency, representing a critical equity imperative to reach Sughd's most marginalized population despite small absolute numbers (3,818 households).

Second, the five remaining Sughd districts—Devashtich, Spitamen, Shahriston, Bobojon Gafurov, and Asht—though exhibiting lower poverty rates, were selected for Tier 2 interventions focused on animal health services, infrastructure development, and value chain strengthening based on their strategic roles as market hubs and aggregation points that can catalyze systemic improvements across northern Tajikistan. Notably, Bobojon Gafurov, with 57,590 rural households (the largest district population in the project), serves as the primary livestock market hub for the entire Sughd region, hosting wholesale markets, processing clusters, and established trader networks that link smallholder producers across multiple districts to regional and national markets. Similarly, Asht and Spitamen possess good road infrastructure, processing facilities, and commercial livestock operations that can anchor inclusive value chain development, extending market access benefits to smaller producers in more remote areas. Even within these relatively better-off districts, climate vulnerability persists: moderate drought stress, pasture degradation (60-75% of pastures degraded nationally per CGIAR/ICARDA 2023), and inadequate animal health service coverage constrain productivity and resilience, justifying targeted investments in enabling environment improvements (Component 1.3) and market infrastructure (Component 2) that complement the intensive community-based interventions in Tier 1 districts.

Livestock Dependency and Value Chain Potential as Selection Criteria

Beyond poverty and climate vulnerability, all fifteen districts were assessed for **livestock dependency** (measured through Tropical Livestock Units per capita, livestock ownership patterns, and proportion of households engaged in animal husbandry) and **value chain development potential** (market access, existing infrastructure, trader networks, processing capacity). Livestock statistics from the Tajikistan Statistics Agency (2024) confirm that target districts in Khatlon and DRS maintain significant cattle, small ruminant (sheep and goat), and poultry populations, with TLU per capita ratios indicating heavy household-level dependence on livestock assets for both consumption and income. Over 70% of households in DRS and Khatlon districts rely on livestock production as a primary livelihood component, with even higher dependency rates (80%+) in mountain districts like Sangvor, Tojikobod, and Kuhistoni Mastchoh where crop agriculture faces severe biophysical constraints.

Value chain potential varies across districts: Qabodiyon in Khatlon and Bobojon Gafurov in Sughd anchor the project's market development strategy due to existing aggregation infrastructure, processing facilities, and established commercial networks. Rasht in DRS, positioned on the main Dushanbe-Khujand highway, offers strategic connectivity for linking producers in more remote DRS districts to national markets. By

contrast, highly remote districts like Sangvor, Lakhsh, and Kuhistoni Mastchoh face significant market access barriers requiring foundational infrastructure investments before value chain interventions can achieve scale. This diversity in value chain readiness informs the project's tiered approach: Tier 1 districts receive the full package of productivity enhancement, resilience-building, and market linkage support, while Tier 2 districts concentrate on systemic market improvements—animal health services, breed improvement, infrastructure, and enterprise development—that create an enabling environment benefiting producers across broader geographic areas.

Policy Alignment and Implementation Feasibility: The concentration of interventions in Khatlon and DRS aligns directly with national policy priorities articulated in the National Development Strategy 2030, Agricultural Development Strategy 2021-2030, and Pasture Development Programme 2023-2027, all of which emphasize inclusive rural growth, pasture rehabilitation, and climate adaptation in these high-poverty, climate-vulnerable regions. The Updated Nationally Determined Contribution (NDC, 2023) identifies climate-smart livestock sector adaptation as requiring an estimated $1.2-1.8 billion through 2030, with Khatlon and DRS prioritized for adaptation finance due to their poverty profiles and climate exposure. District-level implementation feasibility was further assessed through consultations with local hokumats (district administrations), evaluation of existing service delivery capacity (veterinary services, extension systems, community organizations), and logistical accessibility considerations, ensuring that selected districts possess sufficient institutional readiness to implement integrated, multi-component interventions while maintaining equity focus on the most vulnerable populations.

Evidence-Based, Equity-Driven, Impact-Oriented Selection

The fifteen target districts were selected through a systematic multi-criteria analysis that maximizes development impact by concentrating investments where poverty, climate vulnerability, and livestock-dependent livelihoods intersect most profoundly. With 85.6% of Tajikistan's rural poor residing in Khatlon and DRS, these two oblasts represent the geographic epicentre where climate-resilient livestock development delivers the greatest poverty reduction returns per dollar invested. The tiered intervention approach—intensive, integrated support (Tier 1) in the ten highest-vulnerability districts, complemented by targeted enabling environment and market system investments (Tier 2) in five strategic value chain hub districts—balances immediate poverty alleviation needs with systemic market development that extends benefits beyond direct beneficiaries. By aligning district selection with robust poverty data (World Bank 2025), climate vulnerability assessments (FAO ASI, CASP+ CVI), livestock dependency metrics (Tajikistan Statistics Agency 2024), and national policy priorities (NDC 2023, sectoral strategies), AMAL ensures that its 363,000 direct beneficiaries across 267,216 rural households represent Tajikistan's most climate-vulnerable, livestock-dependent, and poverty-affected populations—those for whom integrated productivity, resilience, and nutrition interventions will have the most transformative and sustainable impact.

Data sources and methodology

District prioritisation was based on a composite analysis drawing on multiple complementary sources, including:

- *World Bank Tajikistan Poverty and Equity Assessment 2025* and the HBS 2021 household survey, providing regional poverty and rural demographic data.
- Livestock population data from the Tajikistan Statistics Agency (2024), converted into Tropical Livestock Units (TLU) per capita using FAO/ILRI conversion factors and used standardised with population for a proxy metric.
- Climate vulnerability and hazard data from the Climate Vulnerability Index (CVI) composite metrics of CASP+, the FAO Agricultural Stress Index (ASI), and further literature reviews which assessed drought frequency, flood risk, and land degradation.
- Additional information from local hokumats on population, pasture condition, and service coverage, which will guide the participatory selection of target villages during implementation in line with the PIM and Component 1.

These datasets were among several used to inform targeting, and were additionally informed with field-level consultations, institutional readiness assessments, and logistical feasibility analysis. Districts were prioritised based on the convergence of high poverty, livestock dependence, and climate vulnerability, balanced against accessibility and demonstrated local capacity to implement integrated livestock–climate resilience models. Budget allocation between target districts for village level activities was done on the basis of population, with an additional allocation for very remote districts to facilitate additional project implementation costs.

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IFAD
Investing in rural people

Tajikistan

Access to Markets and Adaptation for Livestock (AMAL)

Project Design Report

Annex: Annex 14_Technical Annex on Livestock Value Chain Analysis

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Annex 14:Technical Annex on Livestock Value Chains Analysis, Tajikistan, 2025

Contents

1. Overview of the cattle farming sector 1
2. Feed and fodder resources 2
3. Animal genetic resources 4
4. Animal health 5
5. Beef value chain analysis 8
6. Dairy value chain analysis 12
7. List of sources and references: 15

Annex 14:Technical Annex on Livestock Value Chains Analysis

1. Overview of the cattle farming sector

Tajikistan's livestock sector is one of the pillars of the country's socio-economic development. Its importance within the broader agriculture sector has been growing to reach 41% of Tajikistan's agricultural GDP and 15% of the country's total GDP in 2021.

Households own about 93% of the cattle population in the country. They typically have less than 5 dairy cows and limited land to produce crops for food and feed (<0.5 ha). In fact, the vast majority of households keep livestock, with cattle being found in about 55% of them (Table 7, IFRPI 2023).

Table 7. Household livestock ownership

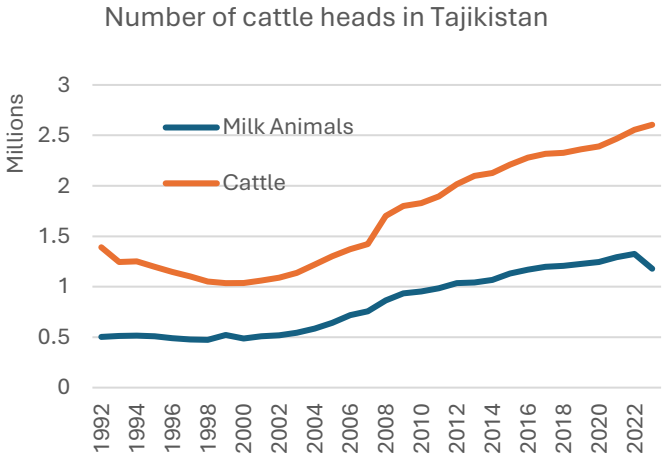
	2015		2023	
	Share of households	# animals[1]	Share of households	# animals[1]
Cattle	62.1%	2.4	54.8%***	1.9***
Sheep and goat	11.8%	5.3	13.5%*	8.1***
Poultry	7.4%	5.0	24.6%***	5.7***

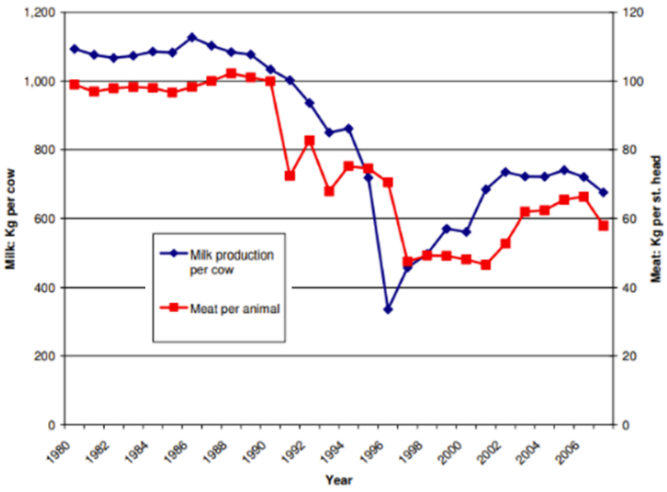
Notes: [1]Number of animals among households owning the respective type of livestock. St
2015 and 2023 at *** (p<0.001), ** (p<0.01), * (p<0.05).

Dairy cows				
Tajikistan	7,559	36,198	1,088,090	1,131,847
GBAO	134	1,634	38,906	40,674
Sughd	1,751	12,059	319,025	332,835
Khatlon	3,070	18,585	438,003	459,658
RRS	2,604	3,920	292,156	298,680

Dekhan farmers are midsized peasant farms that are legally and physically distinct from household plots. They usually own between 10 and 20 cows and produce part of their own feed. Agribusiness/ dairy processing companies own large dairy farms with herds of over 20 animals of improved breeds and are close to consumption hubs like Dushanbe.

The highest number of cattle is found in the Khatlon district with about 40% of the country's herd. Animal numbers drastically decreased after the fall of the Soviet Union and did not start to recover before the early 2000s. It is important to know that much of the data in Tajikistan is known to be of poor quality, including agricultural census. With around 2.5 million cattle and a bit more than 1 million dairy cows today, numbers are a higher than they were before 1990, but productivity per animal remains far lower, both in terms of milk yield and carcass weights. The next section will review the three main drivers of cattle productivity: feed, genetic resources and health.





2. Feed and fodder resources

Feed and fodder shortages and low quality significantly limit cattle production in Tajikistan. Cattle rely primarily on low quality pastures, hay (including alfalfa) and straw, which are often poor in nutrients.

Mountain areas cover about 93% of Tajikistan. As a consequence, a large share of the country is covered in bare soils, gorges, ravines, stone land and glaciers. Pastureland cover about 2.8 million hectares, 44% of which is in the Khatlon region (Table 2.2, World Bank 2024). The country also has 15,800 hectares of hayfields. Most pastures and hayfields are owned by dekhan farms. Forage and fodder are cover about 100,000 ha total, with 50% of this for grasses and 15% for maize.

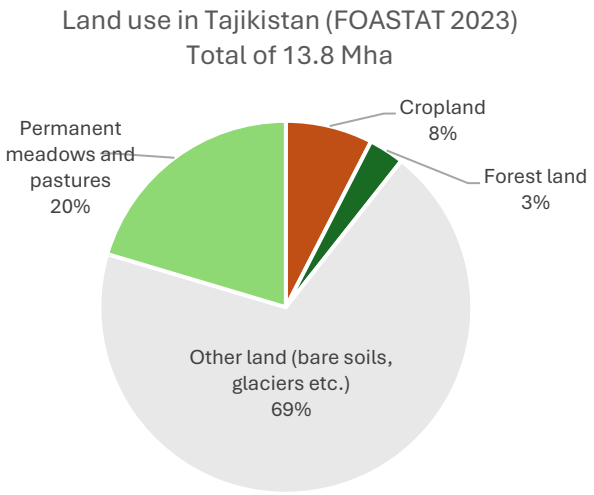


Table 2.2 Distribution of pastureland and hayfields (thousand hectares)

Farm type	Agricul-tural enter-prise	Dekhan	Household	Other*
Pastureland	921.1	1,896.9	0	921.1
Hayfield	3.3	12.6	0	3.3
Region**	**Sughd**	**Khatlon**	**GBAO**	**RRP**
Pastureland	724	1,227	751	1,083

Source: Tajstat 2019
*Other farms include privately-owned and state-owned farms
**GBAO = Gorno-Badakhshan Autonomous Oblast; RRP = Region of Republican Subordination

Pastures. All pastureland in Tajikistan is the state property. According to the 2019 law on Pastoralism, there are 6 types of pastures:

Pasture Type	Months Used	Elevation / Location	Share	Use / Characteristics	User rights
Winter Pastures	Nov - March	Lowlands (Valleys, Plains) Up to 1500 m	30%	Accessible during snow season. The closest to villages and vulnerable to overgrazing and poor regrowth.	Allocated to households, dekhan farms, or PUUs
Summer Pastures	May - Sept	Mountains /Alpine Zones 1,500-3,000 m	20%	Grazed in the summer when vegetation is abundant. Typically remote and used by transhumant herders.	Allocated byPUUs or local authorities. Shared between communities.
Spring-Autumn Pastures	March - April / Sept - Oct	Foothills / Mid-slopes 1,000-2,000m	10%	Transitional pastures for brief grazing between winter and summer zones. Important for rotational grazing. Acts as buffer	Allocation managed by local pasture commissions
Permanent Pastures	Year-round	Lower Hills & Valleys Up to 2,000 m	25%	Grazed throughout the year. Near settlements, flatter and accessible, often overgrazed. Need management incl reseeding	Informal control by local users or community management structures.

Foothill Pastures	Spring, Autumn	Lower Mountain Slopes 500-2,000 m	10%	Grazed during trasition seasons. Serves as a bridge between winter and summer pastures.	Allocated seasonally by local pasture commissions
Mountain Pastures (can be qualified as rangelands	July - Sept	High Mountains Above 2,000 m	5% (but could be much higher)	Grazed during summer at higher altitude, distant from villages (up to 2 or 300 km). Shorter growing seasons. Requires migration from lower areas.	Some are allocated to PUUs or large-scale livestock owners

A number of specific issues were identified (adapted from UNIQUE, 2014)

• Lack of access to pasture: the majority of rural households who own the vast majority of livestock do not have clear or secure pasture use rights and face obstacles in obtaining access to pasture, including high rental fees

• Loss of transhumance corridors: Long- and short-distance transhumance corridors may be blocked by the allocation of user rights to particular pastures to individuals, or by encroachment of new crop fields or settlements.

• Under- and overuse of pastures: Remote pastures may be underused for lack of access, leading to shrub development and low grass productivity, while pastures near villages are overgrazed. Many livestock owners look back to the soviet times with nostalgia, when large-scale transhumance and 4-year rotation, including remote pastures, were organised. There is also a perception that in some cases households with few livestock retain large areas of underused pasture, while those with livestock are excluded from access.

• Weak incentives for sustainable management: With short-term leases as the dominant form of access, both land use right holders and lessees have short-term incentives to maximize profit from land use, without considering long-term sustainability impacts of land use practices; where local government charges user fees on a per livestock head basis, they may also have incentives to encourage overuse.

Feed and concentrates. They are available in the country in limited quantity and quality: corn, barley, cotton seed cakes, and by-products from local industries, such as bran and spent grains from breweries. Concentrates are also mostly unaffordable for small holders, and they often lack training in proper feeding practices, or equipment for basic feed processing, such as mechanical choppers for corn stalks or grinder for grains. Education on forage production and processing and on and feed rations is also essential to improve cattle production in the country.

Lack of feed from local production and growing demand is also supplied by feed imports, primarily from Kazakhstan, Russia and Uzbekistan. In addition to imported feeds, a large quantity of wheat and barley are imported for alcohol and beer production, which by-products are used as feed.

Finally, water is a very strong limiting factor to fodder and feed production in the country. Mean annual precipitations are around 700 mm but vary significantly between regions. Aging or broken water infrastructure are also a major constraint. Seasonal water shortages, worsened by glacier retreat and climate change, reduce forage availability and drinking water, especially in summer. Overgrazing near settlements and underuse of remote areas lead to land degradation. Lack of investment in water systems compound the problem. As a result, livestock productivity declines, rural livelihoods suffer, and vulnerability to droughts increases.

Water scarcity, low levels of mechanisation, relatively low seeds quality and suboptimal fertilisation lead to low crop yields (Tables 3 and 4, IFPRI 2023). In addition, low agricultural storage capacity also

constrains the development of feed and fodder supply chains. The quality of seeds (including for feed and fodder crops) produced domestically is poor leading not only to low yields but also to higher vulnerability to droughts, pests and the proliferation of weeds. Higher quality seeds are mostly imported from Kazakhstan and Kyrgyzstan. The use of fertilizer remains low due to its high price. The fertilizers (nitrogen, phosphate and potassium) are also mainly imported from Kazakhstan and Uzbekistan.

Table 3. Area and harvest of common crops and crop categories

	2015			2023		
	Mean area cultivated (ha)	Median harvest (tons/ha)	N^1	Mean area cultivated (ha)	Median harvest (tons/ha)	N^1
Cotton	2.31	2.50	*84*	1.47**	2.00	*74*
Wheat	0.31	3.00	*396*	0.29	3.00	*308*
Corn	0.10	2.78	*103*	0.11	3.33	*376*
Fodder crops	0.18	3.08	*526*	0.15	3.00	*498*
Onion	0.17	2.29	*158*	0.05***	5.00	*112*
Potato	0.09	5.00	*857*	0.04***	6.67	*826*
Tomato	0.07	3.33	*802*	0.02***	5.00	*768*

Note: Stars indicate significant differences of average (but not median) values between 2015 and 2023 at *** (p<0.001), ** (p<0.01), * (p<0.05). Crop-specific estimates are conditional on cultivation of that particular crop. [1]The number of observations (*N*) represents households growing each crop or crop category, excluding missing values.

Table 4. Household ownership of agricultural assets, by year

	2015	2023
Water pump	7.2%	12.8%***
Tractor	4.0%	2.8%**
Plow (tractor driven)	1.8%	1.1%*
Plow (animal driven)	0.8%	0.4%
Motorized plow (only asked in 2023)	n/a	0.9%
Thresher	n/a	1.8%
Motorized insecticide sprayer	3.4%	4.0%
Storage facilities	1.3%	3.9%***
Greenhouse	2.8%	3.4%
Number of observations	*1719*	*1723*

Note: Stars indicate significant differences between 2015 and 2023 at *** (p<0.001), ** (p<0.01), * (p<0.05). All estimates conditional on participation in agriculture.

3. Animal genetic resources

Data on the breakdown of breeds has not been systematically collected since 1991. Household farms mainly use local breeds, which are crossbreeds between locally indigenous and Russian breeds from the Soviet era. From this local genetic base, various types of crossing have been carried out since then. In the Sugh district, imported Friesian bulls were used to increase milk production, leading to a stabilised nucleus of a local black and white breed called Chernopestraya (literally black and white in Tajik), that has also spread out of the district to some extent. Brown Swiss and Simmental bulls and semen are also used to improve the milk potential of local breeds, and Angus and Qazaq Aqbas for the meat potential.

These crossings are carried out either with the use of bulls or semen through artificial insemination. **Natural servicing** by bulls is the most common practice for reproduction. The cost per servicing is about 200-250 somonis, which is not significantly cheaper than artificial insemination. Public and private mating stations provide this service for smallholder farmers. Some of these stations are managed by Pasture User Unions, set up by the IFAD Livestock and Pasture Development Project. The common practice of keeping animals in communal grazing systems leads to uncontrolled breeding, no selection, and no active reproductive management.

Artificial insemination is being used throughout Tajikistan to improve genetics with imported semen from various countries, including Uzbekistan, Russia, Belarus, Iran, Germany, France and others. Tajikistan has a State Enterprise for Artificial Insemination and Breeding, with nearly 300 decentralised insemination points around the country. However, these points are often unused, or event have never been used, and they lack equipment and semen. A few private inseminators also operate in the country. In 2021, 43,124 cattle (only 1.8% of the cattle population) were artificially inseminated, and 37,391 high-breed heifers were produced. Every year, approximately 40–42 thousand cows are artificially inseminated, and 33–35 thousand calves are born. The three regional offices of the State Enterprise for Artificial Insemination have not been upgraded since independence, so they require a significant overhaul to meet modern hygiene standards. There is only one operational liquid nitrogen station in Dushanbe, which represent a constraint for AI.

A small number of farmers, who can be dekhan farmers of cluster farmers acting as milk collectors with their own milk production unit, also import live cows, such as Simmental from Germany. They pay up to 5,000 euros per animal, including transport by road, which can take up to 25 days. This represent another influx of exotic and more productive genetic in the country, which can be made sustainable with adequate management of reproduction.

Despite these various sources of animal genetic resources, there is **no national breeding strategy in Tajikistan**, though there is Law on Pedigree and Stockbreeding from 2013, and amended in 2018 that aims to increase food security by strengthening the national gene pool. A breeding strategy would include a minima a national breeding station to develop and conserve nuclei of various relevant breeds (for live reproducers and semen), a centralised animal identification system and performance recording system for animals from these nuclei and for their descendance to establish a stud boob, and regulations on semen imports and on conservation of local breeds for resilience to climate extremes and diseases.

In particular, there seem to be an overemphasis on purebreds and high-quality genetics to boost productivity. As climate change intensifies, issues like low pasture productivity, feed scarcity, and heat stress will also become more prevalent and the suitability of certain breeds (like Friesian-Holstein) should be reconsidered. The country needs breeds that are adapted to its current and future climate conditions, available feed resources, and agroecological conditions.

Animal performances. Cattle productivity levels are low. Basic data on milk yields and weights vary greatly according to the source, showing again the weakness of agricultural statistics. Tajikistan averages 500–1,000 kilograms of milk per cow per year, compared to 1,955 kilograms/cow/year in the Kyrgyz Republic, and 2,885 kilograms/cow/year in Uzbekistan. Reproductive performances are also low, with and average calving interval of 18 to 20 months. Production I also affected by a short milking period of about 220 days (instead of 300 in highly productive systems. This is due to feed and fodder shortages as stated in the previous section but also to low quality of genetic management. While a local cow yield about 3-4 kg of milk per day and reach a live body weight of 280 kg for females and 4-500 kg for males, a cross-bred animal with Holstein or Simmental can reach 10 to 20 kg of milk per day.

4. Animal health

Animal health directly affects productivity, food safety, and access to markets, but it is currently the livestock sector's weakest link (World Bank, 2024). It is impacted by a complex mix of factors, including limited veterinary capacity and infrastructure, inadequate disease surveillance system, a high disease burden, weak regulatory frameworks and low quality of drugs. These obstacles hinder

efforts to improve livestock productivity, safeguard public health, and prevent the spread of diseases both within the country and across borders.

Limited veterinary capacity and infrastructure for disease surveillance system. There are 1,400 public veterinarians in Tajikistan, who are not enough to serve the growing livestock population. In addition, 50% of posts are vacant. Their remuneration is low (1,000 TJS ($92) per month), but they can earn at least 6 000 TJS ($550) per month working in the private sector. Moreover, in 2017 the country stopped issuing licenses to private veterinarians.

The first consequence of the limited veterinary capacity is the lack of access to animal health services for small holders, especially those in remote areas. District vets often lack vehicles to reach them.

The National Diagnostic Center (NDC) of CFS was established in 2017 and coordinates the work of all laboratories in the country involved in food safety control, including veterinary and phytosanitary laboratories. The national veterinary laboratory has limited capacity to diagnose animal diseases because of lack of skilled staff, supplies, and data management systems, and the district levels laboratories can only provide basic testing on brucellosis. The laboratory system is therefore not able to cover the country's needs related to surveillance objectives to provide prompt sample preparation and testing for disease suspicion (FAO and OIE, 2021). In addition, only the central laboratory in Dushanbe has a good capacity (compared to other laboratories in the country), i.e. with PCR equipment and two professionals capable of conducting PCR tests.

Tajikistan has no operational livestock identification and traceability system, making it difficult to control diseases and limiting animal traceability for biosecurity and food safety. Primarily due to a lack of funding, the country has no disease surveillance system, no surveillance protocols, and no procedures for early detection, notification and response. The absence of a proper identification also limits access to export markets, as traceability is a key requirement for international trade. Furthermore, the lack of reliable data impedes effective policy-making, resource allocation, and support programs. Farmers cannot easily prove ownership, affecting compensation in disasters or theft. Overall, it reduces productivity, weakens disease control, and undermines sector modernization and growth. As a consequence, the actual epizootic situation in the country is mostly unknown.

High disease burden. FAO and OIE (2021) listed the following diseases as priorities for the country:

Priority animal diseases	
Foot-and-mouth disease	Anthrax
Sheep and goat pox	Peste des petits ruminants
Tuberculosis	Brucellosis
Newcastle disease	Rabies

FMD and anthrax are endemic in Tajikistan and Central Asia, and outbreaks occur annually, leading to reduced productivity, financial loss due to vaccines and containment measures, and trade restrictions. Similarly, reported brucellosis cases often reach 1,000 per year, and affect a significant portion of the livestock population, with some surveys showing that up to 20-30% of cattle in some

regions are infected. Human brucellosis is a significant health risk, with an increase in reported cases due to consumption of raw milk or close contact with infected animals.

Parasitic diseases such as helminths, ticks and flies are also common. A number of nutritional and metabolic diseases also affect cattles, mainly due to poor feeding or management. They include milk fever (hypocalcemia) and ketosis (acetonaemia). Rabbies and Q-fever are also found in cattle in Tajikistan, which also represent a threat to human health as these are zoonosis, transmittable to humans.

Both infectious and parasitic diseases are strengthened in occurrences and geographic distribution with the effect of climate change, including through higher temperatures and higher exposure to parasites during droughts.

Weak regulatory frameworks. Tajikistan lacks an up-to-date, comprehensive animal health policy and legislative framework to ensure effective disease prevention, management, and trade facilitation. While there are some regulatory structures in place, enforcement is often weak. Veterinary regulations (e.g., on vaccinations, quarantine measures, and disease reporting) are not always strictly enforced, leading to inconsistent application across regions. In addition, overuse or inappropriate use of antibiotics in both food production and disease treatment is a growing concern, leading to antimicrobial resistance (AMR).

The Veterinary Service Development Strategy is a national roadmap/framework to improve veterinary services in Tajikistan. It is intended to make veterinary services more efficient, responsive, and aligned with both national needs (livestock productivity, public health, food safety) and international obligations (disease control, trade, One Health). It was prepared by the Association of Veterinarians of Tajikistan together with the Committee for Food Security under the Government of the Republic of Tajikistan, with support from the Food and Agriculture Organization (FAO) and the European Union (EU). However, it is unclear what the status of the strategy is. Its main components are summarized in the following table:

Strategic Area	Description / Proposed Actions
Institutional Strengthening	Enhance capacity of public veterinary agencies; clarify roles & responsibilities; build regulatory & inspection capacity.
Private Sector Engagement	Support private veterinary service providers; improve their reach (especially remote areas); allow them to complement public services.
Surveillance & Disease Control	Improve early detection, reporting, diagnosis of diseases; strengthen epidemiological capacity.
Food Safety & Trade Facilitation	Ensure veterinary services support sanitary measures, inspection, certification so livestock products can safely access domestic and international markets.
Access & Coverage	Reduce gaps in veterinary service provision especially in hard-to-reach (remote, mountainous) areas.

Capacity Building & Training	Improve skills of veterinary practitioners; continuing education; training on best practices.
Regulatory / Legal Framework	Review/update laws/policies governing veterinary service delivery, private-vs-public roles, licensing, antimicrobial use, etc.
Resources & Logistics	Improve infrastructure: supply of diagnostic labs, equipment, transport (e.g. kits, mobility for vets).

Low quality of veterinary drugs. There is no domestic vaccine production due to lack of finance, qualified personnel and sufficient market size. While some vaccines are available legally there is a considerable contraband market for vaccines coming from neighbouring countries. They can be available for as much as 30% lower in price than legal ones, but there is no quality control on them and many of the products are substandard and do not meet their intended purpose. In addition, sellers of contraband medicines are not trained veterinarians and cannot provide accurate information on their use.

Cattle housing in Tajikistan can also contribute to lower animal health levels. In most households, it commonly consists of a lean-to or rough structure with poor ventilation and damp conditions. Good and clean housing conditions for animals are often overlooked, leading to disease and parasites. Stalls must be cleaned of manure frequently and clean bedding provided to provide a dry environment. Buildings must be well ventilated to remove ammonia build up which can lead to respiratory diseases. Access to sunlight is also critical for vitamin D production.

5. Beef value chain analysis

Beef production has grown in recent years in Tajikistan and reached about 270,000 tonnes in 2022, versus around 200,000 tonnes in 2013.

Private butchers are the central actors in the Tajik beef value chain. They purchase the animals directly from the household farmers, who represent about 87% of beef volumes, and the dekhan farmers. Such transactions often happen in live animal market places. These markets merely constitute regular meeting points and do not offer specific infrastructures like corrals, sheds or water points, nor services like veterinary inspections or supervision. Village traders (or middlemen) also act as aggregators, especially in areas remote from urban consumers, though their share of the market is unknown. The price for cattle varies from 15,000 somonis for 140kg of carcass weight (or 300kg live weight) to 25,000 somonis for an animal of 400 kg with good conformation. Butchers tend to prefer local breeds as their meat is said to be tastier than that of exotic breeds.

Qurbani, the ritual animal sacrifice performed by Muslims during Eid al-Adha, significantly boosts meat demand in Tajikistan, temporarily increasing livestock sales and prices. While it provides income for farmers and butchers, the surge can strain local supply, disrupt market stability, and raise prices for low-income consumers. It also highlights gaps in meat safety, handling, and animal traceability systems.

As of mid-2024, there are only 10 feedlots in Tajikistan (World Bank, 2024), which usually have their own slaughtering facility. The largest beef producer is “Marmari,” with a feedlot that can house 3,500 cattle in Yavon and two reproduction farms in Boljovon and Hovaling. Their breeds include Angus and Hereford (imported from the EU), which achieve a liveweight of 800 kilograms in 16–18 months,

while local breeds yield a liveweight of 300–500 kilograms after 36 months. These feedlots import calves, since no calves are available on the domestic market.

Cattle are slaughtered at various ages and degrees of fattening, in various forms of slaughter slabs and slaughterhouses, from simple backyard rooms to more equipped locations with water, tiled walls and blood storage pits. Slaughterhouses are less frequent. The following pictures illustrate the different types of facilities.

Lack of adequate slaughter infrastructure and low hygiene. In most cases, slaughtering takes place in unregistered facilities, often at butchers' homes or in designated areas. These locations rarely meet sanitary and hygiene standards, with many lacking suitable infrastructure, such as tiled walls, water source for cleaning/disinfection, cold rooms, ventilation and storage facility for blood and other by-products. In these cases, blood, which is not used for food in Tajikistan where the majority of the population is Muslim, as well as sometimes unclaimed organic matter and low quality organs (tripes and stomachs, hides, feet) can be simply accumulated for a few days before being discarded illegally on land fields outside of populated areas.

In a few cases, private small-scale slaughter slabs at butchers' residence are upgraded with a cold room and a sceptic tank for blood storage. Whether upgraded or not, such slaughter places are usually used one a day for one bovine animal.









A small number of registered slaughter houses are operating in the Lenin district, Tursunzade district, Hissar district and Dushanbe. They are used by 10 to 20 butchers who come daily to slaughter one or two animals. They may not have a cold storage facility but they include a sceptic tank for the storage of blood. The slaughterhouse in Spitamen district was built in 2015 by a private investor and is used by a dozen of individual butchers who bring their animals for slaughter for a 50 somoni fee. However, it doesn't have a cold room or refrigerated transport, which constitutes an infraction that can lead to a 100 somoni fine if controlled by the police. In Shahritus butchers received 100 TJS for slaughtering a bull or a cow and 40 TJS for sheep and transporting the cut meat to the market is 100 TJS for a bull or a cow and 40 TJS for transporting the meat to the market place. While in other districts of Khatlon the arrangements are different: 10 % of meat price is deducted when slaughter services is given for both big cattle and small cattle.

Animal welfare during slaughter can be a concern, with traditional practices not always adhering to international humane slaughter standards.

Lack of adequate management of by-products. Rendering, the process of recycling animal remains into useful products such as animal feed, fats, and industrial products, does exist in some form, but the sector is generally underdeveloped in Tajikistan. It is mostly done at small scale and in informal ways. One company based in Dushanbe was mentioned during interviews but doesn't seem to be collecting large volumes.

Leather production is scattered and lacks infrastructure. In fact, a significant share of hides are discarded. When they are collected, they are simply salted on the ground next to the slaughter place. Similarly, there is virtually no squaring service for the removal of dead animals due to accidents or diseases, which may end up in the value chains.

Lack of differentiation in meat cuts. Butchers have good practical skills for slaughter and cutting carcasses; in most cases the profession is inherited. They know how to cut a carcass in large quarters and they often sell the meat directly to the consumer in dedicated stalls in bazars (local food and convenience open-air markets). It is estimated that over 85% of beef is marketed in such stalls. Few of these stalls are equipped with cold rooms. Quarters of carcasses are debited locally in undifferentiated portions, not taking into account prime and secondary cuts, and rather mixing various muscles in the same serving. A kg of meat is sold for 90-100 somonis independently of the muscle, and is usually prepared as braised meat or in stews and other preparations.

The estimated remaining 15% of beef sales are taking place in supermarkets, mostly in Dushanbe and Khujand. Supermarkets are also beginning to appear in smaller cities and towns, but they remain less common than traditional open-air markets (bazars).

Lack of processed meat products. The meat industry is focused mainly on fresh meat rather than processed meat products (such as sausages, ham, or frozen cuts). As a result, there is limited availability of processed or value-added meat products in the local market. Tajikistan has a few modern meat processing plants, but they are limited in number and capacity. These plants are mostly located in urban centers like Dushanbe and Khujand, and their facilities are often outdated and not up to international standards.

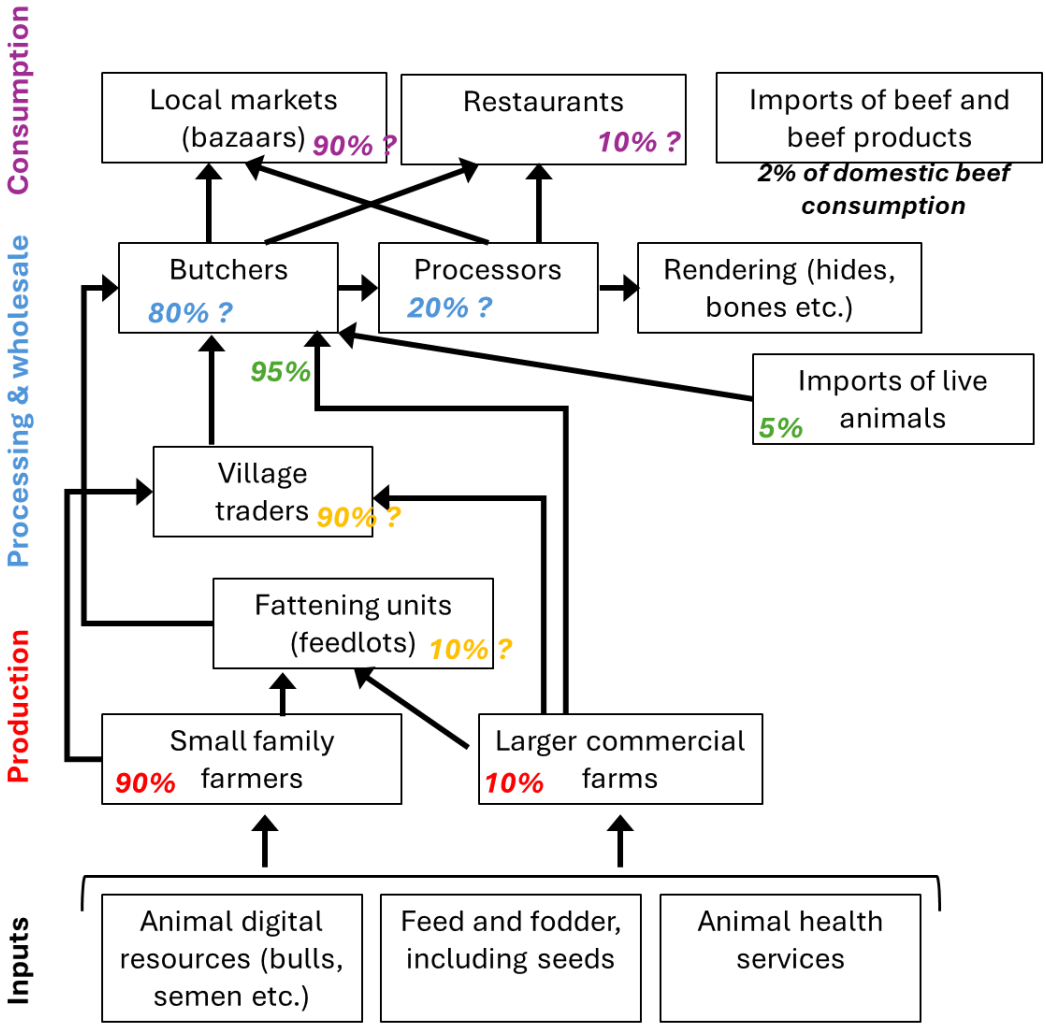
Imported processed meats (such as sausages) are more common, but there is growing interest and potential for domestic production.

Future outlook and consumer trend for beef. Most actors in the value chains, starting with butchers, agree that there is a lack of supply of beef, which is partially met by imports. Retail butchers and meat merchants are more likely to invest in the beef industry as their portion of the

value chain does not require investment in raising livestock. The second level is the intermediaries and middlemen, and the third levels are farmers.

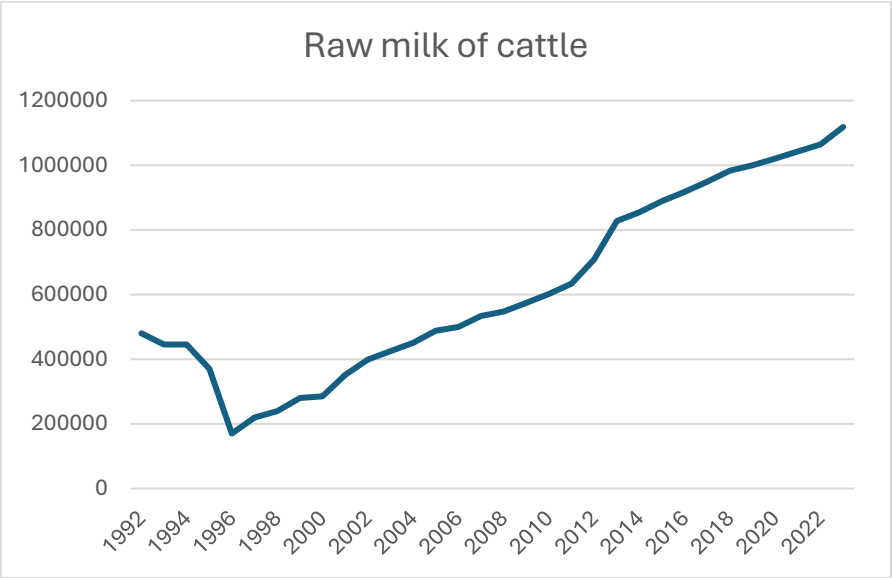
The average consumption of beef has increased in the last 10 years to reach 31kg/year carcass weight equivalent in 2022. But it remains lower than in Central Asia (27kg) and in neighbouring Uzbekistan (31 kg). While beef remains a staple protein source along with lamb and usually consumed in traditional dishes such as pilaf, shashlik (kebabs), and soup dishes, there is also potential in developing the processed meat sector as demand in large cities and smaller towns is growing. These include sausages, meatballs, dried beef, canned beef, and ready-to-eat meals. Imported processed meat products, especially sausages, have also gained popularity in the market, but there is growing interest in locally-produced value-added beef products as the domestic industry modernizes. The rise of supermarkets and grocery stores in urban areas has made it easier for consumers to access packaged and processed beef products.

The following diagram presents the structure of the beef value chain in Tajikistan, with estimates of shares in volumes for the different segments.



6. Dairy value chain analysis

Dairy production has grown in recent years in Tajikistan to reach about 1.1 Mt of milk in 2023, with about 90% of volumes produced in household farms .



A dominant informal market. A large majority of the milk produced in Tajikistan is consumed or processed at household level (Niras, 2017). Using several studies, it is estimated that about 20% of household milk production is consumed in liquid or processed form by the family themselves, while the rest is processed in the household too in kurut, a hard salty cheese made from fermented milk shaped into small balls and dried in the sun, or chaka, strained yogurt used to make kurut. Families sell their kurut and chaka directly to their neighbours, on the road sides and to merchants who have stalls on open-air markets (bazaars).

A growing formal processing sector. From official statistics, it is possible to estimate that the formal dairy processing sector used about 160,000 tons of milk in 2022, which is equivalent to about 15% of domestic production. This share was estimated to be about 8% in 2013 (Niras, 2013), showing a significant growth in less than 10 years.

The majority of formal milk processing takes place small local processors (possibly about 50 of them in the country) which only process 20 to 200 litres per day, perhaps rising to 500 litres per day in the peak summer months. From FAOSTAT data, it is estimated that about 15% of the domestic milk production is processed formally. All dairy processors complain of lack of volume of raw milk, poor milk quality and the high cost of collection as over 90% of the cows are kept in small rural households, typically with 1-3 cows. They consider that milk from local breeds is of higher quality, due to higher fat content, and some provide premium on this basis.

Depending on their size and supply market area, small processors collect milk either directly from villages, often through a village group leader who acts as aggregator for other households with a plastic container provided by the processor, or from a milk trader. Farmers usually receive 3.5 to 4 somoni per liter, depending on the season. In all cases, the majority of the milk is handled in plastic containers and unrefrigerated until it is reached the dairy processing unit, sometimes over 12 hours after milking. Limited controls are performed on the raw milk, with density and fat content often being the only tests performed at village level. No cell count is performed at any stage.

Dairy processors boil milk in pasteurizers and process it in a variety of products, including kefir, a fermented dairy drink, sirat, a thick yogurt, butter, sour cream and tvorog, a form of cottage cheese. These products are then sold to the local market, mostly in bazaars.

Small dairies have usually high operating costs in electricity and fuel for collection and they can lack sufficient amounts of water. They usually struggle to develop their activity and market and to invest in modernising their infrastructure and equipment due to the high cost of loans

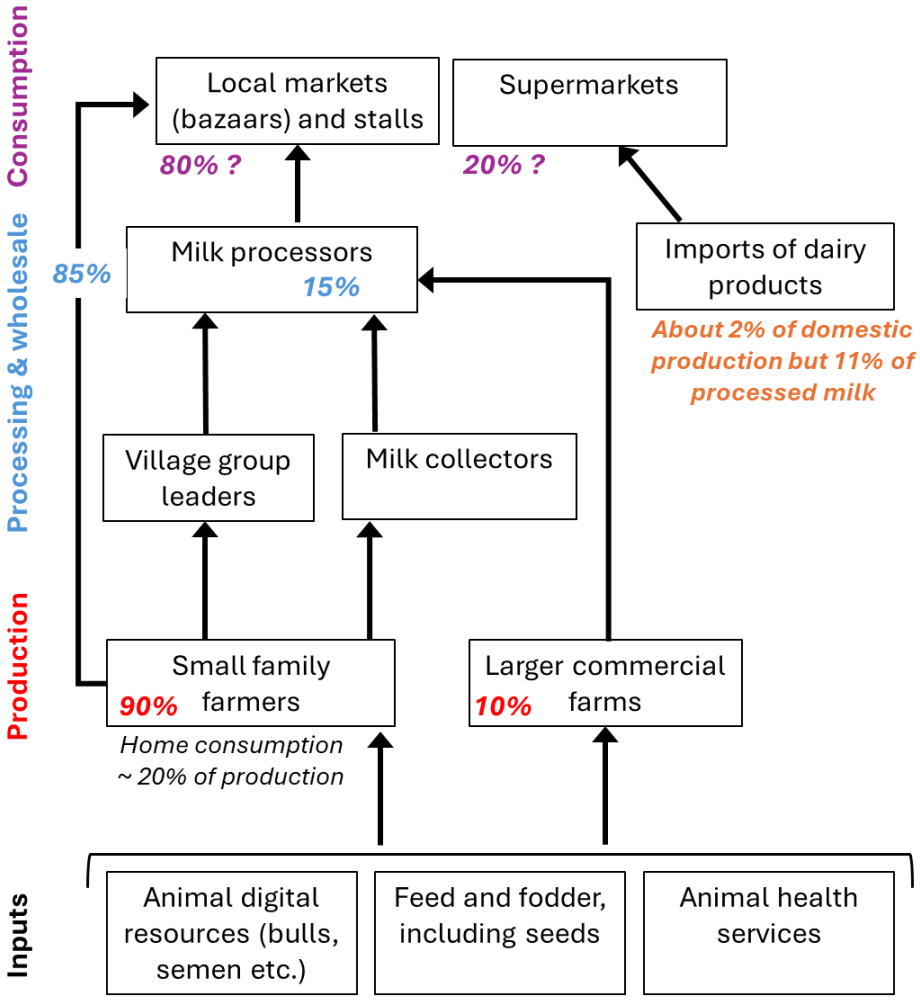
Tajikistan has two large processors in Dushanbe and one in Khujand. Large dairy processors are estimated to operate at only about 20-40% of their capacity and so are inefficiently using their equipment and overheads (NARIS, 2014). They also import dry milk powder which they re-constitute into various dairy products – typically ice cream, milk and cheese.

Imports of high value-added products. The total amount of dairy products imports accounts for about 2% of domestic production. This doesn't seem to be significant, but it actually accounts for 11% of the domestic volumes processed through formal value chains. As imports are made of products with high added value, including baby milk powder, yogurts and cheese, they are in direct competition with the -still small- but growing processing sector. It is also likely that there are dairy products imported into Tajikistan unofficially so the real level of imports could be considerably higher (NIRAS, 2014).

Imports of cow milk products (tons)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Butter	169	452	395	358	254	112	266	263	165	148
Cheese	420	374	390	321	164	86	140	177	205	312
Ghee			0			1				17
Raw milk	598	500	519	473	672	598	602	671	713	500
Skim milk & whey powder	923	723	194	238	469	669	429	346	433	1048
Skim milk	45	67	24	48	34	47	32	41	50	21
Whole milk powder	164	12	1217	107	1	2	3	7	1	
Whole milk, condensed	4063	3169	2148	1772	1564	1399	655	370	436	531
Whole milk, evaporated	2	3	22	170	51			1	11	19

Consumer trends. The average consumption of dairy products in Tajikistan remains significantly lower than in the rest of the region, with 95 kg/cap/year of milk equivalent versus 229 in Central Asia, and 261 in neighbouring Uzbekistan. It has not increased in the last 10 years. Although poverty is a serious issue in Tajikistan, there is a growing middle class and they are buying increasing volumes of consumer goods. Due to the hot summers, the middle class prefers to buy processed dairy products from supermarkets or larger shops with refrigerated sections for dairy products, rather than from bazaars. While they tended to prefer imported products (NIRAS, 2017), middle class consumers are mor and more interested in local dairy products.

The following diagram presents the structure of the dairy value chain in Tajikistan, with estimates of shares in volumes for the different segments.


Consumption
Processing & wholesale
Production
Inputs
Local markets (bazaars) and stalls
Supermarkets
80% ?
20% ?
85%
Milk processors
15%
Imports of dairy products
About 2% of domestic production but 11% of processed milk
Village group leaders
Milk collectors
Small family farmers
90%
Larger commercial farms
10%
Home consumption ~ 20% of production
Animal digital resources (bulls, semen etc.)
Feed and fodder, including seeds
Animal health services

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