
Rapport du président

Proposition de subvention au titre du Cadre de viabilité de la dette pour la République du Tadjikistan

Accès aux marchés et adaptation pour l'élevage

Référence du projet : 2000005039

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Action : Le Conseil d'administration est invité à approuver la recommandation figurant au paragraphe 55.

Questions techniques :

Naoufel Telahigue
Directeur régional
Division Proche-Orient, Afrique du Nord et
Europe Courriel : n.telahigue@ifad.org

Roberto Longo
Directeur de pays
Division Proche-Orient, Afrique du Nord et
Europe e-mail : r.longo@ifad.org

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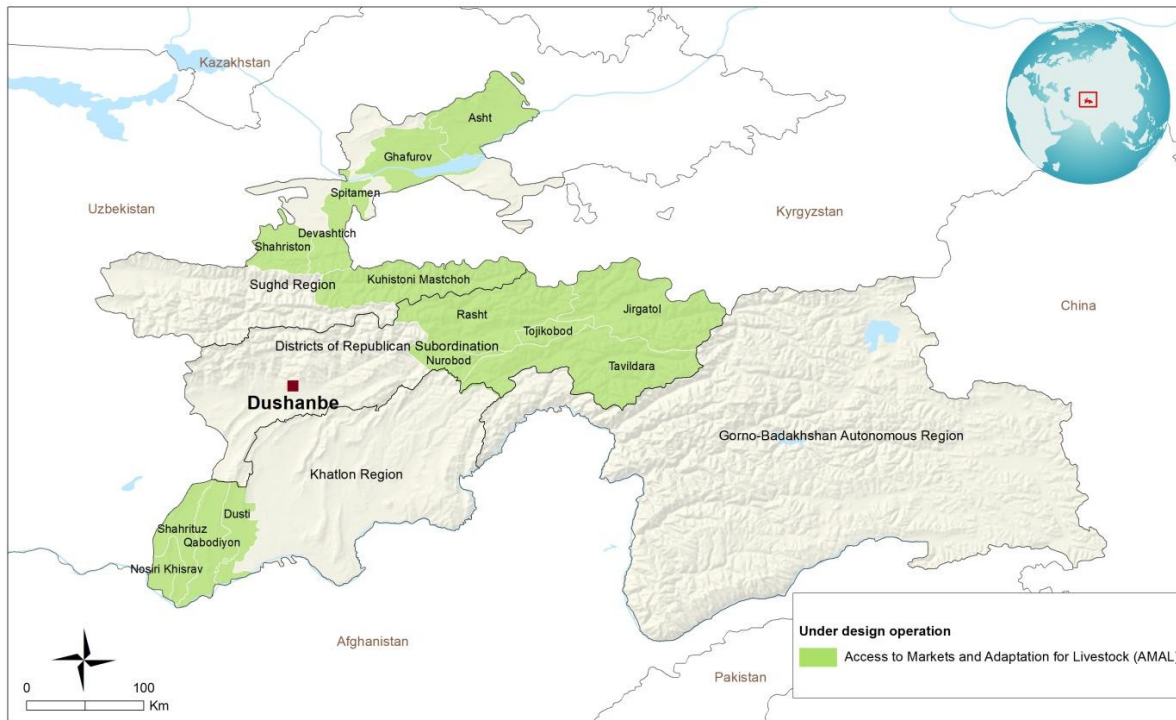
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- I. Accord de financement négocié
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Équipe chargée de la mise en œuvre du projet

| | |
|---|--------------------------------|
| Directeur régional : | Naoufel Telahigue |
| Directeur national : | Roberto Longo |
| Responsable technique : | Anne Mottet |
| Responsable régional de la gestion financière : | Alaa Abdel Karim |
| Spécialiste du climat et de l'environnement : | Walid Nasr |
| Responsable juridique : | Itziar Miren Garcia Villanueva |

Carte de la zone d' du projet



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

Résumé de l' de financement

| | |
|--|--|
| Institution à l'origine du projet : | FIDA |
| Emprunteur/bénéficiaire : | République du Tadjikistan |
| Agences d'exécution : | Unité de mise en œuvre du projet au sein du ministère des Finances (PIU) Centre de mise en œuvre des projets d'investissement (CIIP) au sein du Comité pour la protection de l'environnement (CEP) |
| Coût total du projet : | 39,36 millions de dollars |
| Conditions du financement du FIDA : (DSF) | Subvention au titre du Cadre de viabilité de la dette |
| Montant de la subvention du Fonds de soutien au développement (DSF) du FIDA : | 19,72 millions de dollars américains |
| Cofinanciers : | Fonds d'adaptation, institutions financières participantes (IFP), districts, UIP, CEP |
| Montant du cofinancement : | Fonds d'adaptation : 9,22 millions de dollars américains IFP : 4,53 millions de dollars américains Districts : 337 000 dollars américains Unité de mise en œuvre (PIU) : 849 000 dollars américains CEP : 302 000 dollars américains |
| Conditions du cofinancement : | Fonds d'adaptation : subvention IFP : prêts |
| Contribution de l'emprunteur/du bénéficiaire : | 2,21 millions de dollars |
| Contribution des bénéficiaires : | 2,19 millions de dollars |
| Montant du financement climatique du FIDA : | 12,85 millions de dollars (dont 800 000 dollars au titre d'un complément de financement pour le climat) |
| Institution partenaire : | Sous la supervision directe du FIDA |

I. Contexte

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

Contexte national

1. La République du Tadjikistan est un pays enclavé d'Asie centrale caractérisé par un relief montagneux, une situation géographique stratégique et un important potentiel hydroélectrique.
Depuis l'effondrement de l'Union soviétique en 1991, le Tadjikistan s'est orienté vers une économie de marché, tout en conservant des liens étroits avec la Fédération de Russie et en dépendant fortement des transferts de fonds des travailleurs migrants, des investissements dans les infrastructures en provenance de Chine et aux exportations de matières premières. Bien que le taux de pauvreté soit passé de 55,8 % en 2010 à 19,9 % en 2025¹, la vulnérabilité persiste en raison de la dépendance vis-à-vis des transferts de fonds, du manque de diversification et des défis environnementaux tels que la dégradation des sols.
2. La population s'élève à environ 10,28 millions d'habitants, dont 72 % vivent en milieu rural
domaines.² La sécurité alimentaire et la nutrition dépendent fortement des importations, qui couvrent 20 % des besoins nationaux et plus de 50 % des besoins en blé.³ Le pays est confronté à d'importants défis nutritionnels, ce qui souligne la nécessité d'améliorer la productivité et la résilience agricoles, en particulier dans le secteur de l'élevage.

Priorités institutionnelles du FIDA en matière d'intégration

3. Conformément aux engagements du FIDA en matière d'intégration, le projet a été validé comme suit :
 - Intégrant le financement climatique
 - Sensible à la nutrition
 - sensible aux besoins des jeunes
 - Intégrant la capacité d'adaptation
4. **Égalité entre les sexes.** Le Tadjikistan est confronté à d'importantes inégalités entre les sexes. Alors que les femmes rurales constituent la majeure partie de la main-d'œuvre agricole, elles sont souvent cantonnées à des tâches non rémunérées et peu qualifiées, avec un accès très limité aux ressources, au crédit et au pouvoir de décision. Malgré les initiatives nationales, les obstacles systémiques et le lourd fardeau des tâches ménagères continuent de freiner l'autonomisation des femmes et leur mobilité économique dans les zones rurales.
5. **Jeunesse.** Les jeunes ruraux du Tadjikistan sont confrontés à un taux élevé de chômage et de sous-emploi, avec un accès limité aux formations professionnelles, au financement et à des rôles significatifs dans la gouvernance locale. Cette exclusion économique entraîne une émigration importante, en particulier chez les jeunes hommes. Les jeunes – en particulier les jeunes femmes – sont sous-représentés dans les processus décisionnels communautaires et les postes de direction économique.
6. **Nutrition.** La malnutrition reste un problème au Tadjikistan, où la carence en fer touche 38 % des femmes et 52 % des enfants.⁴ L'alimentation repose en grande partie basés sur les glucides, avec une faible consommation d'aliments riches en nutriments. Cette situation s'explique par les faibles revenus des ménages, des systèmes de production axés sur la subsistance, des connaissances nutritionnelles limitées et des pratiques alimentaires inadéquates pour les enfants.
7. **Climat et environnement.** Le Tadjikistan est très vulnérable au changement climatique : la fréquence des sécheresses, des inondations et des températures

extrêmes augmente. La dégradation de l'environnement, notamment la dégradation généralisée des pâturages, l'érosion des sols et la pénurie d'eau, menace directement les moyens de subsistance liés à l'élevage. La gestion non durable des ressources naturelles, le surpâturage et la déforestation exacerbent la vulnérabilité des écosystèmes, tandis que le recul des glaciers menace la disponibilité à long terme de l'eau pour l'agriculture.

¹ Banque mondiale 2025. *Évaluation de la pauvreté et de l'équité au Tadjikistan*.

² D'après la compilation d'indicateurs de développement de la Banque mondiale, établie à partir de sources officiellement reconnues. 2025.

³ FAOSTAT. 2025.

⁴ État nutritionnel des enfants et des femmes tadjiks : transition vers un double fardeau de la malnutrition 2019.

Justification de l'intervention du FIDA

8. Le projet s'attaque aux défis majeurs du secteur de l'élevage au Tadjikistan. L'élevage est la pierre angulaire de l'économie rurale, contribuant à hauteur de 40 % au PIB agricole.
Cependant, les petits exploitants sont confrontés à une faible productivité due à l'insuffisance des ressources génétiques animales, à un accès limité aux services de santé et à la mauvaise qualité des aliments pour animaux. En se concentrant sur zones reculées, le projet vise à renforcer la production animale et à améliorer l'accès aux intrants et aux services grâce à des partenariats. En encourageant de meilleures pratiques en matière de nutrition et d'alimentation infantile, il s'attaquera également à la malnutrition, qui résulte de faibles revenus des ménages, d'une agriculture de subsistance et d'une faible diversité alimentaire.
9. La gestion des ressources naturelles constitue un autre axe prioritaire : le surpâturage et la mauvaise gestion des pâturages mettent à rude épreuve les pâturages naturels, qui fournissent la nourriture du bétail. Le projet s'appuie sur les efforts antérieurs du FIDA visant à renforcer la gouvernance des pâturages, en mettant l'accent sur le soutien institutionnel et les investissements dans les infrastructures afin de stimuler la productivité et de préserver la biodiversité. Les investissements du projet dans des infrastructures résilientes au changement climatique et dans la gestion des ressources naturelles visent à atténuer l'impact du changement climatique.
10. Le développement des chaînes de valeur est essentiel, car les chaînes de valeur sous-développées dans les secteurs des produits laitiers, de la viande et de l'alimentation animale souffrent de liaisons insuffisantes entre la transformation et les marchés. Le projet soutient les entreprises rurales en élargissant leur accès aux marchés et aux produits financiers afin d'améliorer la sécurité alimentaire et la création de valeur ajoutée. Ces activités visent également à créer des opportunités d'emploi pour les femmes et les jeunes. En intégrant l'élevage, la gestion des ressources naturelles, la résilience climatique, la nutrition et l'emploi, le projet propose une stratégie holistique qui tire parti de l'expertise du FIDA en matière de développement rural pour obtenir des résultats durables.

B. Enseignements tirés de l'

11. La conception du projet s'appuie sur les enseignements tirés de l'engagement de longue date du FIDA au Tadjikistan. Ces enseignements soulignent l'efficacité des approches de développement axées sur les communautés et la nécessité d'impliquer les institutions locales, telles que les organisations villageoises et les syndicats d'utilisateurs de pâturages, dans la gestion durable des ressources naturelles.
. L'expérience confirme que des investissements ciblés dans le secteur de l'élevage constituent un moyen très efficace de réduire la pauvreté et de renforcer la résilience dans les systèmes d'agriculture mixte. La conception du projet combine des gains de productivité avec des actions spécifiques de sensibilisation à la nutrition et des liens avec les marchés afin d'améliorer la sécurité alimentaire. En outre, Le renforcement des services vétérinaires de proximité et la promotion de races et de fourrages adaptés au climat sont essentiels pour réduire la mortalité animale et accroître la productivité.
Pour garantir la durabilité, le projet : donnera la priorité au renforcement précoce et intégré
; mettra en place un système solide de suivi et d'évaluation (S&E) dès le lancement ; et élaborera une stratégie de sortie claire. Il intégrera des modèles éprouvés – tels que le financement mixte pour les micro, petites et moyennes entreprises (MPME) et la mise en relation des producteurs avec les marchés publics de l'alimentation scolaire – dans les stratégies nationales et les plans des collectivités locales.

II. Description de l' du projet

A. Objectifs, zone géographique d'intervention et groupes

cibles

12. Le projet a pour but d'améliorer les moyens de subsistance et les conditions de vie des petits éleveurs et des communautés pastorales dans les zones rurales du Tadjikistan. L'objectif de développement du projet est d'accroître les revenus, d'améliorer la nutrition et de renforcer la résilience grâce à des chaînes de valeur de l'élevage plus productives, adaptées au climat et inclusives.
13. La zone du projet comprend diverses zones agroécologiques, qui présentent à la fois des opportunités et des défis pour le développement agricole. Ces zones sont sensibles aux effets du changement climatique, tels que la modification des régimes pluviométriques et la hausse des températures, qui pourraient aggraver la pauvreté rurale. La zone a été sélectionnée en raison de ses niveaux de pauvreté élevés et de son potentiel de développement agricole significatif.

14. Le projet vise à venir directement en aide à environ 60 000 ménages, soit quelque 224 000 personnes. Les groupes cibles comprendront 47 % de femmes et 27 % de jeunes, l'accent étant mis sur les institutions communautaires inclusives afin de garantir la participation. Le projet se concentrera sur les petits éleveurs, les pasteurs et les MPME liées à ce secteur. Les critères de sélection tiendront compte de la pauvreté, de la vulnérabilité climatique, de la dépendance vis-à-vis de l'élevage et de facteurs démographiques, garantissant ainsi une approche holistique pour cibler les personnes les plus vulnérables et celles présentant un fort potentiel d'amélioration de leurs moyens de subsistance.

B. Composantes, résultats et activités d'

15. Le projet comprend trois composantes visant à améliorer la productivité de l'élevage, l'accès aux marchés et l'environnement politique.

Composante 1 : Améliorer la productivité de l'élevage et la résilience climatique

16. Cette composante adopte une approche axée sur les communautés afin de renforcer la productivité de l'élevage, d'améliorer la qualité de l'alimentation et de renforcer la résilience face au changement climatique. La sous-composante 1.1 consiste à élaborer des plans d'action communautaires tenant compte du climat afin d'identifier les priorités locales, telles que la remise en état des pâturages et la construction d'abris pour le bétail, en mettant l'accent sur les investissements menés par des femmes. La sous-composante 1.2 met en œuvre ces plans, en les traduisant en investissements qui améliorent la productivité du bétail et la résilience des communautés. La sous-composante 1.3 fournit des services climato-intelligents en matière de santé animale, de pâturages, d'élevage et d'alimentation animale afin d'améliorer la productivité et la résilience du bétail.

Composante 2 : Accès aux marchés, développement des entreprises et amélioration de la nutrition

17. Cette composante vise à améliorer l'accès aux marchés et le développement des entreprises.
La sous-composante 2.1 améliore les infrastructures publiques d'élevage, notamment abattoirs et marchés, afin de renforcer la biosécurité et l'efficacité des marchés. La sous-composante 2.2 fournit des services d'incubation d'entreprises et un accès au financement pour les MPME, favorisant ainsi la croissance des entreprises et l'intégration des petits exploitants dans les chaînes de valeur. La sous-composante 2.3 élabore des modèles visant à générer de la demande par le biais des marchés publics, en établissant des liens entre les écoles et les transformateurs laitiers locaux afin d'améliorer la nutrition des enfants et de stimuler les marchés locaux.

Composante 3 : Environnement politique favorable et gestion de projet

18. Cette composante se concentre sur la création d'un environnement politique favorable et une gestion de projet efficace. La sous-composante 3.1 soutient l'élaboration d'une stratégie nationale de développement de l'élevage afin d'orienter les investissements dans le secteur de l'élevage et les cadres réglementaires connexes. La sous-composante 3.2 assure une gestion de projet et la coordination entre les composantes

C. Théorie du changement en matière d'

19. La théorie du changement du projet repose sur le principe selon lequel la participation active des femmes rurales, des jeunes et d'autres personnes marginalisées à la planification de la gestion communautaire conduira à une utilisation durable des ressources naturelles et à une amélioration de la productivité du bétail. En offrant un accès à des services essentiels liés à l'élevage, à des formations et à un accompagnement, le projet vise à améliorer la productivité et la gestion des ressources naturelles

. L'accès à des infrastructures de marché résilientes au changement climatique, à des formations commerciales et un soutien au développement d'entreprises liées à l'élevage permettront aux groupes cibles d'apporter une valeur ajoutée aux produits d'élevage, d'augmenter les ventes et d'améliorer les revenus. Cette activité profitera particulièrement aux femmes et aux jeunes, et améliorera également l'accès à des aliments d'origine animale nutritifs, ce qui améliorera la nutrition.

20. Le renforcement des institutions locales et la mise en place de politiques favorables créeront un environnement propice au développement durable de l'élevage, garantissant ainsi un impact à long terme et la pérennité de ce dernier. L'amélioration des normes de sécurité alimentaire et de la surveillance réglementaire contribuera à une meilleure nutrition en réduisant les maladies d'origine alimentaire et en renforçant la confiance des consommateurs dans les produits d'élevage locaux. L'approche intégrée du FIDA combine la productivité de l'élevage, la résilience climatique, l'inclusion financière et le

renforcement des institutions locales, en tirant parti de son expérience dans le secteur pour obtenir des résultats transformateurs.

D. Alignement, appropriation et partenariats d'

21. Ce projet contribuera aux Objectifs de développement durable (ODD) en s'attaquant à la réduction de la pauvreté (ODD 1), à la sécurité alimentaire et à la nutrition (ODD 2), à l'égalité entre les sexes (ODD 5), au travail décent et à la croissance économique (ODD 8), ainsi qu'à l'action pour le climat (ODD 13). En renforçant les chaînes de valeur de l'élevage et en améliorant la nutrition, il vise à promouvoir des moyens de subsistance ruraux inclusifs et résilients.
22. Le projet s'inscrit dans le cadre de la Stratégie nationale de développement 2030 du gouvernement, du Programme de réforme agraire (2021-2030) et de la Stratégie nationale d'adaptation au changement climatique, qui mettent l'accent sur le développement d'un secteur de l'élevage résilient au changement climatique, la gestion durable des ressources naturelles et l'amélioration de la sécurité alimentaire.
23. Les organismes d'exécution travailleront en partenariat avec les agences des Nations Unies, les institutions financières internationales, les ONG et les organisations locales. Le projet mettra en place un système pilote d'identification et de suivi des animaux, s'appuyant sur les plans de la Banque mondiale en matière d'identification animale. La collaboration avec des organismes tels que l'Organisation des Nations Unies pour l'alimentation et l'agriculture des Nations Unies et le Programme alimentaire mondial permettra d'apporter une assistance technique dans les domaines de l'élevage, de la nutrition et de la gestion des ressources naturelles, tandis que les partenariats avec les institutions locales renforceront l'engagement communautaire et développeront les capacités.
24. Ces partenariats créeront un cadre global pour relever les défis ruraux et faire progresser les objectifs de développement nationaux et mondiaux.

E. Coûts, avantages et financement de l'

25. Composante 1 du projet (amélioration de la productivité de l'élevage et de la résilience climatique), sous-composantes 2.1 (amélioration des infrastructures publiques d'élevage) et 2.2 (développement des entreprises et accès au financement tout au long des chaînes de valeur de l'élevage) ; et la sous-composante 3.1 (environnement politique favorable) sont partiellement comptabilisées comme financement climatique. En utilisant les méthodologies des banques multilatérales de développement pour le suivi financement de l'adaptation au changement climatique et de l'atténuation de ses effets, le montant total du financement climatique du FIDA pour ce projet est estimé à 12 850 000 dollars américains.

Coûts du projet

26. L'investissement total et les coûts récurrents, y compris les imprévus, sont estimés à 39,36 millions de dollars des États-Unis. Le projet sera mis en œuvre sur une période de sept ans.
Le financement total comprend des coûts de base estimés à 37,6 millions de dollars américains et des 1,76 million de dollars des États-Unis pour les imprévus. Les coûts d'investissement globaux ont été estimés à 34,98 millions de dollars des États-Unis (88 % du coût total du projet) et les coûts de fonctionnement à 4,38 millions de dollars (11 % du coût total du projet).
27. Le projet sera financé par le FIDA, le Fonds pour l'adaptation, les institutions financières participantes (IFP), le gouvernement, les districts cibles, les agences d'exécution et les bénéficiaires. La répartition des coûts par composante et sous-composante dans
Les montants en dollars américains sont présentés dans le tableau 1 ci-dessous. Le tableau 2 présente la répartition des coûts par catégorie de dépenses en dollars américains.

Tableau 1

Coûts du projet par composante et sous-composante, et par bailleur de fonds

(en milliers de dollars américains)

| | <i>Subvention du DSF du FIDA</i> | | <i>Emprunteur</i> | | <i>Fonds d'adaptation</i> | | <i>Total</i> | | <i>Initiatives du secteur privé</i> | | <i>Bénéficiaires</i> | | <i>Districts</i> | | <i>CEP</i> | | <i>PIU</i> | |
|---|----------------------------------|-------------|-------------------|-------------|---------------------------|-------------|----------------|------------|-------------------------------------|------------|----------------------|------------|------------------|-------------|----------------|------------|----------------|--------------|
| | <i>Montant</i> | <i>%</i> | <i>Montant</i> | <i>%</i> | <i>Montant</i> | <i>%</i> | <i>Montant</i> | <i>%</i> | <i>Montant</i> | <i>%</i> | <i>Montant</i> | <i>%</i> | <i>Montant</i> | <i>%</i> | <i>Montant</i> | <i>%</i> | <i>Montant</i> | <i>%</i> |
| 1. Amélioration de la productivité de l'élevage et de la résilience climatique | 9 731 | 48 % | 8 341 | 41 % | - | 0 % | 1 210 | 6 % | - | 0 % | - | 0 % | - | 0 % | 976 | 5 % | 20 258 | 100 % |
| 1.1. Plans d'action communautaires élaborés | 485 | 40 % | 631 | 52 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 103 | 8 % | 1 219 | 100 % |
| 1.2. Plans d'action communautaires mis en œuvre | 6 368 | 40 | 7 710 | 49 | - | 0 % | 1 210 | 8 % | - | 0 % | - | 0 % | - | 0 % | 491 | 3 % | 15 778 | 100 % |
| 1.3. Services de santé animale, d'élevage et d'alimentation animale adaptés au climat fournis | 2 878 | 88 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 382 | 12 % | 3 260 | 100 % |
| 2. Accès aux marchés, développement des entreprises et amélioration de la nutrition | 7 881 | 54 % | - | 0 % | 4 533 | 31 % | 979 | 7 % | 337 | 2 % | - | 0 % | - | 0 % | 901 | 6 % | 14 631 | 100 % |
| 2.1. Amélioration des infrastructures publiques d'élevage | 2 433 | 77 % | - | 0 % | - | 0 % | - | 0 % | 337 | 11 % | - | 0 % | - | 0 % | 410 | 13 % | 3 179 | 100 % |
| 2.2. Développement des entreprises et accès au financement tout au long des chaînes de valeur de l'élevage | 3 959 | 41 % | - | 0 % | 4 533 | 48 % | 960 | 10 % | - | 0 % | - | 0 % | - | 0 % | 91 | 1 % | 9 543 | 100 % |
| 2.3. Élaboration de modèles pour la création de la demande par le biais des marchés publics – alimentation scolaire | 1 490 | 78 % | - | 0 % | - | 0 % | 19 | 1 % | - | 0 % | - | 0 % | - | 0 % | 400 | 21 % | 1 909 | 100 % |
| 3. Environnement politique favorable et gestion de projet | 2 109 | 47 % | 876 | 20 % | - | 0 % | - | 0 % | - | 0 % | 302 | 7 % | 849 | 19 % | 336 | 8 % | 4 471 | 100 |
| 3.1. Environnement politique favorable | 273 | 86 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 44 | 14 % | 317 | 100 % |
| 3.2. Suivi et évaluation et gestion des connaissances | 221 | 86 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 36 | 14 % | 257 | 100 % |
| 3.3. Gestion de projet – CEP | 312 | 20 | 876 | 56 % | - | 0 % | - | 0 % | - | 0 % | 302 | 19 % | - | 0 % | 76 | 5 % | 1 566 | 100 % |
| 3.4. Gestion de projet – PIU | 1 303 | 56 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 849 | 36 % | 179 | 8 % | 2 331 | 100 % |
| Total | 19 721 | 50 % | 9 217 | 23 % | 4 533 | 12 % | 2 188 | 6 % | 337 | 1 % | 302 | 1 % | 849 | 2 % | 2 213 | 6 % | 39 360 | 100 % |

Tableau 2
Coûts du projet par catégorie de dépenses et par bailleur de fonds
(en milliers de dollars américains)

| Catégorie de dépenses | Subvention du DSF du FIDA | | Adaptation Fonds | | Initiatives du secteur privé | | Bénéficiaires | | Districts | | CEP | | PIU | | Emprunteur | | Total | |
|--------------------------------------|---------------------------|-------------|------------------|-------------|------------------------------|-------------|---------------|------------|------------|------------|------------|------------|------------|-------------|--------------|------------|---------------|--------------|
| | Montant | % | Montant | % | Montant | % | Montant | % | Montant | % | Montant | % | Montant | % | Montant | % | Montant | % |
| I. Coûts d'investissement | | | | | | | | | | | | | | | | | | |
| Biens, équipements et matériaux | 4 043 | 78 % | - | 0 % | - | 0 % | 19 | 0 % | 337 | 6 % | - | 0 % | - | 0 % | 816 | 16 % | 5 213 | 100 % |
| Véhicules | 526 | 63 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 41 | 5 % | - | 0 % | 262 | 32 % | 829 | 100 % |
| Travaux | 1 770 | 86 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 288 | 14 % | 2 058 | 100 % |
| Assistance technique et études | 1 916 | 55 % | 1 082 | 31 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 488 | 14 % | 3 486 | 100 % |
| Formations et ateliers | 120 | 36 % | 171 | 50 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 47 | 14 % | 339 | 100 % |
| Subventions et aides | 9 258 | 49 % | 7 095 | 38 % | 1 333 | 7 % | 1 210 | 6 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 18 896 | 100 % |
| Crédit | - | 0 % | - | 0 % | 3 200 | 77 % | 960 | 23 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 4 160 | 100 % |
| Coûts d'investissement totaux | 17 633 | 50 % | 8 348 | 24 % | 4 533 | 13 % | 2 188 | 6 % | 337 | 1 % | 41 | 0 % | - | 0 % | 1 901 | 5 % | 34 982 | 100 % |
| II. Dépenses courantes | | | | | | | | | | | | | | | | | | |
| Salaires et indemnités | 939 | 55 % | 631 | 37 % | - | 0 % | - | 0 % | - | 0 % | 150 | 9 % | - | 0 % | - | 0 % | 1 720 | 100 % |
| Fonds social | 268 | 62 % | 162 | 38 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 430 | 100 % |
| Charges d'exploitation | 881 | 40 % | 76 | 3 % | - | 0 % | - | 0 % | - | 0 % | 110 | 5 % | 849 | 38 % | 312 | 14 % | 2 228 | 100 % |
| Total des coûts récurrents | 2 088 | 48 % | 869 | 20 % | - | 0 % | - | 0 % | - | 0 % | 261 | 6 % | 849 | 19 % | 312 | 7 % | 4 378 | 100 % |
| Total | 19 721 | 50 % | 9 217 | 23 % | 4 533 | 12 % | 2 188 | 6 % | 337 | 1 % | 302 | 1 % | 849 | 2 % | 2 213 | 6 % | 39 360 | 100 % |

Tableau 3

Coûts du projet par composante et sous-composante, et par année du projet (AP)

(en milliers de dollars américains)

| Composante/sous-composante | AP1 | | AP2 | | AP3 | | AP4 | | PY5 | | PY6 | | PY7 | | Total |
|---|--------------|-------------|---------------|-------------|---------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|--------------|-------------|---------------|
| | Montant | % | Montant | % | Montant | % | Montant | % | Montant | % | Montant | % | Montant | % | Montant |
| 1. Amélioration de la productivité du bétail et de la résilience climatique | 2 132 | 11 % | 9 209 | 45 % | 7 515 | 37 % | 500 | 2 % | 353 | 2 % | 270 | 1 % | 279 | 1 % | 20 258 |
| 1.1. Plans d'action communautaires élaborés | 485 | 40 % | 734 | 60 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 1 219 |
| 1.2. Plans d'action communautaires mis en œuvre | 894 | 6 % | 6 936 | 44 | 6 933 | 44 % | 247 | 2 % | 248 | 2 % | 256 | 2 % | 264 | 2 % | 15 778 |
| 1.3. Services de santé animale, d'élevage et d'alimentation animale adaptés au climat fournis | 753 | 23 % | 1 539 | 47 | 582 | 18 % | 253 | 8 % | 105 | 3 % | 14 | 0 % | 15 | 0 % | 3 260 |
| 2. Accès aux marchés, développement des entreprises et amélioration de la nutrition | 283 | 2 % | 2 834 | 19 | 4 001 | 27 % | 2 704 | 18 % | 2 331 | 16 % | 2 118 | 14 % | 361 | 2 % | 14 631 |
| 2.1. Amélioration des infrastructures publiques d'élevage | 263 | 8 % | 800 | 25 % | 642 | 20 % | 590 | 19 % | 367 | 12 % | 254 | 8 % | 262 | 8 % | 3 179 |
| 2.2. Développement des entreprises et accès au financement tout au long des chaînes de valeur de l'élevage | 14 | 0 | 1 925 | 20 | 1 989 | 21 % | 1 973 | 21 % | 1 841 | 19 % | 1 784 | 19 | 17 | 0 % | 9 543 |
| 2.3. Élaboration de modèles pour la création de la demande par le biais des marchés publics – alimentation scolaire | 6 | 0 % | 108 | 6 % | 1 369 | 72 % | 140 | 7 % | 122 | 6 % | 80 | 4 % | 82 | 4 % | 1 909 |
| 3. Environnement politique favorable et gestion de projet | 1 044 | 23 % | 556 | 12 % | 576 | 13 % | 541 | 12 % | 556 | 12 % | 574 | 13 % | 625 | 14 % | 4 471 |
| 3.1. Un environnement politique favorable | 274 | 87 % | 21 | 7 % | 22 | 7 % | - | 0 % | - | 0 % | - | 0 % | - | 0 % | 317 |
| 3.2. Suivi et évaluation et gestion des connaissances | 85 | 33 % | 33 | 13 | 52 | 20 % | 6 | 2 % | 21 | 8 % | 5 | 2 % | 56 | 22 % | 257 |
| 3.3. Gestion de projet – CEP | 326 | 21 % | 191 | 12 | 197 | 13 % | 203 | 13 % | 210 | 13 % | 216 | 14 % | 223 | 14 % | 1 566 |
| 3.4. Gestion de projet – UIP | 358 | 15 % | 311 | 13 % | 305 | 13 % | 331 | 14 % | 325 | 14 % | 353 | 15 % | 346 | 15 % | 2 331 |
| Total | 3 458 | 9 % | 12 598 | 32 % | 12 092 | 31 % | 3 745 | 10 % | 3 239 | 8 % | 2 962 | 8 % | 1 265 | 3 % | 39 360 |

Stratégie et plan de financement et de cofinancement

28. Le coût total du projet est estimé à 39,36 millions de dollars, à déboursé sur une période de sept ans. Le FIDA apportera une contribution de 19,72 millions de dollars, et le Fonds pour l'adaptation cofinancera le projet à hauteur de 9,22 millions de dollars.
29. Les IFP apporteront 4,53 millions de dollars, tandis que le gouvernement versera 2,21 millions de dollars des États-Unis sous forme de taxes. Les districts apporteront une contribution de 337 000 dollars des États-Unis. Les organismes d'exécution fourniront également des fonds, le CEP contribuant à hauteur de 302 000 dollars des États-Unis et l'Unité de mise en œuvre (PIU) à hauteur de 849 000 dollars des États-Unis. Les bénéficiaires contribueront au projet à hauteur de 2,19 millions de dollars des États-Unis.

Décaissement

30. L'Unité de mise en œuvre du projet (PIU) au sein du ministère des Finances et le CIIP au sein du CEP seront les organismes d'exécution. Ils solliciteront des fonds directement auprès du FIDA en soumettant des demandes de prélèvement via le portail client du FIDA. Les fonds seront versés sur des comptes désignés en dollars américains auprès d'une banque commerciale, sous réserve d'un contrôle de lutte contre la criminalité financière effectué par la Division du contrôle financier du FIDA. En outre, des comptes d'exploitation distincts en monnaie locale seront ouverts pour recevoir les virements provenant des comptes désignés correspondants ainsi que les contributions des bénéficiaires. Les fonds du FIDA seront prélevés selon la procédure de décaissement sur rapport mécanisme reposant sur des prévisions de trésorerie semestrielles. Les demandes de prélèvement seront accompagnées de rapports financiers intermédiaires trimestriels et d'autres documents tels que spécifiés dans la lettre relative aux dispositions en matière de gestion et de contrôle financiers.

Résumé des avantages et analyse économique

31. L'analyse économique du projet met en évidence des avantages significatifs découlant des interventions, notamment une augmentation de la productivité du bétail, un meilleur accès aux marchés et une , une meilleure nutrition des ménages, une résilience climatique renforcée, une gestion durable des ressources naturelles et la création d'emplois en milieu rural. Avec un coût total de 39,47 millions de dollars, le coût par ménage bénéficiaire est estimé à 731 dollars. Sur la période de mise en œuvre de sept ans, le taux de rendement interne économique est estimé à 26,3 %, ce qui se traduit par une valeur actuelle nette positive de 32,73 millions de dollars américains.

Stratégie de sortie et durabilité

32. La stratégie de sortie du projet met l'accent sur : l'intégration des initiatives couronnées de succès dans les politiques nationales ; et la garantie de la durabilité grâce à des cadres institutionnels et financiers. Les éléments clés comprennent l'intégration de plans communautaires tenant compte du climat et de services vétérinaires mobiles dans la stratégie nationale de développement de l'élevage, qui seront élaborée avec le soutien du projet (composante 3). Le projet comprendra des actions de plaidoyer en faveur d'allocations budgétaires gouvernementales pour soutenir ces initiatives. La durabilité sera encore renforcée en obtenant l'engagement des membres de la communauté et en tirant parti des partenariats avec les institutions financières afin de garantir un accès continu au financement. Les bénéfices à long terme seront assurés par le renforcement des capacités institutionnelles et l'intégration de la formation dans les institutions nationales.

III. Gestion des risques et de l'

A. Risques et mesures d'

33. Les risques inhérents et résiduels globaux du projet sont jugés modérés. L'un des risques critiques pour le projet est l'échec de la coordination entre les multiples organismes d'exécution, ce qui pourrait retarder les activités et en réduire l'impact. Le FIDA atténuera ce risque en :
- (i) en imposant un processus de plan de travail et de budget annuels consolidés (AWPB), coordonné par l'organisme chef de file du projet ; et (ii) en menant des missions de supervision rigoureuses afin de renforcer les protocoles de collaboration.

Tableau 4
Résumé des risques globaux

| <i>Domaines de risque</i> | <i>Évaluation du risque inhérent</i> | <i>Évaluation du risque résiduel</i> |
|---|--------------------------------------|--------------------------------------|
| Contexte national | Modéré | Modéré |
| Stratégies et politiques sectorielles | Modéré | Modéré |
| Contexte environnemental et climatique | Considérable | Importante |
| Portée du projet | Faible | Faible |
| Capacité institutionnelle pour la mise en œuvre et la pérennité | Modérée | Modérée |
| Gestion financière | Importante | Importante |
| Passation de marchés liés au projet | Importante | Importante |
| Impact environnemental, social et climatique | Modéré | Modéré |
| Parties prenantes | Faible | Faible |
| Global | Modéré | Modéré |

B. Catégorie d' environnementale et sociale

34. Le projet présente une classification environnementale et sociale modérée. Ses activités communautaires ont des impacts limités sur le site, tandis que l'accent mis sur des systèmes d'élevage résilients au changement climatique devrait générer des résultats positifs.

Les principales interventions comprennent une meilleure gestion des pâturages et des parcours, des services de santé animale, d'élevage et d'alimentation adaptés au changement climatique, ainsi que des infrastructures à petite échelle visant à soutenir les chaînes de valeur de l'élevage et la nutrition durables. Afin de limiter le risque d'exclusion des groupes vulnérables tels que les femmes, les jeunes et éleveurs, le projet recourra à une planification participative, garantissant un partage équitable des bénéfices et minimisant les impacts sociaux négatifs.

C. Classification des risques climatiques selon l'

35. Le Tadjikistan est confronté à des risques climatiques importants, notamment une recrudescence des sécheresses, une hausse des températures, le recul des glaciers et des régimes pluviométriques irréguliers. Ces conditions menacent la productivité des pâturages, les ressources en eau et la santé du bétail, tandis que la variabilité climatique compromet la sécurité alimentaire et les moyens de subsistance des populations rurales. Le projet s'attaque à ces risques en encourageant une production animale adaptée au climat, une meilleure gestion des pâturages et de l'eau, ainsi que le renforcement des services de santé animale et d'élevage. Il comprendra un dépistage ciblé des risques climatiques et des mesures d'adaptation visant à garantir l'efficacité des interventions dans les zones à haut risque.

D. e de la dette et viabilité

36. La dette publique du Tadjikistan est jugée viable, grâce à l'engagement du gouvernement à maintenir un objectif de déficit budgétaire à moyen terme de 2,5 % du PIB, qui devrait permettre de maintenir un ratio dette/PIB stable au cours des prochaines années. Toutefois, le risque global et le risque externe de surendettement restent élevés en raison d'importantes obligations liées au service de la dette extérieure par rapport aux recettes d'exportation, de réserves budgétaires limitées et d'une base d'exportation étroite. L'accord de coordination des politiques de 22 mois conclu entre le Tadjikistan et le Fonds monétaire international vise à ancrer les politiques macroéconomiques, à renforcer la gestion des risques budgétaires, de soutenir les réformes structurelles et de favoriser une croissance durable et inclusive.

IV. Mise en œuvre

A. Cadre d' organisationnel

Gestion et coordination du projet

37. Des unités de gestion de projet dédiées au sein du ministère des Finances et du CEP coordonneront la mise en œuvre. Au sein du ministère des Finances, l'unité de mise en œuvre du projet (PIU) sera chargé de mettre en œuvre les activités du projet avec les initiatives de financement public-privé (PFI) et d'assurer la liaison avec les agences spécialisées pour la gestion des subventions. Le CIIP, qui opère au sein du CEP, mettra en œuvre les activités au niveau des villages. Le ministère de l'Agriculture agira en tant qu'agence chef de file du projet,

présidant le comité de pilotage du projet, qui assurera l'orientation stratégique et la supervision. Un protocole d'accord définira les rôles et les mécanismes de coordination

38. Aucune unité de mise en œuvre indépendante n'est requise. Ce sont plutôt les unités existantes au sein du ministère des Finances et du CEP qui géreront le projet, en tirant parti de leurs capacités et de leurs infrastructures existantes. La mise en œuvre impliquera une collaboration avec des entités publiques et privées, garantissant une exécution efficace et l'alignement sur les stratégies nationales.

Gestion financière, passation des marchés et gouvernance

39. La gestion financière sera décentralisée, en s'appuyant sur les capacités institutionnelles de l'unité de mise en œuvre (PIU) au sein du ministère des Finances et du CIIP-CEP. Le risque lié à la gestion financière est jugé important en raison : de la structure multi-entités ; du contexte de gouvernance ; des retards potentiels au démarrage concernant la préparation de l'unité de gestion de projet ; de la couverture limitée de l'audit interne ; et des risques liés à la gestion des lignes de crédit et des subventions. Les mesures d'atténuation comprennent l'utilisation précoce des fonds de démarrage, le recrutement de personnel qualifié en gestion financière, des procédures de gestion financière claires et des audits internes indépendants. Le projet utilisera le mécanisme de décaissement basé sur des rapports du FIDA, avec des comptes distincts libellés en dollars américains pour les ressources du FIDA et du Fonds d'adaptation. La comptabilité suivra les normes internationales du secteur public. Les normes comptables (IPSAS) relatives à la comptabilité de caisse et les audits externes respecteront les normes internationales.
40. Le projet sera pleinement conforme aux exigences du FIDA en matière de passation de marchés, en respectant les Directives du FIDA en matière de passation de marchés, le Manuel du FIDA sur la passation de marchés et toutes les normes documentaires connexes. Un plan de passation de marchés consolidé et régulièrement mis à jour guidera l'ensemble des processus. L'unité de gestion du projet s'inscrira au programme BuildProc afin de renforcer les capacités en matière de passation de marchés et de garantir l'utilisation efficace du système en ligne de gestion de bout en bout des marchés liés aux projets. Tous les documents relatifs à la passation de marchés intégreront des dispositions en matière de durabilité et des mesures de conformité, et respecteront politique de tolérance zéro du FIDA en matière de fraude, de corruption, de harcèlement sexuel, d'exploitation et d'abus sexuels.
41. La gouvernance s'appuiera sur une structure solide, le ministère de l'Agriculture, en tant qu'organisme chef de file du projet, présidant le comité de pilotage. Un groupe d'audit interne au sein du CIIP-CEP réalisera des audits semestriels, complétés par les travaux d'un cabinet d'audit privé rendant compte directement au comité de pilotage. Les mesures de lutte contre la corruption s'aligneront sur la politique de tolérance zéro du FIDA et sur le cadre mis en place par le gouvernement, avec des clauses contractuelles et des mécanismes de signalement prévus pour lutter contre les pratiques interdites.

Participation et retour d'information des groupes cibles, et traitement des plaintes

42. Le projet mettra en œuvre une stratégie d'engagement participatif afin de garantir sa responsabilité et sa réactivité vis-à-vis du groupe cible, en mettant l'accent sur les femmes, les jeunes et les ménages les plus pauvres. Des critères transparents guideront la sélection des districts et des villages, et des diagnostics au niveau des districts permettront d'évaluer les bénéficiaires besoins. Les plans d'action communautaires seront élaborés dans le cadre d'un processus inclusif, visant à autonomiser les femmes et les jeunes grâce à des

consultations spécifiques et à des allocations budgétaires distinctes. La communication des objectifs et des activités du projet, ainsi que les sera une priorité, et des mécanismes de retour d'information périodique seront intégrés dans les contrats des partenaires.

43. Au niveau communautaire, les organisations villageoises seront associées au projet, des facilitateurs veillant à une large participation. Les investissements seront sélectionnés sur la base contributions de la communauté, une partie de ces investissements étant spécifiquement consacrée aux priorités des femmes. Les organisations villageoises recevront une formation en administration et en tenue de registres, et des réunions régulières seront organisées pour examiner les progrès accomplis. Un système de retour d'information à plusieurs niveaux sera mis en place, en commençant par des consultations semestrielles afin d'intégrer les points de vue des bénéficiaires dans les approches du projet.

Règlement des griefs

44. Le projet mettra en place un mécanisme de règlement des griefs accessible à toutes les parties prenantes, combinant des systèmes formels et communautaires. Les réclamations pourront être soumises aux organisations villageoises, au personnel du projet ou aux autorités de district, les cas non résolus étant portés devant les instances judiciaires. Le personnel du projet sera formé aux procédures de règlement des griefs et les bénéficiaires seront informés de leurs droits. Les plaintes pour violence et harcèlement fondés sur le genre seront traitées de manière confidentielle et rapide, en garantissant l'accès à une aide médicale et juridique. La procédure de plainte du FIDA exige que les violations des mesures de sauvegarde sociales et environnementales soient signalées directement au FIDA, et le FIDA applique une politique stricte de tolérance zéro en matière d'exploitation et d'abus sexuels. Le traitement des signalements est assuré par le Bureau de l'éthique du FIDA.

B. Planification, suivi et évaluation, apprentissage, gestion des connaissances et communication

45. Le projet mettra en place un système complet de suivi et d'évaluation, en commençant par la élaboration d'un plan de travail et de budget annuel (AWPB) dans le cadre d'une approche collaborative et communautaire. Cela impliquera des consultations avec les partenaires et les parties prenantes, afin de garantir l'adéquation avec les besoins locaux. Deux unités dédiées au suivi et à l'évaluation superviseront le suivi, avec le soutien d'un système d'information de gestion destiné à la gestion des données et au suivi des progrès. Des enquêtes seront menées pour évaluer les résultats, et des mesures de contrôle qualité seront mises en place afin de vérifier l'exactitude des données.
46. La production de connaissances se concentrera sur l'élevage et l'agriculture, avec des résultats tels que des études de cas et des notes d'orientation destinées à éclairer les politiques gouvernementales. Le projet soutiendra l'élaboration d'une stratégie nationale pour l'élevage et affinera les politiques régissant le secteur – en tirant parti des enseignements tirés pour renforcer l'engagement politique et la mise à l'échelle.

Innovation et mise à l'échelle

47. Ce projet introduit deux innovations majeures au Tadjikistan. Premièrement, le modèle de financement mixte combine des subventions, des prêts commerciaux accordés par des institutions financières privées et un fonds de garantie de prêts afin de rendre les capitaux accessibles et abordables pour les micro, petites et moyennes entreprises (MPME) rurales et les petits exploitants agricoles, surmontant ainsi les obstacles historiques au financement agricole. Deuxièmement, le modèle de mise en relation avec le marché du projet relie les transformateurs laitiers locaux au programme national d'alimentation scolaire, garantissant ainsi une demande pour les petits exploitants tout en luttant contre la malnutrition infantile.
48. Le potentiel d'extension est intégré dans la conception du projet. L'approche du peut être intégrée dans la planification des collectivités locales. Le modèle financier renforce la capacité des banques locales et du fonds de garantie à poursuivre leurs activités de manière autonome après la clôture du projet. Le lien avec l'alimentation scolaire offre un modèle pour une expansion à l'échelle nationale. Le soutien apporté par le projet à une stratégie nationale d'élevage garantit que des modèles éprouvés puissent être intégrés dans la planification gouvernementale et déployés à l'échelle nationale.

C. Plans de la mise en œuvre

Préparation à la mise en œuvre et plans de démarrage

49. Le FIDA et le gouvernement veilleront à ce que le projet soit prêt à être mis en œuvre dès le démarrage grâce à des actions structurées préalables au lancement. Le

gouvernement : approuvera officiellement les modalités de gestion ; mettra en place le comité de pilotage du projet ; désignera l'unité de mise en œuvre (PIU) au sein du ministère des Finances et du CIIP-CEP ; et fournira le matériel et les locaux. Parallèlement, les deux entités ouvriront des comptes bancaires dédiés au projet. Le FIDA versera ensuite une avance de démarrage destinée à financer les activités immédiates, notamment le recrutement du personnel , un atelier de lancement, la formation du personnel aux procédures, une étude de référence et les achats nécessaires aux activités initiales.

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

50. Des missions annuelles de supervision et d'appui à la mise en œuvre seront menées par le FIDA et le gouvernement. Ces missions évalueront l'avancement global, tant sur le plan physique que financier

, veilleront au respect des mesures de protection fiduciaires et autres, et s'attaqueront aux goulots d'étranglement dans la mise en œuvre.

51. Un examen à mi-parcours sera mené au cours de la quatrième année de mise en œuvre afin d'évaluer l'efficacité du projet et de recommander des ajustements. Un projet
Un bilan de fin de projet, réalisé à l'issue de la mise en œuvre, permettra de consigner les résultats obtenus et les impacts. Ce bilan comprendra une enquête finale visant à comparer les moyens de subsistance des bénéficiaires avant et après les interventions du projet, afin de garantir une compréhension des effets du projet et le renforcement de la stratégie de sortie afin d'assurer la durabilité.

V. Instruments juridiques et pouvoir d'

52. Un accord de financement entre le gouvernement de la République du Tadjikistan et le FIDA constituera l'instrument juridique permettant d'octroyer le financement proposé au bénéficiaire. Une copie de l'accord de financement négocié figure à l'appendice I.
53. La République du Tadjikistan est habilitée, en vertu de sa législation, à recevoir un financement du FIDA.
54. Je suis convaincu que le financement proposé sera conforme à l'Accord portant création du FIDA et aux politiques et critères de financement du FIDA.

VI. Recommandation

55. Je recommande au Conseil d'administration d'approuver le financement proposé conformément à la résolution suivante :

IL EST RÉSOLU : que le Fonds accorde à la République du Tadjikistan une subvention au titre du Cadre de viabilité de la dette d'un montant de dix-neuf millions sept cent vingt et un mille dollars des États-Unis (19 721 000 USD), selon des modalités et conditions qui seront pour l'essentiel conformes à celles présentées dans le présent document.

Alvaro
Lario,
président

Negotiated financing agreement

Grant No: _____

Project name: Access to Markets and Adaptation for Livestock ("AMAL"/"the Project")

The Republic of Tajikistan (the "Recipient")

and

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

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

WHEREAS the Recipient has requested a grant from the Fund for the purpose of financing the Project described in Schedule 1 to this Agreement;

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

NOW THEREFORE, the Parties hereby agree as follows:

Section A

1. This Agreement comprises the following: the Main Document (Whereas and Sections A-E), the Programme Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2) and the Special Covenants (Schedule 3).
2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of December 2022, and as may be amended hereafter from time to time (the "General Conditions") are annexed to this Agreement, and all provisions thereof shall apply to this Agreement. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein, unless the Parties shall otherwise agree in this Agreement.
3. The Fund shall provide a Grant (the "Financing") to the Recipient, which the Recipient shall use to implement the Project in accordance with the terms and conditions of this Agreement.

Section B

1. The amount of the Grant is nineteen million seven hundred twenty thousand United States dollars (USD 19,720,000).
2. The first day of the applicable Fiscal Year shall be 1 January.
3. There shall be two (2) Designated Accounts in United States Dollars (USD), for the exclusive use of the Project opened in a commercial bank acceptable to IFAD; one for the use of Project Implementation Unit (PIU) under the Ministry of Finance and one for the use of the Center for Implementation of Investment Projects (CIIP) under the Committee for Environmental Protection (CEP). The Recipient shall inform the Fund of the officials authorized to operate the Designated Accounts.

4. There shall be two (2) Project Accounts in Tajikistani Somoni (TJS), to receive funds from the Designated Accounts opened in a commercial bank acceptable to IFAD; one for the use of Project Implementation Unit (PIU) under the Ministry of Finance and one for the use of the Center for Implementation of Investment Projects (CIIP) under the Committee for Environmental Protection (CEP).

5. The Recipient shall provide counterpart financing for the Programme in an amount equivalent to approximately two million three hundred thousand United States dollars (USD 2,300,000) in the form of taxes and duties.

Section C

1. The Lead Project Agency shall be the Ministry of Agriculture (MoA).

2. The following are designated as additional Project Parties: i) the Project Implementation Unit under the Ministry of Finance (PIU-MOF) and ii) the Center for Implementation of Investment Project of the Committee for Environmental Protection (CIIP CEP).

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

4. The Project Completion Date shall be the seventh (7th) anniversary of the date of entry into force of this Agreement and the Financing Closing Date shall be 6 months later, or such other date as the Fund may designate by notice to the Recipient.

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

Section D

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

2. The following are designated as additional grounds for suspension of disbursements:

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

(b) The Key Project Personnel as per paragraph 11 of Schedule 3 has been appointed, transferred or removed from office without the prior agreement of IFAD.

3. The following are designated as additional grounds for cancellation of Agreement:

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

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

- (a) The IFAD no objection to the PIM shall have been obtained.
 - (b) Key Project staff has been appointed as per paragraph 11 of Schedule 3 of this Agreement.
 - (c) The Designated Accounts shall have been opened and the sample signatures of the persons authorised to operate the accounts shall have been delivered to IFAD.
 - (d) A fully functional accounting software has been established at each unit to meet the accounting and financial requirements specific to this Financing.
5. The following is designated as an additional specific condition precedent to withdrawal from the Grants & Subsidies category:
- (a) Subsidiary agreements for the grants shall be signed with the relevant implementing partners
6. The following are the designated representatives and addresses to be used for any communication related to this Agreement:

For the Recipient:

Minister of Finance of the Republic of Tajikistan
Faiziddin Qahhorzoda
Sheroz Str, 35
734025 Dushanbe
Tajikistan

For the Fund:

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

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

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

REPUBLIC OF TAJIKISTAN

Faiziddin Qahhorzoda
Minister of Finance of the Republic of Tajikistan

Date: _____

INTERNATIONAL FUND FOR
AGRICULTURAL DEVELOPMENT

Alvaro Lario
President

Date: _____

Schedule 1

Project Description and Implementation Arrangements

I. Project Description

1. *Target Population.* The Project shall benefit approximately 60,000 households, comprising approximately 200,000 individuals. Targeted groups will include 47 per cent women and 27 per cent youth, with a focus on inclusive community institutions to ensure participation. AMAL will focus on smallholder livestock farmers, pastoralists, and related micro, small, and medium enterprises (MSMEs).

2. *Project area.* The Project will be implemented in 15 districts in the Oblasts of Khatlon, Sughd, and the Districts of Republican Subordination (DRS) namely, Nosiri Khusrav, Dusti, Qabodiyon, and Shahrtus in Khatlon; Kuhistoni Mastchoh, Devashtich Spitamen, Shahrison, Bobojon Gafurov, and Asht in Sughd; and lastly, Lakhsh, Nurobod, Rasht, Sangvor, and Tojikobod in DRS. *Goal.* The goal of the Project is to improve livelihoods and conditions of livestock smallholders and pastoral communities in rural Tajikistan.

3. *Objectives.* The development objective of the Project is to increase incomes, nutrition, and resilience through more productive, climate-adapted, and inclusive livestock value chains.

4. *Components.* The Project shall consist of the following three (3) Components:

4.1 Component 1 is entitled **Improving Livestock Productivity and Climate Resilience** and has three sub-components. Sub-component 1.1 develops participatory Climate-sensitive Community Action Plans (CsCAPs) to identify local priorities. Sub-component 1.2 implements these CsCAPs through community investments and training. Finally, Sub-component 1.3 strengthens and delivers essential climate-smart livestock services for animal health, pastures, breeding, and feed at the district level.

4.2 Component 2 is entitled **Market Access, Enterprise Development, and Improved Nutrition** and has three sub-components. Sub-component 2.1 improves public livestock infrastructure such as slaughterhouses, markets, and storage facilities to enhance market access and biosecurity. Sub-component 2.2 fosters enterprise development and improves access to finance for MSMEs and smallholders along livestock value chains. Sub-component 2.3 builds sustainable models for nutrition and demand generation through a school feeding programme linked to local dairy procurement.

4.3 Component 3 is entitled **Enabling Policy Environment and Project Management** and has two sub-components. Sub-component 3.1 supports the development of a National Livestock Strategy to guide sector investments and regulatory frameworks. Sub-component 3.2 ensures effective project coordination, implementation, monitoring, and knowledge management across all activities and partners.

II. Implementation Arrangements

5. *Lead Project Agency.*

The Lead Project Agency (LPA) will be the Ministry of Agriculture (MoA), providing a strategic oversight, ensuring due diligence, efficiency, and compliance with all technical, financial, environmental, and social standards, overseeing coordination among all project parties, and monitoring and reporting on project implementation and results.

6. *Project Steering Committee.*

AMAL will be governed by a Project Steering Committee (PSC) chaired by the MoA, and comprised of the following members: 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 State Enterprise 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 Institution for Breeding, Pedigree, Artificial Insemination, Purchase and Sale of Breeding Animals, 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 PIU-MOF Director 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.

7. Project Management Unit.

Dedicated Project 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. 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.

8. Implementing Partners.

To enhance effectiveness, the implementing agencies will partner with United Nations agencies, international financial institutions, NGOs and local organizations. 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. Collaboration with agencies such as FAO and WFP will provide technical assistance in livestock, nutrition and natural resource management, while partnerships with local institutions will strengthen community engagement and capacity-building.

9. Monitoring and Evaluation.

The monitoring and evaluation (M&E) system for the AMAL project is based on the log-frame and measures 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. The two M&E Units will work in close collaboration with one another and all relevant technical experts. All executing agencies will be responsible for monitoring and reporting on the progress of the components under their mandate. The PIU-MOF M&E Specialist will be responsible of consolidating all inputs from the executing agencies. 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. The AMAL MIS will enable geo-referenced recording and management of project data. It will capture information on gender, age, economic and nutritional status, and will be used to generate quarterly and annual reports on project progress and results. The system will also support the preparation of the Project Completion Report (PCR) and the Impact Assessment Report (IAR).

10. *Knowledge Management.*

The AMAL project includes a comprehensive Knowledge Management and Communication strategy. A Knowledge Management and Communication Specialist, in collaboration with the M&E Specialists of the PIU-MOF and CIIP-CEP, will coordinate and implement activities for knowledge generation, dissemination, and use. A Knowledge Management and Communication Plan will be prepared in the first year of the project to identify key objectives and deliverables. The project will rely on subject-matter specialists to document and capitalize on lessons learned. The M&E Specialists and the Knowledge Management Specialist will work closely to ensure insights from M&E processes are translated into knowledge products and communication materials. Knowledge will be shared with the PSC and presented through dedicated publications, development partner working groups, and dissemination workshops. These events will showcase how project-generated knowledge can inform more effective rural development strategies and policies and support the replication and scaling up of good practices.

11. *Project Implementation Manual.*

The Project Implementation Manual (PIM) contains detailed procedures for project implementation, including the sequencing of activities, roles, timelines, and decision points for each party involved. It specifies data collection responsibilities for each indicator, ensuring clear distribution of responsibilities between the implementing entities. The PIM also outlines procurement guidelines, contract management standards, and internal control arrangements. It includes a comprehensive financial procedures manual and a checklist of documentation for expenditures. Additionally, the PIM provides guidelines for stakeholder engagement, grievance redress mechanisms, and training requirements for project staff.

Schedule 2

Allocation Table

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

| Category | Grant Amount expressed in USD | Percentage |
|--|----------------------------------|--|
| 1. Equipment, Materials, Goods and Services | 4 500 000 | 100% net of taxes and districts contributions |
| 2. Works | 1 720 000 | 100% net of taxes |
| 3. Consultancies, Training & Workshops | 1 920 000 | 100% net of taxes |
| 4. Grants | 9 000 000 | 100% net of PFIs cofinancing & Beneficiaries' contributions |
| 5. Operating Costs | 2 030 000 | 100% net of taxes |
| Unallocated | 550 000 | |
| TOTAL | 19 720 000 | |

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

- (i) Category I "Equipment, Materials, Goods and Services" includes inter alia costs of vehicles, equipment, goods and services.
- (ii) Category II "Works" includes inter alia costs of works under the improved public livestock infrastructure sub-component.
- (iii) Category III "Consultancies, Training & Workshops" includes inter alia costs of technical assistance, studies, community facilitators, specialists, training and workshops.
- (iv) Category IV "Grants" includes inter alia costs of community action plans, guarantee fund and grants.
- (v) Category IV "Operating costs" includes inter alia costs of staff and operating cost under the two key implementing units CIIP CEP and PIU MOF.

2. *Disbursement arrangements*

- (a) *Start-up Costs.* Withdrawals in respect of expenditures for start-up costs incurred before the satisfaction of the general conditions precedent to withdrawal shall not exceed an aggregate amount of USD 600 000. Activities to be financed by Start-up Costs includes (i) Setting up of the monitoring and reporting system to facilitate coordination and consolidation of the reports by the two key implementation units as well as other partners; (ii) Setting up of

the accounting and financial management system and the mechanisms for overall reporting of the physical and financial progress of the project; (iii) Appointment/recruitment for key project staff as defined in the agreement (salaries can be covered for no longer than nine (9) months in total from the start-up costs); (iv) Start-up workshop involving all key staff from the two key implementation units and other partners and mini-workshops for the staff of the participating districts; (v) Orientation training of all PIU and CIIP staff members on project implementation activities, including SECAP; (vi) Setting up of MIS and M&E system; (vii) the baseline survey; and (viii) Initiation of the procurement and implementation of initial activities as indicated in the AWPB and procurement plan for the first 18 months.

A Separate budget for activities to be financed from start-up costs, including estimated costs for each activity, is required and is subject to IFAD's no-objection in order for such expenditures to be considered eligible.

Schedule 3

Special Covenants

I. General Provisions

In accordance with Section 12.01(a)(xxiii) of the General Conditions, the Fund may suspend, in whole or in part, the right of the Recipient to request withdrawals from the Grant Account if the Recipient has defaulted in the performance of any covenant set forth below, and the Fund has determined that such default has had, or is likely to have, a material adverse effect on the Project:

1. Within six (6) months of entry into force of the Financing Agreement, the Project will procure and install a customized accounting software in accordance with International Accounting Standards and IFAD's requirements.
2. Within six (6) months of entry into force of the Financing Agreement, the Project will enter into a Memorandum of Understanding (MoU) with the Lead Project Agency and the implementing partners to define the collaboration, including the roles, responsibilities and duties with regards to implementation, financial management, accounting and reporting.
3. *Planning, Monitoring and Evaluation.* The Recipient shall ensure that (i) a Planning, Monitoring and Evaluation (PM&E) system shall be established within twelve (12) months from the date of entry into force of this Agreement.
4. *Gender.* The Recipient shall ensure that the Project complies at all times with the recommendations and requirements of the gender action plan ("GAP") provided by IFAD.
5. *Land tenure security.* The Recipient shall ensure that the land acquisition process has already been completed and that any compensation processes were consistent with international best practice and free prior and informed consent principles.
6. *Anticorruption Measures.* The Recipient shall comply with IFAD's Policy on Preventing Fraud and Corruption in its Activities and Operations, as may be amended from time to time.
7. *Sexual Harassment, Sexual Exploitation and Abuse.* The Recipient and the Project Parties shall ensure that the Project/Programme is carried out in accordance with the provisions of IFAD's Policy on Preventing and Responding to Sexual Harassment, Sexual Exploitation and Abuse, as may be amended from time to time.
8. Use of Project Vehicles and Other Equipment. The Recipient shall ensure that:
 - (a) all vehicles and other equipment procured under the Project are allocated to the relevant Implementing Agencies for Project implementation;
 - (b) The types of vehicles and other equipment procured under the Project are appropriate to the needs of the Project; and
 - (c) All vehicles and other equipment transferred to or procured under the Project are dedicated solely to Project use.
9. *IFAD Procurement system.* The Borrower/Recipient shall ensure that a procurement plan is prepared and maintained in IFAD's designated end-to-end procurement system ("IFAD OPEN")⁵. The Borrower/Recipient shall ensure that all procurement-related

⁵ To be updated as needed in consultation with Procurement Team

contracts, agreements and related payments financed under the Project/Programme (including but not limited to those in relation to goods, works, services, consultancy, non-consulting services, community contracts, grants and financing contracts), are recorded in IFAD-OPEN in accordance with IFAD's applicable policies and procedures. The Borrower/Recipient shall ensure that the related data is updated on a quarterly basis during Project/Programme implementation.

10. *The Key Project Personnel.*

- (a) PIU-MOF and CIIP-CEP each shall include the following Key Project Personnel: (i) Project Manager, (ii) Financial Specialist, (iii) Monitoring and Evaluation Officer, and (iv) Procurement Officer. In order to assist in the implementation of the Project, the PMUs, unless otherwise agreed with IFAD, shall employ or cause to be employed, as required, key staff whose qualifications, experience and terms of reference are satisfactory to IFAD.
- (b) Key Project Personnel shall be seconded to the PIU-MOF and CIIP-CEP in the case of government officials or recruited under a consulting contract following the individual consultant selection method in the IFAD Procurement Handbook, or any equivalent selection method in the national procurement system that is acceptable to IFAD. The recruitment of Key Project Personnel is subject to IFAD's prior review as is the dismissal of Key Project Personnel. Key Project Personnel are subject to annual evaluation and the continuation of their contract is subject to satisfactory performance. Any contract signed for Key Project Personnel shall be compliant with the national labour regulations or the ILO International Labour Standards (whichever is more stringent) in order to satisfy the conditions of IFAD's Social, Environmental and Climate Assessment Procedures, as may be amended from time to time by the Fund ("SECAP"). Repeated short-term contracts must be avoided, unless appropriately justified under the Project's circumstances.

II. SECAP Provisions

1. As the Project presents moderate social, environmental and climate risks as determined by the Fund, the Recipient shall carry out the implementation of the Project in accordance with the measures and requirements set forth in the Environmental, Social and Climate Management Plans (ESCMPs) (the "Management Plan(s)"), as applicable, and in compliance with the Social, Environmental and Climate Assessment Procedures ("SECAP"), as may be amended from time to time by the Fund.

The Recipient shall not amend, vary or waive any provision of the Management Plan(s), unless agreed in writing by the Fund.

2. When there is a potential risk of resettlement, the Recipient shall not, and shall cause the Executing Agency, all its contractors, its sub-contractors, and suppliers not to commence implementation of any works, unless all Project affected persons have been compensated and/or resettled in accordance with the specific RAP/ FPIC and/ or the agreed works and compensation schedule.

3. The Recipient shall ensure or cause the Lead Project Agency and Implementing Agency to ensure compliance with the relevant SECAP procedures and the Management Plans during the Project implementation. All bidding documents and contracts for goods, works and services shall contain provisions that require contractors, sub-contractors and suppliers to comply at all times during the implementation of the Project with the standards, measures and requirements set forth in the SECAP and the Management Plan(s).

4. In the event of any serious incident with respect to environmental, social (including labor and community), or health and safety (ESHS) issues that occur in the context of the Project or during the implementation of the Borrower/Recipient activities, the Recipient must, in good faith, promptly notify IFAD and agree to follow procedures indicated either in the Project Implementation Manual (PIM) or as may be designated by IFAD in consultation with the Recipient. In all cases, the procedures must comply with IFAD's Incident Procedures.

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

- Reports on the status of compliance with the standards, measures and requirements set forth in the SECAP, ESCMFs, ESCMPs and the Management Plan(s) on a semi-annual basis - or such other frequency as may be agreed with the Fund;
- Reports of any social, environmental, health and safety incidents occurring during the implementation of the Project and proposed remedial measures, in accordance with IFAD's Incident Procedures. The Borrower/Recipient will disclose relevant information from such reports to affected persons promptly upon submission of the said reports; and
- Reports of any breach of compliance with the standards, measures and requirements set forth in the SECAP and the Management Plan(s) promptly after becoming aware of such a breach.

6. In the event of a contradiction/conflict between the Management Plan(s) and the Financing Agreement, the Financing Agreement shall prevail.

Logical framework

| Results Hierarchy | Indicators | | | | Means of Verification | | | Assumptions |
|---|---|----------|----------|------------|-----------------------|---------------------------|----------------|--|
| | Name | Baseline | Mid-Term | End Target | Source | Frequency | Responsibility | |
| Outreach | 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 – Males | 0 | 56200 | 119400 | | | | |
| | Females - Females | 0 | 52500 | 104750 | | | | |
| | Young - Young people | 0 | 28750 | 60850 | | | | |
| | Total number of persons receiving services | 0 | 108750 | 224150 | | | | |
| | 1.a Corresponding number of households reached | | | | Project M&E system | Quarterly | PIU | |
| | 1.b Estimated corresponding total number of households members | | | | Project M&E system | Quarterly | PIU | |
| 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 | | 7017 | 42000 | | | | |
| | Households - Percentage | | 30 | 70 | | | | |
| 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 | | 7017 | 42000 | | | | |
| | Households - Percentage | | 30 | 70 | | | | |
| | HH members - Number | | 44927 | 249480 | | | | |
| | Median Income Increase - Percentage | | 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 - Area (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 of people | | 61750 | 297000 | | | | |
| | Households - Percentage | | 40 | 75 | | | | |
| | Adaptation Fund - Number of beneficiaries | | | | Project M&E system | Quarterly | PIU | |
| | Direct Beneficiaries supported by the project | 0 | | 38610 | | | | |
| Female direct beneficiaries | 0 | | 20487 | | | | | |
| Youth direct beneficiaries | 0 | | 10737 | | | | | |
| Indirect beneficiaries supported by the project | 0 | | 46531 | | | | | |
| Female indirect beneficiaries | 0 | | 21502 | | | | | |
| Youth indirect beneficiaries | 0 | | 12940 | | | | | |
| 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 | | 56076 | 175036 | | | | |
| | Households - Percentage | | 60 | 80 | | | | |
| | Households - Households | | 8496 | 26521 | | | | |
| | 1.2.4 Households reporting an increase in production | | | | Surveys | Baseline, MTR, Completion | PIU | |
| | Total number of household members | | 23365 | 131277 | | | | |

| Results Hierarchy | Indicators | | | | Means of Verification | | | Assumptions |
|--|--|----------|----------|------------|-----------------------|---------------------------|----------------|---|
| | Name | Baseline | Mid-Term | End Target | Source | Frequency | Responsibility | |
| | Households - Percentage | | 25 | 60 | | | | |
| | Households - Households | | 3540 | 19890 | | | | |
| | 1.2.9 Households with improved nutrition Knowledge Attitudes and Practices (KAP) | | | | Surveys | Baseline, MTR, Completion | PIU | |
| | Households (number) | | 819 | 3749 | | | | |
| | Households (%) Percentage | | 30 | 70 | | | | |
| | Household members | | 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 (%)e | 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 | | 46200 | 103136 | | | | |
| | Households - Percentage | | 70 | 80 | | | | |
| Households - Households | | 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 | 0 | 79110 | 79110 | | | | |
| | Groups supported - Groups | 0 | 105 | 105 | | | | |
| | Males - Males | 0 | 37129 | 37129 | | | | |
| | Females - Females | 0 | 41981 | 41981 | | | | |
| | Young - Young people | 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 - Males | 0 | 19061 | 37129 | | | | |
| | Females - Females | 0 | 21439 | 41981 | | | | |
| | Young - Young people | 0 | 12150 | 23733 | | | | |
| | Total rural producers | 0 | 40500 | 79110 | | | | |
| | Kitchen garden established | | | | Project M&E system | Quarterly | PIU | |
| | Number of gardens | 0 | 1500 | 2930 | | | | |
| | 1.1.8 Persons provided with targeted support to improve their nutrition | | | | Project M&E system | Quarterly | PIU | |
| | Total persons participating | 0 | 2730 | 5355 | | | | |
| | Males - Males | 0 | 0 | 0 | | | | |
| Females - Females | 0 | 2730 | 5355 | | | | | |
| Households - Households | 0 | 2730 | 5355 | | | | | |
| Household members benefitted | 0 | 0 | 0 | | | | | |
| Young - Young people | 0 | 2709 | 5334 | | | | | |
| 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 | 0 | 8 | 8 | | | | |
| | Number of young veterinarians supported | 0 | 50 | 50 | | | | |
| | Number of AI conducted | 0 | 810 | 2700 | | | | |
| | Number of reproductive bulls alive | 0 | 95 | 90 | | | | |
| | Feed and fodder balance mechanisms established | | | | | Annually | PIU | |

| Results Hierarchy | Indicators | | | | Means of Verification | | | Assumptions |
|--|--|----------|----------|--------------------|-----------------------|---------------------------|---|---|
| | Name | Baseline | Mid-Term | End Target | Source | Frequency | Responsibility | |
| | Number of feed and fodder balances at national level | 0 | 1 | 1 | Project M&E system | | | |
| | Number of feed and fodder balances at district level (at least 1/Jamoat) | 0 | 106 | 106 | | | | |
| | Seed producers operating | | | | Project M&E system | Annually | PIU | |
| | Number of seed producers | 0 | 40 | 40 | | | | |
| | Total quantity of seed sold (tons) | 0 | 864 | 2880 | | | | |
| | National cattle identification system piloted | | | | Project M&E system | Semi-annually | PIU | |
| | Number of animals tagged | 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 - Percentage | | 30 | 80 | | | | |
| | Size of households | | 6052 | 110111 | | | | |
| | Households reporting improved physical access to processing facilities (%) | | 80 | 90 | | | | |
| | Size of households | | 475 | 535 | | | | |
| | Households reporting improved physical access to storage facilities (%) | | 30 | 80 | | | | |
| | Size of households | | 143 | 1267 | | | | |
| | Households reporting improved physical access to markets | | 1617 | 22683 | | | | |
| | Households reporting improved physical access to processing facilities | | 72 | 81 | | | | |
| | Households reporting improved physical access to storage facilities | | 22 | 192 | | | | |
| | 1.2.5 Households reporting using rural financial services | | | | Surveys | Baseline, MTR, Completion | PIU | |
| | Total number of household members | | 2051 | 5275 | | | | |
| | Households - Percentage | | 70 | 90 | | | | |
| | Households - Households | | 311 | 799 | Surveys | Baseline, MTR, Completion | PIU | |
| | 2.2.1 Persons with new jobs/employment opportunities | | | | | | | |
| | Males - Males | 0 | 48 | 160 | | | | |
| | Females - Females | 0 | 48 | 160 | | | | |
| | Young - Young people | 0 | 48 | 160 | | | | |
| | Total number of persons with new jobs/employment opportunities | 0 | 96 | 320 | Surveys | Baseline, MTR, Completion | PIU | |
| | 2.2.2 Supported rural enterprises reporting an increase in profit | | | | | | | |
| Number of enterprises | | 36 | 694 | | | | | |
| Percentage of enterprises | | 10 | 80 | Project M&E system | Semi-annually | PIU | | |
| 2.1.6 Market, processing or storage facilities constructed or rehabilitated | | | | | | | | |
| Total number of facilities | 0 | 32 | 32 | | | | | |
| Market facilities constructed/rehabilitated | 0 | 20 | 20 | | | | | |
| Processing facilities constructed/rehabilitated | 0 | 6 | 6 | | | | | |
| Storage facilities constructed/rehabilitated | 0 | 6 | 6 | | | | District authorities facilitate the identification of suitable sites for infrastructure development and the obtention of necessary permits. | |

| Results Hierarchy | Indicators | | | | Means of Verification | | | Assumptions |
|---|---|----------|----------|------------|------------------------|---------------|----------------|--|
| | Name | Baseline | Mid-Term | End Target | Source | Frequency | Responsibility | |
| | Total expected users | 0 | 4030 | 27556 | | | | |
| 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) - Money (USD' 000) | 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 | 0 | 10 | 10 | | | | |
| | Total clients | 0 | 240 | 240 | | | | |
| | 2.1.1 Rural enterprises accessing business development services | | | | Project M&E system | Semi-annually | PIU | |
| | Rural enterprises | 0 | 308 | 740 | | | | |
| | Employees | 0 | 617 | 1480 | | | | |
| | 1.1.5 Persons in rural areas accessing financial services | | | | Project M&E system | Quarterly | PIU | |
| | Men in rural areas accessing financial services | 0 | 225 | 450 | | | | |
| | Women in rural areas accessing financial services - credit | 0 | 219 | 438 | | | | |
| Young people in rural areas accessing financial services - credit | 0 | 123 | 247 | | | | | |
| Total persons accessing financial services - credit | 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 | 0 | 13 | 13 | | | | |
| | Number of children benefiting from meals | 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 | 0 | 0 | 1 | | | | |
| | Number of laws, regulations, policies or strategies referring the National Livestock Strategy | 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 | 0 | 0 | 1 | | | | |

Integrated project risk matrix

| Risk Categories and Subcategories | Inherent | Residual |
|---|-----------------|-----------------|
| Country Context | Moderate | Moderate |
| Political Commitment | Moderate | Moderate |
| Risk(s): 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. | | |
| 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(s): 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. | | |
| 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(s): 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. | | |
| 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(s): 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, | | |

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| and youth migration in search of remunerative employments in neighbouring countries particularly Russia. | | |
| 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(s): 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. | | |
| 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 & implementation | Moderate | Moderate |
| Risk(s): 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. | | |
| 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(s): 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. | | |
| 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 | | |

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| services while simultaneously supporting enhanced agricultural productivity and sustainable livelihoods for pastoral communities. | | |
| Project vulnerability to climate change impacts | Moderate | Moderate |
| Risk(s): 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. | | |
| 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(s): 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. | | |
| 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(s): The assumptions made in the Theory of Change do not lead to the expected outcomes and limit the impact of the project. | | |
| 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 & Sustainability | Moderate | Moderate |
| Implementation arrangements | Moderate | Moderate |
| Risk(s): 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. | | |
| Mitigations: The PIM specifies the roles and responsibilities of all institutions in detail. The coordination among the implementing entities will be strengthened through a Project Coordinator, who will ensure regular coordination meetings on a monthly basis. A tripartite | | |

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| <p>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.</p> <p>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.</p> | | |
| <p>M&E arrangements</p> | <p>Moderate</p> | <p>Moderate</p> |
| <p>Risk(s): 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.</p> <p>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.</p> | | |
| <p>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.</p> <p>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.</p> | | |
| <p>Project Procurement Overall</p> | <p>Substantial</p> | <p>Substantial</p> |
| <p>Risk(s): 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.</p> | | |
| <p>Mitigations: Both CIIP CEP/PIU MOF shall adopt IFAD project procurement Guidelines and Procurement Handbook and SBD templates.</p> | | |
| <p>PART A of the PRM</p> | <p>Substantial</p> | <p>Substantial</p> |
| <p>Pillar I. Legal, Regulatory and Policy Framework</p> | <p>Moderate</p> | <p>Moderate</p> |
| <p>Risk(s): 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</p> | | |

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| <p>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.</p> | | |
| <p>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.</p> | | |
| <p>Pillar II. Accountability, Integrity and Transparency of the Public Procurement System</p> | <p>Substantial</p> | <p>Substantial</p> |
| <p>Risk(s): 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 centered 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.</p> | | |
| <p>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.</p> | | |
| <p>Pillar III. Institutional Framework and Management Capacity</p> | <p>Substantial</p> | <p>Substantial</p> |
| <p>Risk(s): 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.</p> | | |

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| 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. | | |
| Pillar IV. Public Procurement Operations and Market Practices | Substantial | Substantial |
| Risk(s): 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://eprourement.gov.tj/) | | |
| 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. | | |
| PART B of the PRM | Substantial | Substantial |
| Assessment of Project Complexity | Moderate | Moderate |
| Risk(s): 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. | | |
| 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. | | |
| Assessment of Implementing Agency Capacity | Moderate | Moderate |

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| Risk(s): There are no risks with respect to procurement personnel and procedures as the former are well experienced and the latter are aligned with IFAD's. Processes can be enhanced to better make use of SECAP requirements and engaging in thorough quality control of documentation before issuance. | | |
| Mitigations: Processes can be enhanced by quality control of bidding documents, integration of SECAP, proper record keeping/archival and promptly filling all vacant positions. | | |
| Project Financial Management | Substantial | Substantial |
| Project Organization and Staffing | Moderate | Moderate |
| Risk(s): - 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. | | |
| 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(s): - 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 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. | | |
| Mitigations: - The 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 | | |

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| <p>variances between budget and actual figures. This will be coupled with quarterly meetings between PMUs to discuss budget realization.</p> <ul style="list-style-type: none"> - 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. | | |
| <p>Project Funds Flow/Disbursement Arrangements</p> | <p>Substantial</p> | <p>Substantial</p> |
| <p>Risk(s):</p> <ul style="list-style-type: none"> - 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. | | |
| <p>Mitigations:</p> <ul style="list-style-type: none"> - 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. | | |
| <p>Project Internal Controls</p> | <p>Substantial</p> | <p>Substantial</p> |
| <p>Risk(s):</p> <ul style="list-style-type: none"> - 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. | | |
| <p>Mitigations:</p> <ul style="list-style-type: none"> -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. | | |

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| -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(s): - Late configuration and/or procurement of an accounting software due to delays at 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 | | |
| 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(s): -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. | | |
| 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. | | |
| Environment, Social and Climate Impact | Moderate | Moderate |
| Biodiversity conservation | Low | Low |
| Risk(s): 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. | | |

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| 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(s): 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. | | |
| 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(s): There is low risk of the project disturbing archaeological or culturally significant sites and utilizing intangible cultural heritage (traditional knowledge) for sustainable livestock management practices. | | |
| 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 Peoples | Low | Low |
| Risk(s): Tajikistan does not officially recognize distinct "indigenous peoples" in the legal sense as all citizens are considered Tajiks under the national identity framework. | | |
| Mitigations: No mitigation measures required. | | |
| Labour and working conditions | Moderate | Moderate |
| Risk(s): 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. | | |
| 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 and safety | Moderate | Moderate |

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| Risk(s): Moderate risks include zoonotic disease transmission, food safety concerns, and safety risks due to traffic increase from rural infrastructure improvements. | | |
| 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(s): Low risk of temporary access restrictions due to rotational grazing or pasture restoration, but no physical displacement is expected. | | |
| 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(s): Moderate risks stem from financial institutions' limited capacity to assess and manage environmental and social risks or implement stakeholder engagement and grievance mechanisms. | | |
| 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(s): 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. | | |
| 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(s): Women, youth and beneficiaries in more remote regions may be excluded from consultations. | | |
| 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 | | |

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| the project will specify the inclusion of marginalized groups in studies, surveys and project activities. | | |
| Stakeholder grievances | Low | Low |
| Risk(s): 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 | | |
| 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. | | |