
Informe del Presidente**Propuesta de donación****República de Sierra Leona****Proyecto de Desarrollo de la Ganadería y los Medios de Vida**N.º de identificación del proyecto: 2000003919

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Para aprobación**Medida:** Se invita a la Junta Ejecutiva a que apruebe la recomendación que figura en el párrafo 66.

Preguntas técnicas:**Bernard Hien**

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Mapa de la zona del proyecto



Las denominaciones empleadas y la forma en que aparecen presentados los datos en este mapa no suponen juicio alguno del FIDA respecto de la demarcación de las fronteras o límites que figuran en él ni acerca de las autoridades competentes.

Fuente: FIDA | 13-5-2024

Resumen de la financiación

Institución iniciadora:	FIDA
Prestatario/receptor:	República de Sierra Leona
Organismo de ejecución:	Ministerio de Agricultura y Seguridad Alimentaria
Costo total del proyecto:	USD 105,5 millones
Monto de la donación del FIDA:	USD 30,0 millones
Condiciones de la donación del FIDA:	Donación con arreglo al Marco de Sostenibilidad de la Deuda (100%)
Cofinanciadores:	Banco Islámico de Desarrollo, Fondo de la Organización de Países Exportadores de Petróleo (OPEP) para el Desarrollo Internacional y Heifer International
Monto de la cofinanciación:	Banco Islámico de Desarrollo: USD 30,0 millones Fondo de la OPEP para el Desarrollo Internacional: USD 30,0 millones Heifer International: USD 0,6 millones
Condiciones de la cofinanciación:	Banco Islámico de Desarrollo: préstamo Fondo de la OPEP para el Desarrollo Internacional: préstamo Heifer International: donación
Contribución del prestatario/receptor:	USD 9,1 millones
Contribución de los beneficiarios:	USD 5,6 millones
Monto de la financiación del FIDA para el clima:	USD 15,4 millones
Institución cooperante:	Proyecto supervisado directamente por el FIDA

I. Contexto

A. Contexto nacional y justificación de la actuación del FIDA

Contexto nacional

1. Durante los últimos 20 años, la economía de Sierra Leona ha sufrido grandes variaciones debido a perturbaciones internas y externas, lo cual ha menoscabado los importantes avances logrados en materia de desarrollo. Sierra Leona tiene una población de 7,55 millones de habitantes, según los datos de 2022¹, de los que la mitad viven en zonas rurales, donde los niveles de pobreza (el 73,9 %) e inseguridad alimentaria siguen siendo elevados². El país tiene un índice de desarrollo humano muy bajo y ocupa el puesto 181 de un total de 195 países y territorios.
2. Aunque el consumo de alimentos de origen animal es muy bajo en Sierra Leona, el país es un importador neto de productos ganaderos (según las estimaciones de 2021, su valor fue de USD 62,3 millones), y con las importaciones se abastece el 60 % de la carne de aves de corral, el 50 % de los huevos y el 90 % de la carne de cerdo consumidos en el país. Esta situación se debe en parte a que todavía no se ha puesto en marcha un programa de ayudas públicas destinado al sector ganadero³, a pesar de que podría ayudar en gran medida a reducir la pobreza y a mejorar los medios de vida, la seguridad alimentaria y la nutrición.
3. Los principales problemas a los que se enfrentan los ganaderos y pequeños empresarios pecuarios son la pérdida de cabezas de ganado, el escaso acceso a servicios e insumos, la dependencia de las importaciones, la insuficiencia de los servicios financieros, la falta de organización de los canales de comercialización y las deficiencias de las políticas y del marco normativo.
4. El programa insignia del Gobierno, llamado *Feed Salone* (Alimentar a Salone), pretende impulsar la productividad agrícola, incrementar la producción local de alimentos, reducir el hambre, aumentar los ingresos procedentes de las exportaciones, crear empleo y fomentar la resiliencia. Además, se centra en la mejora de varias cadenas de valor, entre ellas la ganadería (aves de corral y pequeños rumiantes).

Aspectos específicos relativos a las esferas transversales prioritarias de I FIDA

5. La inseguridad alimentaria afecta a alrededor del 78 % de la población de Sierra Leona. La prevalencia de las carencias de micronutrientes también es notablemente alta, y la diversidad alimentaria es escasa.
6. A pesar de que las mujeres y la gente joven constituyen una parte significativa de la población⁴, son grupos especialmente vulnerables debido a problemas consuetudinarios, como las desigualdades en el acceso a la tierra, a las oportunidades de capacitación y al capital. En 2019, Sierra Leona presentó un índice de desigualdad de género de 0,645 y ocupó el puesto 182 de un total de 189 países⁵. La tasa de desempleo juvenil se sitúa en torno al 50 %, y el 33,2 % de la gente joven no tiene estudios, trabajo ni formación.

¹ Estadísticas de Sierra Leona: censo.

² Programa Mundial de Alimentos: HungerMap Live: Las perspectivas y principales tendencias de Sierra Leona relativas a septiembre de 2023 muestran que el 20 % de los hogares se encuentra en situación de inseguridad alimentaria grave.

³ En 2019 se destinó al sector agrícola el 2,04 % del gasto público, y la Dirección de Ganadería y Servicios Veterinarios solo recibió un 0,12 %.

⁴ Las mujeres constituyen el 52 % de la población y son cabeza de familia del 27,4 % de los hogares. Cerca del 80 % de la población tiene menos de 35 años, y el 62,5 % tiene menos de 25 años.

⁵ Programa de las Naciones Unidas para el Desarrollo, Informe sobre Desarrollo Humano 2020.

7. En consonancia con los compromisos transversales asumidos por el FIDA, el proyecto ha sido validado como proyecto que tiene en cuenta lo siguiente:
- la financiación para el clima;
 - la transformación en materia de género;
 - la nutrición;
 - la gente joven, y
 - la capacidad de adaptación.

Razones que justifican la intervención del FIDA

8. En la evaluación de la estrategia y el programa en el país realizada en 2020 se recomendó, entre otras cosas, i) que se fortalecieran los vínculos a lo largo de las cadenas de valor ganaderas en pequeña escala mediante alianzas productivas, agricultura por contrato, centros de agrupación y cooperativas a fin de potenciar los efectos del crecimiento económico, y ii) que se diversificaran los sistemas de producción agropecuaria, en especial mediante el desarrollo de la ganadería en pequeña escala, como estrategia para mejorar la nutrición y fomentar la resiliencia económica.
9. El FIDA, que es uno de los donantes más activos en el sector agropecuario de Sierra Leona, puede movilizar fondos de cofinanciación para hacer que el presente Proyecto de Desarrollo de la Ganadería y los Medios de Vida (LLDP) sea la primera inversión sustancial del país en el sector ganadero. Se usarán como base las enseñanzas extraídas de los proyectos de desarrollo de las cadenas de valor ejecutados en Sierra Leona, así como innovaciones de proyectos de ganadería en pequeña escala ejecutados en otros países.

B. Enseñanzas extraídas

10. En el estudio de viabilidad realizado durante el diseño del proyecto se constató lo siguiente: i) que los efectos a largo plazo de la guerra y la reciente crisis sanitaria habían reducido considerablemente la cabaña ganadera y el peso medio por animal, por lo que era necesario repoblar la cabaña o mejorar los rebaños usando razas mejoradas; ii) que la falta de contribuciones de los beneficiarios para financiar las distribuciones de ganado y la ausencia de paquetes de ayuda adecuados para comenzar la producción ganadera habían contribuido a los fallos de iniciativas anteriores de repoblación y mejora de los rebaños; iii) que el acceso a servicios veterinarios, los piensos y forrajes de calidad y la gestión de la cría son los principales factores impulsores de la productividad y la producción ganaderas; iv) que los mercados locales no estaban organizados y la venta al por menor de carne se veía obstaculizada por la falta de instalaciones de procesado y las deficiencias del sistema de cadena de frío, y v) que el desarrollo de las capacidades de los agricultores y los proveedores de servicios constituye un requisito para la transformación del sector ganadero.
11. Basándose en las enseñanzas extraídas del Proyecto de Desarrollo de las Cadenas de Valor Agrícolas, ejecutado en Sierra Leona, en el presente proyecto se incluyen las siguientes cuestiones: i) el uso de escuelas de campo para ganaderos que ayuden a desarrollar las capacidades de los ganaderos y a mejorar la producción ganadera sostenible; ii) la aplicación del Sistema de Aprendizaje Activo de Género (GALS) para promover la inclusividad en los procesos; iii) el establecimiento de asociaciones de agronegocios y alianzas productivas para que las agrupaciones de producción ganadera se adapten a las necesidades de la elaboración y del mercado, y iv) la promoción de negocios gestionados por mujeres y gente joven mediante iniciativas de programación y desarrollo empresarial adaptadas a ese fin.

12. Habida cuenta del éxito de la segunda fase del Programa de Financiación Rural y Mejoramiento de los Servicios Comunitarios, en el presente proyecto se han adaptado los productos financieros y el programa de donaciones de contrapartida existentes para mejorar el acceso a la financiación de las partes interesadas del sector ganadero.

II. Descripción del proyecto

A. Objetivos, zona geográfica de intervención y grupos objetivo

Objetivo general y objetivo de desarrollo

13. El objetivo general del proyecto es contribuir a la reducción de la pobreza, la mejora de la seguridad alimentaria y la nutrición de los hogares rurales, y la generación de oportunidades de empleo para las mujeres y la gente joven de las zonas rurales de Sierra Leona. El objetivo de desarrollo consiste en mejorar los medios de vida de los hogares rurales de las zonas seleccionadas.

Zona geográfica

14. Las zonas en las que está previsto ejecutar el presente proyecto abarcan ocho distritos, a saber, Pujehun, Kenema, Kailahun, Kono, Port Loko, Bombali, Koinadugu y Bo.

Grupos objetivo

15. El proyecto beneficiará a 62 250 hogares, esto es, 373 500 personas, de las cuales al menos el 40 % serán mujeres; el 30 %, personas jóvenes, y el 5 %, personas con discapacidad. La mayor parte de los hogares (60 000) serán hogares de ganaderos en pequeña escala ya en activo o con perspectivas de serlo. En cambio, los otros 2 250 hogares beneficiarios corresponderán a i) microempresas y pequeñas empresas ganaderas; ii) organizaciones de ganaderos; iii) cooperativas de mujeres y gente joven, y iv) hogares que aún no participan en las cadenas de valor ganaderas seleccionadas (aves de corral y pequeños rumiantes), pero que están preparados para crear microempresas. Los 2 250 hogares estarán vinculados a pequeños productores para que la producción, los servicios y la labor de comercialización se lleven a cabo conjuntamente usando un enfoque inclusivo de desarrollo de las cadenas de valor.

B. Componentes, efectos directos y actividades

16. El proyecto tiene los siguientes componentes, que están relacionados entre sí:
17. **Componente 1: Apoyo a la producción y la productividad de la ganadería en pequeña escala para mejorar los ingresos y la nutrición.** Este componente tiene como objetivo mejorar la producción y la productividad de 60 000 ganaderos en pequeña escala, así como capacitar a las mujeres, la gente joven y las personas con discapacidad para que participen plenamente en las cadenas de valor ganaderas, abordando al mismo tiempo factores externos relacionados con las enfermedades zoonóticas, el cambio climático y la degradación ambiental.
18. **Subcomponente 1.1: Creación de activos ganaderos y prestación de apoyo para mantenerlos.** Este subcomponente se centra en i) los servicios de extensión ganadera y la capacidad de los productores; ii) la repoblación de la cabaña ganadera y la mejora de los rebaños; iii) la producción y la difusión de razas de ganado mejoradas en los distritos seleccionados, y iv) la ejecución de programas comunitarios de cría de pequeños rumiantes.
19. **Subcomponente 1.2: Mejora de los servicios ganaderos y del suministro de insumos pecuarios.** Este subcomponente mejora el sistema de detección temprana y respuesta rápida a las enfermedades animales, el acceso a los servicios veterinarios y el control de las enfermedades. Mejora asimismo la capacidad de producción local de piensos y el acceso al forraje, sobre todo durante la estación seca, y reduce los conflictos relacionados con el uso de los

recursos naturales, que se ven agravados por el cambio climático. Además, la mejora de la cría, la alimentación y la salud de los animales reduce las emisiones de metano al aumentar la productividad individual de cada animal.

20. **Subcomponente 1.3: Fomento del consumo de alimentos de origen animal y del uso del GALS.** Este subcomponente se centra en promover la diversificación alimentaria y el uso del GALS complementando las intervenciones que ayudan a mejorar la nutrición y el acceso de las mujeres y la gente joven a oportunidades empresariales y laborales.
21. **Componente 2: Fortalecimiento de las microempresas y pequeñas empresas ganaderas existentes y establecimiento de otras nuevas.** Este componente apoya el fortalecimiento de las microempresas y pequeñas empresas ganaderas existentes y el establecimiento de otras nuevas para que generen beneficios de forma sostenible. El fortalecimiento de los servicios de extensión del sector privado, así como del suministro de insumos y los servicios de sanidad animal, producción, procesado, comercialización y logística también ayudará a estructurar mejor las cadenas de valor para garantizar su desarrollo coherente y su eficacia.
22. **Subcomponente 2.1: Desarrollo de microempresas y pequeñas empresas ganaderas.** Este subcomponente tiene como objetivo capacitar en desarrollo empresarial a emprendedores que gestionen microempresas⁶ y pequeñas empresas⁷, en particular a mujeres y gente joven, para que puedan poner en marcha sus propias empresas o realizar trabajos asalariados. Recibirán donaciones de contrapartida, basándose en la presentación de planes de negocios financiables. Además, se facilitará la creación de productos financieros diseñados específicamente para el sector ganadero y el acceso a ellos.
23. **Subcomponente 2.2: Mejora de las asociaciones comerciales.** Este subcomponente ayudará a las microempresas y pequeñas empresas ganaderas a acceder a oportunidades de mercado y a establecer asociaciones con otros agentes de las cadenas de valor ganaderas, incluido el establecimiento de asociaciones entre el sector público y el privado. Se han establecido las siguientes prioridades:
 - i) fomento de la colaboración empresarial entre los agentes de las cadenas de valor;
 - ii) fortalecimiento de las organizaciones ganaderas, y
 - iii) mejora de las instalaciones e infraestructuras de comercialización y procesado de productos ganaderos, incluidos los caminos secundarios.
24. **Componente 3: Apoyo institucional y coordinación del proyecto.** Este componente ayudará a desarrollar la capacidad institucional, creará un entorno normativo e institucional propicio para atraer inversiones públicas y privadas hacia el sector ganadero y garantizará la coordinación eficaz del proyecto.
25. **Subcomponente 3.1: Fomento de un entorno institucional y normativo propicio para las inversiones en el sector ganadero.** Este subcomponente ayudará a i) reforzar la capacidad de la Dirección de Ganadería y Servicios Veterinarios; ii) examinar y elaborar las políticas y estrategias en materia de ganadería pertinentes; iii) prestar apoyo al Instituto de Investigación Agrícola y a las universidades de Sierra Leona para que lleven a cabo investigaciones y refuercen sus ofertas de formación veterinaria; iv) capacitar a más profesionales; v) fortalecer los sistemas de vigilancia epidemiológica; vi) respaldar las campañas nacionales de vacunación contra las enfermedades consideradas prioritarias, y vii) desarrollar sistemas de control de la calidad de los alimentos.

⁶ Ganaderos en pequeña escala que desean ampliar sus sistemas de producción (orientándolos al mercado) y microempresas informales a lo largo de la cadena de valor que estén especializadas en la prestación de servicios (por ejemplo, agentes comunitarios de sanidad animal), el procesado (por ejemplo, la elaboración de piensos) y la comercialización (por ejemplo, puntos de venta locales).

⁷ Pequeños empresarios dedicados a la cría de aves de corral y pequeños rumiantes de doble finalidad, a actividades veterinarias y paraveterinarias, a la producción de piensos y a gestionar criaderos, mataderos e instalaciones de procesado, entre otras actividades.

26. **Subcomponente 3.2: Prestación de asistencia técnica.** Este subcomponente ayuda a agilizar la labor de desarrollo de las capacidades y de formulación de los enfoques pertinentes. Además, promueve las innovaciones y la cooperación Sur-Sur y triangular, y mitiga los riesgos relacionados con la ejecución.
27. Las actividades del proyecto se llevarán a cabo con el apoyo de expertos de Heifer International, que tiene una amplia y exitosa experiencia en la ejecución de proyectos ganaderos en distintos países.

C. Teoría del cambio

28. Las actividades del proyecto están diseñadas para abordar los problemas a los que se enfrentan los pequeños ganaderos, las deficiencias de las cadenas de valor de la ganadería en pequeña escala y las cuestiones transversales.
29. Hay varios factores que limitan el potencial del sector ganadero en Sierra Leona, por ejemplo, i) los efectos a largo plazo de la guerra, la enfermedad por el virus del Ébola, la crisis que afecta a las exportaciones mineras y la baja producción y productividad ganaderas; ii) el escaso acceso a los servicios e insumos veterinarios, además de la falta de vacunas y medicamentos (todos son importados); iii) la falta de acceso a servicios de desarrollo empresarial para los ganaderos en pequeña escala y las microempresas y pequeñas empresas ganaderas; iv) las malas condiciones de los mercados ganaderos, los mataderos y las instalaciones de procesado, que están infrautilizados debido a la fragmentación de la oferta de los productores; v) los precios competitivos de la carne importada, lo que reduce la demanda de carne producida localmente; vi) los escasos incentivos y oportunidades para las mujeres y la gente joven, y vii) las deficiencias de los marcos reglamentarios y normativos, que desincentivan las inversiones públicas y privadas.
30. El proyecto pretende abordar los siguientes retos: i) impartir sesiones de capacitación técnica y agrícola, prestar servicios veterinarios y de extensión, suministrar mejores insumos e implementar un mecanismo de repoblación para mejorar la producción y la productividad ganaderas, reduciendo así la mortalidad animal y aumentando el tamaño y las tasas de crecimiento de los rebaños; ii) facilitar el desarrollo empresarial y la prestación de servicios financieros específicos, además de establecer vínculos con los mercados e infraestructuras de procesado, para apoyar a cooperativas y microempresas y pequeñas empresas ganaderas que sean rentables, haciendo especial hincapié en las mujeres y la gente joven; iii) mejorar la dieta de los hogares mediante un mayor suministro y una mayor elaboración de alimentos especialmente formulados, complementado con campañas de comunicación encaminadas a cambiar los hábitos nutricionales; iv) centrarse en las mujeres adoptando un enfoque multidimensional para mejorar sus ingresos y su seguridad alimentaria, y promover su participación en pie de igualdad en las organizaciones de ganaderos, y vi) desarrollar las capacidades de los servicios ganaderos y veterinarios y crear un entorno propicio para fomentar las inversiones en el sector ganadero.
31. Si estas intervenciones se llevan a cabo con éxito, se aumentará la oferta de carne y huevos de calidad, se generará empleo y se mejorarán los medios de vida de los hogares, reduciendo así de forma sostenible la pobreza rural, la inseguridad alimentaria y la malnutrición.
32. El éxito del proyecto dependerá de las siguientes cuestiones: i) el sentido de apropiación nacional y la prestación de apoyo por parte del Gobierno de Sierra Leona; ii) el sentido de apropiación y la participación de las comunidades y las microempresas y pequeñas empresas ganaderas; iii) la eficacia de la Unidad de Gestión del Proyecto, y iv) la colaboración eficaz entre las principales partes interesadas.

D. Armonización, sentido de apropiación y asociaciones

33. El proyecto contribuirá al logro de los Objetivos de Desarrollo Sostenible 1, 2, 5, 8, 13 y 17. Su objetivo de desarrollo está en consonancia con i) el Marco Estratégico del FIDA (2016- 2025); ii) la estrategia de focalización y la política climática del FIDA; iii) el programa sobre oportunidades estratégicas nacionales para 2020- 2025 relativo a Sierra Leona; iv) el resultado 1 del Marco de Cooperación de las Naciones Unidas para el Desarrollo Sostenible (MCNUDS) para 2020-2024 sobre agricultura sostenible, seguridad alimentaria y nutricional, y resiliencia al clima, y v) el resultado 1 del pilar 1 del nuevo MCNUDS para 2025- 2030 sobre sistemas alimentarios, gestión de recursos naturales y cambio climático.
34. El proyecto se ha diseñado teniendo en cuenta expresamente las principales prioridades gubernamentales que figuran en el Plan Nacional de Desarrollo a Medio Plazo (MTNDP) de Sierra Leona para 2024-2030 y en el programa insignia *Feed Salone* (Alimentar a Salone) (2023-2028). El MTNDP pretende impulsar la productividad y la comercialización en el sector agropecuario, mejorar la disponibilidad, el acceso y el consumo de alimentos diversos, inocuos y nutritivos, y crear 16 500 puestos de trabajo nuevos a lo largo de las cadenas de valor agropecuarias. Por otro lado, el programa *Feed Salone* pretende reducir en un 50 % la dependencia de las importaciones de productos avícolas y crear nuevos puestos de trabajo mediante el desarrollo de las cadenas de valor de los pequeños rumiantes.

E. Costos, beneficios y financiación

Costos del proyecto

35. El costo total del proyecto asciende a USD 105,5 millones, repartidos a lo largo de los ocho años de ejecución del proyecto.
36. Los costos del proyecto se dividen entre los tres componentes siguientes:
 - i) el componente 1, que se centra en prestar apoyo a la producción y la productividad ganaderas de los agricultores en pequeña escala, cuenta con una asignación de USD 42,7 millones, lo que equivale al 40 % del presupuesto; ii) el componente 2, que se centra en fortalecer las microempresas y las pequeñas empresas ganaderas existentes y en establecer otras nuevas, cuenta con una asignación que asciende a USD 36,6 millones, lo que equivale al 34 % del presupuesto, y iii) el componente 3, que se centra en la coordinación del proyecto y del apoyo institucional, cuenta con una asignación de USD 26,1 millones, de los cuales USD 10 millones se destinan específicamente a las labores de gestión y coordinación del proyecto (el 9,5 % del presupuesto total).
37. Los subcomponentes 1.1, 1.2, 1.3, 2.1, 3.1 y 3.2 se contabilizan parcialmente como financiación para el clima. De conformidad con las metodologías que emplean los bancos multilaterales de desarrollo en el seguimiento de la financiación para la adaptación al cambio climático y la mitigación de sus efectos, se calcula que el monto total de la financiación para el clima concedida por el FIDA a este proyecto asciende a USD 15,4 millones (USD 5,8 millones para adaptación y USD 9,7 millones para mitigación).

Cuadro 1

Costos del proyecto, desglosados por componente, subcomponente y entidad financiadora
(en miles de dólares de los Estados Unidos)

Componentes y subcomponentes	Donación del FIDA con arreglo al Marco de Sostenibilidad de la Deuda		Fondo de la OPEP para el Desarrollo Internacional		Banco Islámico de Desarrollo		Heifer International		Beneficiarios			Gobierno de Sierra Leona			Total
	Monto	%	Monto	%	Monto	%	Monto	%	En efectivo	En especie	%	En efectivo	En especie	%	Monto
1. Apoyo a la producción y la productividad de la ganadería en pequeña escala para mejorar los ingresos y la nutrición															
1.1. Creación de activos ganaderos y prestación de apoyo para mantenerlos	5 197	16,7	9 430	30,3	13 328	42,8	307	1,0	17	6	0,1		2 830	9,1	31 116
1.2. Mejora de los servicios ganaderos y del suministro de insumos pecuarios	958	18,3	2 523	48,1	1 160	22,1	32	0,6	66	7	1,4		501	9,6	5 246
1.3. Fomento del consumo de alimentos de origen animal y del uso del GALS	2 123	33,3	1 162	18,2	2 033	31,9	-	-	240	26	4,2		785	12,3	6 370
Subtotal	8 278	19,4	13 115	30,7	16 521	38,7	340	0,8	323	39	0,8		4 116	9,6	42 732
2. Fortalecimiento de las microempresas y pequeñas empresas ganaderas existentes y establecimiento de otras nuevas															
2.1. Desarrollo de microempresas y pequeñas empresas ganaderas	6 634	30,2	2 549	11,6	6 975	31,8	42	0,2	3 462	1 143	21,0		1 142	5,2	21 948
2.2. Mejora de las asociaciones comerciales	1 094	7,5	9 915	67,5	1 198	8,2	69	0,5	692	15	4,8		1 696	11,6	14 679
Subtotal	7 729	21,1	12 464	34,0	8 173	22,3	111	0,3	4 144	1 168	14,5		2 838	7,7	36 627
3. Apoyo institucional y coordinación del proyecto															
3.1. Fomento de un entorno institucional y normativo propicio para las inversiones en el sector ganadero	7 048	47,8	1 768	12,0	4 222	28,6	130	0,9	-	-	-		1 572	10,7	14 740
3.2. Prestación de asistencia técnica	589	44,8	-	-	578	44,0	50	3,8	-	-	-		97	7,4	1 313
3.3. Coordinación y gestión del proyecto	6 356	63,3	2 653	26,4	506	5,0	-	-	-	-	-		532	5,3	10 049
Subtotal	13 993	53,6	4 421	16,9	5 306	20,3	180	0,7	-	-	-		2 201	8,4	26 102
Total	30 000	28,4	30 000	28,4	30 000	28,4	631	0,6	4 467	1 207	5,4		9 155	8,7	105 461

Cuadro 2

Costos del proyecto desglosados por categoría de gasto y entidad financiadora
 (en miles de dólares de los Estados Unidos)

Categoría y entidad financiadora	Donación del FIDA con arreglo al Marco de Sostenibilidad de la Deuda		Fondo de la OPEP para el Desarrollo Internacional		Banco Islámico de Desarrollo		Heifer Internacional		Beneficiarios			Gobierno			Total	
	Monto	%	Monto	%	Monto	%	Monto	%	En efectivo	En especie	%	En efectivo	En especie	%	Monto	%
I. Costos de inversión																
A. Obras	-	-	7 172	78,6	-	-	-	-	21	737	8,3		1 189	13,0	9 120	8,6
B. Bienes																
Vehículos	635	52,5	214	17,6	160	13,2	-	-	-	-	-	202	16,7	1 211	1,1	
Bienes, servicios e insumos	6 870	22,3	9 084	29,1	11 011	35,6	-	-	-	-	-	4 045	13,0	31 010	29,6	
Subtotal	7 505	23,4	9 298	28,7	11 171	34,7	-	-	-	-	-	4 247	13,2	32 221	30,8	
C. Equipos y materiales	773	16,1	2 737	55,9	377	8,0	-	-	33	306	7,0	634	13,0	4 860	4,6	
D. Servicios de consultoría																
Servicios de consultoría	6 446	32,7	4 595	24,8	5 555	28,1	253	1,4	-	-	-	2 469	13,0	19 318	17,6	
Asistencia técnica	345	43,9	-	-	401	46,6	63	7,6	-	-	-	20	1,9	829	0,7	
Subtotal	6 791	33,2	4 595	23,8	5 956	28,8	316	1,6	-	-	-	2 489	12,6	20 147	18,3	
E. Actividades de capacitación y talleres	2 688	25,6	4 059	35,3	3 375	31,6	315	2,7	-	-	-	522	4,8	10 959	10,9	
F. Subvenciones y donaciones	7 729	36,4	-	-	8 942	42,1	-	-	1 145	3 432	21,5	-	-	21 247	20,2	
G. Emergencias	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total de los costos de inversión	25 486	25,9	27 861	28,3	29 820	30,3	631	0,6	1 199	4 475	5,8	9 081	9,2	98 553	93,4	
II. Costos recurrentes																
A. Sueldos	3 812	71,4	1 524	28,6	-	-	-	-	-	-	-	-	-	5 336	5,1	
B. Costos operacionales	702	44,6	615	39,1	180	11,5	-	-	-	-	-	75	4,8	1 571	1,5	
Total de los costos recurrentes	4 514	65,3	2 139	31,0	180	2,6	-	-	-	-	-	75	1,1	6 908	6,6	
Total	30 000	28,4	30 000	28,4	30 000	28,4	631	0,6	1 199	4 475	5,4	9 156	8,7	105 461	100	

Cuadro 3

Costos del proyecto, desglosados por componente, subcomponente y año del proyecto
(en miles de dólares de los Estados Unidos)

Componente/subcomponente	Primer año		Segundo año		Tercer año		Cuarto año		Quinto año		Sexto año		Séptimo año		Octavo año		Total	
	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%	Monto	%	Monto	
1. Apoyo a la producción y la productividad de la ganadería en pequeña escala para mejorar los ingresos y la nutrición																		
1.1. Creación de activos ganaderos y prestación de apoyo para mantenerlos	1 829	5,9	4 718	15,2	9 023	29,0	13 455	43,2	1 600	5,1	171	0,6	160	0,5	160	0,5		31 116
1.2. Mejora de los servicios ganaderos y del suministro de insumos pecuarios	1 098	20,9	1 091	20,8	677	12,9	794	15,1	607	11,6	614	11,7	217	4,1	148	2,8		5 246
1.3. Fomento del consumo de alimentos de origen animal y del uso del GAL5	194	3,0	363	5,7	569	8,9	1 100	17,3	1 675	26,3	957	15,0	987	15,5	525	8,2		6 370
Subtotal	3 121	7,3	6 172	14,4	10 269	24,0	15 349	35,9	3 882	9,1	1 742	4,1	1 364	3,2	833	1,9		42 732
2. Fortalecimiento de las microempresas y pequeñas empresas ganaderas existentes y establecimiento de otras nuevas																		
2.1. Desarrollo de microempresas y pequeñas empresas ganaderas	21	0,1	915	4,2	3 033	13,8	3 583	16,3	5 837	26,6	4 973	22,7	3 586	16,3	-	-		21 948
2.2. Mejora de las asociaciones comerciales	-	-	590	4,0	3 435	23,4	3 563	24,3	4 683	31,9	1 396	9,5	725	4,9	287	2,0		14 679
Subtotal	21	0,1	1 505	4,1	6 468	17,7	7 146	19,5	10 520	28,7	6 369	17,4	4 311	11,8	287	0,8		36 627
3. Apoyo institucional y coordinación del proyecto																		
3.1. Fomento de un entorno institucional y normativo propicio para las inversiones en el sector ganadero	1 704	11,6	2 901	19,7	2 828	19,2	2 058	14,0	1 846	12,5	1 407	9,5	1 026	7,0	970	6,6		14 740
3.2. Prestación de asistencia técnica	164	12,5	267	20,3	222	16,9	179	13,6	197	15,0	142	10,8	126	9,6	16	1,2		1 313
3.3 Coordinación y gestión del proyecto	2 037	20,3	1 428	14,2	1 619	16,1	1 110	11,0	968	9,6	1 182	11,8	808	8,0	898	8,9		10 049
Subtotal	3 905	15,0	4 596	17,6	4 669	17,9	3 347	12,8	3 011	11,5	2 731	10,5	1 960	7,5	1 884	7,2		26 102
Total	7 047	6,7	12 273	11,6	21 406	20,3	25 842	24,5	17 412	16,5	10 842	10,3	7 635	7,2	3 004	2,8		105 461

Estrategia y plan de financiación y cofinanciación

38. El proyecto se financiará con fondos procedentes de seis fuentes:
- i) tres instituciones financieras internacionales, a saber, el FIDA, el Fondo de la OPEP para el Desarrollo Internacional y el Banco Islámico de Desarrollo, que aportarán USD 30 millones cada una, lo cual representa el 86 % del costo total. El Banco Islámico de Desarrollo aportará los fondos usando el enfoque de cofinanciación paralela; ii) Heifer International aportará USD 0,6 millones; iii) el Gobierno de Sierra Leona aportará USD 9,16 millones (lo que representa el 8,7 % del costo total), procedentes de impuestos y derechos no percibidos, y iv) los beneficiarios aportarán USD 5,67 millones (equivalente al 5,4 % del costo total), en forma de contribuciones en especie o en efectivo.

Desembolsos

39. La Unidad de Gestión del Proyecto tendrá autonomía para gestionar los fondos y será responsable ante el FIDA y el Ministerio de Agricultura y Seguridad Alimentaria del uso que se haga de los fondos y de los resultados del proyecto de conformidad con los convenios de financiación.
40. La financiación del FIDA se desembolsará previa presentación de las debidas solicitudes de retiro de fondos, de conformidad con los procedimientos pertinentes del FIDA. Las modalidades de desembolso se detallarán en la carta sobre la gestión financiera del proyecto y las disposiciones relativas al control financiero. La Unidad de Gestión del Proyecto podrá solicitar que se retiren de la cuenta de la donación los importes correspondientes usando los tres métodos de desembolso siguientes: i) anticipo inicial, ii) anticipo y justificación, y iii) reembolso.

Resumen de los beneficios y análisis económico

41. El análisis económico y financiero del proyecto ofrece resultados positivos robustos. La tasa interna de rendimiento económico es del 38,7 % y la relación costo-beneficio es de 3,05. Estas cifras superan el costo de oportunidad del capital en un 19 % y la relación costo-beneficio es superior a 1, lo que confirma la viabilidad financiera del proyecto. Se espera que el valor actual neto económico alcance los USD 663 millones (SLE 16 200 millones), con una tasa interna de rendimiento económico del 33,6 %.

Estrategia de salida y sostenibilidad

42. Se ha elaborado una hoja de ruta clara para garantizar los efectos positivos y la viabilidad a largo plazo del proyecto. La estrategia de sostenibilidad se basa en los siguientes aspectos clave: i) la mejora de la producción y la eficiencia mediante la introducción de mejores prácticas y tecnologías innovadoras; ii) el desarrollo de un mercado local sólido, mediante infraestructuras y vínculos entre los agentes de las cadenas de valor; iii) el uso de enfoques basados en alianzas productivas con el sector privado para garantizar una prestación sostenible de servicios técnicos y financieros, y iv) el fomento del sentido de apropiación entre las comunidades, así como de la participación de las partes interesadas, mediante el desarrollo de las capacidades de las instituciones comunitarias.
43. Además, el diálogo sobre políticas para crear un entorno propicio para el desarrollo de las microempresas y pequeñas empresas ganaderas, así como para el desarrollo de las capacidades de las universidades y del Instituto de Investigación Agrícola de Sierra Leona, ayudará a los ganaderos a reinvertir en el sector una vez concluido el proyecto.

III. Gestión de riesgos

A. Riesgos y medidas de mitigación

44. El principal riesgo para la ejecución radica en las escasas capacidades de las instituciones y los agentes de las cadenas de valor de la ganadería menor. Para mitigarlo, se adoptará un enfoque gradual para llevar a cabo actividades de apoyo institucional, asistencia técnica y desarrollo de capacidades.

Cuadro 4

Calificación general de los riesgos

<i>Esferas de riesgo</i>	<i>Calificación del riesgo inherente</i>	<i>Calificación del riesgo residual</i>
Contexto nacional	Considerable	Considerable
Estrategias y políticas sectoriales	Moderado	Moderado
Medio ambiente y clima	Moderado	Moderado
Alcance del proyecto	Moderado	Moderado
Capacidad institucional de ejecución y sostenibilidad	Considerable	Considerable
Gestión financiera	Alto	Alto
Adquisiciones y contrataciones en el marco del proyecto	Considerable	Considerable
Impacto ambiental, social y climático	Moderado	Moderado
Partes interesadas	Considerable	Considerable
Riesgo general	Considerable	Considerable

B. Categoría ambiental y social

45. Dado que el riesgo ambiental y social es moderado, se pondrán en marcha las siguientes evaluaciones y planes: i) un plan de gestión ambiental, social y climática; ii) un plan de participación de las partes interesadas; iii) un mecanismo de resolución de reclamaciones, y iv) una evaluación específica de la adaptación.

C. Clasificación del riesgo climático

46. El riesgo climático es considerable. Se ha preparado una evaluación específica de la adaptación.

D. Sostenibilidad de la deuda

47. Según las conclusiones del sexto y el séptimo exámenes realizados por el Fondo Monetario Internacional y la Asociación Internacional de Fomento, la deuda pública de Sierra Leona es sostenible, pero el riesgo de sobreendeudamiento externo y total sigue siendo alto. Entre 2021 y 2022, el porcentaje de deuda pública con respecto al producto interno bruto aumentó del 79 % al 96 %, lo que obligó al país a solicitar préstamos adicionales. Se espera que el crecimiento repunte en 2024, impulsado por la expansión del sector minero y el sector agrícola. Se previó una inflación del 34,7 % en 2024, inferior a la inflación media prevista de los precios al consumo, del 37 %. Las autoridades reconocen que es importante que los ajustes fiscales sean duraderos y realistas. Para que la deuda del país sea sostenible habrá que dar prioridad a los recursos procedentes de donaciones y obtener financiación en condiciones muy favorables.

IV. Ejecución

A. Marco organizativo

Gestión y coordinación del proyecto

48. La Unidad de Gestión del Proyecto será independiente y se encargará de la gestión diaria del proyecto, tendrá su sede en Bo y dependerá de la estructura institucional de la Dirección de Ganadería y Servicios Veterinarios. Se establecerá una unidad secundaria en Bombali. El Comité Directivo del proyecto, establecido bajo la

presidencia del Ministro de Agricultura y Seguridad Alimentaria, se encargará de la supervisión general de la ejecución del proyecto y evaluará y validará los planes de trabajo y presupuestos anuales correspondientes del proyecto.

Gestión financiera, adquisiciones y contrataciones, y gobernanza

49. La Unidad de Gestión del Proyecto tendrá autonomía para gestionar los fondos y será responsable ante el FIDA y el Ministerio de Agricultura y Seguridad Alimentaria del uso que se haga de los fondos y de los resultados del proyecto de conformidad con los convenios de financiación.
50. **Flujo de fondos.** El FIDA concederá fondos al Gobierno, en forma de donación, de conformidad con las condiciones previstas en el convenio de financiación. El Ministerio de Agricultura y Seguridad Alimentaria abrirá en un banco de renombre tres cuentas designadas en dólares de los Estados Unidos para recibir los fondos de las respectivas entidades financiadoras. Se abrirán asimismo tres cuentas operacionales denominadas en moneda local para realizar los pagos diarios. Se abrirá aparte una cuenta gubernamental de contrapartida para recibir las contribuciones de los beneficiarios.
51. **Control interno.** Se elaborará un manual de ejecución del proyecto para orientar a la Unidad de Gestión del Proyecto en sus operaciones diarias, garantizando al mismo tiempo una separación de funciones adecuada y suficiente. Algunos capítulos del manual abordarán específicamente cuestiones relacionadas con la gestión financiera y las donaciones de contrapartida a fin de garantizar la sostenibilidad y la transparencia. Los auditores internos del Ministerio de Agricultura y Seguridad Alimentaria se encargarán de incluir las actividades y los gastos del proyecto en sus planes de auditoría interna y de presentar sus informes al Comité Directivo del proyecto y al FIDA.
52. **Contabilidad y presentación de informes.** Todas las cuentas y asientos contables se llevarán de acuerdo con el criterio de caja de las Normas Internacionales de Contabilidad del Sector Público. Se utilizará un programa informático de contabilidad para llevar las cuentas y preparar informes de manera automática a fin de cumplir los requisitos mínimos del FIDA. Además, se prepararán y presentarán informes financieros provisionales sobre una base trimestral, en los 45 días siguientes al cierre de cada trimestre. Los estados financieros no auditados se presentarán en los cuatro meses siguientes al cierre de cada ejercicio.
53. **Auditoría.** Audit Service Sierra Leone se encargará de realizar la auditoría anual de los estados financieros del proyecto. Los informes de auditoría, incluidos los anexos adicionales exigidos por el FIDA, se presentarán en los seis meses siguientes al cierre de cada ejercicio. Se contratará a Audit Service Sierra Leone antes de que finalice el ejercicio para que pueda llevar a cabo la auditoría, y el FIDA deberá aprobar antes el mandato de auditoría conexo.
54. **Gobernanza.** El Gobierno de Sierra Leona ha hecho importantes avances para mejorar la gobernanza, la rendición de cuentas y la transparencia, entre los que cabe destacar la promulgación de numerosas leyes, como la Ley de Finanzas de 2020 y la Ley de Lucha contra la Corrupción (Enmienda) de 2019, la formulación de planes de auditoría basados en los riesgos tras la capacitación impartida por un consultor internacional y la ampliación de las competencias de Audit Service Sierra Leone para llevar a cabo auditorías de los resultados y auditorías especializadas. Las actividades y operaciones del proyecto estarán sujetas a la Política del FIDA en materia de Prevención del Fraude y la Corrupción, y se usarán como referencia las Directrices del FIDA para la adquisición de bienes en el ámbito de los proyectos.
55. El Ministerio de Agricultura y Seguridad Alimentaria delegará en la Unidad de Gestión del Proyecto la labor de gestión de las adquisiciones y contrataciones. Las funciones relacionadas con las adquisiciones y contrataciones consisten en lo siguiente: i) la preparación de planes en materia de adquisiciones y contrataciones;

ii) la preparación de listas de necesidades, especificaciones, mandatos y estimaciones cuantitativas; iii) la conclusión de un acuerdo con el FIDA sobre el método de adquisición y contratación o de selección para cada actividad de adquisición y contratación; iv) las precalificaciones, la publicidad, la gestión de las manifestaciones de interés y la preselección, y v) la preparación de los documentos de solicitud de licitación y los proyectos de contratos.

Participación y observaciones del grupo objetivo y resolución de reclamaciones

56. El plan de participación de las partes interesadas tiene como objetivo movilizar, consultar e informar a las partes interesadas del proyecto en relación con los objetivos, los enfoques y el grupo objetivo del proyecto, así como en relación con el cambio climático y los posibles impactos ambientales del proyecto. Las partes interesadas podrán participar e influir en la toma de decisiones relacionadas con las intervenciones del proyecto, y su participación garantizará la transparencia en la ejecución del proyecto y generará sentido de apropiación de las actividades que se ejecuten.

Resolución de reclamaciones

57. Se establecerá un mecanismo de resolución de reclamaciones que permitirá a las comunidades plantear quejas sobre los impactos adversos que el proyecto pueda producir en ellas y ofrecerá un conjunto de procedimientos para abordar cualquier problema que pueda surgir.

B. Planificación, seguimiento y evaluación, aprendizaje, gestión de los conocimientos y comunicación

58. Al inicio del proyecto se establecerá un sistema de seguimiento y evaluación dotado del personal y los equipos necesarios, que se basará principalmente en el uso de herramientas digitales para recopilar, procesar y analizar datos a efectos de una toma de decisiones eficaz y una gestión basada en los resultados. Se realizará un estudio de referencia, una encuesta de mitad de período y una encuesta final para evaluar los resultados e impactos del proyecto.
59. Se elaborará y pondrá en marcha un plan de gestión de los conocimientos y un plan de acción en materia de comunicación en los que se especificarán los productos del conocimiento que se van a elaborar y las modalidades para su difusión. Se utilizarán distintos canales para la difusión de los productos del conocimiento, por ejemplo, a través de talleres o en la radio, la televisión, las redes sociales y los periódicos. Además, se promoverán las visitas de intercambio para fomentar el aprendizaje y el intercambio de experiencias.

Innovación y ampliación de escala

60. Se pondrán a prueba las innovaciones y las nuevas tecnologías descritas en la evaluación de la estrategia y el programa en el país realizada por el FIDA. En concreto, se usará el enfoque de las escuelas de campo para agricultores, pero adaptándolo al sector ganadero, y se incluirá el uso de tecnologías en sus componentes, haciendo especial hincapié en la digitalización. Asimismo, se adaptarán y promoverán en el sector ganadero las prácticas innovadoras y los enfoques de desarrollo de microempresas y pequeñas empresas que hayan tenido éxito. Las innovaciones que tengan éxito se aplicarán a mayor escala durante la ejecución del proyecto y posteriormente.

C. Planes para la ejecución

Preparación para la ejecución y planes para la puesta en marcha

61. Está previsto un anticipo para la puesta en marcha del proyecto de USD 285 000, que ayudará a que se cumplan las condiciones exigidas para hacer el primer desembolso y preparar sin contratiempos la puesta en marcha del proyecto.

Supervisión, examen de mitad de período y planes de finalización

62. El FIDA y el Gobierno de Sierra Leona llevarán a cabo una misión anual de supervisión, en la que también participarán representantes del Banco Islámico de Desarrollo y del Fondo de la OPEP para el Desarrollo Internacional. Además, también se realizarán misiones anuales de apoyo en relación con necesidades técnicas concretas. Para el final del tercer año se prevé llevar adelante un examen de mitad de período, y mediante una misión de finalización del proyecto se evaluará y documentará el desempeño general de la ejecución y los resultados logrados.

V. Instrumentos jurídicos y facultades

63. Un convenio de financiación entre la República de Sierra Leona y el FIDA constituye el instrumento jurídico para la concesión de la financiación propuesta al receptor. Se adjunta como apéndice I una copia de dicho convenio.
64. La República de Sierra Leona está facultada por su legislación para recibir financiación del FIDA.
65. Me consta que la financiación propuesta se ajusta a lo dispuesto en el Convenio Constitutivo del FIDA y en sus Políticas y Criterios en materia de Financiación.

VI. Recomendación

66. Recomiendo a la Junta Ejecutiva que apruebe la financiación propuesta de acuerdo con los términos de la resolución siguiente:

RESUELVE: que el Fondo conceda una donación con arreglo al Marco de Sostenibilidad de la Deuda a la República de Sierra Leona por un monto de treinta millones de dólares de los Estados Unidos (USD 30 000 000), conforme a unos términos y condiciones que se ajusten sustancialmente a los presentados en este informe.

Álvaro Lario
Presidente

Negotiated financing agreement

Grant No:

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

The Republic of Sierra Leone (the "Recipient")

and

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

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

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

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

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

NOW THEREFORE, the Parties hereby agree as follows:

Section A

1. The following documents collectively form this Agreement: this document, the Programme Description and Implementation Arrangements (Schedule 1), the Allocation Table (Schedule 2) and the Special Covenants (Schedule 3).
2. The Fund's General Conditions for Agricultural Development Financing dated 29 April 2009, amended as of 28 December 2022, and as may be amended hereafter from time to time (the "General Conditions") are annexed to this Agreement, and all provisions thereof shall apply to this Agreement except for the provisions that refer to Loan financing which shall not apply to this Agreement. For the purposes of this Agreement the terms defined in the General Conditions shall have the meanings set forth therein, unless the Parties shall otherwise agree in this Agreement.
3. The Fund shall provide a DSF grant to the Recipient, which the Recipient shall use to implement the Programme in accordance with the terms and conditions of this Agreement.

Section B

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

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

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

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

Section C

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

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

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

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

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

Section D

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

Section E

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

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

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

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

2. The following is designated as an additional ground for cancellation of this Agreement:
 - (a) In the event that the Recipient did not request a disbursement of the Financing twelve (12) consecutive months without justification subsequent to the first eighteen (18) months from the Effective Date.
3. The following are designated as additional conditions precedent to withdrawal:
 - (a) The IFAD no objection to the PIM which includes the Financial Administration manual shall have been obtained.
 - (b) The following key Programme staff shall have been recruited and approved by the Fund: Project Manager, Finance and Administrative Officer, Procurement Officer and the Monitoring and Evaluation Officer.
 - (c) The Designated and the Project Accounts shall have been duly opened in reputable banks.
 - (d) The acquisition and installation of an operational software capable of producing financial statements that meet IFAD's requirements.
4. This Agreement is subject to ratification by the Recipient.
5. The following are the designated representatives and addresses to be used for any communication related to this Agreement:

For the Recipient:

The Minister of Finance
Ministry of Finance
Treasury Building
George Street

For the Fund:

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

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

REPUBLIC OF SIERRA LEONE

[Authorised Representative]

Date: _____

INTERNATIONAL FUND FOR
AGRICULTURAL DEVELOPMENT

[The President]

Date: _____

Schedule 1

Programme Description and Implementation Arrangements

I. Programme Description

Programme Description

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

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

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

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

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

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

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

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

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

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

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

II. Implementation Arrangements

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

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

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

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

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

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

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

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

Schedule 2

Allocation Table

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

Category	Grant Amount (expressed in USD)	% of Eligible Expenditures to be Financed net of taxes
I. Goods, Services and inputs	6 180 000	100%
II. Equipment and materials	1 270 000	100%
III. Consulting services	8 500 000	100%
IV. Subsidies and grants	6 960 000	100%
V. Operations costs	4 090 000	100%
VI Unallocated	3 000 000	100%
TOTAL	30 000 000	

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

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

2. *Disbursement arrangements*

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

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

3. *Audit arrangements*

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

Schedule 3

Special Covenants

I. General Provisions

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

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

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

11. The Key Programme Personnel are: Project Coordinator, Senior Livestock Officer, an international veterinarian expert (senior level), an Agribusiness Officer, a Social Inclusion Officer, Nutrition Officer, Environmental Safeguards Officer, a Grant Manager, a Finance and Administrative Officer, an Internal Auditor (MAFS), a Monitoring Evaluation and Knowledge Management Officer and a Procurement Officer. In order to assist in the implementation of the Programme, the [PIU/PMU], unless otherwise agreed with IFAD, shall employ or cause to be employed, as required, key staff whose qualifications, experience and terms of reference are satisfactory to IFAD. Key Programme Personnel shall be seconded to the [PIU/PMU] in the case of government officials or recruited under a consulting contract following the individual consultant selection method in the IFAD Procurement Handbook, or any equivalent selection method in the national procurement system that is acceptable to IFAD. The recruitment of Key Programme Personnel is subject to IFAD's prior review [as is the dismissal of Key Programme Personnel]. Key Programme Personnel are subject to annual evaluation and the continuation of their contract is subject to satisfactory performance. Any contract signed for Key Programme Personnel shall be compliant with the national labour regulations or the ILO International Labour Standards (whichever is more stringent) in order to satisfy the conditions of IFAD's updated SECAP. Repeated short-term contracts must be avoided, unless appropriately justified under the Programme's circumstances.

II. SECAP Provisions

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

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

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

3. The Recipient shall disclose the draft and final ESIA reports and all other relevant Management Plan(s) with Programme stakeholders and interested parties in an accessible place in the Programme-affected area, in a form and language understandable to Programme-affected persons and other stakeholders. The disclosure will take into account any specific information needs of the community (e.g. culture, disability, literacy, mobility or gender).

4. The Recipient shall ensure or cause the Executing Agency and Implementing Agency to ensure] that all bidding documents and contracts for goods, works and services contain

provisions that require contractors, sub-contractors and suppliers to comply at all times in carrying out the Programme with the standards, measures and requirements set forth in the SECAP 2021 Edition and the Management Plan(s), if any.

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

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

In the occurrence of such event, the Recipient shall:

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

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

6. The Recipient shall ensure [or cause the Executing Agency, Implementing Agency, contractors, sub-contractors and suppliers to ensure] that the relevant processes set out in the SECAP 2021 Edition as well as in the Management Plan(s) (if any) are respected.

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

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

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

Logical framework

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

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

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

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

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

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

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

Integrated project risk matrix

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

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

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

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

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

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

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

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

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

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

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